Please use evidence-based data including year-end financial reports and historical data for comparison.

1. Describe how resources are aligned with the campus strategic plan, which includes Engagement, Service, and the Public Good; Welcoming and Inclusive Campus; Student Success; and Academic Distinction.

The Office of Housing and Residential Life is integral to all aspects of the University's strategic plan through providing students living on campus with a safe, inclusive, affordable and welcoming living environment. We strive to develop and maintain an environment where students are engaged in learning and experience leadership and citizenship development while being a part of the university's campus life.

The Office of Housing and Residence Life is responsible for the community's personal and educational development of more than 1000 students who reside in our on-campus residential communities. One of the most critical functions of our department is to provide a safe, supportive and inclusive residential environment that is conducive to academic success. The Residence Life team provides the primary support for emergency response duty coverage 24 hours a day, educational and social programming, student behavior and conduct management, student crisis intervention and business operations processes.

We are also committed to maintaining up-to-date communication with our residents, future residents and families. The Marketing and Communications area provides support for the entire department through weekly newsletters, website maintenance, community notices, social media management, and information videos. It is very important that our students are informed throughout their contract period about important process deadlines, payment schedules, university-wide announcements and our community development activities occurring several times a week. In an effort to increase effective communication among the students, staff and administrators within our program we invested in the growth and development of our Marketing and Communications department.

A large portion of our expenditures goes toward supplies and services required to maintain, upgrade and repair an aging portfolio of more than 250 apartments. The Housing and Residence Life facilities unit is responsible for managing the building inventory for Housing & Dining including all building repairs, preventive maintenance, heating and cooling systems operation and renovation work in the on-campus apartments.
2. Provide key performance metrics to measure and sustain success.

- Housing expansion project approval
- Enhance Dining Services for residential community
- Student satisfaction
- Reduction in policy infractions
- Enhanced services and streamlined processes from facilities services
- Increase in percentage of returning residents choosing to live on campus
- Reduction in number of students in collections or who receive eviction notices
- Knowledgeable and trained staff who are informed and able to adhere to industry standards
- Reduction in costs and increases in contributions to reserves

- Describe program outcomes and results. Identify challenges encountered.

Outcomes and Results:

- The Board of Trustees approved the schematic design and funding for the $207M residence hall that will provide and addition 1500 bed spaces, new residential dining facility, wellness center and learning center.
- Submission of Dining RFP for new and existing dining program.
- 15.4% drop in marijuana policy infractions and 56% drop in alcohol cases*
- Annual Cleaning and Maintenance Checklists
  - Apartment inspections allow us to track and identify repair and maintenance needs within an aging portfolio. By implementing the checklist procedures, facilities received 25% fewer work orders from the prior year, most of which were minor/cosmetic repairs. The significant decrease in work orders helped to reduce disruptions to the students’ residential experience.
- Integrated pest management program
  - Educates residents how to prevent, identify, report, and alleviate pest problems in their apartments.
  - Trains staff and provides operational procedures to identify and eliminate sources of pests.
  - Responds using protocols to address specific problems brought to our attention.
  - Provides environmentally-sound pest control services by a professional pest control management company.
  - Facilities unit incorporated four quarterly inspections for pest and include a preventative bait to control the re-introduction of new pests. In turn added a bed bug free environment for our apartments by inspecting before residents move in and inspect after the residents move out.
  - Reduced number of work orders and decreased the annual budget for extensive treatments.
- Improvements to address plumbing failures
  - Housing and Residence Life has chosen E-Pipe to install its proprietary Engineered Flow Lining System to repair leaks in our plumbing supply lines.
  - Benefits of new system:
    - Average cost of needed repairs for E-Pipe is $16,000 compared to $50,000 for old re-pipe and reroute method.
    - Two days to repair with minimal drywall repair compared to three weeks to re-pipe and reroute that all required extensive intrusion into the drywall.
    - 70% savings in emergency repairs related to plumbing failures.
Marketing was effective in recruiting prospective residents (Swank analytics). Investment into an online movie/television show streaming for students to access content online using laptops or phones. Spring 2018 analysis shows the following usage of the SWANK streaming service by resident students:
- February 2018 – 1,419 streams
- March 2018 – 167 streams
- April 2018 – 620 streams
- May 2018 – 423 streams
- Total 2,629 shows/movies streamed during the Spring semester.

Marketing Occupancy Strategy: The department increased visibility using various mediums:
- Paid advertisements in the school newspaper
- Purchase signage to put throughout community to increase visibility and participation
- Cost of local travel to visit four (4) community colleges to increase transfer live on participation
- Purchase marketing materials for re-contracting process for returning students to increase retention.
- Purchase Marketing materials to distribute to prospective students and families. Distribution occurred while participating in (15) fifteen on-campus events and (23) twenty-three housing tours.
- Invested in creating new content for our digital presence on our website, YouTube and Social media outlets.

Professional development (enhance staff knowledge and adherence to industry standards):
- 3 attendees- StarRez Conference
- 2 attendees- ACUHO-I Business Operations Conference 2017
- 1 attendee- Living Learning Community Conference
- 1 attendee- CSU Senior Housing Officers annual meeting
- 3 attendees- CSU Senior Housing Officers meeting at the Chancellor’s Office
- 26 attendees- Five individual RA in-service
- 6 attendees- WACUHO annual conference
- 4 attendees- Two separate MPP Leadership Retreats for Housing and Residence Life
- 20 attendees- Emergency preparedness training, university systems and policies training and refresher on customer service skills training
- 22 attendees- Strengths Quest
- 1 attendee Tri-Campus Leadership Academy for Manager
- 1 attendee 2018 CSU Basic Needs Initiative Conference

Budget Highlights:
- Nearly 77% of the Housing and Residence Life Revenue is generated from housing rental contracts, which funds all activities of the housing program, including managing student accounts receivables, collections, mail services, marketing, facilities maintenance, and the summer conference program.
- 18% of the total annual expenditures covered the professional and student staff wages/salaries and benefits.
- DBMER (Facilities): Impacted by unexpected water intrusion damage in GEA resulting in over $275,000 in repairs.
- Operations: Impacted by $5M transfer toward Student Housing East project and $1.7M payoff of the Dining Commons loan.
- Over 18% of the Operations budget is committed to the operation of the facilities maintenance, contracts and services.
- Facilities Parts & Supplies-Budgeted $402K and actual expenses $202K; 50% utilized.
- Building Repairs/Maintenance-Budgeted $331,500 and actual expenses $461k. This over by 40% because it included pest control (pest control costs were previously included in facilities operations/contracts).
- Facilities Chargeback-Budgeted $70k and actual expenses $56,100; 80% utilized
- Contractual (Landscaping, Custodial, Trash) Budgeted $387k and actual expenses $438k over by 13% due to increased costs in services.
- Budget savings and contributions to reserves
  - Overtime – Reduction of overtime expenses by 44% from the previous year
Facilities Parts and Supplies - Reduced expenditures by 50%
Student Assistants – Reduced the number of Student staff and their hours. Worked with many of the students to have them use their work study allocations and reserve department funds for salaries during breaks.
Office Supplies – Expenditures were 50% of the funds allotted for line item
Travel 2017-2018 – Reduced spending on travel, expenditures were 36% of the funds allotted for line item.

Challenges:

• Housing and Residence Life faced some challenges with a drop in occupancy, increased rates and changes in enrollment. HRL will need to focus on a new marketing strategy that targets local area residents and communicating the positive effects of living on campus to students who are able to commute.
• In an effort to roll out a student satisfaction survey for the 17-18 year we submitted procurement and information technology request for the purchase of an industry survey by the name of Sky factor. Unfortunately we did not consider the length of time I would take for a full ITS and Procurement review, approvals, and contract negotiations. We were unable to distribute a student satisfaction survey for 17-18 but are on schedule to participate in the approved industry student satisfaction survey for the spring 2019 semester.
• MPP staff shortage, one MPP was out in May and June

*The steep decline in the number of students referred for a clery reportable alcohol violation may be attributed to the increase in freshman and decrease in returning student population for 2017-18. This is an unusual pattern and most likely affected by unknown factors.