

History/Demand











- Only a handful until the past 15 years
- **TODAY:** Among <u>fastest growing</u> segment in senior living industry



"A Perfect Storm" Retirees - Education

- One of every five Americans 65+ by 2030
- The first of Approx. 75 **million** Baby Boomers turning 79 this year
 - Senior Living "Age of Entry"
 - Ave = 10,000 per day through 2040
- Boomers are the **most highly educated** retirement demographic in history:
 - 29% hold bachelor's or higher
 - Nearly 60% have "some college"
- Seeking "Active, Intellectually Stimulating, Intergenerational" retirement environments
 - Avoid "Elderly Island" senior living communities

"A Perfect Storm" Institutions of Higher Ed (IHEs)

Strategic Benefits:

• Enrollment:

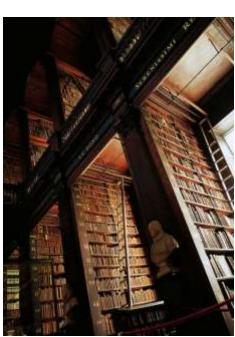
- Enrollment of traditional college students <u>decreased</u> by 3M between 2010-2020. Fewer 18-years old moving forward, and lower percent attending college. (NCES)
- 24% of 65+ participating in educational activities (U.S. Dept. Education)

• Philanthropy:

- Boomers control 70% of the nation's wealth
- No better connection than to "live there"

Mission:

- "Serve the Community"
- One in every 5 community members 65+ by 2030 (US Census Bureau)
- Diversity-Equity-Inclusion must include "AGE"



"A Perfect Storm" Institutions of Higher Ed (IHEs)

Educational/Experiential Benefits:

- Resident-to-University:
 - Lifelong Learning Programs
 - Class Auditing
 - Guest Lectures
 - Visual & Performing Arts
 - Athletic Events
- Student-to-Community:
 - Internships
 - Employment
 - Volunteering



Photo Courtesy of Vi at Palo Alto - Stanford University

"A Perfect Storm" Institutions of Higher Ed (IHEs)

Financial/Operational Benefits:

• Revenue <u>Adding</u>:

- Contract Medical/Health Services
- Research
- Ticket/Dining/Bookstore Sales
- Tuition/Lifelong Learning

• Revenue **Sharing**:

- Land Lease
- Licensing/Naming Rights/Royalties
- Alumni/Faculty Referral & Discounts

• Expense **Sharing**:

 Utilities, Grounds, Transportation, Maintenance, Security, Food Service



Photo Courtesy of The Woodlands at Furman University

"A Perfect Storm" Senior Living Providers (SLPs)

URCs offer "CSFs":

<u>C</u>ritical <u>S</u>uccess <u>F</u>actors

- Appeal to most affluent senior living audience (college graduates)
- Only intergenerational model
- Access to IHE amenities:
 - Lifelong Learning
 - Performing Arts/Athletics
 - Libraries/Dining/Grounds
- High quality/low-cost labor:
 - Student interns/volunteers
- Prestige of having "Teaching Community" (Brand Integrity)

OPERATIONAL VALUE:

Replace Traditional "Four B's":

■ <u>B</u>INGO, <u>B</u>ible, <u>B</u>irthdays, <u>B</u>ridge

With:

■ <u>B</u>allet, <u>B</u>asketball, <u>B</u>otany, <u>B</u>iotech

FREE



SLPs Largest Benefit?

MARKETING:

URCs provide **brand loyalty** through academic host.

Name another product whose brand loyalty was established <u>50 years</u> prior to purchase – and whose demand will never end as long as the "Host" exists?



Photo Courtesy of Oak Hammock University of Florida

"Intentional" and "Organic" URCs:

Intentional (20%):

The Village at Penn State





Organic (80%):

The Pillars at Prospect Park





Expediting the Process Initial "Go/No Go" Assessment

URC Rubric

Critical Success Factors:

- Potential Location
- Enrollment Size (alum base)
- National Brand
- Athletics
- Venues (V&PA)
- Lifelong Learning
- Key Curricula
- Metro Proximity

21-Point Scale

- Category I (17-21) "Very Attractive"
- Category II (12-16) "Attractive"
- Category III (6-11) "Potentially Attractive"
- Category IV (5 or less) "Unattractive"



"Next Generation" URCs:

Formula for Success & Certification

5-Criteria:

1. Proximity

Typically, within 1-2 miles of "Core" campus facilities

2. Formalized Programming

- Written Letters of Agreement
- Two-Directional
- "Dean of Residents"

3. Continuum of Services

- Life Plan Community model OR...AA/IL with access to partnered AL/MC/SNF
- 91% of potential URC residents
 rank as important (Senior Housing News Survey)
 - "Part of their lives" for 50+ years

4. Formal Relationship between IHE and SLP:

- Land lease, royalties, shared services, or other
- Both parties have "vested" interest in success
- 5. 10%+ Occupancy of Residents with ties to University or College
 - Alums, Retired Faculty/Staff
 - **"Top" URCs = 50%+**









Communities meeting all <u>5</u> criteria certified and marketed as a:

University Based Retirement Community (UBRC)™

Communities meeting <u>3-4</u> criteria certified as a:

University Linked Retirement Community (ULRC)™

Communities meeting <u>1-2</u> criteria certified as a:

University Affiliated Retirement Community (UARC)TM



"South Carolina CCRC 'Graduates' to Certified UBRC Status"



https://www.mcknightsseniorliving.com/news/south-carolina-ccrc-second-senior-

living-community-to-graduate-to-certified-ubrc-status/