



MICHIGAN STATE UNIVERSITY
BOARD OF TRUSTEES
Executive Action Summary

Budget and Finance -Attachment 1

APPROVED
APRIL 10, 2026
BOARD OF TRUSTEES
MICHIGAN STATE UNIVERSITY

Date: April 10, 2026

Committee Name: Budget and Finance

Agenda Item: 2026-27 Housing and Dining Rates

Information

Review

Action

Resolution:

BE IT RESOLVED that the Board of Trustees of Michigan State University hereby adopts the basic residence hall double housing and silver unlimited meal plan dining rate of \$13,574, reflecting a 5% increase for the 2026-27 academic year.

BE IT FURTHER RESOLVED that the Board of Trustees of Michigan State University hereby adopts a 5% rate increase for 1855 Place and University Village apartments.

Recommendation:

The Trustee Committee on Budget and Finance recommends that the Board of Trustees authorize the Administration to implement the academic year 2026-27 housing and dining rates, as set forth in the resolution.

Prior Action by BOT: In April each year, Residential and Hospitality Services (RHS) prepares a housing and dining rate proposal and briefing for the Board of Trustees in preparation for the rate setting for the upcoming academic year. For 2026, RHS briefed the Budget and Finance Committee in February 2026.

Responsible Officers: Patricia A. R. Martinez, Associate Vice President for Division of Residential and Hospitality Services

Summary:

Attachment A reflects recommended 2026-27 academic year housing and dining rates.

Background Information:

The proposed residence hall rates for first-year and returning residents represent a 5.0% increase over the 2025-26 rates. The increase in housing and dining rates for the 2025-26 academic year was 2.9% over 2024-25 rates.

If the new rates are adopted, the residence hall double room rate for an undergraduate student's first year of residence will increase \$267 per year, and the silver unlimited meal plan will increase \$379 per year.

It is anticipated that even with these rate increases, Michigan State University will continue to be competitively positioned among universities in Michigan and the Big Ten.

Source of Funds:

Student housing and dining revenues.

Resource Impact:

If approved, the housing and dining rates for the 2026-27 academic year will support continued operation in pursuit of student success.

ATTACHMENT A
MSU RHS 2026-27 Housing and Dining
April 10, 2026

I. Executive Summary

The housing and dining components of the Division of Residential and Hospitality Services (RHS) operate as self-supporting auxiliaries of Michigan State University. The division receives no State of Michigan or tuition funding for the operation, maintenance or renovation of the university’s extensive award-winning housing and dining system. Housing and dining revenues are managed through disciplined financial planning to meet debt obligations, support long-range asset renewal, and maintain appropriate reserves.

RHS remains mindful of the cost of education for students and their families. The division continues to pursue operational efficiencies and expense management strategies while balancing the responsibility to sustain safe, modern and high-quality residential environments. The annual evaluation of housing and dining rates reflects careful consideration of revenues, operating expenses, long-range asset planning and external cost pressures.

The proposed rate reflects a careful balance between affordability and the responsibility to sustain high-quality residential and dining environments where students live, eat, play, and discover.

RHS proposes the following rate for the upcoming 26-27 academic year.

	Current	Housing and Dining Proposed Rate Increase
	2025–26 (2.9%)	5.00%
Housing Revenue	\$86,122,264	\$90,416,308
Dining Revenue	\$114,783,570	\$120,530,310
Contribution to Reserve	\$955,285	\$6,835,898
Published Rate	\$12,928	\$13,574
Published Rate Difference from 25–26	—	\$646

The proposed rate increase for academic year 2026-27 is \$646 and would apply to both first-year and returning students. The proposed residence hall rate is \$13,574 per academic year, representing an increase of 5.0% over the previous year. This equates to a room cost increase of \$267 and a meal plan cost increase of \$379 or \$646 in total. RHS is proposing a 5% increase for 1855 Place and University Village Apartments as depicted in the chart below.

Rate Analysis Item	2025–26 Rate	Increase (\$)	2026–27 Rate
Residence Hall / Academic Year: Double	\$5,338	\$267	\$5,605
Residence Hall Meal Plan / Academic Year: Silver Unlimited	\$7,590	\$379	\$7,969
University Village Apt. / Month: 4 Bed*	\$875	\$44	\$919
1855 Place Family Apt. / Month: 1 Bed*	\$953	\$48	\$1,001
1855 Place Family Apt. / Month: 2 Bed*	\$1,103	\$55	\$1,158
1855 Place Single Student Apt. / Month: Studio*	\$1,175	\$59	\$1,234
1855 Place Single Student Apt. / Month: 2 Bed*	\$1,044–\$1,067	\$52–\$53	\$1,096–\$1,120
1855 Place Single Student Apt. / Month: 4 Bed*	\$936–\$1,014	\$47–\$51	\$983–\$1,065

MSU’s residential system provides an integrated housing and dining experience that supports student success, wellbeing, and community engagement. In one all-inclusive cost, RHS provides holistic services to support students’ success, including award-winning dining available 14 hours a day, seven days a week, highspeed internet, heat, water, electricity, furnishings, linen and laundry services, fitness centers, reception desk service, campus security, convenient access to academic classrooms and a residential education model that focuses on building community and Spartans for life. The sections that follow outline the strategic framework, institutional alignment, and financial considerations that inform this proposal.

II. The RHS Value Proposition

Residential and Hospitality Services (RHS) plays a foundational role in advancing Michigan State University’s academic mission. Through the intentional design and management of residential, dining, and student engagement environments, RHS shapes the conditions in which students build community, develop essential skills, and persist toward graduation.

Housing and dining operate as integrated systems rather than stand-alone services. Academic support, health and wellbeing resources, and community engagement are embedded within residential neighborhoods. Dining operations function not only as points of access to food, but also as environments that reinforce sustainability, service standards, and shared responsibility. Student employment and campus engagement extend these systems further, creating structured opportunities for leadership and professional growth.

This integrated approach is reflected in the division’s organizing framework: ensuring that students can live, eat, play, and discover in ways that advance individual success and strengthen the institution. By aligning residential life, dining operations, recreational opportunities, and student employment within a coordinated structure, RHS transforms essential campus infrastructure into a strategic platform for belonging, wellbeing, and long-term value.

Student Experience as Institutional Strategy

Where students live matters. Institutional data and national research demonstrate that residential engagement strengthens belonging, academic momentum, and persistence. Michigan State University’s residential model is designed to support academic progress and personal development during the most formative years of the college experience. Almost 30% of undergraduate students participate in living-learning communities, integrating coursework with co-curricular engagement in ways that reinforce connection and sustained academic progress.

Daily access to food and community also shapes the student experience. Dining operations provide consistent access across campus while modeling sustainability and operational discipline. These spaces serve as gathering points where students connect and collaborate, and they operate as complex service environments that require coordination and accountability. Students employed in dining assume meaningful responsibility within these systems, gaining experience that reflects professional expectations beyond the university.

RHS employs thousands of students each year across its residential, dining, and auxiliary operations. Many are in leadership roles or supervise peers, while others manage operational responsibilities that support daily campus life. Through this experience, students strengthen communication skills, build confidence, and develop professional competence. By aligning employment and residential learning with institutional priorities, RHS supports the university's commitment to preparing graduates who are ready to contribute meaningfully in Michigan and beyond.

Contribution to the MSU 2030 Strategic Plan

Residential and Hospitality Services advances the MSU 2030 Strategic Plan by translating institutional priorities into lived campus experience. Operating at scale and interacting with students daily, RHS serves as a structural partner in achieving the university's goals for student success, workforce readiness, and institutional excellence.

Within the Student Success theme, RHS integrates co-curricular engagement with academic progress. The division participates in the MILEAP Learning Goals initiative to ensure that residential learning, student employment, and engagement experiences align with university-wide outcomes. This integration strengthens the connection between classroom instruction and lived experience, reinforcing the skills and capacities students need after graduation.

RHS also advances the university's commitment to Grow Talent for Michigan and Beyond by serving as one of the largest student employment platforms on campus. Through structured training and operational responsibility, student employees gain professional experience that complements academic learning and supports career readiness.

Operational excellence and stewardship are equally central to the division's alignment with MSU 2030. RHS manages a complex portfolio of facilities through coordinated planning, cross-functional execution, and disciplined financial oversight. Long-range asset planning and continuous process improvement ensure that facilities remain reliable, modern, and responsive to student needs. Through this work, RHS advances a One MSU philosophy in partnership with academic units, student affairs and central administration.

RHS Strategic Plan Priorities

The RHS Strategic Plan translates institutional priorities into coordinated action. Through a focused set of initiatives, the division strengthens its ability to deliver high-quality student experiences while maintaining disciplined oversight.

A priority focus on **Team Member Experience And Engagement** reinforces faculty and staff success by strengthening workplace culture and supporting professional growth. **Talent Development** builds structured pathways for skill-building and leadership growth among professional staff and student employees, ensuring sustained operational capacity.

The **Lead with Food** initiative advances excellence in culinary quality, service delivery, and sustainability while maintaining fiscal responsibility. **Facilities And Finance Planning** strengthens long-term stability

through disciplined forecasting and lifecycle modeling. The **Ecosystem** priority enhances cross-functional integration, improving coordination and responsiveness across the division.

The development of a **Student Employee Competencies and Residential Learning** framework formalizes the learning outcomes embedded in housing, dining, and recreational operations. This initiative aligns with institutional learning goals and reinforces RHS's contribution to workforce readiness.

Together, these priorities position RHS to sustain excellence and advance the university's long-term objectives.

Stewardship and Responsible Investment

Responsible stewardship of housing and dining resources is central to the RHS operating model. The division manages a large portfolio of facilities and services without reliance on state appropriations or tuition support. Revenues are allocated each year to meet debt obligations, address renewal needs, and maintain appropriate reserves to ensure continuity and stability.

Housing and dining revenues also support academic and student success initiatives across campus, including graduate assistantships, counseling resources and transportation access. These investments reflect a One MSU philosophy in which auxiliary operations contribute to shared institutional priorities.

RHS has engaged Hanbury to support a comprehensive portfolio facilities master planning effort. This partnership provides a data-informed assessment of residential and dining assets, evaluating condition, lifecycle requirements, and modernization priorities. The resulting framework will guide long-term reinvestment decisions and strengthen financial modeling for aging infrastructure.

External cost pressures continue to influence operations, particularly employee benefits, food costs, and utilities. While RHS pursues operational efficiencies and expense controls, sustained investment in facilities, safety and student support services remains essential to preserving quality and reliability.

Through disciplined financial management and structured long-range planning, RHS seeks to balance affordability with the responsibility to maintain modern, safe, and high-performing facilities for current and future Spartans.

Rate Alignment

The proposed housing and dining rates for 2026-27 reflect a continued effort to balance affordability with long-term responsibility. RHS remains attentive to the cost of attendance while ensuring that residential and dining environments remain safe, modern, and capable of supporting student success.

Ongoing obligations, including debt service and facility renewal, require careful financial planning. External cost pressures in employee benefits, food, and utilities continue to affect operations. The proposed rate adjustment is intended to sustain quality and reliability while maintaining prudent fiscal stewardship.

The detailed financial information that follows outlines the revenues, expenses and reinvestment considerations that inform this proposal.

III. RHS Financial Stewardship Framework (North Star Imperatives)

The RHS auxiliary operating model is designed to generate sufficient operating income to sustain the division's mission while contributing to the broader institutional mission of Michigan State University.

Financial planning is guided by long-standing principles that ensure stability, accountability, and long-term viability.

RHS' financial objectives are threefold:

1. Meet debt service obligations associated with capital investments in residential and dining facilities (i.e., the mortgage of the buildings)
2. Fund ongoing maintenance and renewal to preserve the condition and functionality of facilities (i.e., just-in-time maintenance)
3. Maintain an adequate reserve balance to manage risk, support the division's Long-Range Asset Plan (LRAP), and provide flexibility in responding to operational and capital needs.

These objectives are pursued through disciplined financial oversight and annual evaluation of revenues and expenditures. Reserve levels and capital commitments are reviewed to ensure alignment with risk exposure, lifecycle planning, and long-term asset stewardship.

RHS remains accountable for delivering high-quality services to residential students, contributing to institutional initiatives and protecting the long-term value of its facilities. This framework has enabled the division to maintain financial stability while sustaining essential investments in student-focused infrastructure.

This disciplined approach extends beyond facility management to include direct reinvestment in institutional priorities.

IV. Institutional Support

Housing and dining revenues also provide direct support to broader institutional priorities. A total of \$3.36 million annually from housing and dining fees is allocated to initiatives that strengthen student access, wellbeing, and academic success. These investments directly enhance the residential ecosystem and ensure that students living on campus have integrated access to the academic, health, and engagement resources that support their success. Together, they reflect RHS's commitment to a One MSU approach in which auxiliary operations contribute meaningfully to shared institutional outcomes.

Approximately \$900,000 annually supports student success partnerships across campus, including Partnering for Access, Success and Support; leadership within the Residential Initiative on the Study of the Environment (RISE); staffing in the Office of Student Support and Accountability; management of the Student Organic Farm; and embedded mental health counseling positions within University Health and Wellness.

In addition, housing and dining revenues support free CATA bus service for students at approximately \$1.3 million annually and fund 48 graduate assistantship positions totaling \$1.16 million each year. These contributions extend the impact of the residential system beyond housing and dining operations and reinforce integrated support structures that benefit residential students and the broader campus community.

These commitments occur within an operating environment shaped by ongoing cost pressures and long-range capital responsibilities.

V. Current Year Cost Impacts

The RHS auxiliary operating budget reflects a combination of institutional cost pressures, inflationary impacts, and ongoing long-range asset commitments. Key drivers include increases in wages, employee

benefits, and food, all of which directly affect residential and dining operations.

RHS continues to evaluate revenue opportunities across its portfolio while implementing cost-management strategies to mitigate operational pressures. At the same time, funding for recurring capital renewal and infrastructure maintenance is directly linked to housing and dining revenues, requiring careful alignment between rates and long-term reinvestment needs.

Annual operating cost increases continue to affect the division's capacity to fund ongoing capital commitments. For example, employee health care costs are projected to increase 12% over 2025-26, resulting in approximately \$2 million in additional expense. This increase alone represents roughly 1% impact on housing and dining rates.

Planned reinvestments for 2026-27 reflect the division's commitment to maintaining safe, reliable, and modern facilities in alignment with its long-range asset planning framework.

VI. Future RHS Renovation Investments for 2026-27 (LRAP, Plant Cash)

Responsible stewardship of RHS facilities requires sustained, long-range investment planning. Maintenance, renewal, and modernization projects are prioritized through the Long-Range Asset Plan (LRAP), with annual funding decisions aligned to facility conditions, lifecycle requirements, and operational reliability.

The majority of capital costs are funded directly by RHS through bonded debt repayment, reserve balances, and plant cash. In select cases where projects advance broader institutional objectives, cost sharing may occur, as demonstrated in the recent enhancements to Wilson Hall in support of the College of Engineering.

For FY27, planned capital investments include:

- **\$5.3 million allocated to residence halls**, primarily infrastructure-focused improvements, including \$2.1 million for domestic water supply piping (risers), more than \$1.2 million for steam, water softening, lint filtration and controls upgrades, and \$500,000 for apartment renovations.
- **\$2.1 million allocated to dining facilities and operations**, including equipment lifecycle replacements and mechanical and space improvements across Brody, Shaw, Case, and Akers.
- **\$1.9 million allocated to wired and wireless network lifecycle updates**, supporting continued infrastructure reliability across RHS facilities.

A timeline of recent updates to RHS facilities is provided on page 16.

VII. RHS FY27 Budget Outlook Summary

RHS anticipates a slight decline in overall university enrollment for FY27 while maintaining stable occupancy within residence halls. Operating budgets for staffing and food procurement have been adjusted accordingly and evaluated in light of continued industry cost pressures. The division continues to manage purchasing strategies and vendor relationships to support cost control while maintaining food quality and operational reliability.

RHS projects approximately \$39 million in income from operations. After debt service payments of \$23.6 million and \$10.5 million in funding for the Long-Range Asset Plan, the division anticipates contributing approximately \$6.8 million to the divisional reserve. This forecast reflects continued financial stability and disciplined budget management. RHS will hold in Reserve fund a base of no less than \$20million. RHS will also provide quarterly updates to the Board of Trustees regarding Reserve Balance and reserve expenditures.

Additional detail is provided in the Preliminary Financial Preview that follows.

MSU RHS OPERATIONAL FUNDS: PRELIMINARY FINANCIAL PREVIEW

RHS BUDGET COMPARISON	FY25-26	FY26-27	\$ Increase /
	Budget	Budget	(\$ Decrease)
Housing and Dining % Rate Increase	2.9%	5.0%	2.1%
Revenue/Funding:			
Housing & Dining	\$ 201,349,574	\$ 210,946,618	\$ 9,597,044
Cash Dining / Retail / Auxiliary / Other	\$ 94,312,915	\$ 100,382,346	\$ 6,069,431
Events & Conferences / Rental & Lease Income	\$ 15,847,915	\$ 13,415,107	\$ (2,432,808)
Total Revenues =	\$ 311,510,404	\$ 324,744,071	\$ 13,233,667
Expenses:			
Personnel Services	\$ 84,915,264	\$ 92,053,909	\$ 7,138,645
<i>I. Benefits</i>	\$ 31,501,169	\$ 35,353,217	\$ 3,852,048
Capital Expenditures	\$ 413,645	\$ 740,075	\$ 326,430
<i>II. Contractual Services</i>	\$ 32,537,965	\$ 35,512,687	\$ 2,974,721
Supplies	\$ 94,950,764	\$ 99,710,248	\$ 4,759,484
Financial Aid	\$ 358,497	\$ 365,308	\$ 6,811
Repairs & Maintenance	\$ 8,461,219	\$ 8,561,307	\$ 100,088
Travel	\$ 861,063	\$ 936,550	\$ 75,487
<i>III. Intangibles</i>	\$ 22,065,555	\$ 9,667,436	\$ (12,398,119)
<i>IV. Transfer Out</i>	\$ 640,052	\$ 805,312	\$ 165,260
Building Repair & Renovations (Plant Cash)	\$ 9,842,713	\$ 10,539,000	\$ 696,287
Debt Service Cost	\$ 24,007,213	\$ 23,663,124	\$ (344,089)
Total Expenses =	\$ 310,555,119	\$ 317,908,174	\$ 7,353,054
Contribution to RHS Just-In-Time Repairs & Reserves =	\$ 955,285	\$ 6,835,898	\$ 5,880,613

- I. **Benefits:** RHS funds employee benefit costs directly through auxiliary operations, preserving general fund resources.
- II. **Contractual services:** Costs associated with maintaining and updating RHS facilities, IPF service charges and partner payments supporting the Combo X-Change dining program.
- III. **Intangibles:** Represents university administrative assessments, asset gains or losses and standard transactional charges such as credit card fees and refunds.
- IV. **Transfer Out:** Reflects internal reallocations between RHS accounts and, in some cases, transactions with campus partners. For example, a shifting of costs from one operating unit to another or between RHS Administrative Operations.

VIII. Future Outlook

Looking ahead, RHS remains committed to disciplined stewardship of housing and dining revenues and to maintaining alignment between expenditures and long-term operational sustainability. The division continues to monitor cost pressures in personnel, employee benefits, and food and will evaluate their impact on future financial planning.

In partnership with Hanbury, RHS will advance long-range facilities planning to guide the prioritization and timing of capital investments across its portfolio. This structured approach strengthens forecasting and supports responsible, phased reinvestment in aging infrastructure.

Future rates will be evaluated annually in light of operating conditions, capital needs, and institutional priorities.

APPENDIX

Housing and Dining Rate Comparisons for 2026-27

Appendix 1: BIG 10 and AAC&U Institutions

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Appendix 2: State of Michigan Institutions

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Residence Hall Occupancy Counts

Appendix 3: MSU RHS Average Residence Hall Occupancy Counts, displayed as table

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Appendix 4: MSU RHS Average Residence Hall Occupancy Counts, displayed in a graph

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RHS Renovation Investments

Appendix 5: Timeline of RHS Renovation Investments

pg.16

**Appendix 1.0: BIG 10 Projected Housing and Dining Rate Comparison for 2026-27
(based on MSU RHS projected rate of 5% increase)**

Table 1: Overall ranking by projected total cost

**All Big 10 universities listed, with the exception of Nebraska, are members of the American Association of Colleges and Universities (AAC&U).*

Total Cost Rank	University	Proj Increase %	Proj Housing Rate	Proj Dining Rate	Proj Total Cost	Number of Halls
1	USC	5.00%	\$12,999	\$8,429	\$21,428	6
2	Northwestern	3.00%	\$11,964	\$8,368	\$20,332	25
3	UCLA	4.50%	\$13,060	\$6,021	\$19,081	17
4	Oregon	4.50%	(combined)		\$17,529	10
5	Michigan	6.00%	\$10,023	\$6,478	\$16,501	17
6	Maryland	2.05%	\$9,216	\$6,820	\$16,036	39
7	Illinois	5.00%	(combined)		\$14,559	24
8	Penn State	2.85%	\$8,910	\$5,473	\$14,383	60
9	Michigan State	5.00%	\$5,605	\$7,969	\$13,574	27
10	Ohio State	3.00%	\$8,335	\$4,888	\$13,223	42
11	Iowa	3.00%	\$8,743	\$4,429	\$13,172	11
12	Indiana	2.00%	\$8,113	\$4,404	\$12,517	14
13	Washington	2.62%	\$8,556	\$3,909	\$12,465	12
14	Wisconsin	2.46%	\$7,843	\$4,190	\$12,033	21
15	Purdue	5.60%	\$3,892	\$3,559	\$7,451	17
16	Rutgers	(no data available)				
17	Minnesota					
18	Nebraska*					

Table 2: Ranking by projected housing rate

Table 3: Ranking by projected dining rate

MSU RESIDENCE HALL RATE COMPARISON:

Total Cost Rank	University	Proj Housing Rate
1	UCLA	\$13,060
2	USC	\$12,999
3	Northwestern	\$11,964
4	Michigan	\$10,023
5	Maryland	\$9,216
6	Penn State	\$8,910
7	Iowa	\$8,743
8	Washington	\$8,556
9	Ohio State	\$8,335
10	Indiana	\$8,113
11	Wisconsin	\$7,843
12	Michigan State	\$5,605
13	Purdue	\$3,892

Total Cost Rank	University	Proj Dining Rate
1	USC	\$8,429
2	Northwestern	\$8,368
3	Michigan State	\$7,969
4	Maryland	\$6,820
5	Michigan	\$6,478
6	UCLA	\$6,021
7	Penn State	\$5,473
8	Ohio State	\$4,888
9	Iowa	\$4,429
10	Indiana	\$4,404
11	Wisconsin	\$4,190
12	Washington	\$3,909
13	Purdue	\$3,559

Standard Double Housing & Dining* Plan for 2026-27

*MSU Silver Dining Plan provides unlimited access/meals at any of the nine residence hall dining facilities from 7 a.m.-9 p.m., seven days a week. This plan also includes 12 accesses to a Combo X-

Change meal at any of the Sparty's, MSU Union, International Center or Riverwalk Market retail dining locations on campus. MSU's meal plan access and flexibility is unmatched by any other Big Ten or state of Michigan public university.

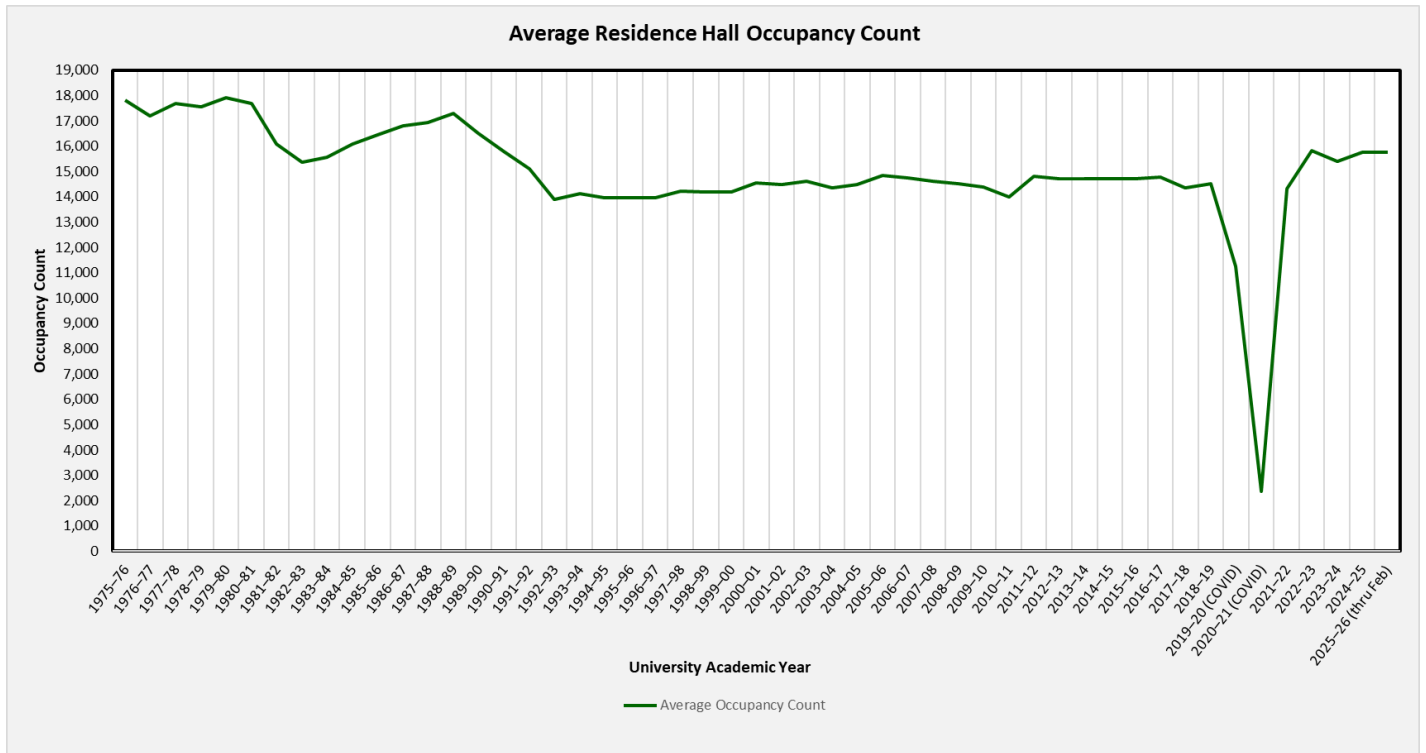
Appendix 2: State of Michigan Institutions Projected Housing and Dining Rate Comparison for 2026-27

University	FY 25-26 Housing Rate (range of Double Room)	FY 25-26 Dining Rate (range of first-year On-Campus Dining plans)	Total Cost	Percentage Increase Anticipated for 2026-27
Michigan	\$9,456-\$12,468	\$6,112-\$6,662	\$15,568-\$19,130	6%
Michigan Tech	\$7,595-\$10,106	\$5,984-\$6,208	\$13,579-\$16,314	4-6%
Eastern Michigan	\$6,180-\$7,980	\$6,830-\$7,100	\$13,010-\$15,080	4%
Michigan State	\$5,338	\$7,590-\$8,190	\$12,928-\$13,528	5%
Western Michigan	\$12,791-\$13,934	Dining Rate Included	\$12,791-\$13,934	3.50%
Central Michigan	\$6,528-\$8,780	\$6,100	\$12,628-\$14,880	0% housing/4% dining
Saginaw Valley State	\$7,550	\$4,950	\$12,500	4%
Oakland	\$11,621-\$12,814	Dining Rate Included	\$11,621-\$12,814	u/k
Northern Michigan	\$6,850-\$7,870	\$4,640-\$6,530	\$11,490-\$14,400	3.5-4%
Wayne State	\$7,008-\$8,388	\$4,140-\$4,904	\$11,148-\$13,292	u/k
Ferris State	\$6,006-\$7,056	\$5,104-\$6,374	\$11,110-\$13,430	6%
Grand Valley State	\$6,100-\$7,740	\$4,350-\$4,600	\$10,450-\$12,340	3%
Lake Superior State	\$5,603-\$8,169	\$4,389-\$5,856	\$9,992-\$14,025	7%

Appendix 3: MSU RHS Average Residence Hall Occupancy Counts, displayed in a table

Academic Year	Average Occupancy Count
1975-76	17,800
1976-77	17,200
1977-78	17,700
1978-79	17,570
1979-80	17,900
1980-81	17,680
1981-82	16,100
1982-83	15,354
1983-84	15,551
1984-85	16,100
1985-86	16,437
1986-87	16,800
1987-88	16,950
1988-89	17,300
1989-90	16,500
1990-91	15,800
1991-92	15,100
1992-93	13,900
1993-94	14,126
1994-95	13,972
1995-96	13,964
1996-97	13,965
1997-98	14,234
1998-99	14,181
1999-00	14,190
2000-01	14,564
2001-02	14,494
2002-03	14,624
2003-04	14,342
2004-05	14,485
2005-06	14,844
2006-07	14,733
2007-08	14,611
2008-09	14,506
2009-10	14,385
2010-11	14,010
2011-12	14,820
2012-13	14,725
2013-14	14,710
2014-15	14,709
2015-16	14,716
2016-17	14,762
2017-18	14,357
2018-19	14,523
2019-20 (COVID)	11,265
2020-21 (COVID)	2,372
2021-22	14,334
2022-23	15,832
2023-24	15,395
2024-25	15,742
2025-26 (thru Feb)	15,766

Appendix 4: MSU RHS Average Residence Hall Occupancy Counts, displayed in a graph



Appendix 5: Timeline of RHS Renovation Investments

The table below provides a timeline of the most recent updates to RHS's residence halls.

RHS Reinvestment	Housing	Dining
Apartments		
University Village	2006	
1855 Place Family	2017	
1855 Place Student	2017	2016
Residence Halls		
<i>North Neighborhood</i>		
Campbell	2025	
Landon	2014	2014
Mayo	2008	
Mason Abbot	1998	
Snyder Phillips	2007	2007
Williams	before 1998	
Yakeley/Gilchrist	before 1998	
<i>South Neighborhood</i>		
Case	2012	2012
Holden	2008	
Wilson	2015	
Wonders	2019	
<i>River Trail Neighborhood</i>		
McDonel	2013	
Owen	2012	2012
Van Hoosen	before 1998	
Shaw	2001	2014
<i>Brody Neighborhood</i>		
Armstrong	2013	
Bailey	2012	
Bryan	2013	
Butterfield	2014	
Emmons	2010	
Rather	2014	
Brody		2010
<i>East Neighborhood</i>		
Akers	2015	2015
Holmes	before 1998	2025
Hubbard	2019	

Newly built facility
Large scale renovation which addressed aesthetics and infrastructure, but had a scope which was not complete renovation
Focused primarily on building aesthetics
Focused on an area/system of the building