

# PEER INSTITUTION BENCHMARKING

## Space Allocation Benchmarking

B&D compared the UC and UC Satellite facilities' space allocation to the average program of student unions in a database of 80 such facilities. The corresponding table shows comparisons by total assignable square feet (ASF), by the percentage of total ASF each program category's ASF represents, and the average ASF of each group per student based on an average enrollment of 18,159. Existing Union areas varying significantly from the "per square foot per student" ASF averages are highlighted in red text.

Although the program database includes some unions at the six institutions studied as part of the "peer institution benchmarking analysis," a total of 10 institutions with enrollments ranging from 28,000 to 45,000 (36,528 average) were included in a "select unions" comparison. The table below compares UH UC facilities' functional space to the selected unions' average ASF, percentage of total ASF each program category represents and the average ASF of each group per student based on average enrollment. Again, any significant variance is shown in red text.

The UH food service square footage varies significantly with both the "All Unions" and "Select" groups as a result of the UC Satellite's program being predominantly dining and due to the large amount of "back-of-house" space in the UC kitchen areas. The inclusion of the UC Satellite in the space program benchmarking is unique, since few of the institutions in the database file include two separate facilities. It should be noted that if the University of Houston facilities' data were not combined, then the variance in comparison to the "Select" groups would be much greater.

Functional Areas	All Unions (n=80) Ave Enrollment = 18,139			UH UC & UC Satellite-Ext. Enrollment = 32,649			All Unions to Existing UC/UCS - Variance	
	ASF	Average	ASF/Stdnt	ASF	Average	ASF/Stdnt	Grp ASF	ASF/Stdnt
Group 1: Food Service	26,844	23.3%	1.5	46,022	23.8%	2.5	19,178	1.1
Group 2: Ballroom Facilities	10,476	9.1%	0.6	14,845	7.7%	0.8	4,369	0.2
Group 3: Conference/Meeting Rooms	10,669	9.3%	0.6	21,442	11.1%	1.2	10,773	0.6
Group 4: Bookstore	12,787	11.1%	0.7	24,925	12.9%	1.4	12,138	0.7
Group 5: Additional Retail Services	5,555	4.8%	0.3	11,221	5.8%	0.6	5,666	0.3
Group 6: Theater/Auditorium	5,308	4.6%	0.3	0	0.0%	0.0	(5,308)	(0.3)
Group 7: Recreation/Entertainment	6,608	5.7%	0.4	17,295	8.9%	1.0	10,687	0.6
Group 8: Lounge Space	7,071	6.1%	0.4	17,488	9.0%	1.0	10,417	0.6
Group 9: Academic Related	1,995	1.7%	0.1	0	0.0%	0.0	(1,995)	(0.1)
Group 10: Student Organizations	9,132	7.9%	0.5	13,841	7.2%	0.8	4,709	0.3
Group 11: Administrative Offices	10,616	9.2%	0.6	24,509	12.7%	1.4	13,893	0.8
Group 12: Multicultural Centers	1,957	1.7%	0.1	0	0.0%	0.0	(1,957)	(0.1)
Group 13: Special/Misc. Components	6,181	5.4%	0.3	1,796	0.9%	0.1	(4,385)	(0.2)
Total Assignable Sq. Footage	115,338			193,384			78,046	
Total Gross Sq. Footage	180,043			283,141			103,098	
Gross/Net Ratio (Grossing Factor)	1.54			1.46			(0.07)	
Efficiency Factor (% ASF/GSF)	65%			68%			4%	

UH UC & USC Program Compared to B&D Unions Programs Database

Functional Areas	Select Unions (n=10) Ave Enrollment = 36,528			UH UC & UC Satellite-Ext. Enrollment = 32,649			Select Unions to Existing UC/UCS - Variance	
	ASF	Average	ASF/Stdnt	ASF	Average	ASF/Stdnt	Grp ASF	ASF/Stdnt
Group 1: Food Service	32,387	17.5%	1.8	46,022	23.8%	2.5	13,635	0.8
Group 2: Ballroom Facilities	18,140	9.8%	1.0	14,845	7.7%	0.8	(3,295)	(0.2)
Group 3: Conference/Meeting Rooms	17,682	9.6%	1.0	21,442	11.1%	1.2	3,760	0
Group 4: Bookstore	14,636	7.9%	0.8	24,925	12.9%	1.4	10,289	0.6
Group 5: Additional Retail Services	7,570	4.1%	0.4	11,221	5.8%	0.6	3,651	0.2
Group 6: Theater/Auditorium	10,894	5.9%	0.6	0	0.0%	0.0	(10,894)	(0.6)
Group 7: Recreation/Entertainment	12,551	6.8%	0.7	17,295	8.9%	1.0	4,744	0.3
Group 8: Lounge Space	11,558	6.3%	0.6	17,488	9.0%	1.0	5,930	0
Group 9: Academic Related	3,683	2.0%	0.2	0	0.0%	0.0	(3,683)	(0.2)
Group 10: Student Organizations	12,458	6.7%	0.7	13,841	7.2%	0.8	1,384	0.1
Group 11: Administrative Offices	16,464	8.9%	0.9	24,509	12.7%	1.4	8,045	0.4
Group 12: Multicultural Centers	2,931	1.6%	0.2	0	0.0%	0.0	(2,931)	(0.2)
Group 13: Special/Misc. Components	23,775	12.9%	1.3	1,796	0.9%	0.1	(21,979)	(1.2)
Total Assignable Sq. Footage	185,565			193,384			7,819	
Total Gross Sq. Footage	290,419			283,141			(7,278)	
Gross/Net Ratio (Grossing Factor)	1.60			1.46			(0.14)	
Efficiency Factor (% ASF/GSF)	63%			68%			5%	

\* "Select" data from 8 institutions in B&D / WTW database with comparable mission / enrollment

UH UC & USC Program Compared to Unions at Comparative Institutions\*

Other functional areas where the UC Facilities exceed the norms of the benchmark groups include Bookstore, Recreation, Lounge, and Administrative Office space. These areas are challenged similarly to the food service area in that much of the assignable square footage is not public space or is not readily visible or accessible to the typical user.

Ballroom / large event space in the University Center is somewhat under-sized relative to both comparative groups. The lack of a theater, any academically-oriented space or any multicultural centers accounts for most of the variance in comparison of UH UC Facilities to either of the comparative data sets. "Special features" - such as an art gallery or guestrooms - make up a substantial difference between the UH facilities and those in the "Select" comparative group. However, if the UC's Arbor were calculated as a "special feature," rather than exterior and/or circulation space, then the variance would be virtually eliminated.

## Peer Institution Benchmarking Analysis

Brailsford & Dunlavey undertook an analysis of peer and competitor institutions for the University of Houston. An analysis of these peer institutions was conducted to profile student unions and student centers for each of the surveyed schools. It is B&D's intent to evaluate the UH's competitive position against other institutions and to identify opportunities for improvements or additions to UH's existing University Center. The information collected yielded a thorough understanding of UH's current positions in the higher education market. Ultimately, this information will help UH improve its market position for the recruitment and retention of its current and future students.

### Methodology

With the assistance of UH staff, six institutions were selected for comparison based on criteria such as the quality of student center facilities, geographic / climatic similarity, metropolitan setting, enrollment, student fee support, amenities, and recent renovations.

Data is based on fall 2007 figures and was collected primarily using the institutions' websites and through discussions with staff / administrators. Secondary research relied on printed documentation readily accessible and typically used by students

## Peer Institution Benchmarking

University	Total Enrollment	Undergraduate	Gender		Enrollment Status		%Students Out of State*	%Students Commute*	%Freshman Retained
			%Male	%Female	%Full-time	%Part-time			
<b>University of Houston</b>	<b>34,663</b>	<b>27,572</b>	<b>49%</b>	<b>51%</b>	<b>70%</b>	<b>30%</b>	<b>2%</b>	<b>92%</b>	<b>77%</b>
<b>Peer Institutions</b>									
California State University - Northridge	35,446	29,484	41%	59%	68%	32%	1%	92%	78%
Louisiana State University	28,015	23,393	48%	52%	90%	10%	14%	77%	85%
University of Arizona	35,800	28,950	47%	53%	87%	17%	34%	80%	80%
University of California - San Diego	27,682	22,048	48%	52%	97%	3%	5%	66%	96%
University of South Florida	38,735	29,193	45%	60%	74%	35%	4%	50%	80%
University of Texas - San Antonio	22,093	19,574	50%	50%	98%	2%	7%	85%	66%
<b>Average (without UH)</b>	<b>31,295</b>	<b>25,440</b>	<b>47%</b>	<b>54%</b>	<b>86%</b>	<b>16%</b>	<b>11%</b>	<b>75%</b>	<b>81%</b>
NOTES: University statistics are approximate as presented by the universities' 2007 - 2008 Common Data Set, The Princeton Review, and the university's own website. *"%students out of state" & "%students commute" excludes graduate level students									

University	Enrollment Headcount	Gross Sq. Ft.	Fee Allocation	Student Fee per Term	Student Fee per Year	Last Renovation or Construction
<b>Peer Institutions</b>						
California State University - Northridge	<b>35,446</b>	270,925	Flat Rate / Term	\$145.00	\$290	2006
Louisiana State University	<b>28,015</b>	203,333	FT (15 hrs) / Term	\$189.00	\$378	Under Construction
University of Arizona	<b>35,800</b>	405,000	Flat Rate / Term	\$0.00	\$0	2002
University of California - San Diego	<b>27,682</b>	466,000	Flat Rate / Term	\$39.00	\$117	Under Construction
University of South Florida	<b>38,735</b>	231,475	Flat Rate / Term	\$42.50	\$85	Under Construction
University of Texas - San Antonio	<b>22,093</b>	198,000	Flat Rate / Term	\$96.00	\$192	Under Construction
<b>Average (without UH)</b>	<b>31,295</b>	<b>295,789</b>		<b>\$85</b>	<b>\$177</b>	
Notes (1) - Data provided by university's websites, telephone interviews with university administration and B&D's Student Union Database. (2) - Gross Square Feet represents an approximate value and includes renovation / construction projects that are to be completed by fall 2009. (3) - Student fee amounts per term based on a 30 credit academic year where appropriate. (4) - University of Arizona Student Union receives a portion of the Student Activity Fee per the Building Renewal Allocation Schedule. (5) - University of California - San Diego University Center Expansion includes renovations to both the Price Center and the Student Center.  *LSU \$5 per hour and \$6 per hour for renovation and \$24 maintenance fund						
<b>Average (without UH)</b>		<b>\$15,139</b>	<b>\$5,127</b>	<b>\$8,157</b>		
NOTES: [1] 2007 - 08 Tuition & Fees per year, based on undergraduate status [2] 2007 - 08 Room & Board rates based on standard double occupancy. If more than one rate exists, rates are averaged. University statistics are approximate as presented by the universities' 2007 - 08 Common Data Set, The Princeton Review, and the universities' own world wide web sites. *University of Texas - San Antonio and California State University - Northridge "Tuition & Fees" section based off of 15 credit hour semester.						

researching the schools. In order to remain consistent with information available to the student market, B&D used these publicly available sources even when minor inaccuracies in the data were evident. Secondary sources included the Princeton Review Online (2008).

## Summary of Findings

### General Characteristics

The selected universities represent very similar environments, as the schools are located in urban cities from California to Louisiana. Three institutions are located in the western region of the country, while the other institutions are located in the south. All institutions selected in this analysis are public schools. The following is a list of the six institutions:

California State University-Northridge  
Louisiana State University  
University of Arizona  
University of California-San Diego  
University of South Florida  
University of Texas-San Antonio

Overall, at \$12,326 per academic year, UH's tuition and fees are the second lowest among the institutions in this analysis. California State University-Northridge was the only institution with a lower tuition at \$10,746 per academic year. The University of California at San Diego has the highest tuition and fees in this analysis with \$19,620 per academic year.

The average cost for in-state tuition and fees in this comparative analysis is \$5,127. UH ranks the third highest in relation with in-state tuition and fees with \$6,450. The University of California-San Diego is recognized in this analysis as having the highest in-state tuition. The University of Texas-San Antonio ranked

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			%Male	%Female	%Full-time	%Part-time			
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University of South Florida	38,735	29,193	45%	60%	74%	35%	4%	50%	80%
University of Texas - San Antonio	22,093	19,574	50%	50%	98%	2%	7%	85%	66%
<b>Average (without UH)</b>	<b>31,295</b>	<b>25,440</b>	<b>47%</b>	<b>54%</b>	<b>86%</b>	<b>16%</b>	<b>11%</b>	<b>75%</b>	<b>81%</b>

NOTES:  
 University statistics are approximate as presented by the universities' 2007 - 2008 Common Data Set, The Princeton Review, and the university's own website.  
 \*"%students out of state" & "%students commute" excludes graduate level students

University	Enrollment Headcount	Gross Sq. Ft.	Fee Allocation	Student Fee per Term	Student Fee per Year	Last Renovation or Construction
<b>University of Houston</b>	<b>34,663</b>	<b>288,941</b>	<b>Per Credit Hour / Term</b>	<b>\$35</b>	<b>\$70</b>	<b>2002</b>
<b>Peer Institutions</b>						
California State University - Northridge	<b>35,446</b>	270,925	Flat Rate / Term	\$145.00	\$290	2006
Louisiana State University	<b>28,015</b>	203,333	FT (15 hrs) / Term	\$189.00	\$378	Under Construction
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<b>Average (without UH)</b>	<b>31,295</b>	<b>295,789</b>		<b>\$85</b>	<b>\$177</b>	

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 \*LSU \$5 per hour and \$6 per hour for renovation and \$24 maintenance fund

second in in-state tuition and fees at \$6,848. California State University-Northridge again was noted with the lowest in-state tuition and fees at \$3,350.

### Demographics

With 34,663 students, UH has the fourth highest enrollment among the institutions. The University of South Florida has the largest enrollment of institutions identified in this analysis with 38,735 students. The University of Arizona (35,800 students) and California State University-Northridge (35,446 students) were the only institutions with more students than UH. The only in-state competitive institution identified in this analysis, the University of Texas-San Antonio had the lowest student population at 22,093. It should be noted that UH plans to increase its enrollment over the next 5 to 10 years according the Student Affairs administrative staff.

### Student Union Fees

The UH ranks fifth in gross square footage among the institutions identified in this analysis with 288,925 sq. ft. Only the University of Arizona with 405,000 sq. ft. and the University of California-San Diego with 466,000 sq. ft. have more overall square footage. UH students rank second among their peer institutions in student union fees paying \$70 per year. The University of Arizona students are not assessed a student union fee. Louisiana State University students pay the most with \$378 per year, followed by California State University-Northridge at \$290 per year.

### Amenities and Services

Of the 21 amenity options noted in this peer analysis, UH's University Center has 13 available to the campus community. UH ranks lowest among the peer institutions evaluated. Four institutions provide at least eighteen of the twenty-one amenities noted in the

University	Lounges	Food Court	Food Services	Small Stations	Movie Theater	Entertainment Venue	Box Office	Student Meeting Room	Conference / Meeting Room	Hotel	Quiet Study Area	Ballroom	Student Organization Offices	Computer Lab	Info Booth/Visitor Center	Catering	Multicultural Center	Student Life/Activities Office	Parquet Room	Theater/Auditorium	Art Gallery
<b>University of Houston</b>	X	X	X	X	X	X	X	X	X	-	-	X	X	-	X	X	-	X	X	X	-
<b>Peer Institutions</b>																					
California State University - Northridge	X	X	X	X	X	X	X	X	X	-	X	X	X	X	X	X	-	X	X	X	-
Louisiana State University	-	X	X	X	-	X	X	X	X	-	X	X	X	X	X	X	-	X	X	X	X
University of Arizona	X	X	X	-	X	X	X	X	X	-	X	X	X	X	X	X	-	X	X	X	X
University of California - San Diego	X	X	X	-	X	X	X	X	X	-	X	X	X	X	X	X	X	X	X	X	X
University of South Florida	X	X	X	-	X	X	X	-	X	-	X	X	X	X	X	X	X	X	X	X	X
University of Texas - San Antonio	X	X	X	X	X	-	X	X	X	-	-	X	X	-	X	X	-	X	X	X	-
<b>Total (Excluding UH)</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>4</b>

Notes:  
University statistics are approximate as presented by the universities' world wide web sites, and interviews with university staff.

analysis shown in the following chart. Those institutions are California State University-Northridge, University of Arizona, University of California-San Diego, and the University of South Florida. None of the peer institutions evaluated had hotels inside the student center. Louisiana State University and the University of South Florida were the only two institutions that offered multicultural centers as amenities.

Of the eighteen retail options noted in this analysis, UH offers nine options to their students. This ranks third among the institutions in this study. Two of the peer institutions offer as little as only four retail options their students. Only the University of Arizona with ten and the University of California-San Diego with eleven, offer more retail options than UH.

University	ATM	Bank	Credit Union	Graphics / Copy Center	Convenience Store	Newsstand	Computer Store	Apparel Store	Dry Cleaners	Video Store	CD / Record Store	Post Office	Travel Agency	Game Room	Bookstore	Bowling	Hair Salon	Florist	
<b>University of Houston</b>	X	X	-	X	X	-	X	-	-	-	-	-	X	X	X	X	X	X	-
<b>Peer Institutions</b>																			
California State University - Northridge	X	X	-	X	X	-	X	-	-	-	-	X	X	X	-	-	-	-	-
Louisiana State University	X	-	X	X	-	-	X	-	-	-	-	X	X	X	X	-	-	-	-
University of Arizona	X	X	-	X	X	-	X	-	-	-	-	X	X	X	X	-	X	-	-
University of California - San Diego	X	X	X	X	X	-	X	-	-	-	-	X	X	X	X	-	-	-	X
University of South Florida	X	-	X	-	-	-	-	-	-	-	-	X	X	-	-	-	-	-	-
University of Texas - San Antonio	-	-	-	X	-	-	X	X	-	-	-	-	-	-	X	-	-	-	-
<b>Total (Excluding UH)</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>1</b>	

Notes:  
University statistics are approximate as presented by the universities' world wide web sites, and interviews with university staff.



## California State University - Northridge

### University Student Union

- Renovation/ Expansion completed Fall 2006
- \$17.1 million Total Project Budget (\$23 million escalated to 2008)
- New Convenience Store, Clothing store and Digital 1-Hr Photo Shop
- Coffee Shop and lounge, Subway and renovated Pub Sports Grille
- Clubs and organizations spaces
- New Computer Lab with 70 Workstations
- More Meeting / Conference Rooms
- Lounges and Study Spaces
- Outdoor Performance Venue
- Increased Programming Budget





## Louisiana State University

### LSU Union

- Renovation of 150,000 sq. ft. and 50,000 sq. ft. of new construction
- 83.7 million Total Project Budget (\$93 million escalated to 2008)
- Upgrade existing Meeting and Ballroom facilities
- Develop New Student Organization Center
- Expand Lounge Spaces and 24-hour Computer Commons
- Upgrade / Add Food Svc. Venues
- New Retail Areas, including Renovated Post Office
- Upgrade Union Infrastructure
- Renovate the Union Theater



## University of Arizona (2 Facilities)

### Student Union Memorial Center

- New 405,000 sq. ft. Facility Built in Phases on Existing Site
- Opened in 2002
- \$70 Million Total Project Budget (\$100 million escalated to 2008)
- 23 Meeting Rooms and 16,000 sq. ft. Ballroom
- 8 Food Court outlets, 2 restaurants and convenience store
- 62,000 sq. ft. Bookstore with a Starbuck's Coffeshop



### Park Student Union

- Renovation / Expansion on Existing Site Opened in 2004
- \$6.1 million Total Project Budget
- Expanded Indoor Food Court Seating
- Student Media (Daily Wildcat Newspaper, KAMP Radio and TV),
- Retail Lease Spaces
- Outdoor Dining and Program Space
- Residence Life Office





## University of California at San Diego (2 Facilities)

### Price University Center

- Phased Expansion / Renovation Completed May 2008
- \$76.6 million Total Project Budget (\$99 million escalated to 2008)
- Nightclub / Performance Space / Restaurant
- 10,000 square feet of Lounge Space
- Eight new Restaurants
- Two-story Ballroom with Stage
- Atrium with 350-seat Indoor Food Court
- 24-hour Lounge Equipped with Computers
- New Bookstore



### Student Center

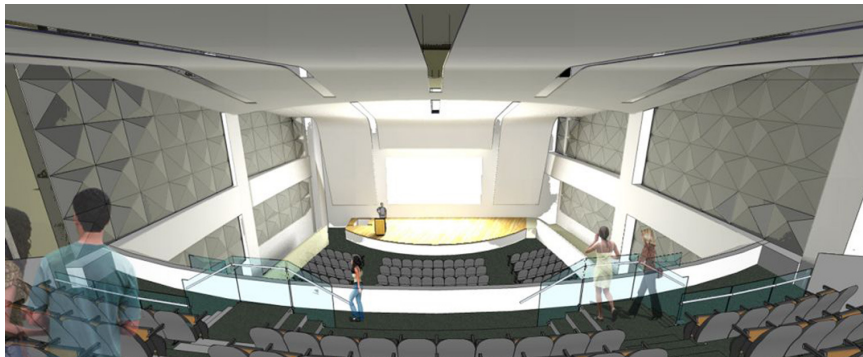
- Phased Expansion / Renovation to be Completed Fall 2008
- \$8.8 million Total Project Budget
- 15,000 square feet of new space Including new Women's Center, LGBT Resource Center, Computer Lounge and Restaurant



## University of South Florida

### Marshall Student Center

- 230,000 square foot project opening Fall 2008
- \$64 million Total Project Budget (\$76 million escalated to 2008)
- 1,200-Seat Ballroom
- 400-Seat Multipurpose Room
- 700-Seat Auditorium
- 100-Workstation Computer Lab
- Expanded Food court, Sports Grille and Restaurant
- More Student Organization Space
- A Variety of Lounges
- Study Spaces
- Programming Areas
- Large Atrium and Gathering Space
- Several Outdoor Courtyards and Eating Areas
- Outdoor Programming Spaces
- More Retail Stores





## University of Texas-San Antonio

### University Center

- 60,000 sq. ft. UC Expansion / Renovation
- Completed in August 2008
- 33 million Total Project Budget (\$36 million escalated to 2008)
- 10,000 sq. ft. Ballroom
- Additional Meeting Rooms
- Significantly Expanded Student Organization Office/Workspace
- Expanded Food Court
- Expanded Games Room



University	# of Branded Dining Venues
California State University - Northridge	4
University of Arizona	4
University of Texas - San Antonio	4
University of California - San Diego	7
University of South Florida	7
Louisiana State University	9
<b>University of Houston</b>	<b>12</b>

Table 5: Number of Campus Dining Venues Comparison

University	# of Enrolled Students per Dining Venue
University of California - San Diego	772
University of Arizona	1,150
Louisiana State University	1,663
<b>University of Houston</b>	<b>1,717</b>
California State University - Northridge	1,866
University of Texas - San Antonio	3,153
University of South Florida	3,357

Table 6: Number of Enrolled Students per Dining Venue

## Food Service

A benchmarking assessment was conducted on six peer schools:

- California State University-Northridge
- Louisiana State University
- University of Arizona
- University of California-San Diego
- University of South Florida
- University of Texas-San Antonio

The dining program features that were analyzed included:

- Enrollment
- Number of dining operations
- Number of national and regional brand dining venues
- Meal plan options and annual costs
- Hours of operation

In comparison to the other schools, the University of Houston ranked fifth in total number of units, and fourth when comparing the number of enrolled students to the number of campus dining units, as illustrated in Tables 5 and 6.

The number of brands on campus was calculated by analyzing the total number available. For example if a University had two Starbucks coffee venues on campus, this was counted as two venues rather than one brand. In comparison to the peer schools, the University of Houston has the most brands as depicted in Table 7 that follows. It should be noted that when survey participants were asked how important a national or regional brand influenced where they pur-

University	# of Branded Dining Venues
California State University - Northridge	4
University of Arizona	4
University of Texas - San Antonio	4
University of California - San Diego	7
University of South Florida	7
Louisiana State University	9
<b>University of Houston</b>	<b>12</b>

Table 7: Number of National and Regional Brands

University	Annual Cost of Meal Plan
University of Texas - San Antonio	\$2,112
<b>University of Houston</b>	<b>\$2,270</b>
University of Arizona	\$2,400
California State University - Northridge	\$2,750
University of California - San Diego	\$2,750
Louisiana State University	\$2,908
University of South Florida	\$3,296

Table 8 Annual Cost for the equivalent of a 15 Meals per Week Meal Plan

chased a meal, the mean response was 5.41, on a scale of 1 to 10 for the Total Respondents, which is a "neutral" score. Students ranked it slightly higher at 5.50, while it was less important to Faculty and Staff at 4.98. The neutral ranking suggests that the University of Houston may not need as many brand venues and should evaluate this further when replacing concepts in the future.

A comparison of the annual meal plan cost to a student for a plan that is the equivalent of 15 meals per week indicates that the University of Houston has the second lowest meal plan rate as illustrated in Table 8 below. This low ranking might allow the University to explore increasing the cost of its meal plan so that it can improve the quality of the food and services that it provides to the campus community.

A comparison of the operating hours at the peer schools' student unions suggests that many of the Universities have more venues that are open longer hours during the week and on the weekends. Details for the operating hours may be found in the Appendix to this report. Please note, all hours are for the academic year, unless otherwise noted.