THE UNIVERSITY OF UTAH
Housing & Residential Education

Annual Report

2020-2021

Part 1: Overview

Accomplishments

1. Opened Kahlert Village.
2. Supported Chartwells in the opening of Urban Bytes dining in Kahlert Village.
3. Supported BOOST locations and transferability locations to support student meal plan use.
4. Supported residents throughout the COVID-19 pandemic (virtual programming, contactless services, PPE and supply management, cleaning, case investigation and contact tracing, resident outreach, testing, vaccination promotion, ongoing educational campaigns).
5. Implemented “pro-rate tool” for application of student room charges.
6. Transition of “optional services” from Budget/Finance team to Facilities team.
7. Created an east and west side team for maintenance staffing and mangement.
8. Successfully obtained reimbursement from “Cares program” for economic impact during pandemic
9. Transitioned packages to a package locker system and installed Amazon lockers, $176K
10. Increased completed housing applications by over 19% during the 2021-2022 application cycle.
11. Utilized occupancy management tactics to address significant demand for housing: wait list, cancelation free periods, overload housing outreach, contract with University Guest House for a fall semester block, pay to cancel, cross-check of reserved students to ensure intent to move-in, shared information with campus stakeholders, shift housing to prioritize First-Year students, multi-mode communication to residents, and supported student engagement with Off Campus housing roommate finder tool.
12. Reaffirmed that students who live on campus during their first year are, on average, 12% more likely to graduate after controlling for a variety of factors.

One University

1. Led the Human Services branch of the Incident Management Team, supported both the Director and Deputy Director roles.
2. Served on the campus Health and Safety branch of the Incident Management Team.
3. Worked closely with campus testing staff on all testing and vaccination initiatives, asymptomatic and symptomatic.

4. Supported the Feasibility Study, Program, and Schematic Design stages on the Impact and Prosperity Epicenter Building with the Sorensen Impact Center and The Center for Business, Health and Prosperity
5. Participated in Joint Committees including: The Inclusive Restroom Committee, Staff Council, EDI Hiring Practices Working Group, Campus Recruitment Committee, Behavioral Intervention Team, Campus Safety Authority committee (chair), Advisory Committee for the Campus Climate Initiative, Title IX Process committee, Clery committee, Student Death Policy & Protocol Committee.
6. Designed and launched a virtual housing tour in collaboration with the Office of Admissions.
7. Kahlert Village stakeholder partnerships, created shared understandings in regards to perspective that led to early collaborative relationship building. There is ongoing communication and coordination among parties to enhance understanding.
8. Added a second person in the role of Resident Outreach Coordinator, Kristi Manwill, and integrated role across campus student support resources.

Equity, Diversity, and Inclusion

1. Partnered with EDI staff to move forward the hiring practices working group and recommendations by providing a content expert from HRE
2. Integrated monthly management team meetings about anti-racism work and EDI goals into HRE work with focuses on staff feedback, hiring practices, and critical reflection
3. Opened a prayer/mediation room in Kahlert Village
4. Opened the Equity Living Room in Kahlert Village
5. Department management team dialogues discussing areas where we have harmed historically marginalized communities and identities, acknowledgement of the harm, and began development of a plan to continue the conversation and prioritize action steps.

Health and Safety

1. Coordinated a plan to support initial testing of all residence hall students.
2. Managed case investigation, contract tracing, resident outreach, meal support, and general support for residents in isolation and quarantine, including nights and weekend coverage.
3. Developed daily and weekly reports to campus entities' to maintain dashboard data for senior administration
4. Promoted vaccination programs.
5. Engaged transition of residence hall security to new campus card system with integrated lock down capacity
6. Advance capacity for student mental health outreach through collaboration with University Counseling Center and Mental Health First Responders (MH1) group. MH1 launched as a service to students mid-fall 2020 from Kahlert Village.

Impacts of COVID-19

1. Adjusted housing density to support residence hall quarantine and isolation housing, $ 2,068,675 was the cost for holding rooms off-line.
2. Partnered with The University Guest House to support quarantine and isolation spaces, $740,623.
3. Developed a virtual residential community outreach and education plan.
4. Established contactless services to promote staff and student safety at information desks.
5. Worked to maintain stock of Person Protective Equipment for staff and supplies to support cleaning as well as disinfectant wipes and sanitizer throughout the building, Cleaning Supplies: $25,693; Protective Equipment: $51,042, for a combined total of $76,735.
6. Adjusted housing contracts to support a shortened fall $1,775,800 total loss from Thanksgiving to original end date and delayed spring semester start $493,331.
7. Maintained a Thanksgiving to December contract for students who needed housing, $129,922 revenue.
8. Adjusted meal plan contract days to support a shortened fall and spring semester, $197,108 overhead loss.
9. Adjusted both Fall 2020 and Fall 2021 move-in dates to support multiple move-in days.
10. Built new check-in and application processes using StarRez to support operationalizing assigned move-in times, COVID-19 policy addendum agreements, and contactless check-in.
11. 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.
12. Finalized packing, shipping, storage of student belongings remaining in the residence halls, $7,318.
13. Implemented a dining delivery system to facilitate two meal deliveries daily to students in quarantine and isolation, $69,112 meal cost and $67,685 for delivery staff
14. Increased support for COVID-19 case investigation and contact tracing, $29,967.
15. Developed a process and staffing to enforce required weekly testing of residence hall students,$52,546.
16. Managed case investigation, contract tracing, resident outreach, meal support, and general support for residents in isolation and quarantine, including nights and weekend coverage, $34,467 (night and weekend coverage cost).
17. Created revised budget encompassing impacts from COVID.
18. CARES funding support received by HRE $2,003,699.

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.
- 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 end of semester plans form, and the addition of reporting dashboards for room changes, move-in reporting, and break housing data.

HRE worked to provide ongoing communications about costs and housing options to students by focusing on occupancy maximization, support, and transparency. HRE accomplished this by posting weekly website housing updates, launching a University Guest House community to support 82 fall residential students, hosting online virtual town hall sessions, and engaging in occupancy maximization strategies including waitlist clean-up efforts, cancellation incentives, and tripling.

To ensure data integrity throughout these practices, HRE worked to archive StarRez reports, increase StarRez dashboard utilization, and transition additional student data to StarRez as a primary data storage tool.

During the 2020-2021 academic year the average occupancy was 69.8%. This includes HRE's off-site property, Block 44. This was down 25.2% from 2019-2020 in large part due to decreased occupancy during the COVID-19 pandemic.

On census date of Fall 2020 51.4% of Full-Time First time Freshmen lived on campus. On census date of 2019, 55% of Full-Time First Time Freshmen lived on campus. Data for fall 2021 will be under development by OBIA following Fall census.

Actions Taken
This year HRE continued to experience a strong housing demand as noted by both the number of completed housing applications (6,568 as of August 12, 2021; up 19.9% from the previous year). While waitlist numbers reached as high as 1,254 our team worked tirelessly to extend over 850 waitlist offers to students prior to move-in. Strategies such as waitlist clean-ups, weekly website updates, and student calling campaigns assisted our team to move many 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 through the use of tripling, and additional housing construction projects.

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. Students who live on campus during their first-year are, on average, 12% more likely to graduate, after controlling for a variety of factors. 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.

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.
- Implement project management system among Admin Services Team
- 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 I-Café in the PHC dining area, outdoor dining seating, pool tables at Kahlert Village, and package lockers. 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, Monday.com, UBox, and Zoom to remain nimble, efficient, and forward thinking.

Leading up to Fall 2021, HRE supported the largest intake of Utah Global students thus far since this program launched. We worked to support these students through our room hold processes, optional services placement, check-in processes, student orientation programs, and student move-in/break-housing coordination. Ongoing collaboration and regular meetings with our Utah Global colleagues continue to improve support for this student population.

Lastly, the Housing team continues to focus on social justice as seen by our work to increase student scholarships, 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.

In fall 2020, a total of 78% 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.)

Recommend Living on Campus

*ranking above mid-point

2020	78%
2019	83%
2018	87%

Net Promoter Score

2020	-10.19
2019	9.34
2018	4.16

- *Given feedback provided in the open comment section, the 2020 numbes in the two above charts could likely be COVID-19 related due to the health mitigation policies and online classes.*

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 will has worked with UIT to confirm service levels, purchase monitoring devices (e.g. Netbeez), and complete Wi-Fi surveys and audits to inform our ongoing Wi-Fi upgrade project. 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.

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
- Analyze the student leader to resident ratios to strive to keep them as close as possible industry standards of 1:35 for first year and 1:45 for upper-class residents.

Outcomes

- Incorporated “Pro-rate tool” for the billing of resident rooms
- Managed multiple budgets for Fiscal Year 20/21 due to Covid-19 impact.
- Transitioned Optional Services to Facilities Department
- Have incorporated an updated of contracts to review with management in regards to contract status.
- HRE was able to analysis the top vendors based on dollar volume.
- The Accounts payable department was able to create an invoice tracking system.
- Analyzing the student leader to resident ratio will increase resident satisfaction that their student leader knows them and actively keeps them engaged.

Outcome Status

The incorporation of the “pro-rate tool” has increased the accuracy and timeliness of charges and adjustments made to student accounts.

The original budget for FY 20/21 was completed in March 2020. However, due to the impact of COVID-19, a completely new budget was revised in July 2020. These multiple budgets were managed throughout the year in order to meet reporting requirements to the University.

The transition to the Facilities Department has allowed for better management of our optional services inventory.

We have established a list of the contracts that HRE has and related contract dates.

There is still an ongoing analyzation of stundet leader to resident ratio that will result in increased student leader roles in 2022-2023, especially in areas where triples are being added.

Key Findings and Actions Taken

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The next phase that we are looking at with our billing process is to incorporate the “Pro-ration tool” related to the meal plans. Due to the need to work with StarRez, the software provider, on some additional programming, we are looking at this project for FY 21/22.

Due to the COVID-19 impact, the multiple budgets were maintained. In addition, many adjustments were managed in regards to having the residence hall students leave at the Thanksgiving break. In addition, there were adjustments due to starting Spring 21 Semester. All of this information was managed and reported to the University. Due to the detail that HRE was able to maintain helped in securing $2 million dollars in reimbursement from “CARES’ federal program.

Through the transition of optional services, this has allowed for more efficiency in aligning the ordering, receiving, and tracking of optional services.

We are able to maintain a list of contracts and the dates related to the contract in order to update new dates and layout of contract.

Through the analysis of the top volume vendors, we were able to identify that HRE was following best business practices.

Through the updated invoice tracking system, Accounts Payable was able to provide monthly reports of transactions that were still pending and not cleared through the management report system.

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

Location of work	2020	2019	2018
Student pays for all or a portion	16%	16%	18%
Paid by private scholarship	6%	8%	8%
Paid through financial aid, loans, & grants	29%	26%	24%
All or portion paid by parent or someone else	47%	48%	47%
Other	2%	3%	3%

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

The Res Ed Team attempted to implement many of the RLM Strategies for each community and found varying success. We had many student leaders who were uncomfortable interacting in mediums other than virtual with their residents, so we choose to not track how deep the saturation of the RLM went into the community. We instead choose to have professional staff members use the RLM as a way of assessing the residents who were connected to the community or were distant. If a member of the community was found to be distant, the Resident Director of that area would create a CARE report so that resident would receive a direct outreach from a Resident Outreach Coordinator.

The Residential Learning Model Committee still 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 allowed Residential Education to create a meaningful experience for the maximum number of residents despite COVID restrictions.

Through living in the residence halls… (% who answered strongly agree, agree)			
	2020	**2019**	**2018**
I have accessed campus resources that have helped me to be academically successful	71%	85%	91%
I have been able to meet many people and have developed a social group	50%	79%	82%
I have learned to negotiate living with a roommate	95%	94%	95%

Key Actions and Findings

The 2020-21 Residential Learning Model included sequencing, assessment, and key alignment points with the four learning outcomes. With the data we were able to determine, we adjusted to support virtual engagement.

Strategy – Description of Strategy

Lesson Plan Title

Learning Goal - Learning Outcome

UTalks – Virtual 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 virtual 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.

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.

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

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

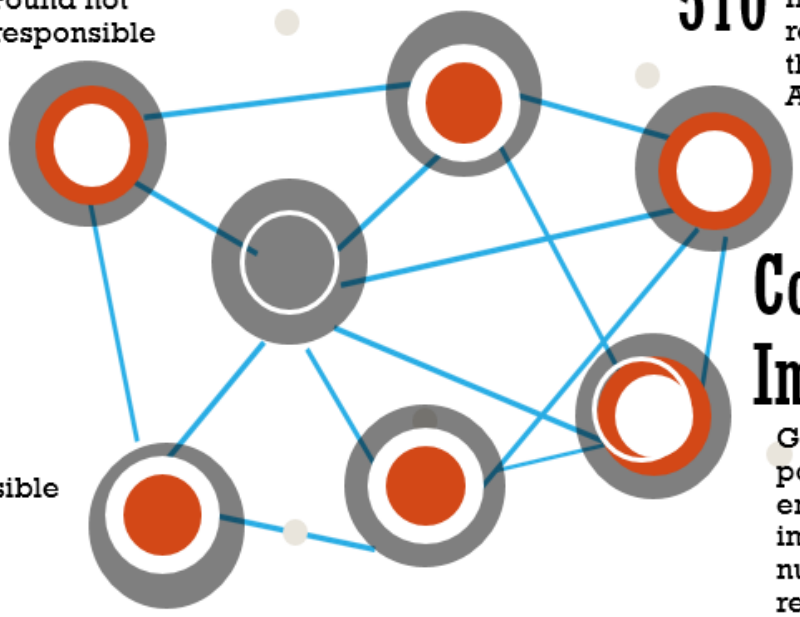
2020
-
2021

CONDUCT REVIEW

1214 Students processed through conduct

447 Found not responsible

510 Incidents reported through Advocate



767 Found responsible

Covid Impacts

Guest & Mask policy enforcement impacted the number of residents in conduct.

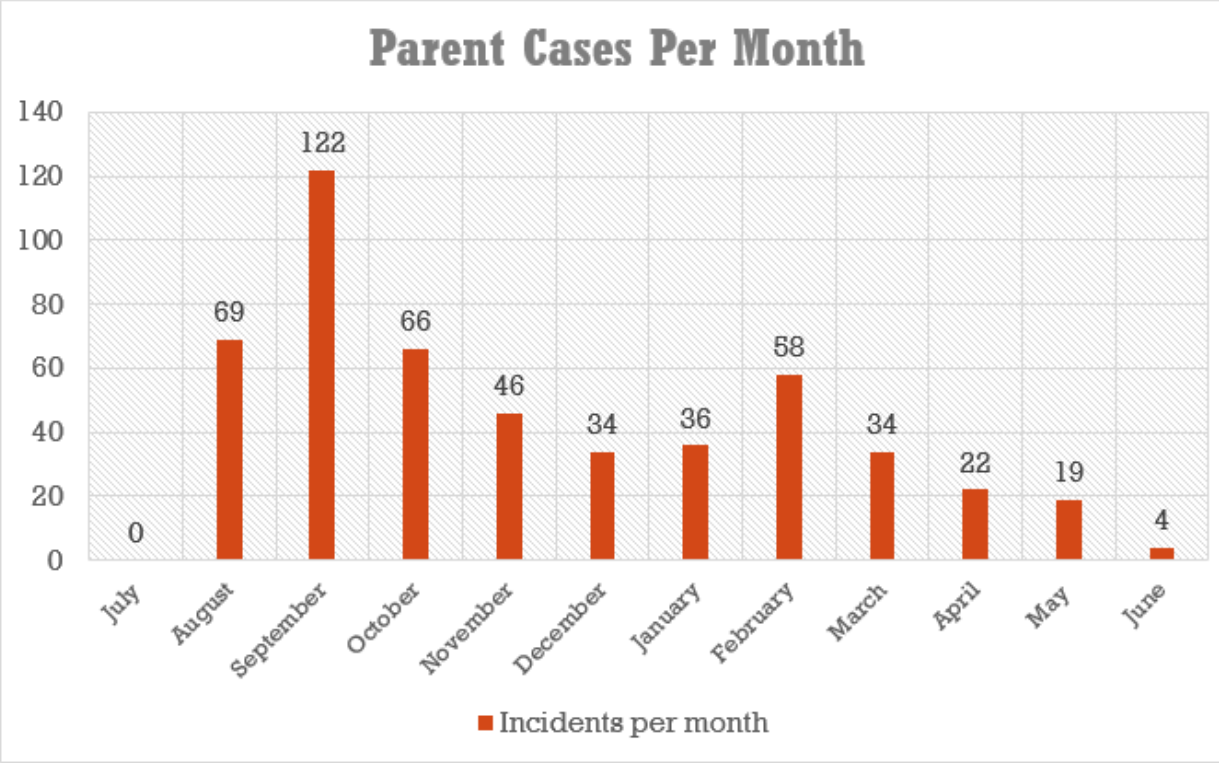
130 Residents found responsible for more than one violation

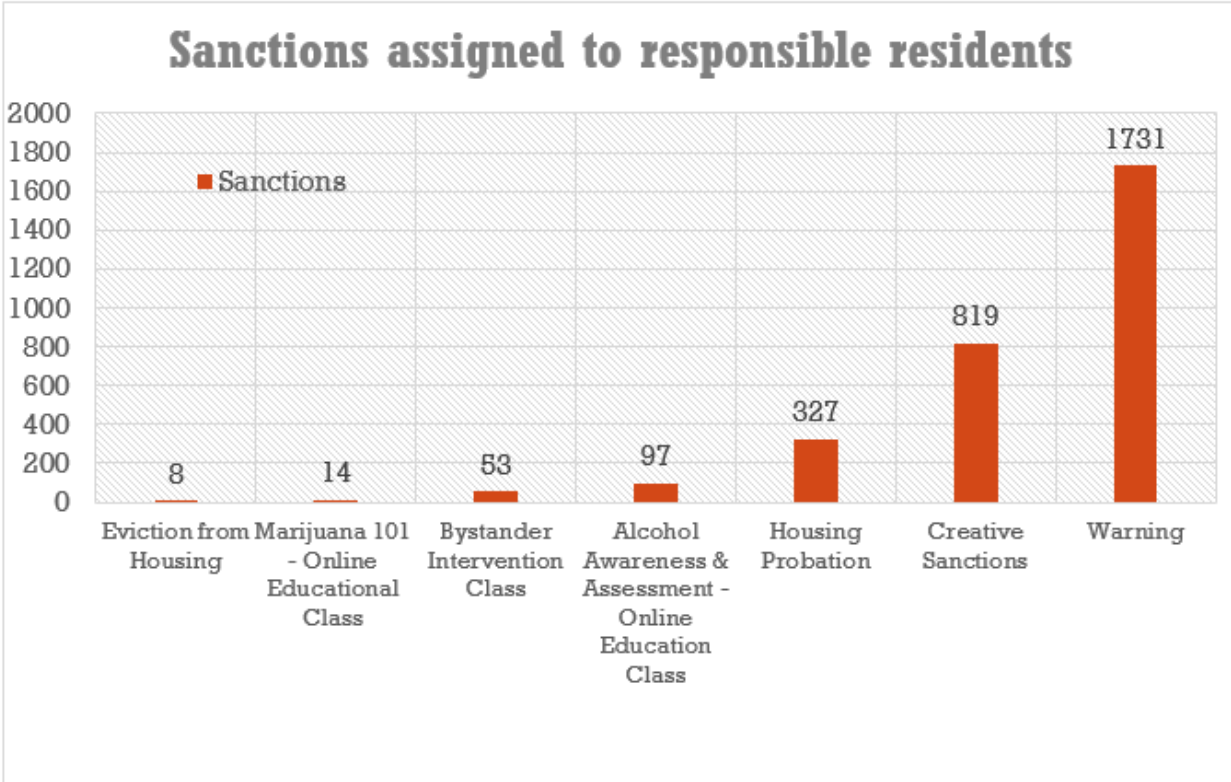
Purpose

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

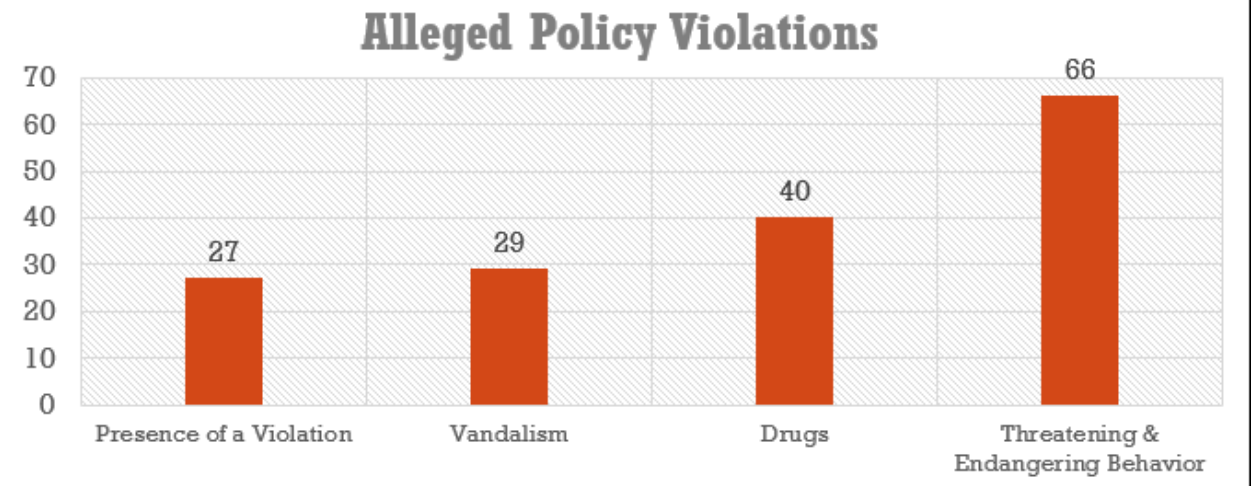
THE UNIVERSITY OF UTAH
Housing & Residential Education

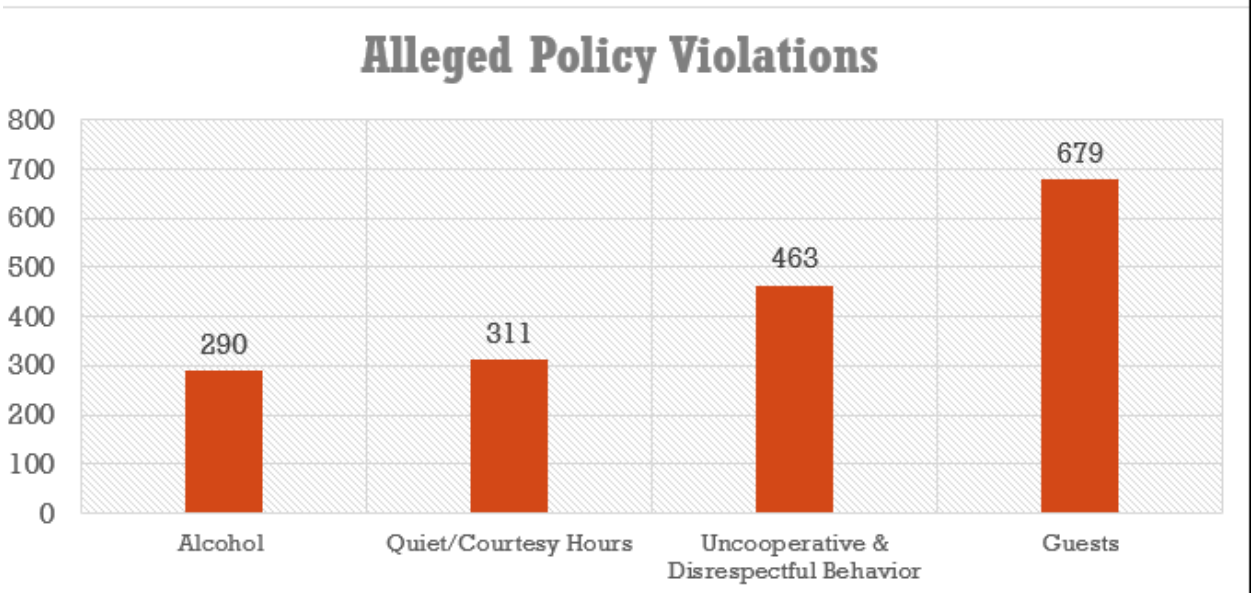
2020-21 Academic Year





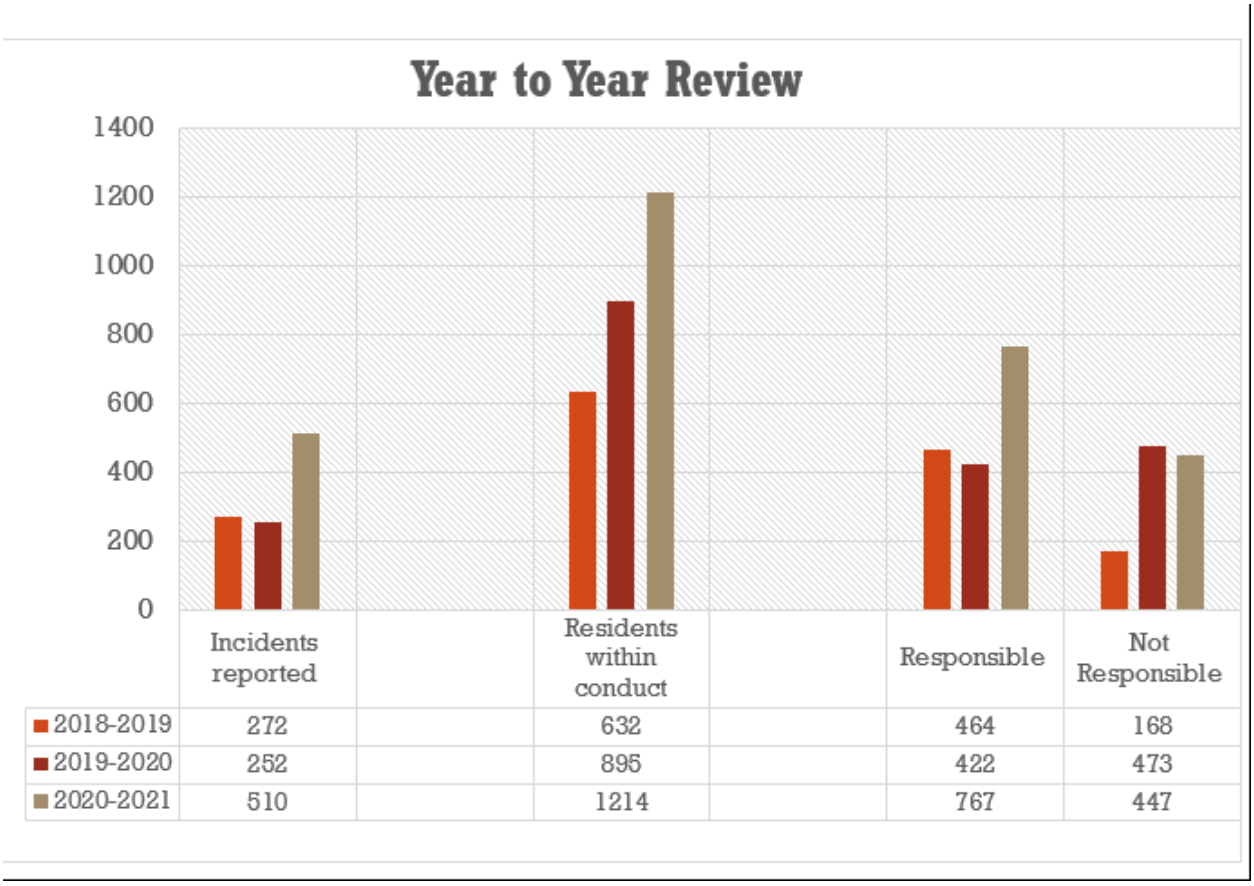
2020-21 Academic Year





*Threatening & Endangering Behavior was utilized to address COVID-19 related violations.

** Uncooperative & Disrespectful Behavior increase was in relation to COVID-19 related violation confrontations.



	Incidents reported		Residents within conduct		Responsible	Not Responsible
2018-2019	272		632		464	168
2019-2020	252		895		422	473
2020-2021	510		1214		767	447

2020 - 2021

RESIDENTS OF CONCERN

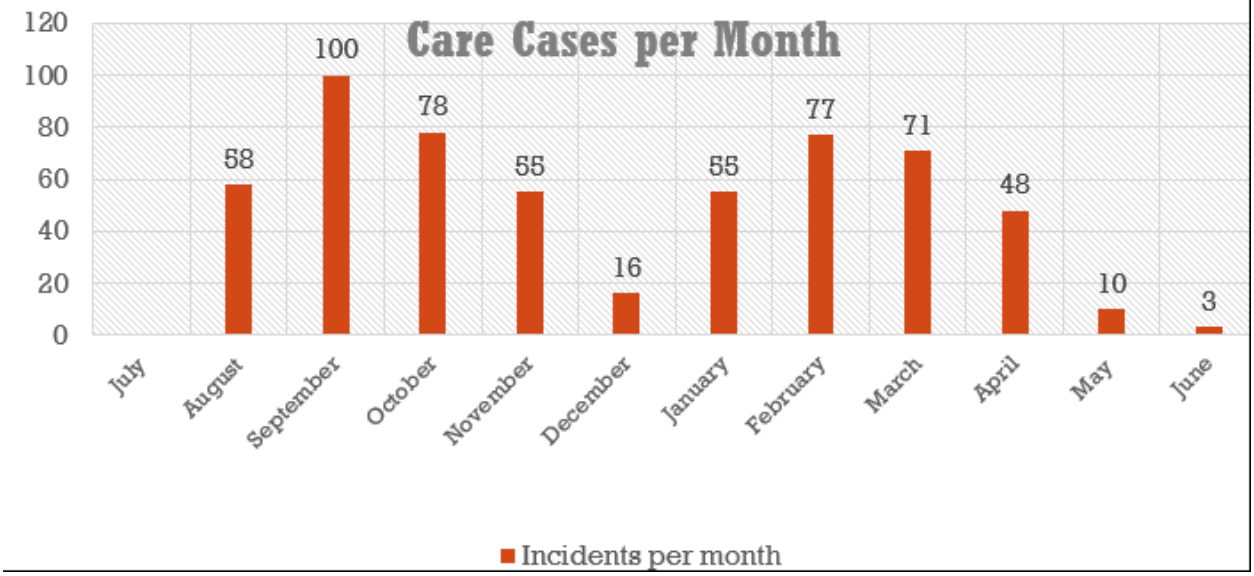
566 Care Cases managed through HRE

304 Residents supported in Fall 2020

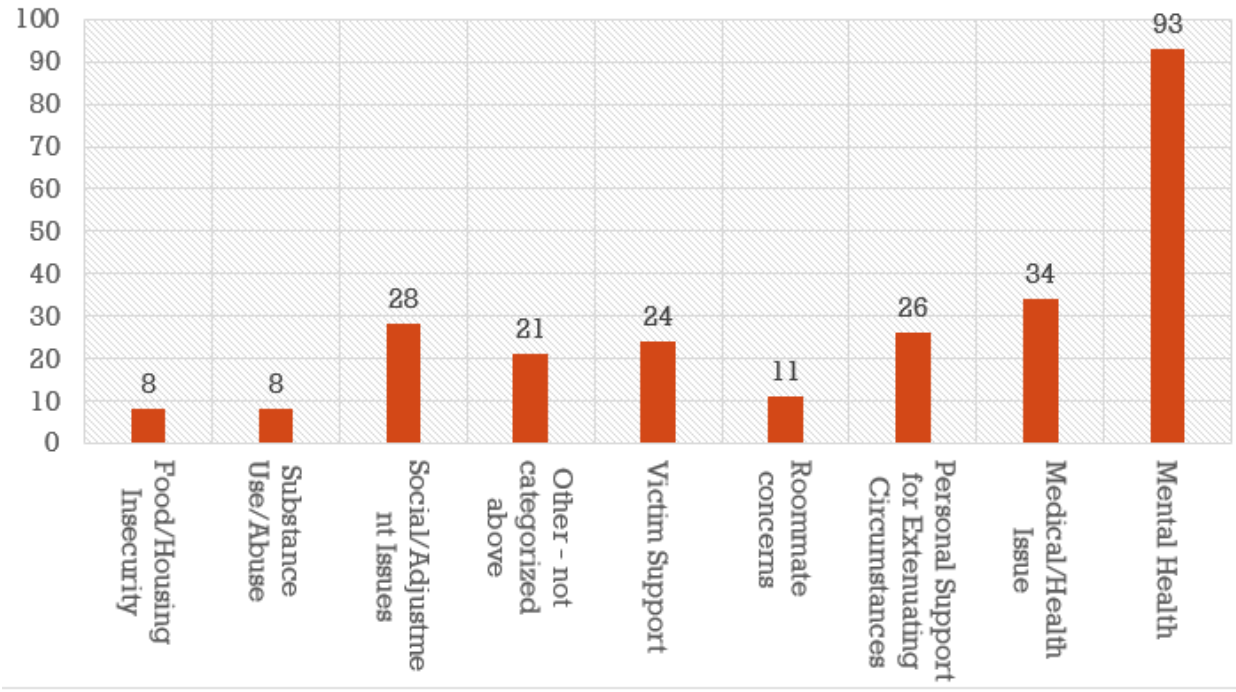
83 Residents with multiple Care Case

262 Residents supported in Spring 2021

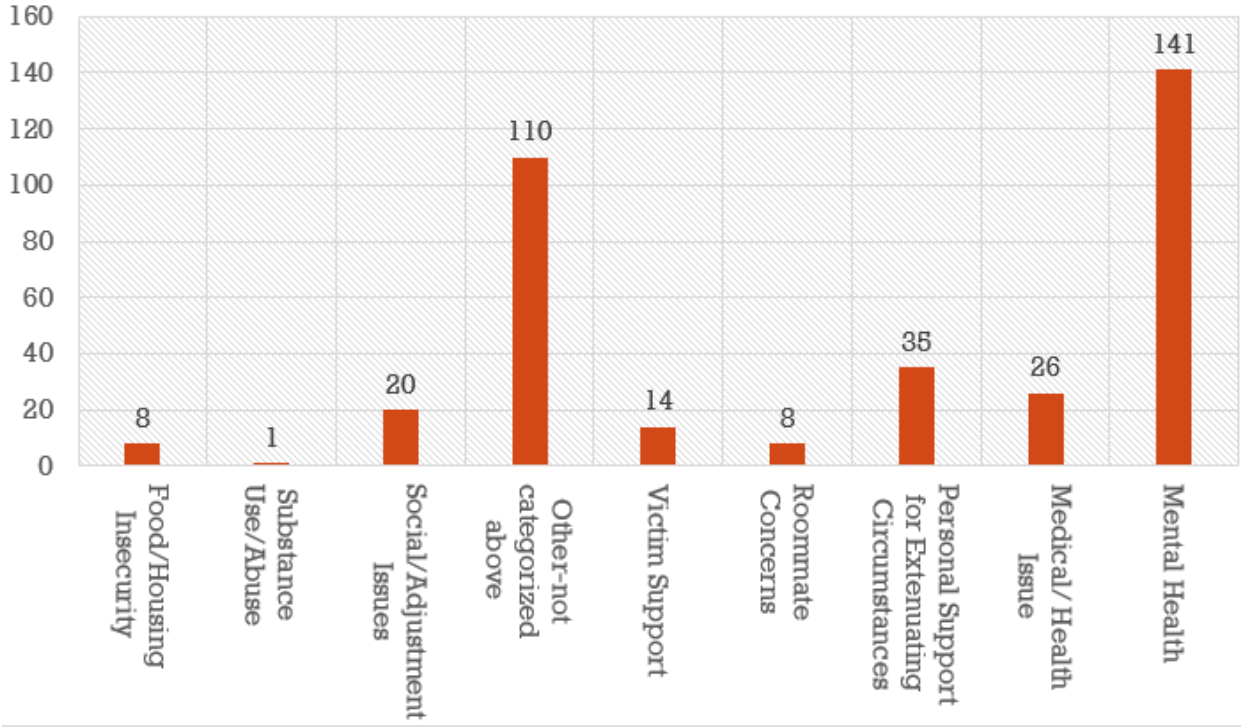
January A second Resident Outreach Coordinator was hired.



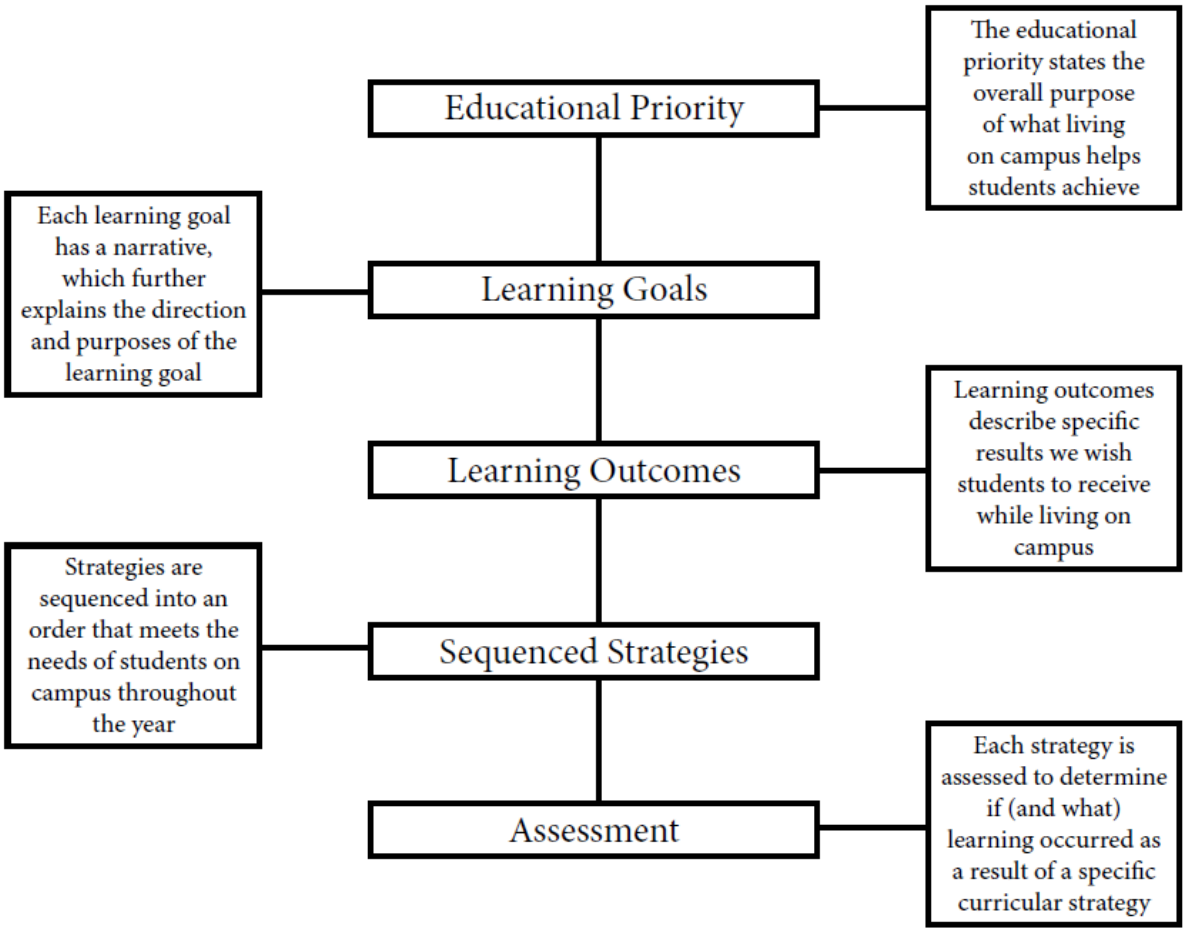
Presenting Concerns – Fall 2020



Presenting Concerns – Spring 2021



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.

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

- Safety and Community
- Buildings and Properties
- Staff Development
- Data Collection and Utilization
- Finance and Sustainability

Outcomes

- With resent changes within facilities, these tactics will help refresh and familiarize staff with existing practices and refining them to create a better understanding of roles and responsibilities in these areas
- Create an environment that promotes student growth and retention by providing clean and safe spaces for both students and staff
- Maintain facilities and properties to promote longevity and asthetic of buildings through continued replacement cycles
- Use Facilities Condition Audit to identify aging systems and components of buildings to maintain replacement cycles
- Continue to accommodate the growth of HRE's square footage with the staff, equipment and resources needed to best serve the HRE Community
- Identify and maintain training programs for new and existing staff that promotes the growth and specialization of skill sets

Outcome Results

Result of refreshing existing practices and refining them to create better understanding of roles and responsibilities

1. Worked with campus and HRE shareholders to create policies and procedures that outline communication and expectations in order to support cross-communication, planning, and role alignment:

    i. Residential Education focused on after hour's response and shared building walks. The intent is to create greater building team cohesiveness. (is this being tracked or assessed)
    ii. Dining Management focused on identifying preventative maintenance programs for kitchen equipment in order ensure that the equipment can extend through its full life and beyond and to plan for future replacement needs.
    iii. Budget and Finance focused on the transition of optional services budget's, planning and student communication to Facilities. This aligns the tracking, storage, and

placement in one area to limit the number of inventory and placement errors. This is being implemented for Fall 2021.

Create an environment that promotes student growth and retention by providing clean and safe spaces for both students and staff

1. Created an environment that was clean and safe through disinfecting and cleaning all high touch areas multiple times throughout the day and disinfecting common bathrooms two times a day.
2. Closed high/multi user spaces such as fitness rooms so that cleaning could be focused on other prioritized areas.
3. Maintained stock of personal protective equipment for staff use: $63,238

Safety Satisfaction in the Halls and on Campus,
strongly agree, agree responses

	2020	**2019**	**2017**
The security of possessions in our room	97%	95%	95%
How safe you feel in your room	98%	96%	97%
How safe you feel in your residence hall building	97%	96%	97%
How safe you feel walking on campus at night	66%	68%	80%

Maintain facilities and properties to promote longevity and aesthetic of buildings through continued replacement cycles

1. Completed Renewal and Replacement projects:
    i. 826 Rehab including new windows, carpet, HVAC and paint
2. Postponed Renewal and Replacement projects:
    i. Gateway Heights 807 project was not requested due to lack of funds available due to COVID-19.

Satisfaction with overall condition of the room in which I live,
Very satisfied, satisfied

2020	86%
2019	81%
2018	86%

Use Facilities Condition Audit to identify aging systems and components of buildings to maintain replacement cycles

1. Revised the Facility Condition Assessment to better utilize the information to plan and budget for future R&R and track deferred maintenance issues.

i. Updated FCA to include additional equipment and furniture that was not called out in the 2012 FCA.
ii. Reorganized content for functionality.
iii. Working with Bureau Veritas consultant firm on updated pricing for 5 year plan.

2. Completed Renewal and Replacement projects:
   i. replaced boiler in 813 and the PHC
   ii. replaced 806 chiller

3. Initiated but not yet complete Renewal and Replacement projects:
   i. Integrating Heritage Commons into CCure system to monitor doors and engage lockdowns
   ii. working with PDC and Delta Fire Systems to identify permanent engineering fix for MHC MIC.
   iii. purchased new truck to replace old Chevy that had reached the end of its useful life, due to current material supplies the new vehicle has yet to be received.

4. Postponed Renewal and Replacement:
   i. Peterson Heritage Center building automation system update

Continue to accommodate the growth of HRE's square footage with the staff, equipment and resources needed to best serve the HRE Community

1. Assessed the current Maintenance Supervisor level
   Spring 2021 scope:
   ii. 1,143,820 gross square feet
   iii. 41 buildings
   iv. 4 Crew Leads
   v. 19 Maintenance Mechanics (indirect supervision)
   vi. 1 Locksmith

Maintenance Issue Resolved in a Timely Manner

	Yes	No
2020	82.8%	17.2%
2019	70.1%	29.8%
2018	80.1%	19.9%

Identify and maintain training programs for new and existing staff that promotes the growth and specialization of skill sets

1. Training focused on COVID-19 response
   i. COVID-19 disinfectant and cleaning training
   ii. Personal Protective Equipment use training
   iii. Protexus Electrostatic Sprayer training

2. Kahlert Village
   i. VFR training
   ii. Building systems training

Key Findings and Actions Taken

Worked with PDC, DCFM and Okland Construction on preparing to open Kahlert Village as well as outstanding closeout and warranty items for Kahlert Village.
Identified best practices for future building projects, such as; approaching space designation (numbering) earlier on in future projects to minimize additional work and confusion between contractors, GCs and owners. Realistically assess point data needs on the BAS to differentiate local and system needs and alarms.

Continue to accommodate the growth of HRE's square footage with the staff, equipment and resources needed to best serve the HRE Community- West Side Maintenance Supervisor

1. Adjusted the scope of the Maintenance Supervisor position for Fall 2021
    a. East side of Mario Capecchi
        i. 936,563 square feet
        ii. 2 zones, 2 Crew Leads, 11 full-time Mechanics, 1 Locksmith, 1 On-call
    b. West side of Mario Capecchi
        i. 688,727 square feet (plus the expansion of Kahlert 4th wing and Epicenter)
        ii. 2 zones, 2 Crew Leads, 8 full-time Mechanics, 0 Locksmith, 0 On-call

Maintain facilities and properties to promote longevity and aesthetic of buildings through continued replacement cycles- Furniture Tracking

1. The Assistant Director of Custodial services, working with the Data Information Coordinator and Warehouse Supervisor, has inventoried all of the furniture throughout HRE. This information will be the basis for replacement cycles for furniture.

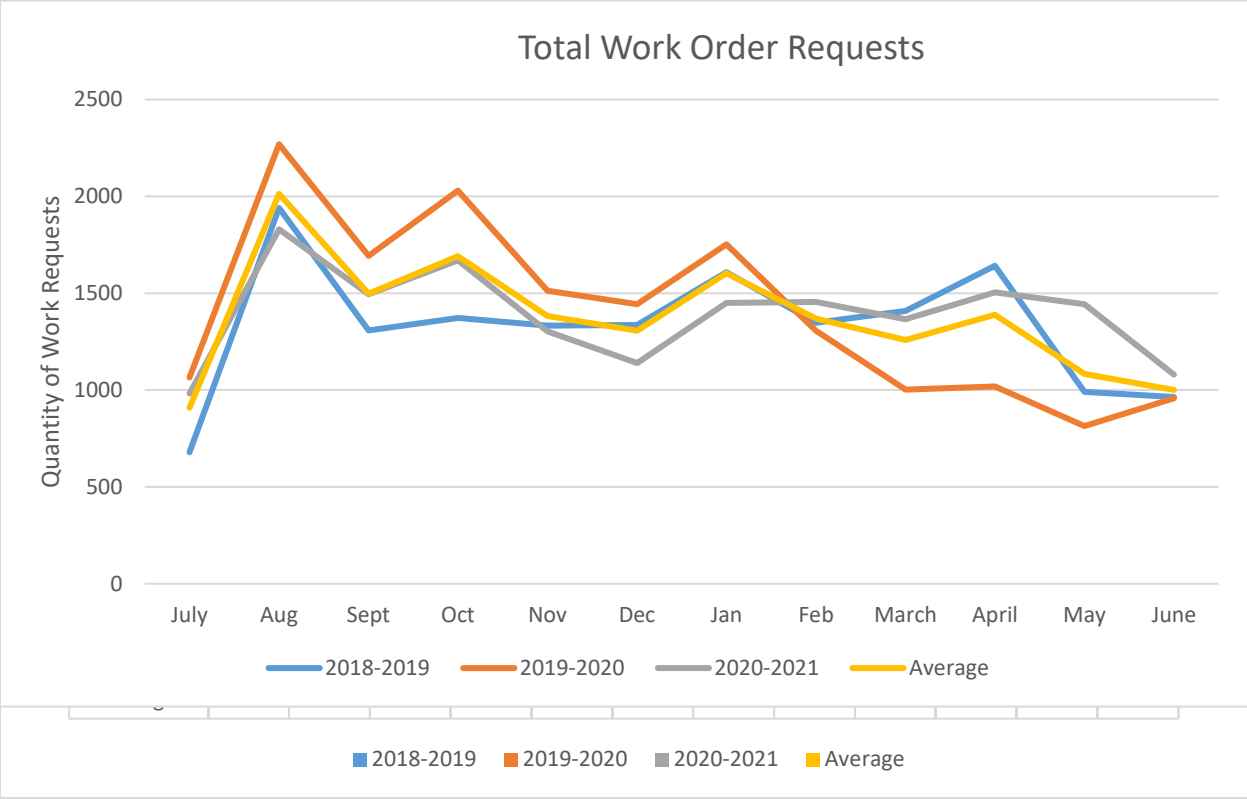
Identify and maintain training programs for new and existing staff that promotes the growth and specialization of skill sets

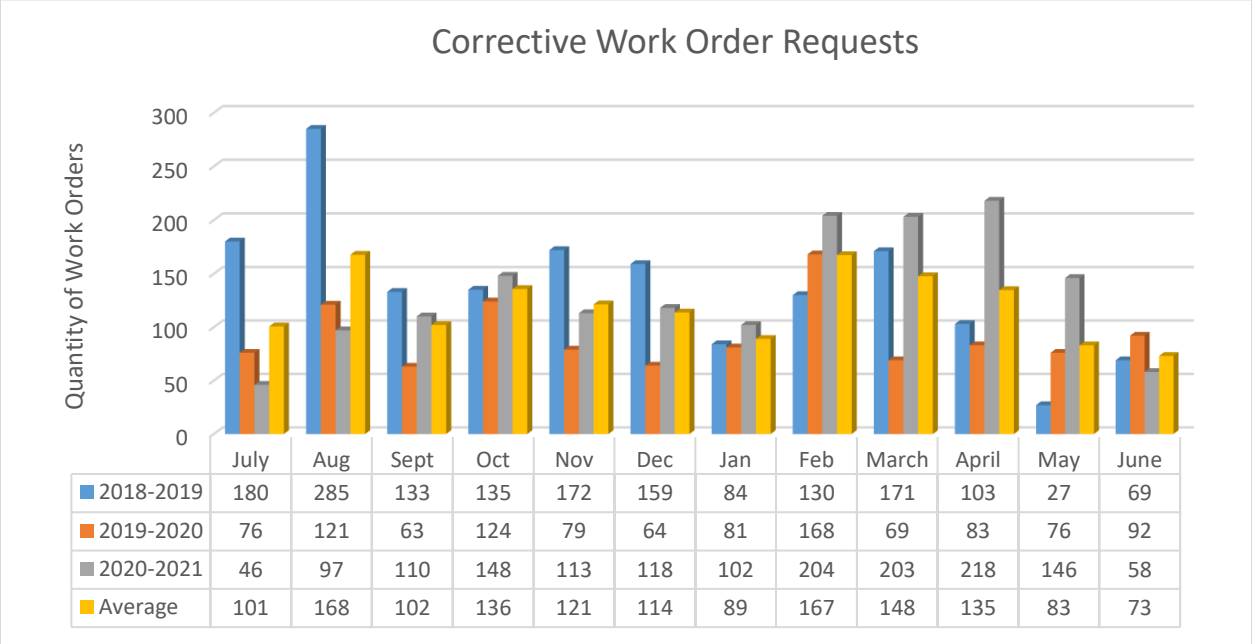
1. Compiled training opportunities for all facilities staff and developed schedules for ongoing and onboarding training.

Relationship to the Retention and Graduation of Students

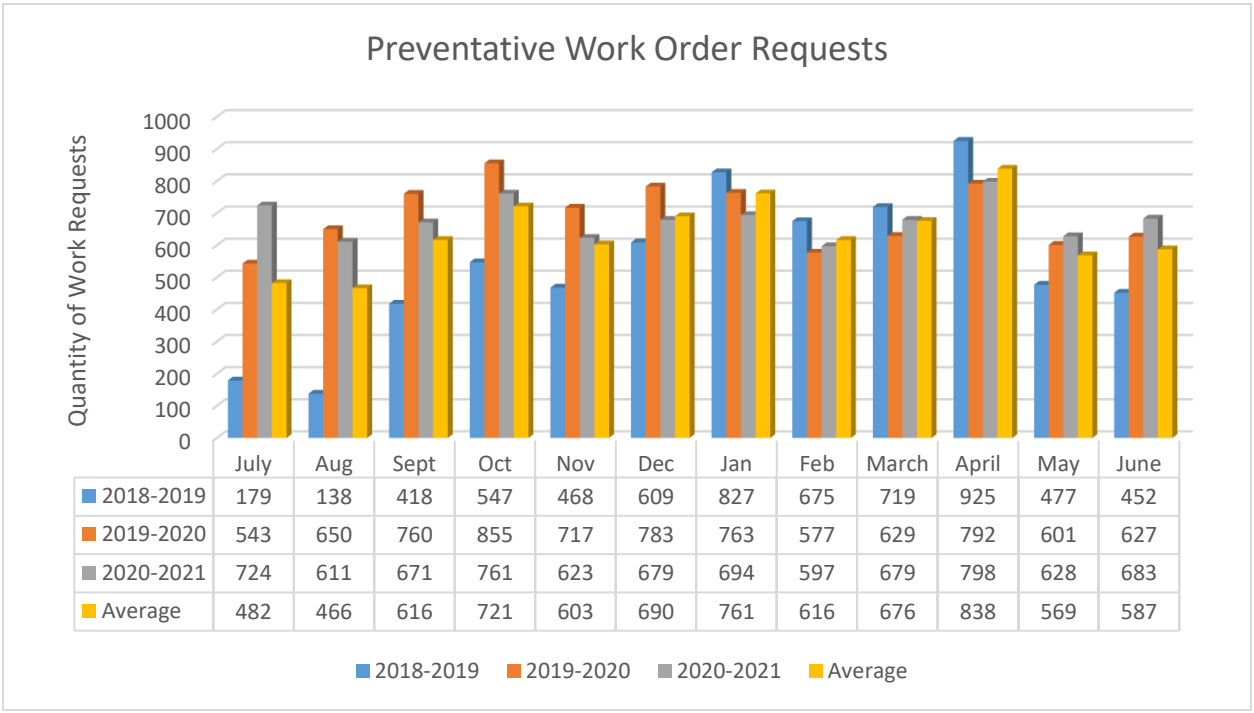
By providing a comfortable and safe living environment and reducing the need to request service to one's living space, HRE facilities directly impacts the student's ability to study, build relationships and be successful in reaching the goal of graduation.

Utilization Data





	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
2018-2019	180	285	133	135	172	159	84	130	171	103	27	69
2019-2020	76	121	63	124	79	64	81	168	69	83	76	92
2020-2021	46	97	110	148	113	118	102	204	203	218	146	58
Average	101	168	102	136	121	114	89	167	148	135	83	73



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
2018-2019	179	138	418	547	468	609	827	675	719	925	477	452
2019-2020	543	650	760	855	717	783	763	577	629	792	601	627
2020-2021	724	611	671	761	623	679	694	597	679	798	628	683
Average	482	466	616	721	603	690	761	616	676	838	569	587

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

Alignment with Student Affairs Strategic Plan

- Student engagement and support

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.

Outcome Results

Outcome: Develop an effective assessment plan to accurately measure student-dining satisfaction.

Data is collected from various sources to include RSS, Dining Committee Focus Groups, Meal Plan Usage Data, and third party vendor data.

At your primary meal plan location, how satisfied are you with (answered strongly agree/agree)	**2020**	**2019**	**2018**
Qualifty of food	42.7%	44.2%	2.91
Cleanliness of dining area	NA	69.0%	2.17
Dining environment	NA	76.5%	2.08
Service provided by Dining staff	71.5%	78.0%	2.09
Dining hours	33%	56.3%	2.69
Variety of meal plan options	36.4	41.4%	3.06
Value of your meal plan	38%	44.7%	2.98

* Mean

Most Important elements in considering dining at the U:

	2020	2019
Quality of Food	31%	31%
Value of Meal Plan	21%	21%
Convenient Location	20%	21%
Cleanliness	15%	13%
Speed of Service	7%	10%

Outcome: Develop Meal plans that are affordable and competitive with other universities.

2019-20 PAC 12 Low Meal Plan Rate			
Cal	NA		
Colorado	NA		
Oregon	NA		
Arizona	$	2,150	
Oregon State	$	2,550	
Washington	$	2,823	
Arizona State	$	2,970	
Utah		**$3,051**	New Low Plan Rate
Washington State	$	3,760	
UCLA	$	4,539	Previous low, $4,225
USC	$	6,300	
Stanford	$	6,323	

How satisfied are you with the "Transfer" meal option?

(answered very satisfied, satisfied responses)

2020	51.50%
2019	66%
2018	64.7%

How often do you use the BOOST mobile app?

	2020
Daily	2%
4-6 times a week	2%
2-3 times a week	5%
Once a week	10%
Never	81%

Outcome: Implement dining new concepts to provide variety and enhance dining experience

Theme	2020	2019	2018
Italian	16.7%		1
Asian	14.2%		2
Mexican	13.1%		3
Thai	11.9%		4
Spicier Foods	9.7%		NA
Fish	9.1%		5

	N
Halal	81
Kosher	51

Accommodation Requests	2020	2019	2018
Lactose Free	9%		1
Vegetarian/Organic	9.2%	8.40%	2
Gluten Free	4.5%	1%	3
Vegan	4.2%	5%	4
Low Calorie		9%	NA
Low Carb		5.20%	NA
Food Allergy		3.90%	NA

* ranking is available for 2018, not percent of respondents

Key Findings and Actions Taken

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.

Outcome: Develop an effective assessment plan to accurately measure student-dining satisfaction.

1. 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.

2. Utilize our Student Dining Committee to conduct focus groups to help inform current student dining needs.

Outcome: Develop Meal plans that are affordable and competitive with other universities.

1. Data was collected from all universities that were comparable to our size and volume that used the same vendor.

   Prices from these universities help to dial in where our meal plan prices should be.

   After comparing meal plan prices, we identified that our meal plan prices were considerably higher in fact, we had the highest meal plan prices compared to these universities.

   We were successfully able to renegotiate our meal plan prices to fall in alignment with all other universities within our parameters.

   We also implemented Meal Plan 8 as part of our lowest buy-in option.

Outcome: Implement dining new concepts to provide variety and enhance dining experience

1. Prior to the beginning of fall 2020, we implemented a dining mobile ordering system to help increase our speed of service and provide more options to students. This would help significantly to overcome some of the challenges that we faced with COVID-19 even though we implemented a mobile ordering system prior to the COVID impact.

2. Continue to explore more options to include mobile ordering for items off the grill, Ghost Café (meal delivery service), mobile grocery order and pick up, self-checkout, and robotic delivery service to name a few.

3. Conducted a refresh of the Peterson Heritage Dining Facility to include more space, seating, and have added an ICafé and 5 new dining concepts (Taqueria, Ice Cream Dip Counter, Vegan, Create: Build your own Pasta, Updated Sushi Bar).

4. Conducted a refresh of the Honors Market and transitioned into a full market that has prices comparable to local markets. New ordering system allows individuals to order groceries online and pick up when ready.

5. Added the Union Market as a transfer location giving us six meal plan transfer locations on campus.

6. Implemented Halal options at the Kahlert Village Dining facility with future plans to expand to all other dining facilities.

Plans for the Future

We are working on a two building projects with first year student residents on campus that includes a dining facility for both projects:

1. Potential Fall 2023 Opening
Kahlert Village construction of additional 4th wing
442-501 additional first year student beds (this will give us a total of about 1400-1500 total residents in Kahlert Village)

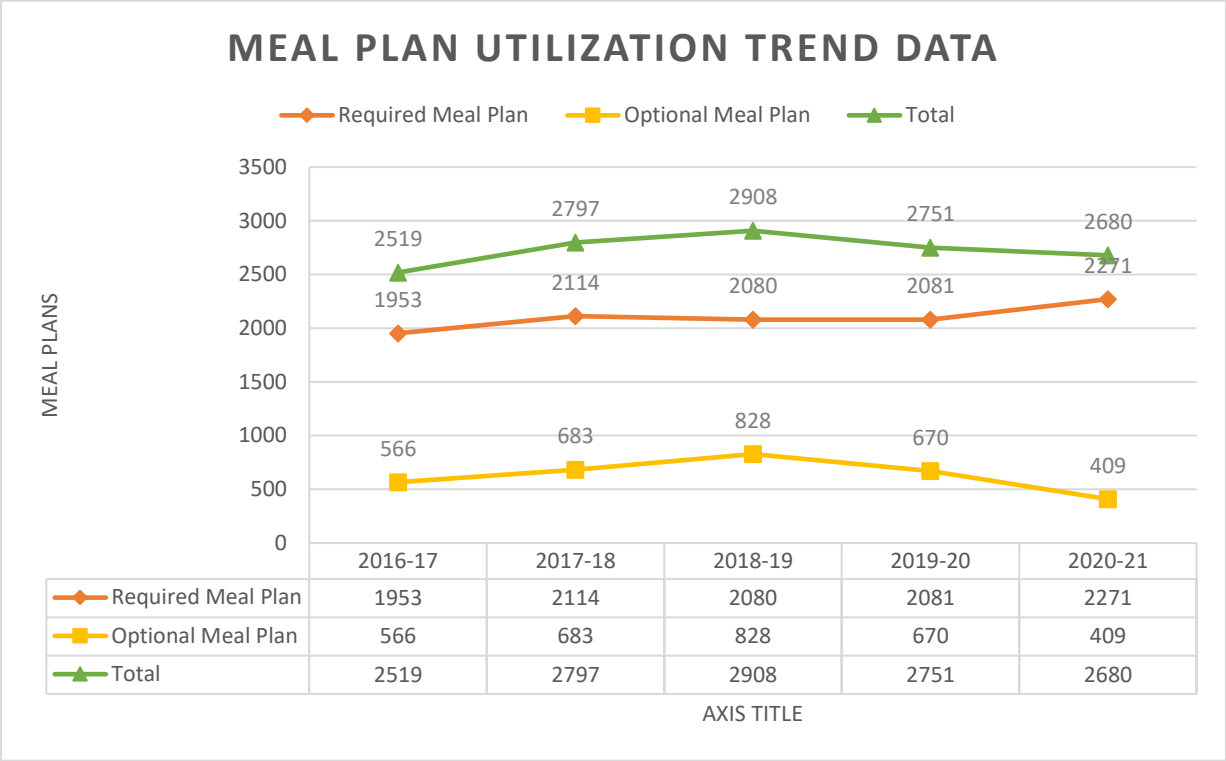
2. Potential Fall 2024 Opening
DESB – Impact and Prosperity Epicenter
377-459 first year student beds

Expand Halal dining options to all main dining facilities.

Increase Meal Plan transferability to all 3rd party locations on campus.
Implement more local dining businesses unique to Utah to enhance and personalize the student dining experience (Alpha Coffee, Buns Bakery, etc.).

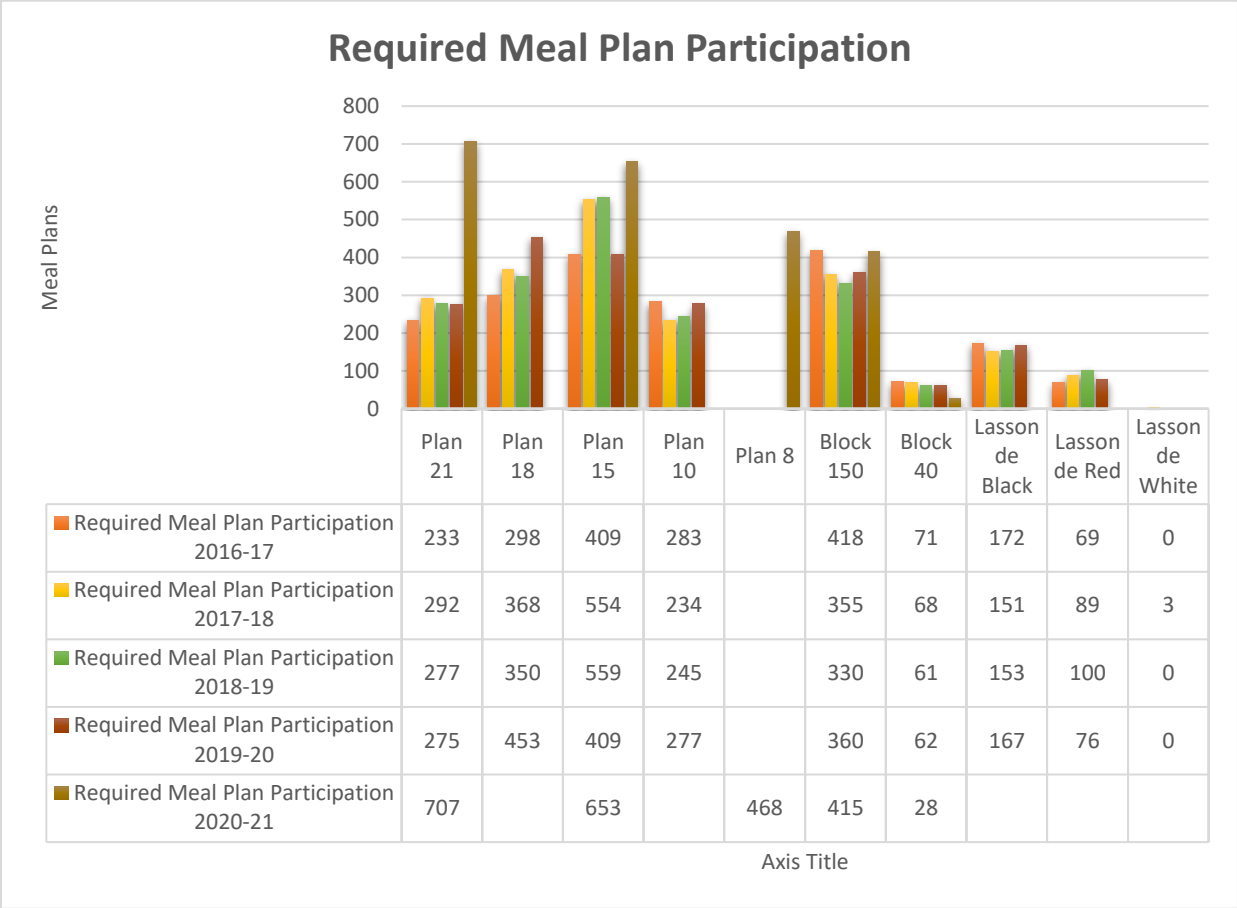
Utilization Data
In regards to meal plan popularity, the chart below shows the breakdown for all residents required to enroll in a meal plan.

Meal Plan Utilization Trend Data As of August 26, 2021



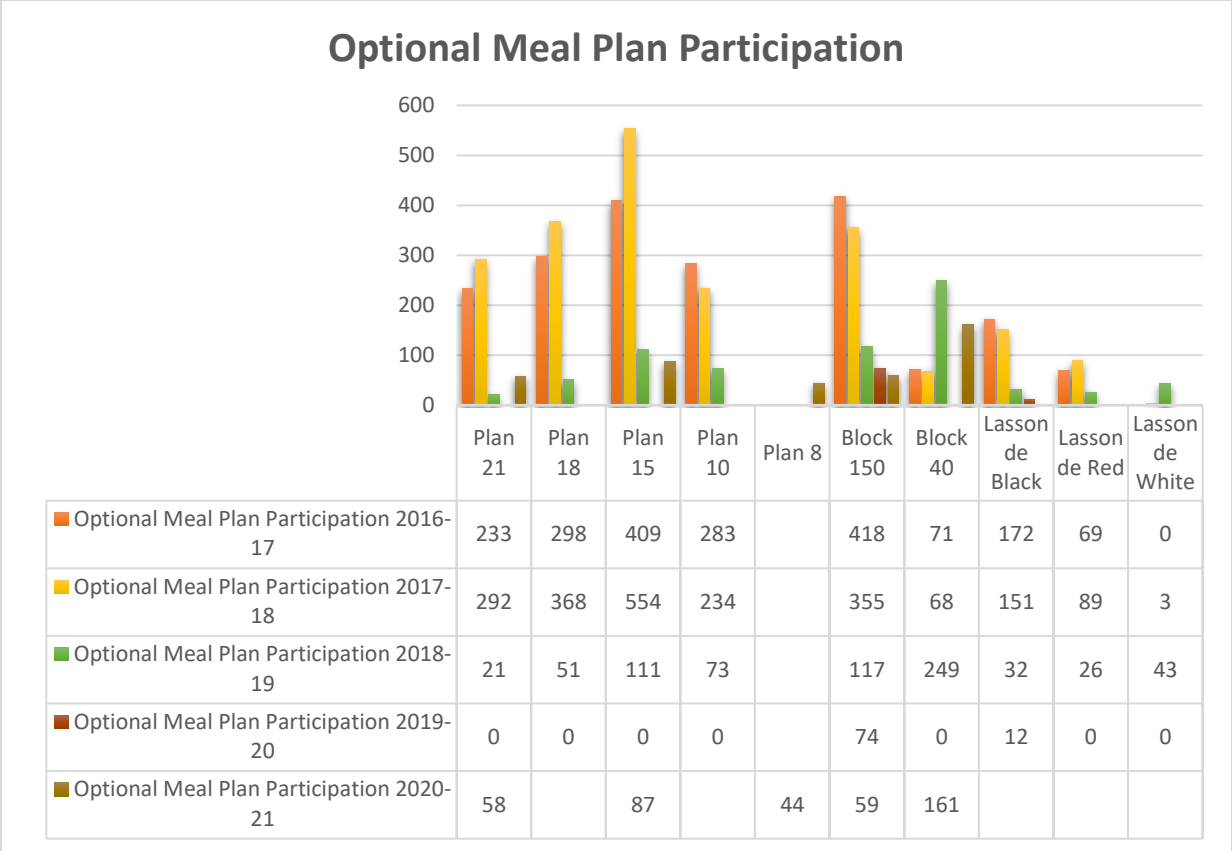
	2016-17	2017-18	2018-19	2019-20	2020-21
Required Meal Plan	1953	2114	2080	2081	2271
Optional Meal Plan	566	683	828	670	409
Total	2519	2797	2908	2751	2680

Required and Optional Meal Plan Participation As of August 26, 2021



	Plan 21	Plan 18	Plan 15	Plan 10	Plan 8	Block 150	Block 40	Lasson de Black	Lasson de Red	Lasson de White
Required Meal Plan Participation 2016-17	233	298	409	283		418	71	172	69	0
Required Meal Plan Participation 2017-18	292	368	554	234		355	68	151	89	3
Required Meal Plan Participation 2018-19	277	350	559	245		330	61	153	100	0
Required Meal Plan Participation 2019-20	275	453	409	277		360	62	167	76	0
Required Meal Plan Participation 2020-21	707		653		468	415	28			

*New Meal plans implemented 2020-2021 academic year: Meal plans – 21, 15, and 8. Also Block 150 and 40.



	Plan 21	Plan 18	Plan 15	Plan 10	Plan 8	Block 150	Block 40	Lasson de Black	Lasson de Red	Lasson de White
Optional Meal Plan Participation 2016-17	233	298	409	283		418	71	172	69	0
Optional Meal Plan Participation 2017-18	292	368	554	234		355	68	151	89	3
Optional Meal Plan Participation 2018-19	21	51	111	73		117	249	32	26	43
Optional Meal Plan Participation 2019-20	0	0	0	0		74	0	12	0	0
Optional Meal Plan Participation 2020-21	58		87		44	59	161			

*New Meal plans implemented 2020-2021 academic year: Meal plans – 21, 15, and 8. Also Block 150 and 40.

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

HRE's Operations Team attended our annual StarRez User's Conference, which helped to develop and maximize HRE's software utilization. Due to the virtual nature of the conference, HRE was able to expand attendance.

Key Findings and Actions Taken

Growth and expansion in our Resident Services area led to the addition of an Associate Director of Resident Services role as a result of HR analysis. This addition to our HRE team will allow for additional support for our 4 Front Desk Areas, Event and Venue Management tasks, and Move-In/Move-Out coordination.

This Goal is going to be integrated into each functional area's goals beginning 2021-22.

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

Enrollment Data and Incoming First-Year Students: Adjustments to recruitment, outreach, and enrollment strategies have resulted in strong enrollment growth. While HRE has partnered closely with Admissions to achieve record-level applications this previous year, this has also produced record level housing demand. In contrast to previous years, this year HRE was unable to house all students off the waitlist prior to fall move-in. HRE will need to maintain close working relationships with enrollment staff and look for ways to share data, collaborate, and pivot communications to support a strong, transparent, and strategic 2022 application cycle.

Dining: As projected enrollment increases, the capacity of current operations needs to be evaluated in order to meet the demand of students on the meal plan. A negative impact if this is not remedied will be a decrease in use of the meal plan and further issues considering the value of the meal plan.

Staffing for dining is a challenge. Dining operations will be degraded until we can staff all dining positions in all locations to work at optimal levels. This may also impact hours of operation and menus.

Logistics and space required for equipment and storage for specific dining locations on campus is at capacity.

Resident Assistant ratios: When Sage Point living rooms were transitioned to bedroom spaces, the impact was to increase RA to resident ratios beyond national standards for First Year students. This inequity and over-extension of RAs continues and will need to be addressed through additional staffing in order to support the Residential Learning Model effectiveness and community connections.

Upperclass student demand: U of U Block 44 agreement will end August 2022. The demand for sophomore-senior housing will increase.

Debt Service Payment Increase: The debt payment for the Heritage Commons facilities was consolidated. Beginning in FY 2021 the Facility Rent begins 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.

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 Epicenter Building: The schematic design for the Impact Epicenter building has been launched. The opening of this building is targeted at Fall 2024. The current target population would be 378 First Year beds and 208 Upper-class beds.

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 the Impact and Prosperity Epicenter supports this goal.

New Student Affairs Strategic Plan: The launch of the new student affairs strategic plan will help HRE to continue aligning goals and strategies with these divisional efforts. It is anticipated that this plan will help to strengthen partnerships, resourcing, and support for student wellbeing and success.

Residential Education re-classing to add the Associate Director of Conduct Management and Resident Outreach): Re-classing this role from an Assistant Director to an Associate Director has allowed the role to function its true capacity as a vital campus partner that also provides leadership to the conduct and outreach in the residence halls.

External Collaborations: The addition of the MH1 mental health team to provide afterhours support in the residence halls was a powerful success. From the hours of 5:00pm-2:00am, residents were served in the halls when they had mental health crisis situations.

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 including the College of Science for the 21-22 academic year.

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 (2020)
103	13	2	207	0

*HRE Student Position Breakdown				
Resident Advisor	Desk Assistant	Residence Hall Association	Outreach	Housing Ambassador
113	54	9	4	10

Student Desk Managers	Social Justice Advocates	Event Set Up	Information Technology
7	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. A full review of this process was completed this year. 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:

- Executive Director, 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
Brian Kendrick

Deceased
David Jones

National Awards

Last name, First name	Award title, from Example Organization

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)
Carver, Kolay	Association of Intermountain Housing Officers, Corporate Partner Liaison

Fisher, Biko	Association of Intermountain Housing Officers, Co-Chair of the Social Justice Committee
Justesen, Todd	Association of Intermountain Housing Officers, President
McNeil, Cha	Association of Intermountain Housing Officers, Co-Chair of the Social Justice Committee
Remsburg, Barb	AIMHO Sage
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
Wiesenberg, Maraya	American Library Association, Utah Student Representative

Campus Community Committee Involvement

Aho, Rachel	Campus Recruitment Committee Member Inclusive Restroom Task Force Member Student Affairs Social Connections Committee Co-Chair
Aho, Rachel, Remsburg, Barb	Enrollment Management Council Member
Belnap, Spencer	Student Affairs Social Connections Committee Member
Carver, Kolay	Behavior Intervention Team Bias and Racist Response Task Force International Student Support Services Committee
Davis, Timothy	Safe U

Fuoco, Aniko	Academic Senate Conflict of Interest Committee Member University Staff Council Executive Board Secretary
Gordon, Amber	Student Affairs Diversity Council
Hutchinson, Josh	Student Affairs Professional Development Committee
Justesen, Todd	Behavior Intervention Team Chair of the Campus Safety Authority Committee Advisory Committee for the Campus Climate Initiative at University of Utah Title IX Process Committee Clery Committee Student Death Policy & Protocol Committee
Murillo, Tammy	Student Affairs Wellness Committee Member
Sandoval, Des	Student Affairs Social Connections Committee Member
Schreiner, Jenni	Student Affairs Diversity Council
Scofield, Jo	University Staff Council Member University Staff Council President-elect

Presentations and Publications

Aho, R. E., Moreci, R., & Garret, O. (2020, October). *Senior-Housing Officer Roundtable: Early Lessons Learned during COVID-19.* Session for ACUHO-I Business Operations Virtual Conference.
Aho, R. E., Bazemore-James, C., & Adjapong, E.(2020, October). *Decolonizing Higher Education.* Session for The George Washington University's 6th Annual Virtual Diversity Summit.
Aho, R.E. (2020, September) *Friday Forum on Racism in Education: Confronting Our Racism.* Session for Campus Community at University of Utah, Salt Lake City, UT.