

**Council of University of California Staff Assemblies
Staff Housing Work Group Report**

June 2004

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**I. Council of University of California Staff Assemblies
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I. INTRODUCTION

The Council of University of California Staff Assemblies (CUCSA) strives to foster a stronger sense of community among campus constituencies and to take action aimed at improving opportunities for staff and increasing employee loyalty and commitment. During challenging budgetary times, when staff and faculty are continually asked to do more with less, this can be a very difficult task. We know that the University aims to be an employer of choice, but stagnant staff salaries, increasing health care premiums, and escalating fees for services such as parking and child care are hampering achievement of this goal. Add to these challenges staff face in securing affordable housing, and it is clear to see that the University's ability to recruit and retain highly qualified staff is severely impacted.

While the University's hands may be tied in providing additional compensation to its staff, efforts can be made to assist in improving the housing situation. Many campuses have attempted to address the situation by implementing programs to provide on-campus housing where land is available or by working with third-party developers to provide more affordable staff housing options within local communities. CUCSA applauds these efforts and requests that President Dynes strongly encourage chancellors and laboratory directors to increase efforts in this area by endorsing a set of guiding principles related to staff housing. This is a critical issue that must be addressed even in times of financial hardship. Investigation into options will poise campuses and laboratories to move forward quickly when the financial climate improves. Encouraging action will send a message to staff that they are critical to the continued success of the University and are valued for their contributions.

II. BACKGROUND

As we are all aware, there is a housing crisis across the nation, but California is fairing worse than most states. While the median home price across the country recently exceeded \$176,000¹, California's median home price exceeded \$500,000². Communities around some UC campuses like Santa Barbara top the chart with a median home price of nearly one million dollars³. Staff salaries on the other hand have been basically stagnant over the past few years. The average annual staff salary

¹ National Association of Realtors, April 2004.

² California Association of Realtors, April 2004.

³ California Association of Realtors, April 2004.

is approximately \$46,000⁴ - far less than currently required to qualify to purchase a median-priced home. The housing crisis is exacerbated by both a diminishing inventory of affordable for-sale and rental units and dramatically escalating fuel prices, which affect the cost of commuting to more affordable areas.

A system wide task force was appointed to study the housing crisis and make recommendations for improving housing options for students, faculty and staff. Their report, "[Housing in the 21st Century](#)", was published in November 2002. The report comprehensively addressed student housing issues and highlighted faculty/staff housing programs at each of the campuses. It also discussed financial assistance for home loans offered through the Office of the President. However, as is common with many reports, it addressed faculty and staff housing as a single entity. While staff are proud to be colleagues with faculty in accomplishing the University's mission, it is clear that most of these programs are designed to aid in recruitment and retention of ladder rank faculty and provide options for a very limited number of staff, generally at the senior management level only. Programs serving the needs of the rank and file staff are rare. In order to build better collegial relationships, it is necessary to promote a stronger sense of equity between staff and faculty. Staff and faculty are partners in delivering high quality University services, each critical to the institution's success. CUCSA is hoping that campuses and the Office of the President can work to develop more equitable methods for providing staff with opportunities to participate in programs designed to provide affordable housing options.

III. STAFF RECRUITING

While faculty have traditionally been recruited through national and international searches, campuses have depended on recruiting staff from the local community. Over the past few years, patterns have begun to change and it is becoming more and more common to expand staff searches to include wider areas. This practice can be anticipated to escalate in the future as a substantial number of long-term University employees retire and more mid- to upper-management positions become available. As the situation changes, finding options to help new staff to relocate into inflated housing markets will become more critical.

IV. WHAT CAN BE DONE?

The message here is that housing scarcity is a problem for all employees and the university has very limited stocks of housing to offer. However, because we all contribute to the academic mission and are part of the academic community, we all should have access to this resource, based upon a set of guiding principles that ensure equity. CUCSA recognizes that this is not an easy issue to tackle. In addition to requiring an infusion of University resources, it is also an issue filled with emotion. While several UC locations offer housing options labeled as "faculty/staff", the reality is that the allocation guidelines of most programs strongly favor faculty. In reality, few of the existing homes are owned/rented by staff ranking lower than the vice chancellor level. Faculty have a sense of entitlement regarding housing programs and staff have a sense of being left out. Efforts must be made to include staff in these programs and/or develop new programs to their advantage. The Santa Cruz campus has done this and should be applauded for its success. UCSC administration, staff and faculty

⁴ UCOP (includes entry level through Management and Senior Professionals across all campuses, laboratories and medical centers.

worked together to develop a program in which staff are guaranteed access to 15 percent of all new housing projects. The negotiations were lengthy and difficult at times, but in the end the participants reached a satisfactory compromise. While UCSC's program is described in detail in the *Best Practices* section of this document, it is recognized that each location will need to tailor policies to suit its individual situation. What is imperative is that staff participate actively in development of policies to ensure equity is achieved. CUCSA feels that issuance of a strong Presidential message to chancellors and laboratory directors that supports staff participation and encourages development of policies equitable to all parties would be a huge step toward recognizing staff as vital members of the University partnership.

V. BEST PRACTICES

This report offers summaries of housing programs currently in place at UC locations as well as examples of programs available nationwide. These programs range from on-campus developments where land is available to options where employers partner with third-party developers to provide opportunities within surrounding communities. Because it guarantees staff access, the UC Santa Cruz program is described in detail, including the process used for development. It is hoped that this program will stand as a role model for efforts at other locations. Other programs are detailed in appendices to this report. Programs that offer financial assistance – although not always available to staff – are also discussed.

It is hoped that in addition to providing a snapshot of current programs available, the appendices will serve as a resource to campuses interested in investigating program alternatives. This report is available on the CUCSA website (<http://www.ucop.edu/cucsa/index.htm>); links are provided to facilitate easy access to this information.

a) University of California, Santa Cruz

The UC Santa Cruz Process.

The University of California, Santa Cruz initiated a process in May 2002 to develop new housing policies to guide access to rental and for-sale housing for University employees. The Campus Welfare Committee (CWC) was the principal group to develop and shape these recommendations during this process.

- The charge to the group from the Campus Provost was to:
- *Revisit the for-sale and for-rent priority systems for University employees;*
- *Recommend a uniform policy for both programs;*
- *Accommodate in a fair manner those presently on the waiting lists; and*
- *Incorporate the needs of future faculty and staff yet to come to the campus.*

An additional key objective was to ensure the new policy's concurrence with the University's Long Range Development Plan (LRDP) and its Growth and Stewardship policies.

Overall, the CWC expressed that the housing access policy should first support the University's academic mission and should be inclusive of the academic and academic support community.

The CWC first defined the principles and the policy development guides. Once the CWC achieved agreement in principle, it went forward to define eligibility, employee categories, allocation methods, and prioritization within employee categories. It was during the course of these discussions that a common understanding of the needs and concerns of each employee group was explored. Public meetings were held periodically to allow interested faculty and staff to express their concerns and to monitor the CWC's progress.

After 12 months of deliberations the CWC produced a document, "Housing Access Policy", which described a new housing policy for both rental and for-sale housing. The document detailed the previous policy, how the CWC came to develop the new policy, and the principles that guided its development. The CWC could not agree upon the actual percentage allocation to each employee group. To resolve the issue the CWC invited the Campus Provost to a presentation of the policy and revealed to him that it could not compromise on allocation percentages, but would support his decision should he choose to make one. He made the following allocations: 80% faculty, 15% staff and 5% non-senate faculty.

From staff perspective 15% did not seem to be equitable given the proportionately high number of staff employees compared to other employee groups, however in the first offering of condominiums 87% of the actual staff demand was met.

The UCSC Housing Policy can be obtained at the following site, http://planning.ucsc.edu/pac/MtgNotes/cwc/attach/CWC_Concept_Paper_Draft_3-26.pdf

(1) UCSC For-Sale Housing Program

The objective of the for-sale housing program is to support the academic mission, help meet institutional goals for the recruitment and retention of long-term qualified faculty and staff, and support creation of communities of learning.

Eligibility: University employees paid at 100% time with a minimum of a one-year appointment are eligible for the program.

Application Process: Eligible applicants can apply at any time. Between July 1 and July 31 of each year there will be an "open enrollment" period during which eligible employees can modify preferences stated on their application for University housing.

Employee Categories: Once an employee is determined as eligible for housing, that person is classified into one of three categories. These categories are defined as follows:

Senate Members: Members of the Academic Senate.

Non-Senate Academics: Academic appointees who are not members of the Academic Senate (with the exception of visiting appointees, post-doctoral scholars, and academic student titles, all of whom are not eligible).

Staff: All career Staff employees, including members of the Senior Management Group who are not members of the Academic Senate.

Fixed Allocation: Available-housing stock will be allocated on a percentage basis among the three different employee categories.

Prioritization: Within the allotted percentage of housing for each employee category, a prioritization system guides how the ranking order of the waiting list for the for-sale housing program is established. Each employee category has its own system of prioritization.

UCSC Rental Housing Program

The objective of the rental-housing program is to support the academic mission and provide a "landing pad" or transitional housing for new UCSC employees.

Eligibility: University employees at 100% employment are eligible to apply for the program, for up to two years from their original hire date. After renting a home, it is expected that the employee will remain at full-time status. At minimum, the employee must be employed 50 percent time to maintain eligibility.

Application Process: Candidates for employment can apply for rental housing after they have accepted an offer of employment. It is the responsibility of the hiring office to inform candidates of the application process. Waiting list order will be determined on a "first-come, first-served" basis.

Employee Categories: Employee categories are the same as under the for-sale housing program, with the inclusion of visiting academics and post-doctoral scholars in the Non-Senate Academic category.

Fixed Allocation: As with for-sale housing, available rental housing stock will be allocated on a percentage basis among the three different employee categories.

Prioritization: Within the allotted percentage of housing for each employee category, a prioritization system guides how the ranking order of the waiting list is established for the rental housing program. Each employee category has its own system of prioritization.

VI. CONCLUSION

Understanding that each location needs to develop alternatives appropriate to local conditions, this work group proposes that a set of guiding principles be developed to ensure equity in establishing and administering housing programs for staff and faculty. This group would not presume to establish these principles, but suggest that they encourage long-term, durable policies that ensure inclusion of staff and establish equity between constituencies. Programs need to be simple to understand and to administer and should be predictable to allow staff to plan for the future. We request that once defined, the President articulate these principles to chancellors, laboratory directors, and The Regents, and that he strongly encourage that efforts in the area of affordable staff housing be increased.

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APPENDICES

1. Staff Housing Programs at Other UC Locations

In addition to UCSC, there are other UC locations with housing programs that include staff, if at least in principle, if not practice. Those programs will be briefly noted here. Further description can be found in Appendix I. UC Berkeley has a limited program offering for-sale condominiums to faculty and staff. Historically, as units became available, they have been filled by faculty and not staff. UC Davis has plans for developing "the neighborhood" which will include 500 units for faculty and staff. At this time, it is unknown what priority staff will be given in the allocation of these units when completed. UC Irvine will have, once complete, 1100 for-sale and rental units for faculty and staff. Allocation is made using a five-tiered system with staff at the two bottom levels. To date, most available units have been filled with faculty and Senior Management Group staff and very few regular staff. UC San Diego has 381 rental units for faculty and staff.

UC Los Angeles, UC Santa Barbara, UC Merced, UC San Francisco, UC Riverside, and the three UC-managed national laboratories, Los Alamos, Lawrence Berkeley and Lawrence Livermore, currently do not have housing programs which include staff. Some locations are planning for future housing to include staff. Additional details can be found in Appendix II.

In addition to UC Santa Cruz, other UC locations offer housing programs to faculty and staff. Brief descriptions of these programs follow.

University of California, Berkeley

UCB offers housing assistance to newly hired faculty and executives. Condominiums are the only for sale housing, offered for purchase at below-market rates. New faculty have first priority, then faculty. In theory, staff are eligible, but because of ranking and limited number of units, units are filled by faculty.

When the 75 University Terrace condos were built in mid 90's as a faculty recruitment incentive, there was a real estate market slump and not enough faculty interest to fill the units so it was opened up to any UC full-time career employee that had passed probation. After first two years the real estate market improved and the project sold off. The units that come available for resale have gone to faculty.

Additionally, there are faculty apartments at Clark Kerr, apartments thru Cal Rentals, Mortgage Assistance Program, and temporary housing for two years for highest level faculty, management and occasionally staff.

In the campus' Long Range Development Plan, a site has been identified for faculty housing.

For additional information: <http://controller-fs.vcbf.berkeley.edu/ResponsibilitiesGuide/HTML/FacultyandStaffHousing.htm>
Or: http://calrentals.housing.berkeley.edu/fac_staff.html .

University of California, Davis

UC Davis has housing designated for faculty and staff in Aggie Village. The development has 21 single-family homes and 16 split-lot town homes. 17 of the single-family homes have one-room cottages in their backyards that can be used as additional space for the home occupants or as rental units.

UC Davis is planning a larger scale development, referred to as "the neighborhood." Construction dates for the neighborhood have yet to be determined. It is planned to include housing for about 3,000 students and contain about 500 faculty and staff housing units. The neighborhood would also include recreation areas, open space, a mixed-use retail center, a Community Education Center, and an elementary school.

For additional information:
<http://www.ormp.ucdavis.edu/realestate/resources/index.html>
Or: <http://www.ormp.ucdavis.edu/environreview/LRDP.html#NMP>

University of California, Irvine Staff Housing Initiatives

In the campus Long Range Development Plan, approximately 200 acres of land is set aside for faculty/staff housing. In the mid-1980s, the Irvine Campus Housing Authority (ICHA), a California not-for-profit, public benefit corporation, was created by The Regents to develop affordable faculty and staff housing on this land. The land is ground leased to ICHA, who in turn leases it to homeowners.

University Hills

The University Hills housing development, ICHA's main vehicle, is located within walking distance of academic activities, shops, restaurants, parks, and entertainment. There are currently about 700 homes and 140 rental units in University Hills built in a variety of types, sizes and styles. When complete the community is expected to have 1,100 for-sale and rental residences.

Homes and apartments are made available to full-time University employees according to the following priority system:

1. Newly recruited members of the Academic Senate and the Senior Management Group.
2. Current members of the Academic Senate and the Senior Management Group.
3. Newly recruited members of the University's non-Senate Academic Staff and Management and Senior Professional group. (Examples of academic staff include clinical and adjunct professors, lecturers, post doctoral and professional researchers, specialists and librarians.)
4. Current Academic Staff and Management and Senior Professional group members.
5. Other University staff members.

Certain requirements are imposed upon the sale and resale of a home to assure that University Hills homes remain available to and affordable by members of UCI's academic community.

Although University Hills is an outstanding benefit, most homes are owned by academic employees. Few of the staff residents are "regular rank" staff, but are members of the Senior Management Group.

More details regarding University Hills can be found at <http://www.icha.uci.edu>.

Other Programs at UCI

The office of Campus Asset Management (CAM) is responsible for investigating opportunities for partnering with local communities and agencies to provide affordable housing options to UCI staff. Several investigations are currently underway including on-going discussions with the City of Irvine and developers responsible for conversion of local decommissioned military bases. CAM was recently approached by a local developer constructing a housing complex in the City of Anaheim, near the UCI Medical Center. Negotiations resulted in several medical center employees who are current Anaheim residents applying to the city for consideration for available affordable units. If qualified, these staff will be given priority for houses being offered below market rate.

With strong support from the Chancellor and Executive Vice Chancellor, CAM will continue to actively pursue opportunities for partnering. However, most of these alliances require a financial investment on behalf of the campus, and unfortunately, with budget reductions over the past few years, it has not been feasible to make commitments of this type.

University of California, San Diego

UC San Diego has 381 rentals for faculty and staff. It is filled by a five-tiered system, from tenure-track faculty to staff. The two top tier levels, tenured and senate faculty, have guaranteed housing. Members of these groups tend to use it as transitional housing. After the top two tiers, it's a straight waiting list. The majority of faculty in this housing are junior faculty. It usually takes 9 months to a year to gain housing, depending on type of unit desired and availability. There are no limits to the time one can stay in University housing. Last October, the census counted 221 Faculty and staff at Del Sol, with 123 units were filled by staff.

The property was purchased in 1988 while just under construction. There are 2 bed rooms 2 bath, 2 bed rooms 1 bath and 1 bed room 1 bath unfurnished units with below-market rate rents. Rents go up between 3% - 5% annually. This year's increase was 5%.

For additional information: <http://www.hds.ucsd.edu/>

2. UC Locations Without Staff Housing Programs

At this time, the following UC locations do not have staff housing programs, although some have begun processes to explore expanding their housing programs to include staff.

University of California, Los Angeles

UCLA does not currently provide staff housing. It has a limited amount of faculty housing available in rental units near the campus. UCLA's Richard S. Ziman Center for Real Estate at The Anderson School has sponsored conferences such as the 2003 Los Angeles Business Council Mayoral Housing Summit to explore affordable housing and home ownership issues in Los Angeles.

For additional information: <http://www.cho.ucla.edu/>

Or: http://www.housing.ucla.edu/housing_site/apartments/faculty.htm

University of California, Merced

No staff housing is planned for the campus.

UC Merced will be the first [University of California](#) campus located in the San Joaquin Valley. The [site](#) forms part of a large ranch owned by the [Virginia Smith Trust](#) north of the City of Merced. The total campus will consist of 2,000 acres. All campus needs for academic uses, housing, athletics and parking will be developed on 910 acres; an additional 340 acres will be kept as a reserve for the future; and the remaining 750 acres will become a natural reserve of vernal pool habitat that will be protected from development. The University is committed to saving these sensitive wetlands and, at the same time, creating a great university for the people of California.

The [County of Merced](#) has prepared the [University Community Plan](#), a master plan for the new community that will develop on the lands around the new University. Merced County is closely collaborating with key partners including UC Merced, landowners, and the local community to address a wide range of issues of common concern. Affordable residential housing is a major objective for the University and its partners. The University Community Land

Company (LLC), which is a joint venture between UC Merced and the Virginia Smith (educational) Trust own approximately 1,240 acres adjacent to campus that will be master planned and developed for a variety of uses including residential housing.

For additional information: <http://www.merceducp.org/>

University of California, Santa Barbara

UC Santa Barbara has several projects that are in varying stages of planning or development designed to contribute to increasing the amount of housing that can be made available to faculty and staff members. Included are a variety of innovative approaches such as the development of new housing on campus-owned land and negotiation of agreements with private developers to set aside housing units for UCSB employees.

UCSB has been conducting a series of Housing Master Plan workshops. Housing & Residential Services has been coordinating the effort and has enlisted Urban Design Associates (UDA) from Pittsburgh to conduct the workshops and develop a vision for UCSB housing in the future. UDA has been concentrating on all land currently owned by the university and is looking at student, staff and faculty housing. Workshops have been conducted with a variety of constituencies, staff, low-wage earners, faculty, students, administrators, local governmental representatives, and general campus.

Since February 2004, UDA has traveled to campus several times to refine the housing plans, based upon the consensus reached at the end of the each series of workshops. The plans will act as a "road map" and will identify potential sites and densities, typologies, preliminary design guidelines and description of image and character. The workshops will conclude with a presentation of the draft planning recommendations for our campus. At this writing, the process of updating the Housing Master Plan is still underway.

UDA has conceptualized re-developing Stork Family Housing, developing housing along Ocean Road, developing the site currently occupied by Facilities Management, re-developing some of the current dormitories, re-developing west-campus apartments and developing additional single-family units on the west campus. UDA's plan projects as many as 3500 housing units, including for-sale and rental, loft-style, studio, one, two and three bedroom apartments, townhouses and single-family homes could be created on currently-owned university land.

The plan, when finished, should be available for viewing on the web. Check the following site for information:

<http://www.housing.ucsb.edu/hchoices/future-housing.htm#>

In December 2003, Chancellor Yang announced the formation of the Chancellor's Advisory Committee on Faculty and Staff Housing. The Chancellor's announcement memo can be read at:

<http://www.chancellor.ucsb.edu/memos/12-12-03.html> .

UCSB's current housing program offers rental units set aside for UCSB faculty in a private housing development close to the university. Additionally, temporary housing for faculty and staff members is available in vacant

graduate student rental units. This will include the development of the new San Clemente graduate student housing complex, approx 321 apartments, set to break ground this year.

For additional information: <http://www.housing.ucsb.edu/index.htm> .

University of California, San Francisco

The UC San Francisco campus is unique. It is strictly a graduate campus with no residence halls. UCSF has 15 units that house faculty. The Chancellor in 2000- 2001 had the Campus Advisory Committee on Housing report on long range commitment and develop housing goals and objectives

There are no articulated goals for staff housing because the goals for student housing have not yet been met.

The Mission Bay campus land was deeded to UC by Catellus Development Corp., the master developer of the entire 303-acre redevelopment project, and they are planning housing in that area. There was an agreement that UCSF would not build housing and there wasn't planned student housing until, under advisement from Community Advisory Group (CAG), University and Catellus officials reached an agreement to allow UCSF to offer affordable housing at Mission Bay. Mission Bay will have 431 apartments with 790 beds for students and post-docs.

UCSF does not have housing for purchase.

For additional information:

http://pub.ucsf.edu/missionbay/building/print.php?title=Building+the+Campus&file=summer_progress

Or: <http://www.ucsf.edu/>

University of California, Riverside

UC Riverside does not have any staff housing. The housing market in Riverside is ample and affordable, at least for now, for most.

Los Alamos Nuclear Laboratory, Lawrence Berkeley National Laboratory and Lawrence Livermore National Laboratory

At this writing, the three national laboratories managed by the University of California do not offer staff housing programs.

3. Miscellaneous UC Information

The following web links provide additional history, information and resources regarding staff housing at the University.

University of California, Office of the President

To view the report, "Housing for the 21st Century", use the following link: <http://www.ucop.edu/ucophome/busfin/hfreport.pdf>

UC Human Resources

For a PDF version of the UC 403b Summary Plan Description, including information on borrowing 403b funds for home purchase, use the following link.

http://atyourservice.ucop.edu/forms_pubs/spd/403bspd.pdf

4. Web Links Related to Staff Housing at Non-UC Institutions

Examples of programs offered by other institutions are listed below and may be helpful in evaluating and developing staff housing programs at UC. They include policies on allocation, rental programs, for-sale programs, mortgage assistance programs as well as surveys and results relating to staff housing issues.

Mortgage Assistance Programs:

Princeton University

Princeton has a mortgage loan program for faculty and senior level staff. It provides for loaning up to 90% of the home value for a term of up to forty years. The interest rate is 1 1/2% below the prevailing local commercial interest rate for residential mortgage loans. The program can be viewed at the following link:

http://facilities.princeton.edu/Realestate/mortgage_program.htm

Rental Programs:

Harvard University

Following is a website to assist Harvard University Staff in locating rental housing, including university-owned, and to assist staff in the home-buying process.

<http://www.hpre.harvard.edu/RRE/staff/>

San Jose State University

The following faculty and staff housing website has information on rental programs available to staff in university-owned properties. Additionally, it has links to home-buying assistance programs available to staff.

<http://housing.sjsu.edu/facstaff1.htm>

Princeton University

Princeton has a rental program of over 600 units. Employees working at least half-time qualify. Higher priority is given to teaching faculty and senior administration. It then progresses through each subsequent category as availability allows. A link to the program follows:

http://facilities.princeton.edu/housing/c_staff/

Rental and For-Sale Programs:

Dartmouth College

The following link is to the Dartmouth College Real Estate office. Dartmouth has rental and for-sale properties available to employees as well as a mortgage assistance program.

<http://www.dartmouthre.com/>

Cal Poly Pomona

The following link to the housing assistance section of the Cal Poly Pomona Foundation's website provides general housing information as well as foundation-owned rentals and for-sale units.

<http://www.foundation.csupomona.edu/HousingAssistance/>

Cal State University Channel Islands

The Homes at University Glen is a development of for-sale and rental units for CSUCI faculty and staff. It will be comprised of 900 housing units. The following links are to the general website and to the FAQ sheet, including the prioritization scheme governing who will be selected to purchase a home.

<http://www.universityglenhomes.com/>

<http://www.universityglenhomes.com/buy/media/FAQs.pdf>

Cal State University Monterey Bay

Cal State University Monterey Bay has over 600 rental units and 185 for-sale units for faculty/staff. The housing program can be found at the following link:

<http://csumb.org/cehi/index.html>

5. Housing Studies and Reports:**Pepperdine University**

Find the "Principles and Procedures Governing Allocation of University Housing" at the following link:

<http://www.pepperdine.edu/provost/Library/CampusViewPrinc.pdf>

Cal State University

The following website has links to a 2001 12-campus study of faculty and staff housing issues at CSU and to a housing assistance agreement between CSU and CitiMortgage, Inc.

<http://www.calstate.edu/BPIM/housing/housing.shtml>

Humboldt State University

The following link is to a PDF of the Faculty/Staff Housing Master plan:

<http://www.humboldt.edu/~mastplan/pdf/FacStaffHousing040704.pdf>

Cal Poly San Luis Obispo

The following link to the Cal Poly Housing Corporation has subsequent links to presentations on faculty/staff housing, FAQ's about faculty/staff housing, housing studies and resources.

<http://www.cphousingcorp.org/>

6. Housing Surveys:

University of Washington

In 2003, the University of Washington conducted a survey of faculty and staff to determine interest in university sponsored housing. To view the survey and results, use the following link:

<http://www.washington.edu/community/Housing-Survey.pdf>

Santa Barbara City College

The following is a link to a June 2002 faculty/staff housing survey.

<http://www.sbcc.cc.ca.us/institutionalresearch/files/HousingSurveyJune2002.pdf>

7. State Education Codes:

State of California

The following link is to California Education Codes sections 94100-94102, which relate to student, faculty and staff housing.

http://www.treasurer.ca.gov/CEFA/CA_Education_Code-CEFA.htm