

UNC Asheville Division of Student Affairs Departmental Annual Report

Housing Operations 2008-2009

Department Mission: *The Office of Housing Operations strives to provide every residential student with a safe, clean, and comfortable living and learning environment. We maximize the enjoyment of living and the excitement of learning here at UNC Asheville through our staff, our facilities, our amenities, and our service. Our desire is that each student as an individual and all students as a community will truly be able to call their residence halls at UNC Asheville a home away from home.*

Executive Summary: The 2008-2009 year was a productive and challenging one that saw an opening of the semester at over 100% occupancy in the residence halls for the second consecutive year and a desire of nearly 60% of current students to once again live on campus next year. We also successfully implemented Card Access on our residence halls, increased follow-up processes with students, established an online housing application process, and maintained a high level of service, student satisfaction, and quality despite difficult staffing patterns and budgetary issues.

Goals & Assessment

1. **Departmental Goal #1 - Enhance and increase student engagement and ownership in residential communities.**

2. **Linkage to Foundation Documents**
 - a. *Division Goal – 2. Students communicate effectively. 6. Students lead with integrity.*
 - b. *University Strategic Action Plan – 2. Increase student engagement, retention, diversity, and graduation rates while maintaining or improving selectivity. 12. Increase options for meaningful on-campus engagement for resident and off campus students, including on-campus employment and internships.*
 - c. *University Strategic Plan Learning Goals – 2. Students demonstrate a responsibility to individuals, community, and humanity. 8. Students practice lively engagement with others and the world. 14. Students identify their unique University experience as something to cherish and support throughout their lives.*
 - d. *UNC Tomorrow Priorities – 4.1.1 UNC should prepare its students for successful professional and personal lives in the 21st century, equipping them with the tools they will need to adapt to the ever-changing world.*
 - e. *Community Principals – 4. A university is a disciplined community, a place where individuals accept their obligations to the group and where well-defined governance procedures guide behavior for the common good. 5. A university is a caring*

community, a place where the well-being of each member is sensitively supported and where service to others is encouraged.

- f. CAS Standards – *Part 1: Mission, Part 2: Program, Part 7: Facilities, Technology, and Equipment*

3. Measured Outcomes –

- *5% of resident students will be active participants of Resident Student Association (RSA) during 2008-2009 academic year.*
- *Increase % of students who reapply for on-campus housing from 50% to 60% in spring 2009.*
- *25% of resident students in each residence hall will participate in forums focusing on residence hall improvement*

a. Action Plan –

- *Employ 3 student leadership positions during fall semester for 2008-2009 academic year.*
- *Develop and implement a living, learning, working community for Summer 2009.*
- *Hold 2 forums in each residence hall focusing on residence hall improvements.*

b. Assessment Method –

- *Advisor of RSA consulted records of attendance and assistance with programs. Active participants were defined as not just attenders but those who took active roles in meetings, programs, etc on a consistent basis.*
- *Used housing bed space master lists from March for an up to date bed count before room sign up week. During the March room sign up week we kept running totals and began a wait list on Friday of room sign up week. Individuals who have been placed on the waiting list up until May 18 are included in our percentages.*
- *Director of Housing Operations hosted these open forums in individual residence halls and had people sign in and indicate which residence hall they lived in. Tabulations were done after forums and running total of residents from each building were calculated.*

c. Summary of Findings –

- *While we were successful in following all of our action steps and saw a marked increase in student involvement through those steps, we had very few students who were active in RSA. There were several students who participated but less than 2% were active participants.*
- *We saw a significant increase in reapplications for on campus housing. Over the past 7 years, reapplications ranged from 44% - 52%. In spring, 2009 we saw 58% of on campus students reapply to remain on campus. The 60% targeted outcome was higher than needed due to current bed spaces available and the demand by incoming students as well. At 58% we will have many of these students who reapplied on a waiting list for on campus housing.*
- *A total of 10 forums were held in residence halls during the 2008-2009 academic year. Residential students demonstrated interest in improvements to their residence hall areas in aspects of facilities, amenities, policies, processes, etc. A total of 218*

students attending residence hall focus groups over the 2008-2009 academic year. The only residence hall area that had more than 25% participation in the focus groups was South Ridge Hall at 28%. Founders Hall and West Ridge Hall had 23%. Governors Hall had the lowest percentage of participation at 12%. Only one focus group was hosted at Governors Hall.

- d. *Decisions – Students demonstrated more commitment to their individual residence halls than the residential association as a whole. This has led to the idea and planning of hall councils for each residence hall area. Each council will have active members in RSA as well.
Increased collaboration between Housing Operations staff and Residential Education staff has already been discussed to target larger groups of students for improvement focus groups.
The student leadership positions that were implemented and maintained in fall semester*

- e. *Timeframe to reassess - May 2010*

1. Departmental Goal #2 - Improve residential student retention between fall 2008 and spring 2009 in comparison with retention rates from 2007-2008 academic year.

2. Linkage to Foundation Documents

- a. *Division Goal – 1. Students persist and achieve academically.*
- b. *University Strategic Action Plan – 2. Increase student engagement, retention, diversity, and graduation rates while maintaining or improving selectivity. 10. Increase on-campus student beds to shift the proportion of students living on campus from 1/3 to ½ by 2017. 11. Increase number and percentage of full time students. 12. Increase options for meaningful on-campus engagement for resident and off campus students, including on-campus employment and internships.*
- c. *University Strategic Plan Learning Goals – 2. Students demonstrate a responsibility to individuals, community, and humanity. 7. Students understand the interconnectedness of all disciplines, ideas, action, and individuals. 14. Students identify their unique University experience as something to cherish and support throughout their lives.*
- d. *UNC Tomorrow Priorities – 4.1.1 UNC should prepare its students for successful professional and personal lives in the 21st century, equipping them with the tools they will need to adapt to the ever-changing world. 4.2.3 UNC should be a model for accommodating the needs of persons with disabilities, including students, faculty, staff, and the general public. 4.2.5 UNC should increase the educational attainment of all underrepresented populations, especially African-American male and Hispanic students*
- e. *Community Principals – 2. A university is an open community, a place where freedom of expression is uncompromisingly protected and where civility is powerfully affirmed. 3. A university is a just community, a place where the sacredness of the person is honored and where diversity is aggressively pursued. 5. A university is a*

caring community, a place where the well-being of each member is sensitively supported and where service to others is encouraged.

- f. CAS Standards – Part 1: Mission, Part 2: Program, Part 9: Equity and Access, Part 10: Campus and External Relations, Part 11: Diversity

3. Measured Outcomes –

- *Retain 90% of fall resident students for spring semester*
- *Open spring semester at minimum 98% occupancy.*
- *Retain 95% of African-American, Latino, Asian, and Native American (ALANA) students and Gay, Lesbian, Bisexual, Transgender, and Queer (GLBTQ) students between semesters.*

a. Action Plan –

- *Housing Operations staff will communicate directly with Community Directors about students and behaviors that cause concern*
- *Housing Operations will maintain a 24 hour or less response time for all service requests*
- *Housing Ops staff will explore creative and innovative ways to increase bed space for new January freshmen and transfers*
- *Housing Operations will work on a more flexible and student friendly room change procedure and plan*
- *Attend HOLA, BSA and ASIA meetings to discuss their members' needs as resident students*
- *Hold a series of forums specifically for African American, Asian, Hispanic, Native American, GLBTQ students to determine their needs and issues they face as resident students*

b. Assessment Method –

- *Housing master bed space lists were used from end of fall semester and opening of spring semester to determine percentage of students who were retained*
- *Bed count from spring opening was calculated from Office of Institutional Research and housing master bed space list.*
- *Consulted with Registrar's office to calculate number of students who identified as underrepresented population who were not retained in the residence halls between fall semester closing and spring semester opening.*

c. Summary of Findings –

- *Retained 90.1% of fall residential students for spring semester.*
- *Opened spring semester at just over 98% which was highest percentage on record.*
- *Retained 92.9% of underrepresented populations in residence halls. While this percentage did not meet our targeted outcome of 95%, it was higher than the 90.1% of all residential students. Also according to Registrar's Office and Rory James from Multicultural Student Programs, the retention % of minority residential students was higher than the % of non-residential minority students.*

- d. *Decisions – The discussions that were had with different student groups and organizations were fruitful and brought about increased idea sharing and communication. These will continue each semester and other staff will be brought in from Housing Operations when there are specific topics of interest that others can speak to more directly such as stayovers, room assignments, maintenance procedures, etc.
It became even more obvious this year of the need to build new residential facilities because of the increased desire of continuing students to live on campus. As we improve our systems, procedures, and processes and do minimal marketing to current students, the desire to remain on campus is likely to increase.*
 - e. *Timeframe to reassess - these outcomes will continue to be reassessed every year*
1. **Departmental Goal #3 - Improve relationships and communication between Housing Operations staff and all students**
 2. **Linkage to Foundation Documents**
 - a. *Division Goal –2. Students communicate effectively*
 - b. *University Strategic Action Plan –12. Increase options for meaningful on-campus engagement for resident and commuter students, including on-campus employment and internships. 13. Expand faculty involvement in on-campus life with students. 26. Explore career satisfaction strategies including compensation, technology and training, professional development opportunities, diversity, workplace wellness, internal communication, and campus infrastructure.*
 - c. *University Strategic Plan Learning Goals –2. Students demonstrate a responsibility to individuals, community, and humanity. 7. Students understand the interconnectedness of all disciplines, ideas, actions, and individuals. 8. Students practice lively engagement with others and the world.*
 - d. *UNC Tomorrow Priorities – 4.1.1 UNC should prepare its students for successful professional and personal lives in the 21st century, equipping them with the tools they will need to adapt to the ever-changing world. 4.2.3 UNC should be a model for accommodating the needs of persons with disabilities, including students, faculty, staff, and the general public 5.6 UNC should continue to seek an efficient use of available resources in the fulfillment of its mission.*
 - e. *Community Principals –2. a college or university is an open community, a place where freedom of expression is uncompromisingly protected and where civility is powerfully affirmed. 5. A college or university is a caring community, a place where the well-being of each member is sensitively supported and where service to others is encouraged.*
 - f. *CAS Standards – Part 1: Mission, Part 3: Leadership, Part 5: Human Resources, Part 12: Ethics*
 3. **Measured Outcomes –**
 - *90% of Resident Assistants will know all Housing Operations staff by name and role*
 - *80% of resident students indicate that they have a positive relationship with Housing Operations staff.*

- *100% of Resident Assistants indicate that they feel comfortable addressing service issues directly with Housing Operations staff.*
- a. Action Plan –
- *100% of Housing Operations staff will complete Customer Service training through HR*
 - *100% of Housing Operations staff members will participate in at least 3 Residential Education programs during 2008-2009 academic year*
 - *Develop and implement a Service Request follow-up plan including use of “resmaint” hotline system and follow-up forms placed in student rooms*
 - *Housing Operations staff will place display boards in the lobbies of all residence halls on move-in day outlining move-in services and ongoing services offered to resident students*
 - *100% of Housing Operations staff will be involved in RA training*
 - *Increase and update presence on webpage to include more detailed and accessible information on services provided by Housing Operations*
- b. Assessment Method –
- *An informal online survey was sent out to RAs (Resident Assistants) and individual conversations with RA groups were held to assess how well they knew Housing Operations staff by name and role, if they felt their relationship with Housing Operations staff was a positive one, and to assess how comfortable they felt addressing issues directly with Housing Operations staff.*
 - *There were 10 residence hall focus groups which primarily focused on residence hall improvements but participants in those focus groups were asked general questions about their experiences with Housing Operations staff and were given note cards to write suggestions or experiences on that they could drop in campus mail anonymously as well.*
- c. Summary of Findings –
- *Majority of RAs did know most Housing Operations staff by name they will a little more unclear on their roles. RAs did indicate a positive relationship with Housing Operations staff and that they felt confident and comfortable resolving service issues directly with Housing Operations staff.*
 - *Resident students felt very positively about their interactions and relationships with Housing Operations staff. Positive comments such as “very helpful”, “courteous”, “friendly”, were common.*
 - *Suggestions were offered by RAs and all resident students on additional ways relationships could continue to be improved.*
- d. Decisions – *All of the action steps that were put in place this year will be continued and/or maintained for the future. Specifically, involvement in RA training and Residential Educational programming will be continued focuses for the upcoming year as will increased information and presence online.*
A suggestion from an RA was to have Housing Operations staff available to answer questions and meet resident students at first hall meetings of the year and that is something we will attempt to implement in August.

e. Timeframe to reassess – *informal assessment in 2010 and formally assess in 2011*

1. Departmental Goal #4 -**Recruit, hire, and train a diverse, satisfied and sustainable staff**

2. Linkage to Foundation Documents

- a. Division Goal –3. *Students appreciate and respect diversity* 6. *Students lead with integrity*
- b. University Strategic Action Plan –2. *Increase student engagement, retention, diversity, and graduation rates while maintaining or improving selectivity.* 14. *Create a holistic and specific definition of diversity that targets our responsibility in relation to underrepresented groups. Develop specific student, faculty, and staff recruitment plans to meet those responsibilities.* 15. *Assure that faculty and staff in all departments work to make their membership more diverse and their department culture more inclusive and welcoming each year.*
- c. University Strategic Plan Learning Goals –5. *Students develop a respect for differences.* 13. *Students develop courage, inclination, and work ethic to develop solutions, work toward them, and inspire others to do the same.*
- d. UNC Tomorrow Priorities –4.1.3 *UNC should promote increased partnerships between its own campuses and international universities and enhance the global awareness of its faculty and students.* 4.2.5 *UNC should increase the educational attainment of all underrepresented populations, especially African-American male and Hispanic students.* 5.5 *UNC should increase efforts to attract and retain high-quality staff at all levels.*
- e. Community Principals –2. *A college or university is an open community, a place where freedom of expression is uncompromisingly protected and where civility is powerfully affirmed.* 3. *A college or university is a just community, a place where the sacredness of the person is honored and where diversity is aggressively pursued.*
- f. CAS Standards – Part 1: Mission, Part 3: Leadership, Part 4: Organization and Management, Part 5: Human Resources, Part 11: Diversity, Part 12: Ethics

3. Measured Outcomes –

- *100% of Housing Operations permanent staff employed on or after July 1, 2008 will be employed on June 30, 2009.*
 - *Diversity of Housing Operations staff (including student staff) will mirror or exceed the diversity of the population of the Asheville area.*
 - *100% of Housing Operations staff will indicate during their annual review that they are more stratified with their job than they were at beginning of review period.*
- a. Action Plan –
- *100% of Housing Operations staff will attend 5 or more workshops offered by Human Resources, Safety Office, or Student Affairs Division.*
 - *Ensure that all applicant pools (including student positions) have diversity necessary to hire a diverse and highly qualified staff.*

- *Implement a system of cross-training and shadowing for all Housing Operations staff including student staff.*

- b. *Assessment Method –*
 - *Compared list of Housing Operations staff employees who were employed on or after July 1, 2008 to Housing Operations employment roster for May 21, 2009.*
 - *Compared demographics of all student position applicant pools from 2008 to 2009.*
 - *Asked each Housing Operations staff member to indicate their level of satisfaction with their current level of satisfaction with their position and the department compared to beginning of review period.*

- c. *Summary of Findings –*
 - *100% of Housing Operations staff are employed currently.*
 - *Student staff is more diverse in every area but applicant pools were still lacking in racial or ethnic diversity.*
 - *12 of 14 (86%) Housing Operations staff members indicated higher levels of satisfaction with their position than at the beginning of the review period.*

- d. *Decisions – While the measurable outcome of 100% retention among staff was achieved, we learned that this was not a best practice goal. While the desire is to always retain staff who are performing their job at the appropriate level there may be cases where staff are not performing at the level they need to be and retaining them would not be best practice.*
Student staff supervisors decided to engage current student staff of underrepresented populations to discuss ways to increase diversity among applicants.

- e. *Timeframe to reassess – annual reassessment of staff satisfaction and staff diversity*