



THE UNIVERSITY OF UTAH

## Housing & Residential Education

### Annual Report

2019-2020

#### Part 1: Overview

##### Accomplishments

1. Opened a new 992-bed residential facility, Kahlert Village, under budget and on time thereby increasing first-year student housing availability.
2. Redeveloped meal plan structure to support lower cost. 2019-2020 lowest required meal plan was \$4,263, 2020-2021 lowest cost meal plan is \$3,051 (prior to adjustment for altered academic calendar year)
3. Developed and launched a housing rate calculator tool and increased housing scholarship funding by \$30,000 year over year in order to increase cost transparency and affordability.
4. Successfully transitioned to a new card access and POS reader system, Atrium.
5. Facilitated an extended multi-week move-in process to support resident health and wellbeing for Fall 2020 due to COVID-19.
6. Developed Boost dining mobile ordering app that directly integrates meal plans into its operating system.
7. Opened a new dining facility in Kahlert Village, Urban Bytes, seats up to 650 residents and has eight dining concepts and menus in addition, a retail location.

##### One University

1. Kahlert Village stakeholder partnerships, created shared understandings in regards to perspective that led to early collaborative relationship building. A gap was identified between curricular/academic planning and programmatic planning. There is ongoing communication and coordination among parties to enhance understanding.
2. Residential Learning Model review in alignment with Undergraduate Studies student goals and outcomes.
3. Developed role of Resident Outreach Coordinator, Jimmy Thren, integrated role across campus student support resources.
4. Participated in Joint Committees and Hiring Committees including: The Inclusive Restroom Committee, Staff Council, and COVID-19 planning committees

5. Established five new HRE housing scholarships in partnership with Alumni Relations and Undergraduate Advancement that specifically support underrepresented first year and upper-class students secure on-campus housing.

## **Equity, Diversity, and Inclusion**

1. Enhanced Equity Lounge as a counter space and increased Social Justice Advocate's skills in supporting the space resulting in over 100 students using the space. Planned for Kahlert Village Equity Lounge expansion.
2. Increase scholarship opportunities for residents, 2019-2020 had 5 awards totaling \$30,500 and for 2020-2021 awarded 11 scholarships totaling \$60,500.
3. Initiated a departmental web-site audit and initiated alt text for any photo uploads published by HRE to increase accessibility.
4. Supported a staff member in publishing a new book chapter about disrupting racist discourse within hiring and recruitment processes.
5. Partnered with EDI staff to support panelist participation for the kick-off of Friday Forums On Racism in Higher Education.
6. Opened a prayer/mediation room in Kahlert Village.
7. Opened the Equity Living Room in Kahlert Village.

## **Health and Safety**

1. Collaborated with Auxiliary Services in the development of the SafeRide program and launch.
2. Engage transition of residence hall security to new campus card system
3. Implement and sustain safety related initiatives including the Overnight Guest policy registration process, Officers Circle front door replacement, second layer of security in Heritage Commons buildings, transition to Security working Information desks at night and monthly messaging and communication to residents on safety related topics.
4. In collaboration with campus stakeholders, developed processes to engage a residential isolation/quarantine initiative.
5. Advance capacity for student mental health outreach through collaboration with University Counseling Center and SMARTER group proposal development.

## **Impacts of COVID-19**

1. In Spring 2020, developed plan to respond to coronavirus including communications, supporting students who needed housing, increased sanitization (and procurement of supplies), refund procedure and processing, student belonging pick-up, packing, and shipping.
2. In preparation for Fall 2020, engaged a plan to address housing density, contactless services, virtual support for residents, isolation/quarantine housing plan, supported return to campus testing strategy, advanced sanitizing initiatives and availability of sanitization supplies in alignment with Project Orange.

3. The cancellation timeline and processes were adjusted to support a later deposit date and no penalty cancellations during periods when the university adjusted class delivery methods.
4. Initiated early move-out processes and room consolidation for students in March 2020 in order to de-densify campus housing to approximately 220 students and support University of Utah Health medical surge planning needs.
5. Offered students maximum financial flexibility through contract cancellation waiver periods, exemptions, and pro-rated refunds at a significant cost to the department.
6. Implemented new health and safety protocols department wide including increased cleaning, to-go dining options, adjustments to residential guest and room change policies, remote work options, contactless service delivery, virtual resident engagement opportunities, and more.
7. Adjusted both Fall 2020 move-in and end of semester calendar dates to support multiple move-in days, early move-out, and extended break housing options. Built new check-in and application processes using StarRez to support operationalizing these adjustments.
8. Reduced occupancy by eliminating triple-occupancy spaces to support lower residential density. Reduced occupancy and secured a block of rooms at The University Guest House to support 407 quarantine and isolation spaces.
9. Pivoted marketing and outreach strategies to virtual platforms including virtual tours, online move-in guides, QR code resources, video outreach and open forums, text outreach, and more.
10. Implemented a dining delivery system to facilitate two meal deliveries daily to students in quarantine and isolation.

## **Part 2: Departmental Core Objectives**

### **Goal 1: Create and facilitate access to on-campus housing for University of Utah Students**

#### **Alignment with Student Affairs Strategic Objectives**

- Student Engagement and Support
- Facilities and Resource Management
- Strategic Enrollment Management

#### **Strategies**

- Support the advancement of the University's strategic enrollment goals.
- Increase access and affordability of on-campus housing.
- Prioritize data integrity and utilization

#### **Outcomes**

- Implement Portal X and utilize StarRez to improve housing application process.
- Develop strategic marketing plan to highlight housing growth and limitations.
- Create transparent promotion of housing costs.
- Clean data collection platforms and practices.
- Provide training to HRE staff on assessment, housing software, and data utilization.
- Create a multi-year assessment plan for the department.
- Work towards a 95% average academic year occupancy.
- Move toward 75% of the First Time Freshmen class residing on campus.

## **Outcomes status**

HRE continued to launch and maximize new portions of our new Housing U (Portal X) application. Additions included our summer housing application, break housing application, and an online roommate change request form. Our operations team also utilized Portal X to support COVID-19 response needs such as our request to stay application, residential addendum, and COVID-19 testing consent form.

HRE worked to increase communications about costs and housing options by focusing on flexibility, support, and transparency. HRE accomplished this by launching an online rate estimation tool, increasing scholarship support, marketing both new (Kahlert) and changing (Cedar Court) housing options. During COVID-19, HRE also regularly updated students and stakeholders about cost adjustments resulting from cancellation fee waivers, pro-rated refunds, and calendar adjustments through a variety of platforms.

This past year HRE also launched a multi-year assessment plan. This plan prioritizes strategic plan alignment, multi-year survey question rotation cycles, and longitudinal data preservation. To prioritize internal data collection, HRE has also reinstated our staff intranet and utilized Qualtrics surveys for items such as staff travel forms and training attestations.

To maximize IT systems and technology, HRE provided a variety of staff trainings on topics such as Atrium, Housing U Room Changes, StarRez Web, and more. We will continue to prioritize these trainings in future years.

During the 2019-2020 academic year the average occupancy was 95.0%. This includes HRE's off-site properties including Block 44 and Cedar Court. This is up 4.2% from 2018-2019.

On census date of Fall 2019, 55% of Full-Time First Time Freshmen lived on campus. On census date of Fall 2018, 56% of Full-Time Freshmen lived on campus. Data for fall 2020 is under development by OBIA.

## **Actions Taken**

This year HRE continued to experience a strong, albeit ever-changing, housing demand as noted by both the number of completed housing applications (5,291 as of August 19, 2020; up 8.64% from the previous year) and the number of pre-occupancy cancellations (+353 or 79% higher) leading up to move-in. While the increase in cancellations can be largely attributed to concerns around COVID-19, this did not diminish HRE's waitlist throughout the application process. While waitlist numbers reached as high as 814 our team worked tirelessly to extend waitlist to all first-year students prior to move-in. Strategies such as waitlist clean-ups, weekly website updates, and student calling campaigns assisted our team to move over 850+ students into completed reservations. Moving forward, HRE will continue to align our housing strategies with enrollment and housing projections to optimize spaces and re-stabilize occupancy rates.

## **Relationship to the Retention and/or Graduation of Students**

Students that live on campus are more successful in the classroom, have a higher retention rate and a higher graduation rate. By increasing access to on-campus housing, HRE supports these student success outcomes. All functional areas within Housing & Residential Education focus on and support students in this effort.

## **Fall to Fall Retention Information**

Not available at the time of the report.

## **Utilization Data**

The HRE Quick Glance is the overview of who is living on campus. The Post Occupancy Fall Cancellations by type is a summary overview of who cancelled their housing, but remained a University of Utah student and who withdrew from the University of Utah and thus from living on campus. The Wait List Demand identifies who was on the wait list by classification, the average wait list demand and the peak demand.

## **Goal 2: Enhance services supporting engagement in the residential experience**

### **Alignment with Student Affairs Strategic Plan**

- Facilities and Resource Management
- Inclusive and Equity

### **Strategies**

- Support innovative learning spaces and opportunities.
- Increase efficiencies and clarity in process and project management.
- Foster student leadership and engagement.
- Further integrate and develop diversity and inclusion practices.

### **Outcomes**

- Align technology and space needs to ensure sustainable inventory and budgeting.
- Maximize client and student-centered event services through space allocation.
- Map cross-functional processes across all HRE areas to increase consistency in practice.
- Implement project management system among Admin Services Team
- Cultivate leadership skills through job-specific training and development.
- Improve services specific to international student populations.
- Integrate inclusive and equitable practices in communications and assessment.

### **Outcome Status**

Common area improvements within HRE continued on campus including the installation of a new air wall, completion of the MHC furniture fresh project, and creation of new offices for HRE staff members. New enhancements also include the launch of the Creative Commons by Adobe, Simple Studio, and Tech Tables in Kahlert Village. A new partnership with Dorm Room Movers was also finalized which increases student storage options and reduces internal storage needs thereby freeing up more space for student use. Upcoming projects such as the mailbox refresh project are underway and will help to support more efficient and expedient service. These projects have been informed by student data from our Residential Satisfaction Survey and in-person assessment boards ensuring that improvements align with student needs.

To expedite our work, the Housing team continues to utilize software systems such as Microsoft Teams, ZenDesk, and Zoom to remain nimble, efficient, and forward thinking.

This past year the Housing team has made a concerted effort to focus on cultivating leadership and job readiness skills with our student leader team. Examples of these efforts include HRE brand awareness training, StrengthsQuest facilitation, and guest partnerships with the Career

and Professional Development Center. These trainings will continue through virtual platforms moving forward.

Lastly, the Housing team continues to focus on social justice and support for international students as seen by our work to increase student scholarships, facilitate joint check-in processes with our Utah Global colleagues, complete website audits for accessibility, and participate in the divisional training opportunities such as Friday Forums and the Racial Justice and Decolonization dialogues. This will continue to be a priority for our team.

### **Key Findings and Actions Taken**

Over the previous year HRE worked to assess technology needs particularly due to the switch to virtual learning during COVID-19. HRE has worked with UIT to confirm service levels, purchase monitoring devices (e.g. Netbeez), and increase student computing areas (e.g. Creative Commons, Simple Studio, Tech Tables). HRE will continue to utilize ResNet related data to inform future decision-making, address student demands, and improve overall ResNet services within on-campus housing.

### **Relationship to the Retention and/or Graduation of Students**

Students that live on campus and get involved are retained and graduate at higher rates than students that do not. In order to support students staying on campus, HRE works to provide student services including academically-minded spaces and technology to support academic success (computer labs, rentable equipment, group study rooms, wi-fi service). These services provide a level of convenience and support among our students that results in high student satisfaction rates with on-campus living and a high likelihood of them recommending living on campus to others.

In fall 2019, a total of 83% of students stated they would recommend living on-campus to others (on a scale of 1-10 with 1= "Not at all likely" and 10 = "Extremely likely"; these scores included students who indicated a ranking of 6 or higher on the scale.)

In fall 2019, HRE received a Net Promoter Score (NPS) of 4.16 when students were asked to rank their likeliness of recommending others to live on campus. This NPS indicates that students are likely to recommend living on campus to others and are more likely to be promote the HRE brand through word of mouth. NPS range from -100 to +100. A positive score is considered good. Excellence is reached at a score of +50.

## **Goal 3: Ensure long term viability of the department**

### **Alignment with Student Affairs Strategic Plan**

- Strategic Enrollment Management
- Inclusivity and Equity
- Facilities and Resource Management

### **Strategies**

- Develop a plan and work towards being a self - supporting auxiliary
- Ensure department aligns student costs with service delivery
- Ensure that we engage in competitive pricing best practices

- Promote efficiency in all aspects of university operations

### **Outcomes**

- Train Facilities staff involved in the Renewal and Replacement process on the methods of procurement and reconciliation
- Review of cell phone program within HRE
- Participate in Annual Audit conducted by University Internal Audit Department. This audit occurs every five years.
- Use Optional Services Analysis to incorporate budget needs
- Analysis product offerings and determine profitability of Optional Services

### **Outcome Status**

The Assistant Director of Budget was able to work with the Facilities team involved in Renewal and Replacement responsibilities to review the methods of procurement. In addition, access was granted to management reports, which added to the ability to be able to reconcile purchases hitting the management report. A review was done of the summary file that is used to reconcile all transactions related to Renewal and Replenishment transactions.

The cost of the cell phone employee reimbursement program was analyzed. After doing analysis as well as the directive that came from the university, the cell phone reimbursement program was ended as of June 30, 2020.

The Internal Auditors recommended that HRE correct and update its non-capital asset records and verify the records as required by University policy. HRE has implemented procedures to work towards this recommendation from the auditors.

HRE incorporated a system for its optional services that was able to better analyze the budget needs based on inventory counts as well as the upcoming demand based on submitted requests.

Through the optional service analysis, it was determined that HRE would no longer offer mini-fridge rentals to the residents. We would only offer to meet the requirements of a university-sponsored program. The elimination of the fridges took place for the academic year starting in August 2020.

### **Key Findings and Actions Taken**

The training of the Facilities staff in the procurement of Renewal and Replacement has been a help in the timeliness of getting invoices processed and paid. It has been strengthened the communication with our Accounts Payable staff in making sure approval for payment are received and follow a flow to final payment.

The next phase that we are looking at with our billing process is to incorporate the "Pro-ration tool" Due to the extensive work that occurred due to the COVID-19 situation that we faced in Spring 20, we were unable to incorporate the pro-ration tool into fiscal year 19/20. This is something that we are looking to incorporate in the upcoming year.

HRE continues to work on tightening the inventory system related to optional services. During the summer of 2020, a Warehouse Supervisor was hired. The Budget/Finance team, as well as

Facilities, and the new Warehouse Supervisor will be working on processes to efficiently align the ordering, receiving, and tracking of optional services.

### **Relationship to the Retention and/or Graduation of Students**

Students that live on campus are more successful in the classroom, have a higher retention rate and a higher graduation rate. By increasing access to on-campus housing, HRE supports these student success outcomes. All functional areas within Housing & Residential Education focus on and support students in this effort.

### **Utilization Data**

Below is a percentage summary of how the housing bill is paid

| <b>Location of work</b>                       | <b>% of Students</b> |
|---|----------------------|
| Student pays for all or a portion             | 16%                  |
| Paid by private scholarship                   | 8%                   |
| Paid through financial aid, loans, & grants   | 26%                  |
| All or portion paid by parent or someone else | 48%                  |
| Other   | 2%                   |

## **Goal 4: Develop an inclusive and engaged community where all members thrive**

### **Alignment with Student Affairs Strategic Plan**

- Student Engagement and Support
- Student Health and Wellness
- Inclusivity and Equity
- Strategic Enrollment Management

### **Strategies**

- Advance the Residential Learning Model to enrich the student experience.
- Support students with marginalized and underrepresented identities.
- Maximize campus partnerships for the benefit of residential students.
- Explore and refine administrative policies and procedures to develop best practices.

### **Outcomes**

- Develop and implement strategies to meet the learning outcomes for communities.
- Review strategies and adjust learning plans
- Assess achievement of learning outcomes

### **Outcome Status**

Strategies for each community were implemented and measured using a contact tracker, which measured the saturation of our outcomes by measuring the number of residents each student



leader directly interacted with on each outcome. By fully understanding who we are reaching in our community, we were able to quickly also determine who were not reaching. Mid-year corrections were able to be implemented as well as determining if the resident was active in the community or had already connected with community outside of the halls (Greek, sports teams, academic clubs, etc.).

The Residential Learning Model Committee met each week and adjusted learning plans after each strategy review. This provided a continuous feedback loop of strategize, implement, and then assess. The quick change to the RLM items there were not working allowed Residential Education to create a meaningful experience for the maximum number of residents.

### **Key Actions and Findings**

The 2019-20 Residential Learning Model included sequencing, assessment, and key alignment points with the four learning outcomes.

#### **Strategy** – Description of Strategy

Lesson Plan Title

*Learning Goal - Learning Outcome*

**UTalks** – 1-on-1 conversations between a Resident Advisor and each resident of their community.

The Ideal Community

*Culture of Belonging - Residents will be able to demonstrate three ways they make the residential community a place where all members belong.*

Study Group Facilitation

*Collegiate Success - Students will be able to build two or more academic relationships with peers for support outside the classroom.*

Learning Styles (Linked Bulletin Board & Door Decoration)

*Collegiate Success - Students will be able to identify their specific learning style and at least two study strategies that work best for them.*

Microaggressions Matter (Linked Bulletin Board & Door Decoration)

*Culture of Belonging - Residents will be able to build connections with a diverse group of peers.*

**Community Meeting** – A gathering of all residents of a community to learn and share together, led by the Resident Advisor.

Fall Opening

*Culture of Belonging - Residents will be able to demonstrate three ways they make the residential community a place where all members belong.*

Community Agreements & Contest Winners

*Culture of Belonging - Residents will be able to demonstrate three ways they make the residential community a place where all members belong.*

Once Upon a Time Management

*Collegiate Success - Students will be able to demonstrate effective time management of academic and non-academic priorities.*

Fall Closing

*Culture of Belonging - Residents will be able to recognize how different actions impact the wellbeing of their community and themselves.*

**Promote & Go** – Resident Advisor promotes, attends, and supports learning for residents at a campus event, generally hosted by the Social Justice Advocates or Residence Hall Association.

Utah Fan Am I

*Culture of Belonging - Residents will be able to demonstrate three ways they make the residential community a place where all members belong.*

Casino Royale

*Culture of Belonging - Residents will engage in at least two events or opportunities to connect with their community beyond neighbors, roommates, or floor mates.*

**Bulletin Boards & Door Decorations** – Interactive signage in the residence halls created and managed by the Resident Advisor for residents to add their own insights and learning along with other members of their community.

Creating Community

*Culture of Belonging - Residents will be able to build personal connections with a diverse group of peers.*

Booze, Adderall, Cigarettes, Oh My!

*Personal Development - Students will be able to apply one or more safe strategies to navigate substance use.*

Learning Styles (Linked UTalk)

*Collegiate Success - Students will be able to identify their specific learning style and at least two study strategies that work best for them.*

Micro-aggressions Matter (Linked UTalk)

*Culture of Belonging - Residents will be able to build connections with a diverse group of peers.*

**Flex** – Unique strategies not connected to a specific learning outcome. Generally these will address lower level needs of residents necessary prior to learning strategies.

Opening Events

*Similar to the Promote & Go strategy, these events, hosted by the Residence Hall Association and Office of Orientation & Transition respectively, are held during opening weekend and the first week of courses. Opening Movie (RHA) and New Student Welcome (OTR)*

#### Roommate Agreements

*Facilitated by the Resident Advisor, are a document agreed upon by all members of a room or apartment.*

#### Open Door Wars & Human Bingo

*A variety of social activities connecting residents with other members of their residential community. Open Door Wars encourage skills to connect on-campus. Human Bingo builds relationships with peers and skills in getting to know others.*

#### Annual Assessment

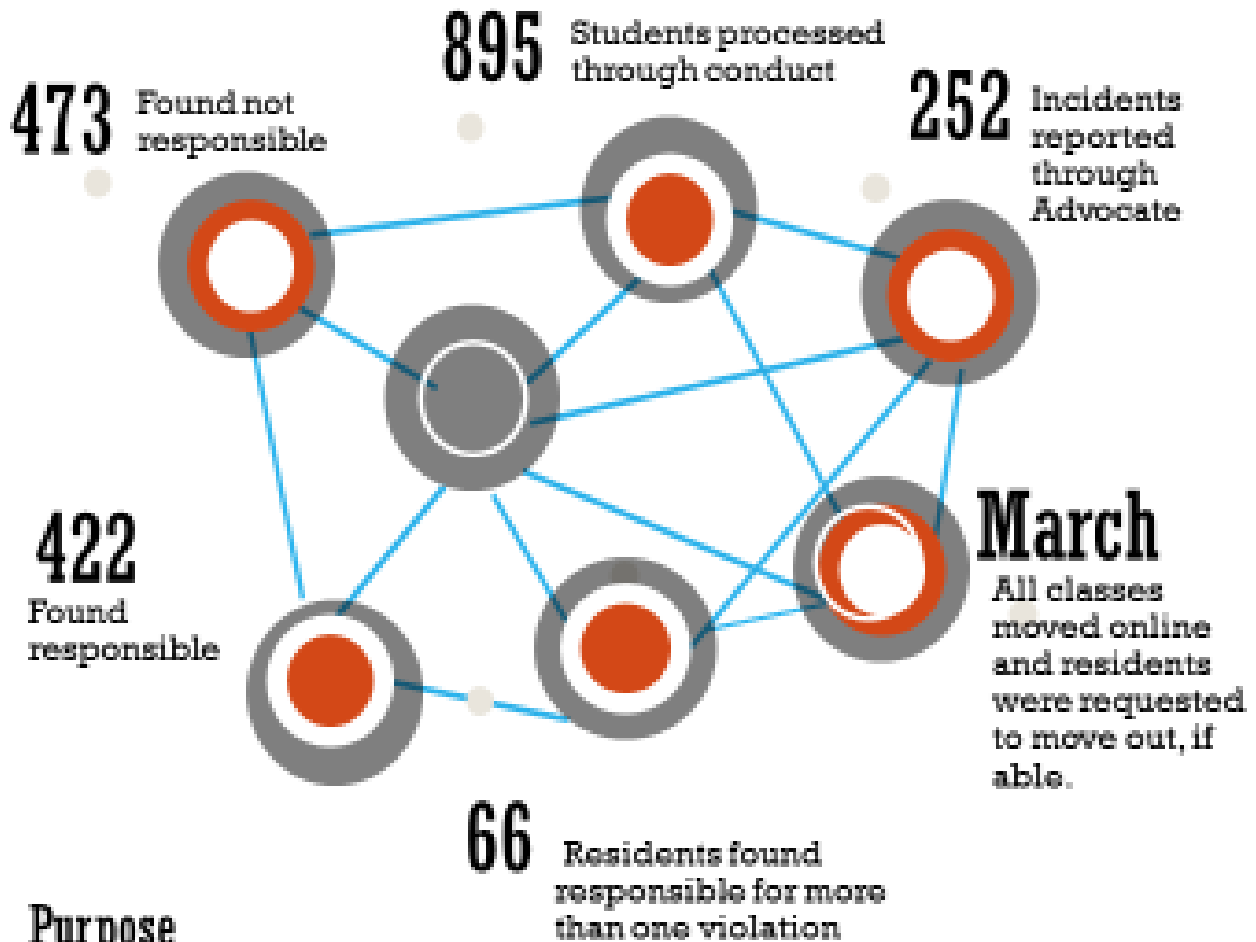
*Resident Advisors supporting the completion of the HRE Resident Satisfaction Survey.*

### **Relationship to the Retention and Graduation of Students**

Participation in initiatives will lead to higher engagement levels which influences retention and graduation

2019  
-  
2020

# CONDUCT REVIEW



## Purpose

Housing & Residential Education seeks to address policy violations in a way which prevents harm, centers learning, and encourages student accountability. All violations of HRE policy are addressed through our Student Conduct process which is guided by values of community, fairness, and responsibility

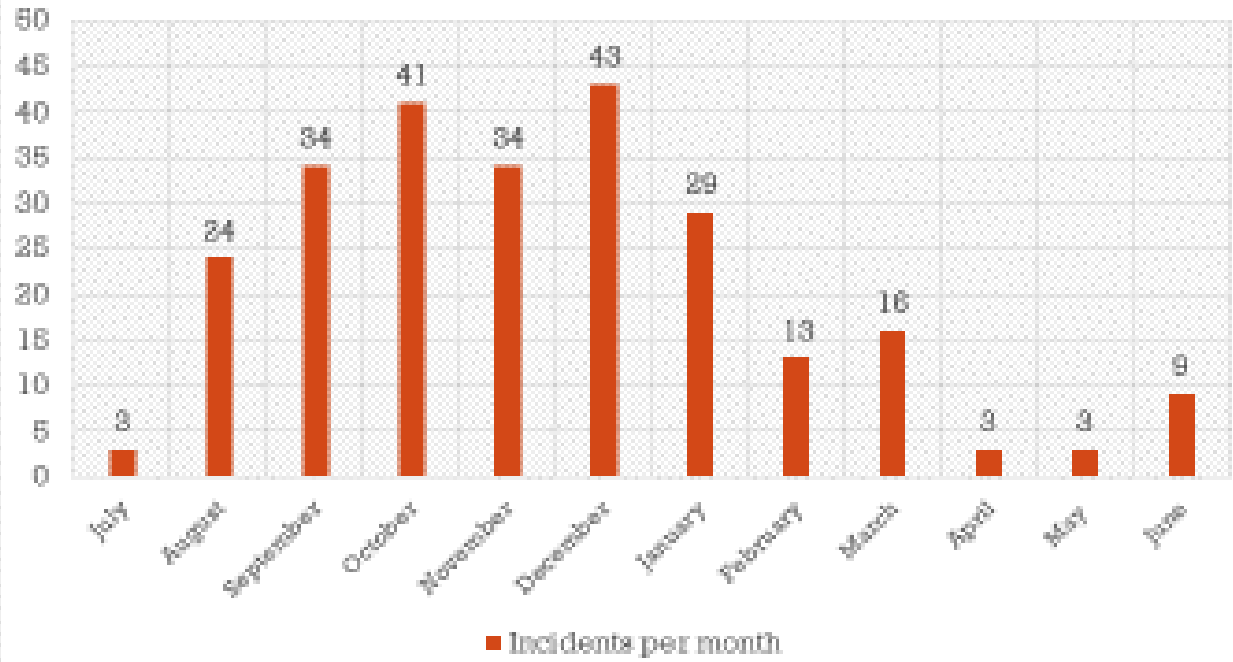


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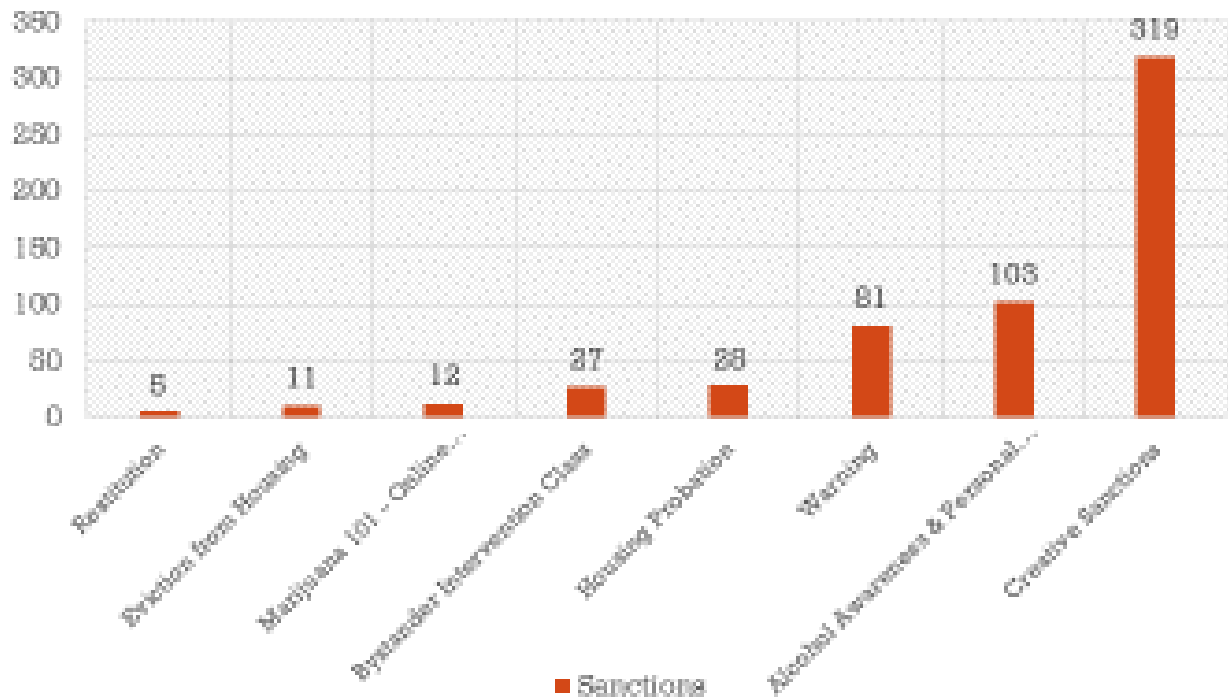
Housing & Residential Education

## 2019- 2020 Academic Year

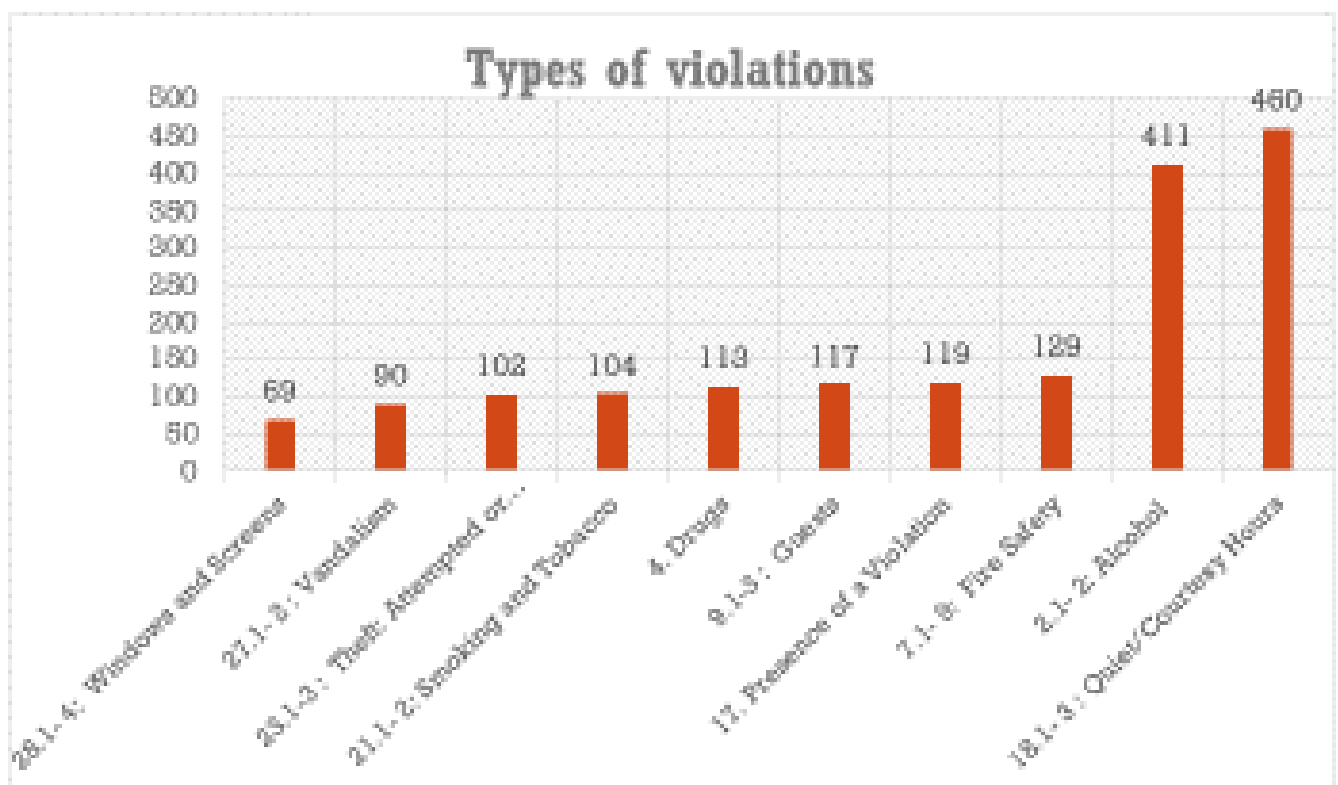
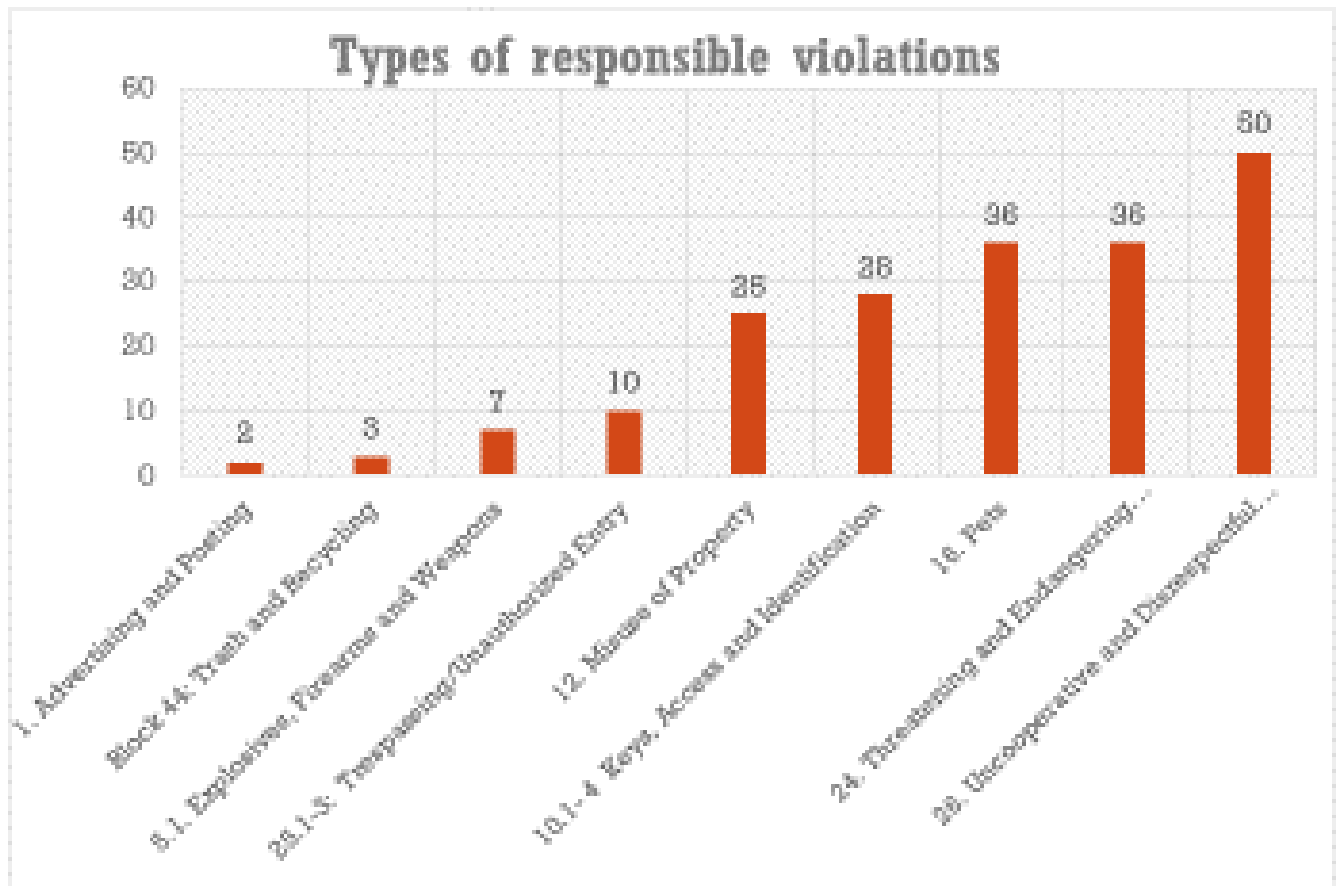
### Parent Cases Per Month



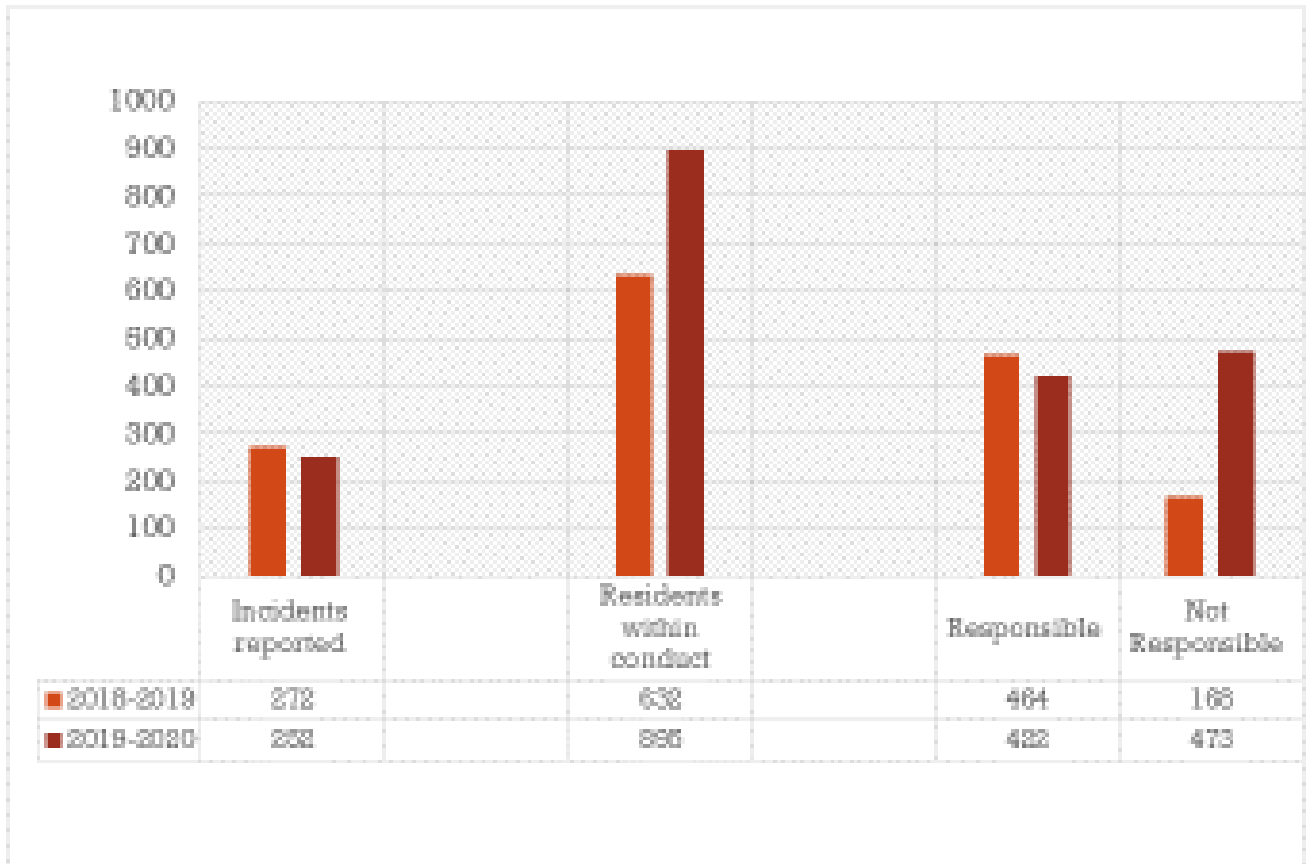
### Sanctions assigned to responsible residents



## 2019- 2020 Academic Year

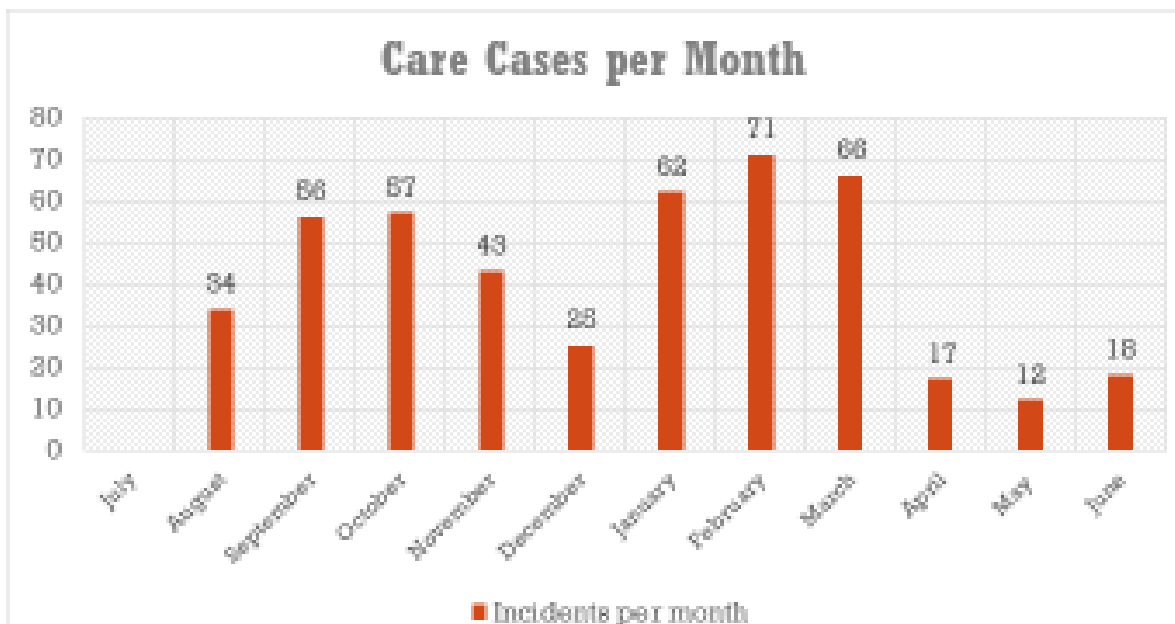
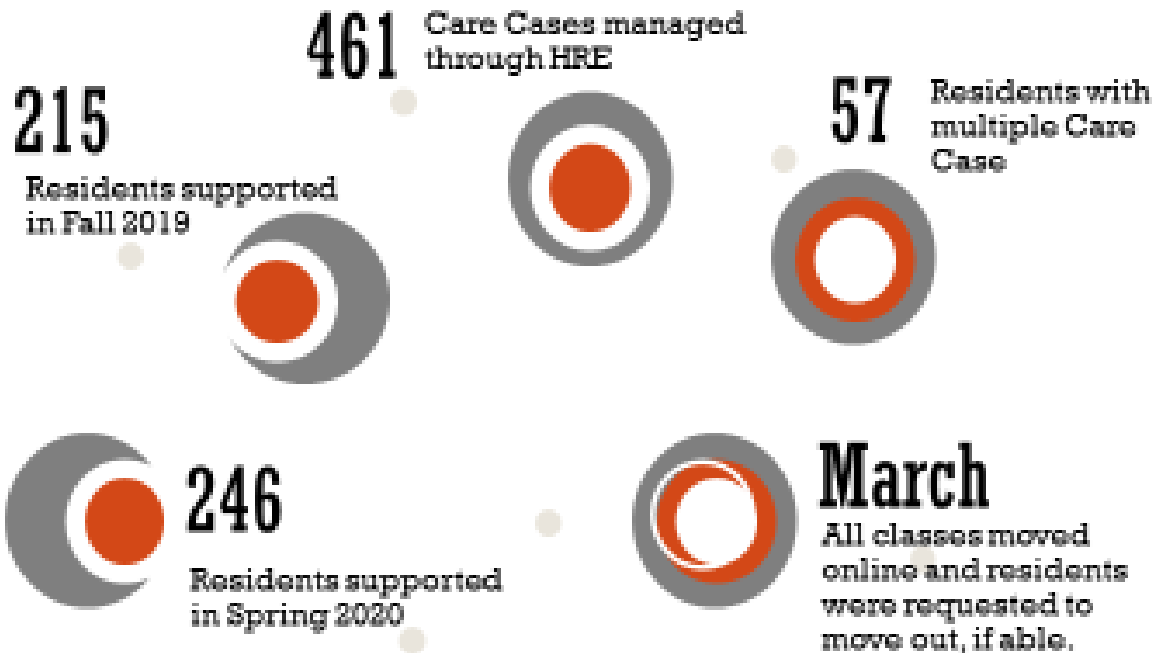


## Year to Year Review



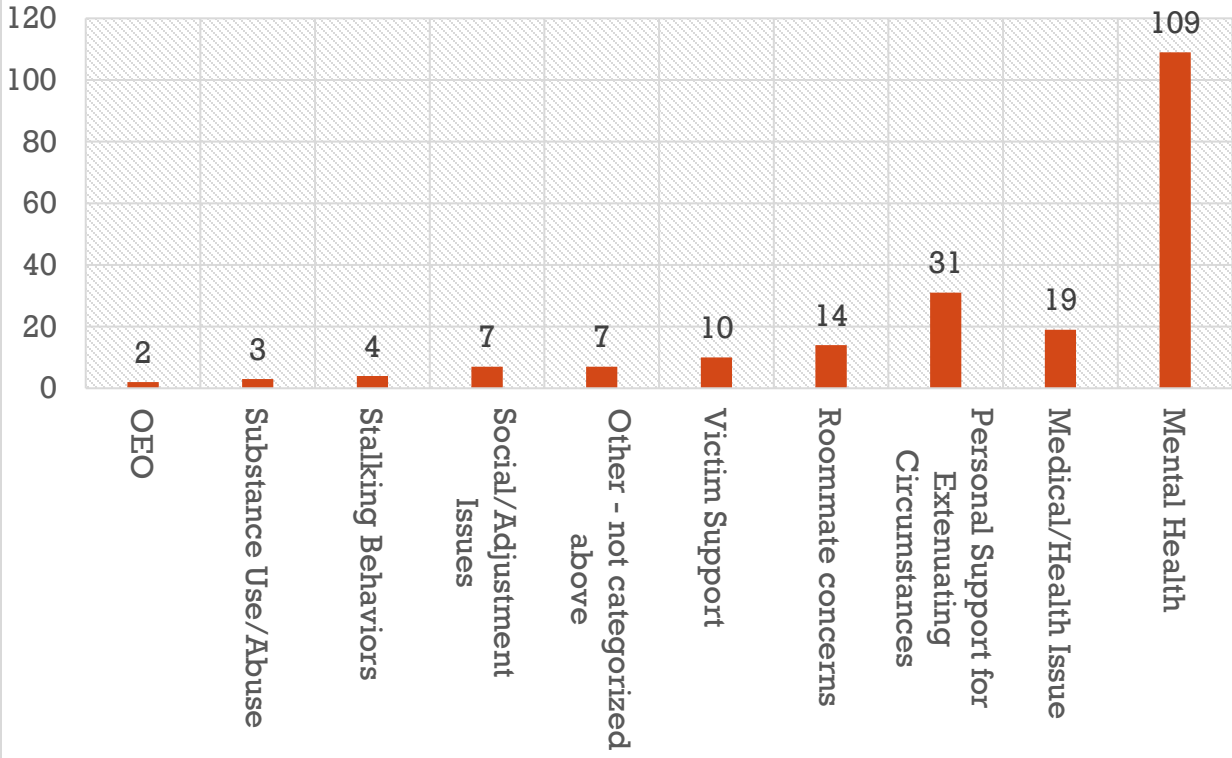
# RESIDENTS OF CONCERN

In May 2019, Housing & Residential Education hired the first Resident Outreach Coordinator to support the retention and graduation of students by providing intentional and individualized support and referral to resources.

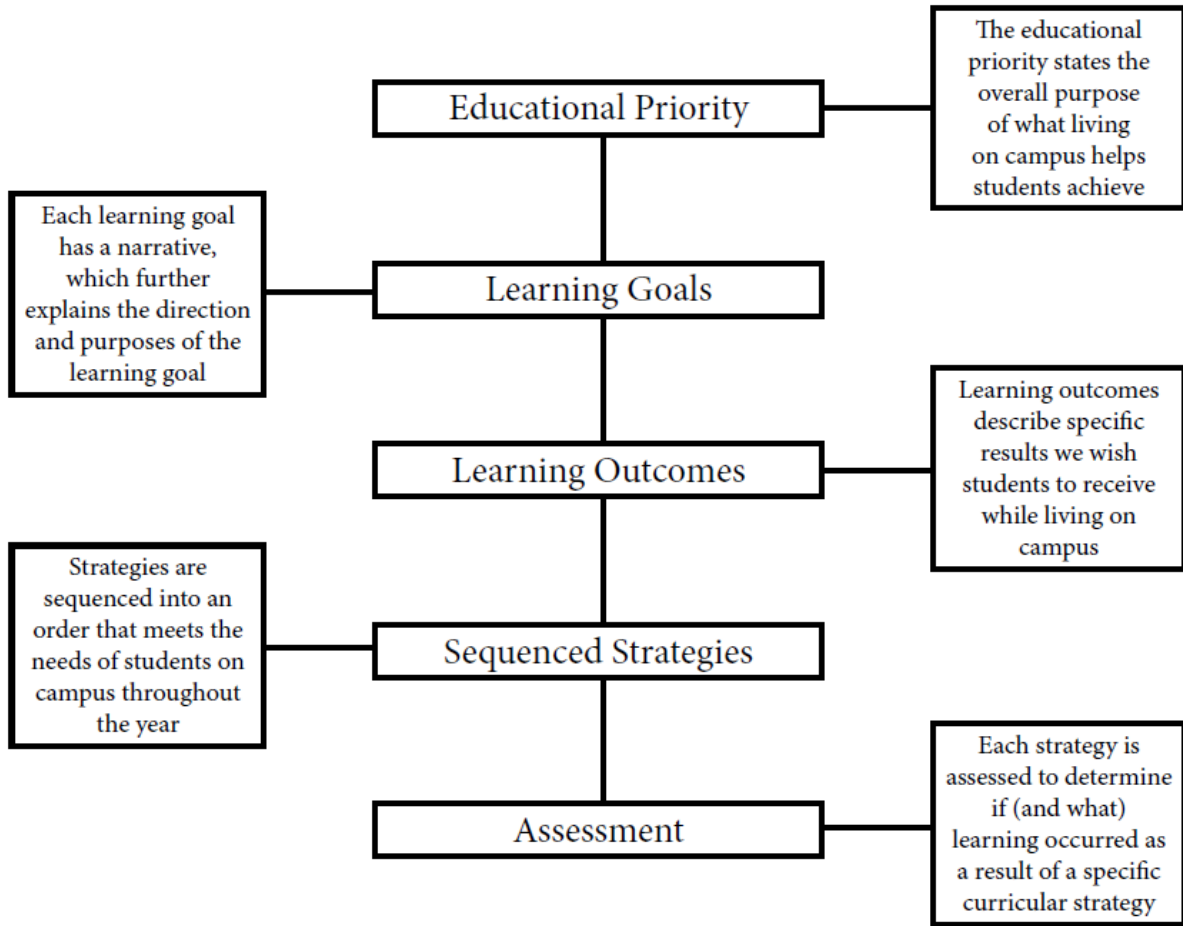




# Presenting Concerns – Fall 2019



# Residential Curriculum Pedagogy



## Residential Curriculum: Learning Goals

# LEARNING GOALS

Learning Goals break down how what the Educational Priority means. Each Learning Goal has a narrative, which further explains the vision, direction, and purpose of the Learning Goals. The Educational Priority, Learning Goals, and Learning Goal narratives are consistent in all the work that we do in Housing & Residential Education. The 4 Learning Goals and their narratives are:

### COLLEGIATE SUCCESS

Living on-campus balances all the fun and excitement of college life with intellectual growth. We advance skills such as implementing study groups, fostering a community of academia, and maximizing campus resources.

### CULTURE OF BELONGING

In a culture of belonging, each member makes connections and sees themselves as a valued part of the university. An ethic of care supports all residents and emphasizes groups historically left in the margins of the academy.

### PERSONAL DEVELOPMENT

Holistic wellbeing is imperative to success within and outside the classroom. This requires an increased awareness about oneself and intra-personal skills. Intentional and on-going personal development prepares students for participation in a democratic society.

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## **Goal 5: Facilities will provide a high quality, comfortable living environment for all residents**

### **Alignment with Student Affairs Strategic Plan**

- Facilities and Resource Management
- Student Engagement and Support

### **Strategies**

- Maintain the facilities in a manner that lengthens the useful life of the buildings and equipment.
- Maintain the facilities in a manner that supports student community.
- Maintain the facilities in a manner that supports student safety.
- Maintain the facilities in a manner that supports sustainability and industry best practices.

### **Outcomes**

- Support student safety as the number one priority in facilities directives.
- Support student community through thoughtful prioritization of facilities activities and tasks.
- Lengthen the useful life of the buildings and equipment to support a positive educational learning and living experience for all residents.
- Strive to increase sustainability through purchasing, programming, and environmental stewardship.

### **Outcome Results**

Training is being coordinated with campus partners in the Office of Training and Development. The Maintenance team completed electrical classes 1 and 2.

Due to COVID-19, Renewal and Replacement projects for 826 Rehab, PHC BMS Upgrade and the MHC MIC projects were placed on hold.

Completed Renewal and Replacement Projects; Second Layer of Security, OC Security Upgrade, Stage 1 and 2 of PHC Upgrades, 803 Chiller Replacement, LED Upgrade 813.

Swipe access controls were upgraded to proximity readers. Successfully moved to Atrium/RS2 access controls.

Massive furniture draw down of Cedar Court, Block44 and De-tripling of Heritage Commons project was completed. New furniture was relocated to Sage Point and Officer Circle buildings.

Damage caused by water main break in 812 boiler room was repaired. New boilers installed and domestic system upgraded to independent boiler system.

WebTMA has been slow to push out the WebTMA7 upgrade. Beta testing of system is underway by our facilities team.

Kahlert Village was opened on time and under budget!

### Key Findings and Actions Taken

Additional training opportunities for staff have been identified through IEHA, Office of Training and Development and TMA. Due to COVID-19 many of these training have been postponed or are being redeveloped.

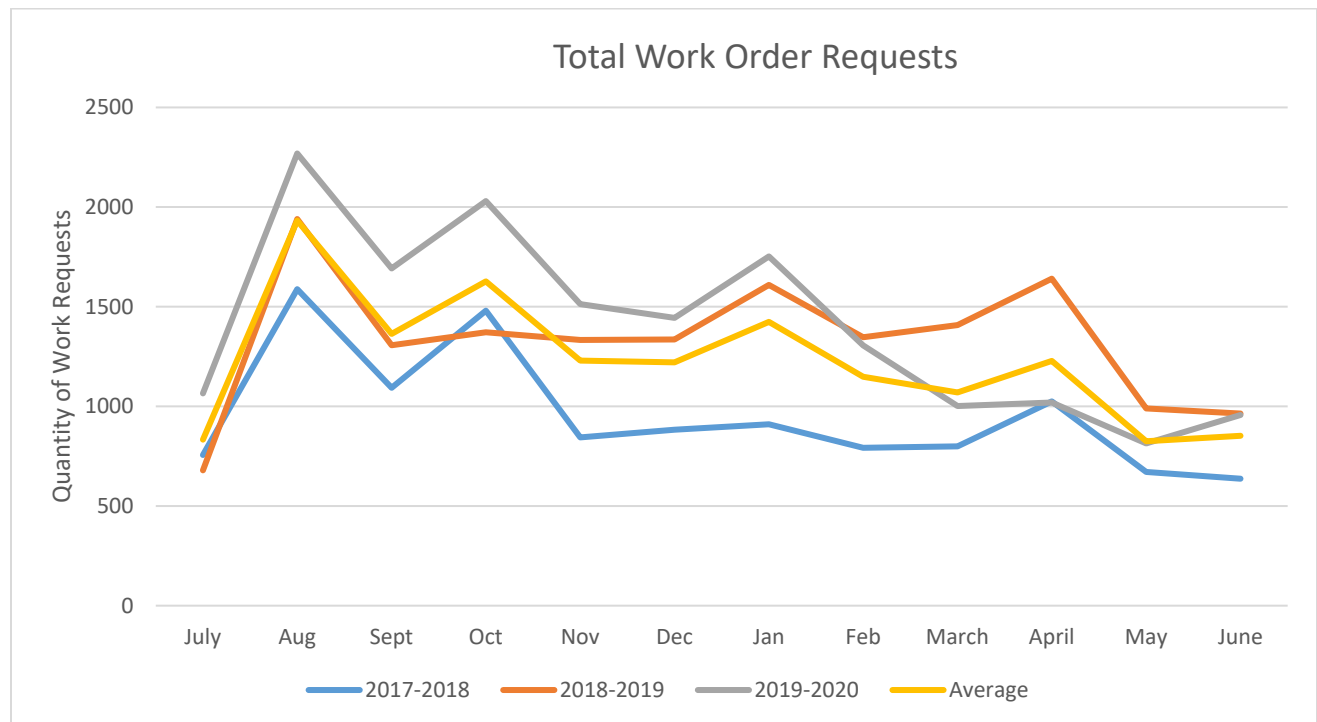
COVID-19 impacted facilities staff in many ways. During the spring and summer months, high-risk staff were asked to telecommute by utilizing on-line training. The stress of the pandemic has negatively affected the moral of some of the staff members while others have taken leave time to manage their home lives.

COVID-19 created new challenges for Move-out and seasonal rehab of buildings. Staff shortages and potential hospital over-flow schedules were some of the contributing factors.

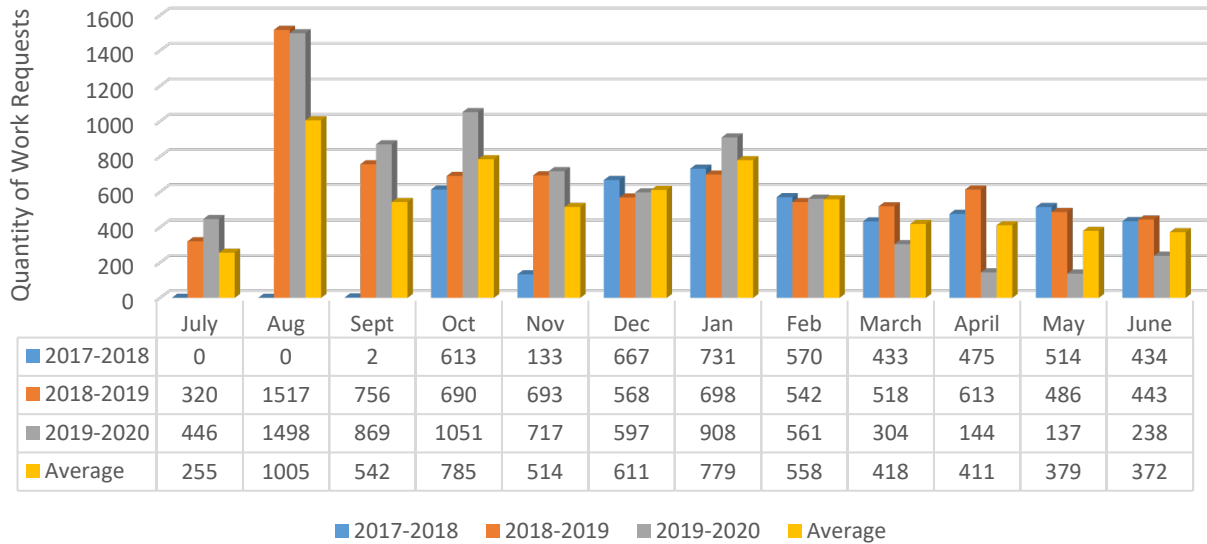
### Relationship to the Retention and Graduation of Students

By providing a comfortable and safe living environment and reducing the need to request service to one's living space, HRE facilities directly impacts the student's ability to study, build relationships and be successful in reaching the goal of graduation.

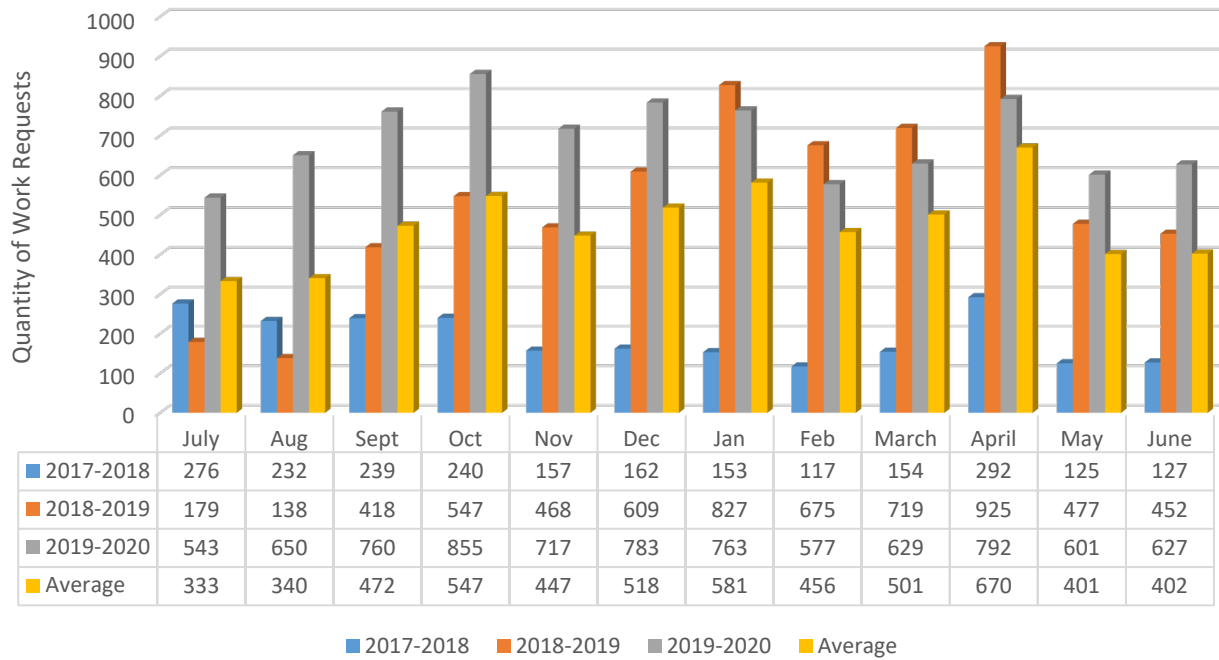
### Utilization Data

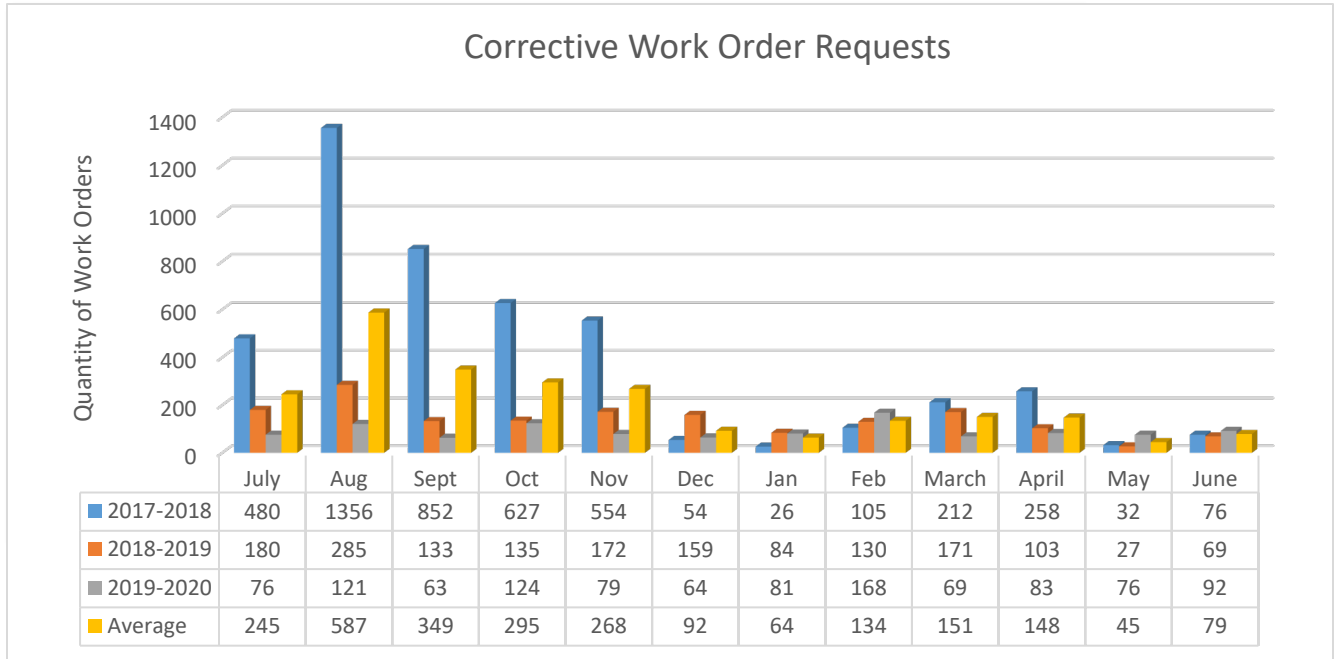


### Service Work Order Requests



### Preventative Work Order Requests





## Goal 6: Provide dining experiences and environments that enhance the university experience

### Alignment with Student Affairs Strategic Plan

- Student engagement and support
- Student health and wellness
- Facilities and Resource Management

### Strategies

- Provide product and dining concepts that exceed student expectations.
- Advance a cohesive residential dining framework for students in the use of their meal plan.
- Management: Financial, Administrative, Facilities
- Communication of meal plan attributes to residents

### Outcomes

- Develop an effective assessment plan to accurately measure student-dining satisfaction.
- Develop Meal plans that are affordable and competitive with other universities.
- Implement dining new concepts to provide variety and enhance dining experience.
- R&R planning for all Residential retail and dining operations.

### Outcome Status

Utilized student assessments and focus groups to identify student needs and to inform priorities that align with our strategic plan.

Planning with Chartwells (third-party vendor) in order to synchronize all tasks that align with our strategic plan and make any necessary changes throughout the process based on student data.

### **Key Findings and Actions Taken**

Established student-dining committee to provide critical input in student dining satisfaction across campus.

Developed Boost dining mobile ordering app that directly integrates meal plans into its operating system.

Opened a new dining facility in Kahlert Village, Urban Bytes, seats up to 650 residents and has eight dining concepts and menus in addition, a retail location.

Conducted a refresh of the Peterson Heritage Dining Facility to include more space and seating and have added 4 new dining concepts (South American Cuisine, Absurd Bird, Vegan, Build your own Pasta).

Conducted a refresh of the Honors Market and transitioned into a full market that has prices comparable to local markets. The Dining Committee is collecting data to communicate with Chartwells, in order to provide students and residents with popular products and items.

Conducted inventory of all food service equipment to enroll in the TMA program in order to accurately track and project budget for maintenance on replacement.

Developed new student meal plans and competitive prices to include Meal Plan 8, the lowest and most affordable buy-in meal plan for residents.

Implemented a dining delivery system to facilitate two meal deliveries daily to students in quarantine and isolation in support of COVID-19.

Extract feedback from focus groups and apply actions to resolve and improve dining operations.

### **Relationship to the Retention and/or Graduation of Students**

Residents have access to one of their basic needs, food. The social framework of food is a contributing factor in the residential community.

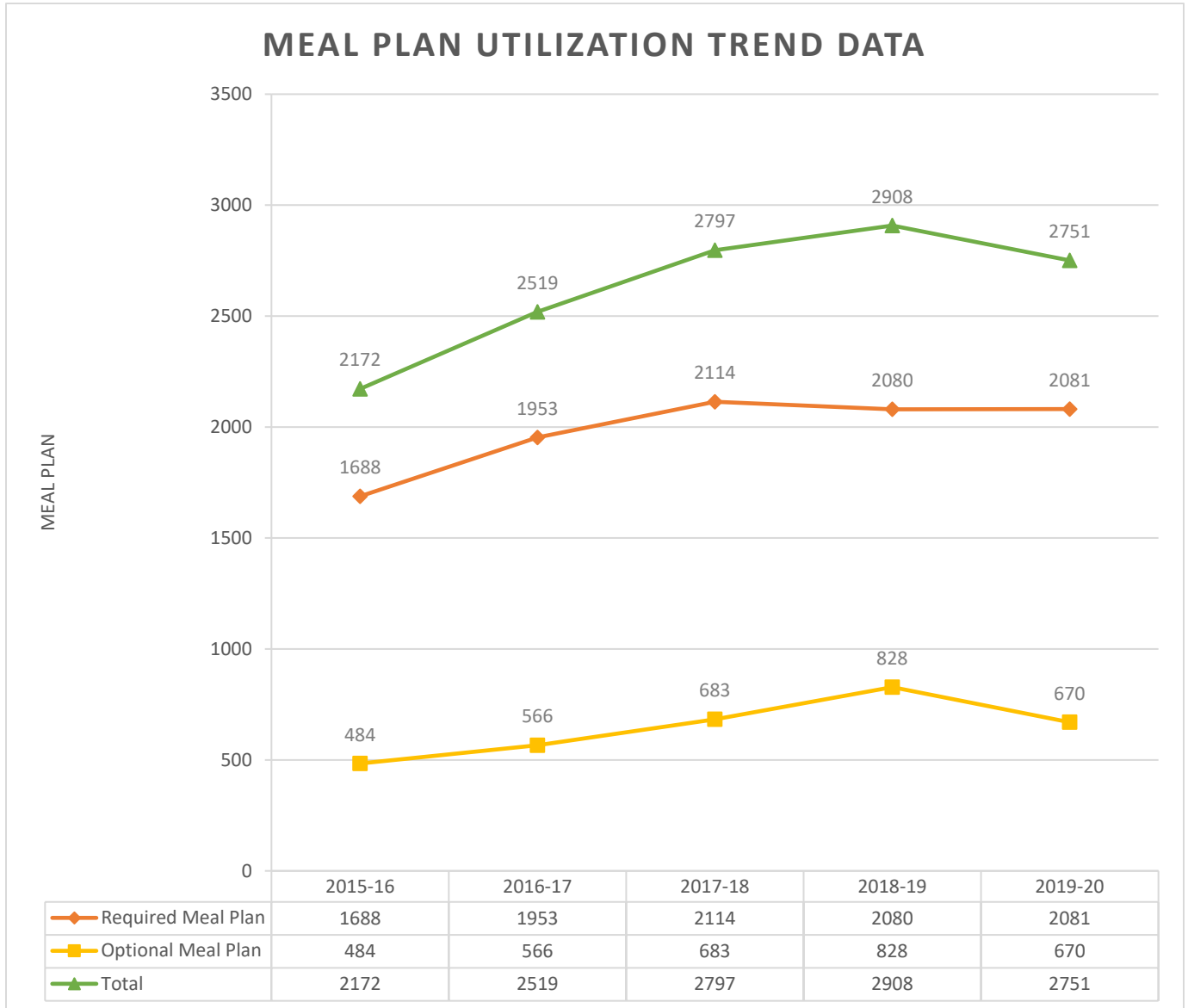
### **Utilization Data**

In regards to meal plan popularity, the chart below shows the breakdown for all residents required to enroll in a meal plan.



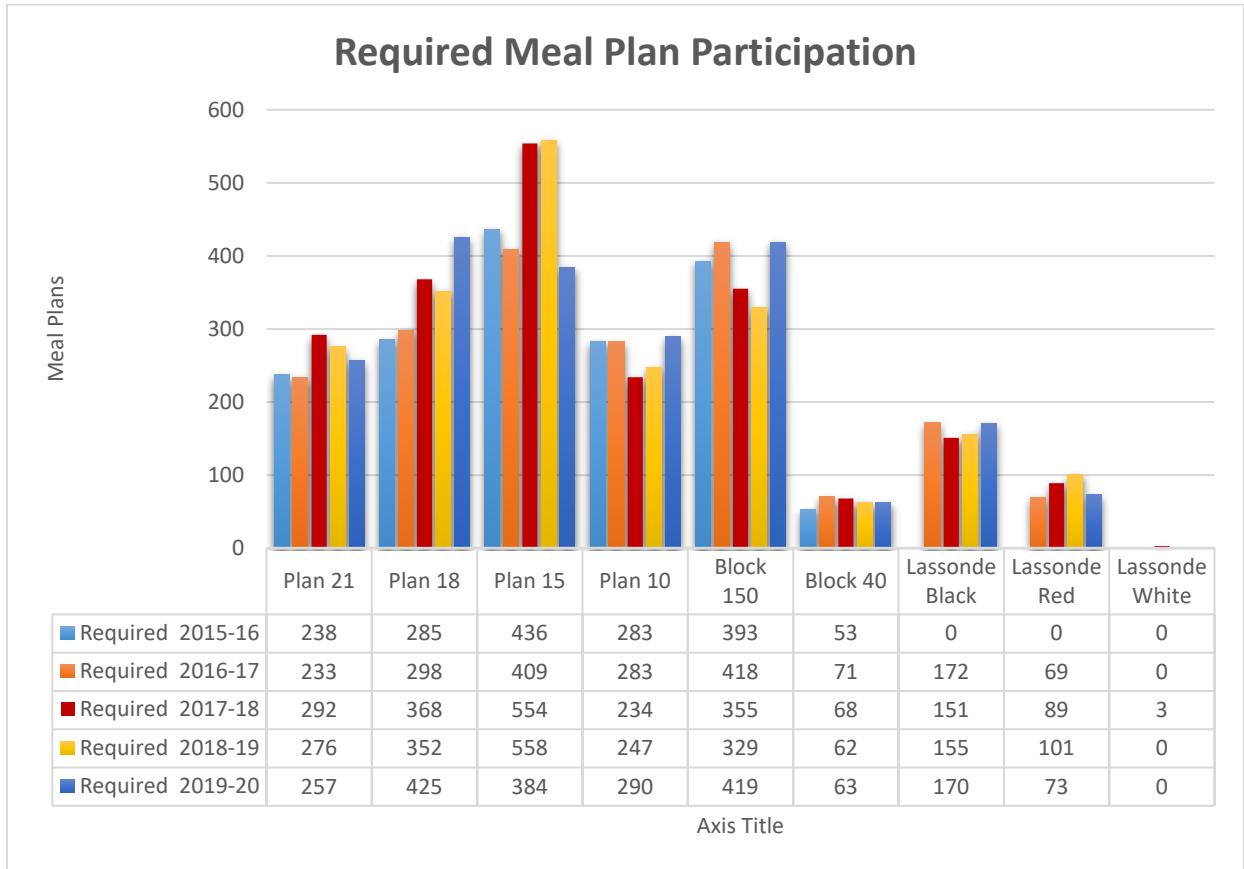
**Meal Plan Utilization Trend Data**

As of September 22, 2020



**Required and Optional Meal Plan Participation**

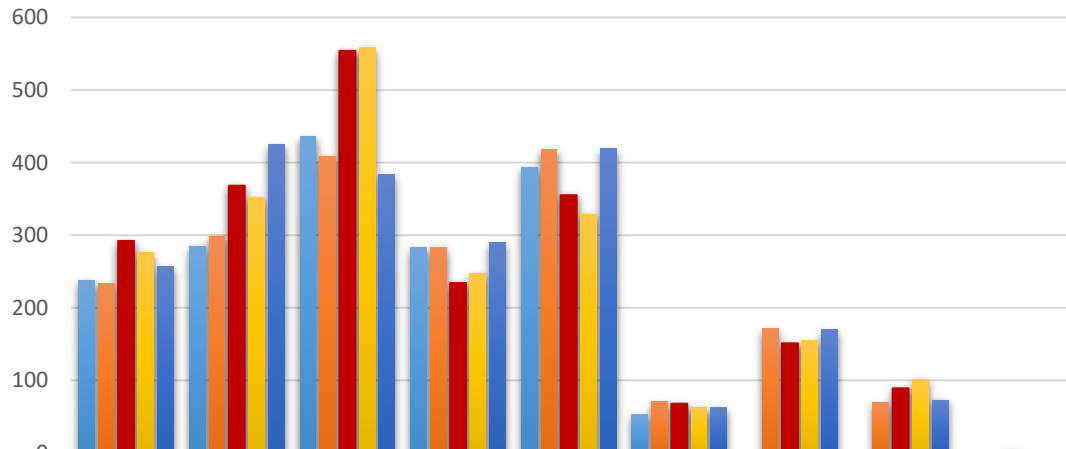
As of September 22, 2020



\*Total required rooms for meal plans: 2088

\*\*2019-2020 data was not collected from March to June 2020 due to COVID-19

## Optional Meal Plan Participation



|                  | Plan 21 | Plan 18 | Plan 15 | Plan 10 | Block 150 | Block 40 | Lassonde Black | Lassonde Red | Lassonde White |
|------------------|---------|---------|---------|---------|-----------|----------|----------------|--------------|----------------|
| Optional 2015-16 | 238     | 285     | 436     | 283     | 393       | 53       | 0              | 0            | 0              |
| Optional 2016-17 | 233     | 298     | 409     | 283     | 418       | 71       | 172            | 69           | 0              |
| Optional 2017-18 | 292     | 368     | 554     | 234     | 355       | 68       | 151            | 89           | 3              |
| Optional 2018-19 | 276     | 352     | 558     | 247     | 329       | 62       | 155            | 101          | 0              |
| Optional 2019-20 | 257     | 425     | 384     | 290     | 419       | 63       | 170            | 73           | 0              |

\*2019-2020 data was not collected from March to June due to COVID-19

## **Goal 7: Cultivate principles of staff excellence among all HRE staff**

### **Alignment with Student Affairs Strategic Plan**

- Staff Excellence

### **Strategies**

- Plan for and implement a sustainable and scalable department staffing model.
- Develop effective recruitment plans and practices to attract a diverse staff.
- Support ongoing professional development and recognition opportunities among all staff.

### **Outcomes**

- Provide opportunities for individual competency and career development.
- Pursue campus, local, regional, national, and international recognition opportunities for HRE staff, programs, and department initiatives.

### **Outcome Results**

The addition of the Resident Outreach Coordinator role has been so successful a second role was approved in the spring 2020. Though the role was temporarily held for the hiring freeze, it will be filled in the fall of 2020. It is hard to measure how many people the role has retained, but there were 461 cases managed by their person resulting in a high percentage of retention. It is hard to measure how many people the role has retained, but there were 461 cases managed by their person resulting in a high percentage of retention.

HRE was the host to the Association of Intermountain Housing Officers for the 2019 Annual Conference in November 2019. The annual conference brought together 250+ representatives of housing and residential education offices from across the western states. The business meetings were a success and the result was the University of Utah HRE now has the AIMHO President Elect, AIMHO State of Utah Representative, and AIMHO co-chair of the Social Justice Committee on staff.

### **Key Findings and Actions Taken**

A second HRE Resident Outreach Coordinator position was approved by HRE peers as an initiative.

### **Relationship to Retention and/or Graduation of Students**

The cultivation of exceptional staff provide service in alignment with our values. Our team's development is of critical importance in order to ensure excellence in student response, engagement, and support of student outcomes. By having a well-trained, well-informed team, HRE positions our team to innovate, implement best practices, and help our students thrive.

## Part 3: Plans for the Future

### Anticipated Challenges

*Debt Service Payment Increase:* The debt payment for the Heritage Commons facilities was consolidated. Beginning in FY 2021 the Facility Rent will begin to fluctuate at the same time that the 10 year R&R average has incremental increases. The impact will be a decrease in the amount returned to the bond.

*Enrollment Data and Incoming First-Year Students:* Adjustments to recruitment, outreach, and enrollment strategies due to COVID-19 are both significant and ever-changing. While HRE has partnered closely with Admissions to achieve record-level applications this previous year, the changing nature of COVID-19 has also resulted in higher cancellation rates leading up to Fall 2020. HRE will need to maintain close working relationships with enrollment staff and look for ways to share data, collaborate, and pivot strategies to a strong 2021 application cycle.

*Upperclass student demand:* U of U Block 44 agreement will end August 2021. The demand for sophomore-senior housing will increase.

### Anticipated Opportunities

*Strategic Enrollment Management Plan:* The University's Strategic Enrollment Management Plan for the campus is an opportunity to advance our strategic planning, and anticipate and project occupancy rates based on the recruiting efforts and retention numbers at the University. This allows us to better serve students and allocate appropriate beds to certain populations.

*Impact Business Health & Prosperity Building:* The feasibility study for the Impact building has been launched. If approved, it would open Fall 2023. The current target population would be 500 First Year students, if there is no change to the room type.

*Ivory housing project:* Understanding the impact on housing demand as well as talking points will be critical to differentiate housing from HRE.

*Focus on First Year students living on campus:* The renewed focus on striving to house a higher percentage of First Year students will be an opportunity and a challenge. The focus centers student success and promotes a focus on retention and persistence. We know students who live on campus their first year are twelve percent more likely to graduate. Opening Kahlert Village supports this goal.

*Residential Education Addition of a 2<sup>nd</sup> Resident Outreach Coordinator (ROC):* Adding one more ROC to the Res Ed team is expected to increase the level of care we can provide to students of concern as well as connections to campus resources (ODOS, WRC, LGBT, VSAs). The 2<sup>nd</sup> ROC will not set treatment plans for students of concerns, but will act as an allocator of resources to connect students.

*External Collaborations:* The addition of the SMARTER mental health team to provide afterhours support in the residence halls will be a powerful resource to our on-campus

populations. With increased numbers of residents living on campus this has also increased the number of after-hours mental health crisis needing assistance.

Living Learning *Communities and Theme Communities*: The addition of Kahlert Village to our housing stock has opened many opportunities for expansion of LLC and TC. As some LLCs/TCs have moved into Kahlert Village, there have been other partners who have expressed interest in new collaborations.

## Part 4: Staff Excellence

### Professionalism

Housing & Residential Education has a professional development planning tool which utilizes the ACUHO-I Body of Knowledge as a framework for staff to identify up to three areas in which they would like to advance their learning.

There is a financial planning document available that supports resourcing the goals. These goals are integrated into the staff member's UUPM throughout the year.

### Recruitment and Retention of Highly Qualified Staff

Housing & Residential Education has a wide variety of positions for staff. This also means there are a variety of recruitment needs within the department. We work closely with Human Resources to determine the appropriate place to advertise positions beyond the University's job board. Most of these sites come at a cost, which we have built into the budget. HRE has been mindful of hiring during COVID-19; prioritizing the recruitment of essential team members.

### HRE Staff and Student Leaders

| HRE Department Positions |                 |                     |                                |                               |
|--------------------------|-----------------|---------------------|--------------------------------|-------------------------------|
| Full Time Staff          | Part Time Staff | Graduate Assistants | Total Student Leader Positions | Temporary Summer Staff (2019) |
| 107                      | 18              | 4                   | 212                            | 26                            |

| *HRE Student Position Breakdown |                |                            |          |                    |
|---------------------------------|----------------|----------------------------|----------|--------------------|
| Resident Advisor                | Desk Assistant | Residence Hall Association | Outreach | Housing Ambassador |
| 116                             | 58             | 9                          | 3        | 10                 |

|                       |                          |              |                        |
|-----------------------|--------------------------|--------------|------------------------|
| Student Desk Managers | Social Justice Advocates | Event Set Up | Information Technology |
| 6                     | 10                       | 0            | 0                      |

### **Diversity**

In line with the University and Student Affairs' commitment to diversity, HRE is also committed to recruiting a diverse pool of candidates for each job opening. We utilize a list of job boards provided by HR to select the best option for the type of search we are conducting. We use at least one diversity-focused site for all full-time positions. The most common fee-based boards we use that include a diversity focus are: KSL, Indeed, Online Salt Lake Tribune, HigherEdJobs- Affirmative Action email blast.

Our Facilities team has also developed relationships with HR and local agencies that work with refugees.

### **Full-time Staff Recruitment Process**

For all searches, there is some level of search committee and process. For full-time positions, a committee chair as well as several committee members is assigned to carry out the search process.

As part of the recruitment process we also determine if a national (placement exchange/onsite interview setting) or local search is most appropriate. In general, our Management Team and Residential Education searches are done on a national level. Searches for positions at the national level might utilize additional job boards if deemed necessary. These job boards include: HigherEdJobs, NASPA/ The Placement Exchange, OshKosh Placement Exchange, APPA

Most positions fall into the following job categories and are labeled as national or local searches:

- Director, Associate, Assistant Directors- National
- Coordinator- National for most
- Graduate Assistant- National
- Accounting Specialist/Data Information Coordinator – Local
- Crew Lead- Local
- Full and part-time custodians, maintenance mechanics, storekeepers- Local
- Temporary summer staff- Local
- Other student positions- Local

### **Student Leader Recruitment Processes**

There are uniquely timed processes to support all student leader roles in the department. Job opportunities for students to engage in student leader roles become available throughout the year and marketing campaigns support student recruitment cycles.

## Retirements, accomplishments

### Retirement

### National Awards

| Last name, First name | Award title, from Example Organization         |
|-----------------------|--|
| Aho, Rachel           | Diamond Honoree Award Winner, ACPA, March 2020 |
| Phister, Matt         | ACPA Outstanding New Professional, March 2020  |

### Regional Awards

|  | Award title, from Example Organization |
|--|--|
|--|--|

### Committees, Regional and International

| Last name, First name | Committee 1 Name (role)  |
|-----------------------|--|
| Aho, Rachel           | Reviewer, Journal for College and University Housing (ACUHO-I)   |
| Davis, Timothy        | Volunteers Chair for the NASPA Western Regional Conference 2019  |
| Justesen, Todd        | Association of Intermountain Housing Officers, President Elect   |
| McNeil, Cha           | Association of Intermountain Housing Officers, Co-Chair of the Social Justice Committee,   |
| Phister, Matt         | Association of Intermountain Housing Officers , Diversity & Social Justice Committee Member, February 2020<br><br>Association of Intermountain Housing Officers, Assessment & Information Committee Member, February 2020<br><br>Association of Intermountain Housing Officers, Host Committee, Registration Co-Chair, April – November 2019 |
| Remsburg, Barb        | ACUHO-I Foundation Regional Cabinet Representative   |



|                  |   |
|------------------|---|
| Scofield, Jo     | ACUHO-I Business Ops Awards/Marketing Committee Member                      |
| Schreiner, Jenni | Association of Intermountain Housing Officers, State of Utah Representative |
| Scofield, Jo     | ACUHO-I Business Ops Awards/Marketing Committee Member                      |
| Thren, Jimmy     | Chair for the campus safety and emergency preparedness for ACPA             |

### Campus Community Committee Involvement

|                  |   |
|------------------|---|
| Aho, Rachel      | Student Affairs Social Connections Committee Co-Chair   |
| Aho, Rachel      | Inclusive Restroom Task Force Member  |
| Carver, Kolay    | Behavior Intervention Team<br>Bias and Racist Response Task Force<br>International Student Support Services Committee                         |
| Davis, Timothy   | Safe U  |
| Fuoco, Aniko     | University Staff Council Member   |
| Gordon, Amber    | Student Affairs Diversity Council   |
| Hutchinson, Josh | Student Affairs Professional Development Committee  |
| Justesen, Todd   | Behavior Intervention Team  |
| Phister, Matt    | Interpersonal Violence Prevention & Education Collective: <i>Men &amp; Masculinities Working Group</i><br>Student Leadership Summit, Co-Chair |
| Schreiner, Jenni | Student Affairs Diversity Council   |
| Scofield, Jo     | Student Affairs Professional Development Committee Member<br>University Staff Council Member<br>University Staff Council President-elect      |

## Presentations and Publications

Bergerson, A. A. & Aho, R. E. (2020) Disrupting discourse in higher education hiring practices: Using critical race theory to de-amplify semantic harm. In *Critical Race Theory in the Academy*. Information Age Publishing.

Aho, R. E., Elliott, C. (2020, March) *ACPA's Strategic Imperative for Racial Justice and Decolonization*. Session at ACPA National Convention, Nashville, TN.