

**Humboldt State University  
Housing Operations  
2013-2014 Annual Report**

**1. Mission**

State your department mission. Discuss how the unit supports the broader university mission. Discuss how the unit evaluates its effectiveness in meeting the divisional mission.

**Narrative**

Our department works intentionally and purposefully to reflect the mission statements of our college, our division and our department in our everyday work and in the services we offer to our students. Our Housing staff and our occupancy management strategy play a key role in this. While our Housing staff may not be on the front lines in the halls, building community hand in hand with our students like our ResLife staff, we work behind the scenes with many campus stakeholders to strategize on how to best purposefully forecast and construct our future living communities.

HUMBOLDT STATE UNIVERSITY MISSION STATEMENT

Humboldt State University is a comprehensive, residential campus of the California State University. We welcome students from California and the world to our campus. We offer them access to affordable, high-quality education that is responsive to the needs of a fast-changing world. We serve them by providing a wide array of programs and activities that promote understanding of social, economic and environmental issues. We help individuals prepare to be responsible members of diverse societies.

STUDENT AFFAIRS' MISSION STATEMENT

Student Affairs, as an integral partner in the educational enterprise, facilitates academic success and personal development by promoting leadership and providing services and programs for students and the University community.

STUDENT AFFAIRS' VALUES

Student Affairs believes in the transformative power of education. To that end, Student Affairs acts as a catalyst for education and student development that occurs both in and out of the classroom and offers services and programs that focus on:

Student learning - enhancing personal development through educationally purposeful activities, student support services and instructional programs

Community - promoting an open and civil campus community respectful of diverse ideas and backgrounds

Collaboration - partnering with other university professionals, community members, and students to increase effectiveness and promote student success

Commitment - providing high quality, ethical, and student centered services

DEPARTMENT OF HOUSING MISSION STATEMENT

The Department of Housing enhances the academic mission of the University by providing residents with high quality facilities, programs and services that support and promote learning, personal growth, service, environmental consciousness and social justice advocacy.

These mission statements are reflected in all aspects of our work in Housing, from our job descriptions to our policies and procedures. Our staff members understand the myriad of external and internal legal and policy opportunities, obligations and limitations we operate within. We work purposefully to provide fair and equitable access to all services we provide. We offer our staff training to ensure staff are proficient in their job duties and are meeting the expectation of our students in regards to our services and the maintenance of our facilities.

We work to develop, build and maintain facilities that are safe and sustainable, meet our students' needs and expectations and provide physical spaces that promote community. We plan our budget to allow for us to fund our maintenance reserves, so we are able to make the necessary repairs, renovations and capital improvements.

Our Residence Life staff builds Theme Living communities that appeal to students' academic and personal interests, connect them to each other and the university, and assist them in building community in their new homes. Theme Living communities also help to create a safe space in our halls for those who are, or feel, marginalized in our society. Housing staff are all training in social justice and we routinely offer programs in our halls to help students to find resources and support on our campus.

We demonstrate intentional and transparent stewardship of our resources, both financial and personnel, to maximize our opportunities to serve our residents. We actively plan ways to strengthen collaborations within Enrollment Management and Student Affairs and throughout the campus. We purposefully develop partnerships with Academic Affairs, including faculty, so as to increase the opportunities to bring academics into the students' home, making education a part of the routine of daily living. We maintain a dynamic communication plan to share information with the university, potential students, current residents and their families, to ensure our community is aware of the services we provide and how to access them.

We have worked to implement an online application process with the goal of helping students and their families make informed decisions when planning for their future home. The application includes a clear and thorough written agreement with our residents, clearly defining our procedures and their options, how to address their questions and concerns, the costs of living on campus and the ramifications for cancelling their agreement with Housing. We deliver the handbook for living in the halls in conjunction with the agreement, to outline both the rights and responsibilities afforded to and required of our residents. We now offer online roommate search and messaging capabilities and all students self-select their rooms online. This integration of technology has been well received by our students and the number of room and roommate assignment complaints has decreased.

## **2. Goals**

Describe the service under review, emphasizing the unit's goals, and its impact on student success. Goals might include delivery of a specific service, compliance with state or federally mandated monitoring, or other activities directed at providing support to the institution or to students.

\*If the unit's goals have changed since the last self-evaluation, explain how and why they have changed. Show how the changes responded to changing needs, technologies, external requirements, and/or other relevant factors.

\*This will be accomplished in the second year of review.

## **Narrative**

While we have worked on a revised mission statement and updated goals for 2014, we were also striving to meet our prior stated goals.

Goal: Provide Outstanding Customer Service: We continue to streamline our processes in Housing, to make the check-ins more efficient and easier on our students. This year we combined our frontline student staff at the mailrooms, Front Desk and Information Desk into one, versatile and cross trained staff. We changed our check-in process to revise last year's successful check-in of 1200 freshmen on one day, by requiring HSU ID card photo be submitted in advance, creating a bar code label to check students into our system quickly, and by leaving the bulky paper check-in packets in their room instead of handing them one more item to carry in. We also added an online maintenance service request process and created functionality to email students when a service order was opened on their room space and another email to send when the service order was completed.

Goal: Facilitate Responsible Energy/Resource Management: In 2013, Housing collaborated with campus partners to create the Green room website, coaching students on green cleaning, transportation options, lighting, and other ways to reduce your environmental impact. We also collaborated to construct two Zip car parking spaces and now have two Zip Cars in the JGC parking.

Goal: Commitment to Strategic Facility Maintenance and Improvement: Our new Associate Director worked with our now retired Director to develop a 5 year capital improvement plan. In response to the growing number of maintenance needs in the evening, we hired a Facility Maintenance Mechanic to work in until 11pm, thereby improving our response time to requests, adding professional staff presence for emergency assistance and reducing our call-back overtime.

### **3. Department Effectiveness**

Describe your clients in terms of their roles on campus (student, staff, administrators, etc.), and reflect on whether you are serving the groups you are expected to serve (in terms of diversity, program goals, etc.). Describe how the unit engages all members in the discussion, review, assessment and relevant factors. How and when has your unit assessed program outcomes, and how have you responded to the results? What changes have been made based on the result of the assessed outcome?

If data is available, describe how well your program is doing in terms of the following outcomes:

- Volume of unit activity (number of students/clients served, number of appointments, etc.)
- Efficiency (responsiveness, timeliness, number of requests processed, etc.)
- Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)
- Client/student satisfaction with services (data needs to be disaggregated by gender, ethnicity, abilities, etc.)

Describe how program or achievement outcomes relate to the unit goals.

#### **Narrative**

Housing works closely with the Office of Enrollment Management to assist prospective students. We provide information about living on campus to all applicants and all admitted students are sent correspondence about how to apply to live in the halls. We work together to hire, train and supervisor our campus tour guides, to make sure our tour guides are well trained to tour our facilities and talk about what Housing has to offer. We table at Fall Admissions Day and Preview events, as well as offer tours of our facilities which include looking at currently occupied student rooms. Our Housing Director offers Housing presentations to over 3,000 prospective students and their guests during Fall Admissions Day and Preview, as well as during the Enrollment Management HSU receptions. We have, on average, over 2600 applications for Housing each year and we process 500 cancellations over the course of a summer.

Housing has 2013 total bed spaces for undergraduate students, with the capability to offer 10 temporary triple bed spaces and 26 overflow housing spaces, should the space be needed. Our campus currently has 11 traditional residence hall buildings and 9 apartment buildings, housing almost exclusively undergraduate students ranging in age from 17 to 48 years old. 56% of our residents identify as female and 44% as male, which reflects HSU applicant pool. Based on an eight year average, 90% of freshmen live on campus.

Using freshmen class size projections from the Office of Enrollment Management, Housing was asked to set aside 1350 freshmen spaces. In order to accommodate this large amount of freshmen, Housing implemented a cap (or occupancy restriction) of 350 for our returning residents and set aside the remaining 350 spaces for transfer students. We continued the practice of saving 80 spaces for EOP, 30 spaces for Athletics, 40 spaces for NSE and 60 spaces for International students until July 1.

We had originally designed the “North Side” residence halls and apartments to be freshmen only, but when the anticipated freshmen application numbers did not come to fruition, we made the decision to open it up to all residents. The North Side is a dry area, and no alcohol is allowed, regardless of age.

**AY 2013 Opening Occupancy Projection vs. Actuals:**

<b>Student Type</b>	<b>Projected</b>	<b>Actual</b>
Freshmen	1350	1239
Transfer Students	350	366
Returning Residents	350	414
<b>Total Student Count:</b>	<b>2050</b>	<b>2019</b>
<b>Total Capacity (with temps)</b>	<b>2049</b>	<b>2049</b>

Our department meets with our many stakeholders throughout the year and meets regularly as a group. We have a monthly all staff meeting, a monthly supervisor meeting, bi-monthly department team meetings and weekly individual meetings with staff and their lead. We also have annual retreats for the leadership team, to review the past year and to plan for the coming year.

We conduct an annual satisfaction survey in November, to check in with our residents and learn more about their experience living with us in the halls. We use the results of this survey to modify or improve our services while the residents still live with us and to prepare and plan for the next year.

**4. Department Improvement**

Discuss how the unit addresses improvement. What activities has your unit engaged in to improve the administrative support service and environment?

**Narrative**

Over the past year, staff has had the opportunity for professional and personal development that is consistent with University and department goals and objectives. These trainings have been initiated within the department as part of monthly all staff meetings, by the campus as part of overall staff development, through outside professional development seminars, conferences, webinars, and technical training classes. The knowledge gained has improved the overall efficiency of the Housing staff and has provided an avenue to further strong working relationship with campus coworkers.

Housing staff has been represented at all of the following trainings, professional conferences and certificate programs:

## Off-campus opportunities

- Refresh Leadership Simulcast
- Planning and Revitalizing Your Campus Housing
- Chief Housing Officer Institute
- Alcohol and Other Drugs Conference
- Suicide Prevention Question, Persuade, Refer (QPR)
- Western Association of College & Universities Housing Officers Conference
- ACUHO-I Conference Business Operations
- 2013 Certificate in Occupancy Management – ACUHO-I
- StarRez (Housing Software) User Conference
- Leveraging Orientation Deadline Date to Impact Enrollment and Housing Goals
- A New Home: The Importance of Residential Experience
- MPA Class: Social Research Methodology
- MPA Class: Public Administration Theory and Practice
- MPA Class: Budget for Local Government
- MPA Class: Statistics
- Onity (Electronic Door Lock) Conference
- Certified Building Operator
- Asbestos Contractor Supervisor
- Master Gardner
- Integrated Pest Management
- Chain Saw Safety Certificate
- Electrical Program Certificate
- ISA Certified Arborist

## On-Campus Opportunities

- The GLBTQ Experience
- Exploring White Privilege: Building Pathways for Deeper Conversations
- Avoiding Unconscious Bias in the Hiring Process
- Elite Scholar Training
- How Do We Know When We Are Leading?
- Developing Presentation Skills
- Mapworks Training
- Emergency Sim – Multagency Drill
- Student Affairs Staff Professional Competencies Workshop with Dr. Ronni Sanlo
- Professional Development: Exploring White Privilege
- The Role of Student Affairs in the Academy Now and in the Future – Dr. Roper
- OBI Training – OBI Elite
- Tribal Worldview and Context: The Native American Student Experience
- Housing Emergency DOC Activation Tabletop Exercise
- Professional Development: Effective Use of Social Media
- Leave of Absence Programs (MPP's Only)
- Effective Performance Evaluations (MPP's and Raters Only)
- Professional Development: Disability Etiquette
- Third Friday: Position Descriptions and In-Range Progressions (MPP's Only)
- CERT

## **5. Department Environment**

- 1) Discuss the unit's environment, including the relationships among staff and program engagement with other units or support areas.
- 2) Discuss the unit's engagement in institutional efforts and activities.
- 3) Discuss facilities, staff and equipment assigned to the unit and how well they support unit goals.
- 4) Indicate the specific hours the unit operates and describe how the scheduled hours of availability meet the demand for services. If the unit operates during other than normal business hours, specify how these additional times meet the needs of other units/programs/students.
- 5) Describe the influences that external factors, such as state laws, changing demographics, and the characteristics of the students/clients served have on the structure and services of the program and how the unit addresses these factors.
- 6) Describe the interactions between this unit and other units/programs on campus and any particular influences these interactions have on the ability of the unit to meet its goals.

## **Narrative**

1) Students and their families may not understand the divisions and departments on our campus and how we interact, or don't interact with each other. In order to provide the best streamlined services for our students, it is critical that we, as a department, develop and maintain beneficial collaborative partnerships within Enrollment Management and Student Affairs and with other university entities. We must strive to be our best advocates, to help our campus partners see how Housing's programs and services are a critical component in our students' educational experience and understand how living on campus positively influences retention rates. Our work impacts and is impacted by many different areas on campus and we need to communicate any changes to our practices or timelines to our campus cohorts. Listed below are some of the key stakeholders on our campus and a brief overview of how our offices interact to best serve all of our students:

Dining Services: Our Dining Services are independently operated through the University Center. Though we call ourselves Housing + Dining Services and support our residents and prospective students as though we were one seamless operation, we are actually separate organizations. The dining experience of residents is a key indicator in their satisfaction with the institution and the living on-campus and we recognize the importance by maintaining a strong line of communication with Dining Services staff. We work closely with Dining Services staff to provide our residents with convenient, healthy and cost-effective meal options and to create programming around special dining events. We also have an agreement in place with Dining Services to cover the costs of our Housing staff marketing and recruiting prospective students to come to HSU and live in the halls.

The Office of Admissions: Our relationship with staff in the Office of Admissions is essential to our success. We use Admissions' application statistics to forecast our occupancy and plan our capacity. Admissions also have oversight of the Orientation Program and the data on Orientation enrollment numbers is another strong predictive indicator on the number of residents we will have each academic year.

We work closely with the Office of Admissions when we establish the dates for our application process and room assignment notifications. Our key marketing pieces, including our "Living Here" brochure supply is split between the Admissions Office and the Housing Office, with the majority going to Admissions to mail out with admission offer letters. Admissions must be well versed in Housing processes in general, and specifically the application process, dates and rates so they can accurately share information with potential students during Admission recruitment events. We work in partnership with Admissions to train the campus student Ambassadors, who act as campus and residence hall tour guides throughout the year and who are also conveying critical information on our behalf.

The Educational Opportunity Program: EOP has its own admissions process for underrepresented, low-income and first generation students. Many of these students need additional assistance when applying for and attending a higher education institution. We reserve 80 beds each year for EOP students and work closely with EOP to help their admitted students through the Housing Application, to accommodate special requests for early check-ins and to offer ten Housing Application initial payment fee deferrals upon recommendation from EOP staff.

International Office: The International Office has many special needs based on a diverse range of students coming from a variety of countries, all with their own complicated processes and regulations that impact their arrival in the United States and subsequently, our university. Each year we negotiate the number of reserved beds held for International students and identify where and how the students need to be housed. The International Office requests that their students be housed at least 50/50 with domestic students in an apartment setting where a meal plan is not required and students are able to prepare their own food in a full kitchen. We work with their staff on early arrivals and late departures outside of our fee period whenever possible, as traveling internationally is complicated and does not always go smoothly and according to plan. The International Office staff participate in stakeholder meetings with our Theme Housing Coordinator and share insight and ideas regarding meeting the needs of their students living in our International Community.

Student Disability Resource Center: All requests for special accommodations in our residence halls are directed to the SDRC and students are informed of this option during the Housing Application process. There, the qualified staff reviews the request and supporting medical documentation and makes a recommendation to Housing on how the student can best be accommodated. We make assignments based on SDRC recommendations prior to assigning any other students to ensure SDRC students' needs are met. This partnership with SDRC protects the student's privacy and provides both the student and Housing with professional advice on how to proceed. We maintain careful records of our facilities equipped with strobe lights and the rooms



or apartments in each area that are ADA accessible and compliant. We have been working closely with SDRC to develop an accommodation pet policy and procedure that both meets the requirements of the Fair Housing Act and is user friendly for our staff and residents.

**ELITE (Excelling & Living Independently Through Education) Scholars:** ELITE Scholars staff provides access to and support of educational opportunities for former foster youth entering and attending HSU. In recognition of these students coming from unique and financially unstable backgrounds, our university defers the initial payment requirement for former foster youth during the Housing application process, waives the cancellation fee if the students do not attend, works around the occupancy dates to make sure they always have a home and places the security deposit charge on the student account where Financial Aid can pay it. This is an unusual arrangement for our office, but because the number of ELITE scholars is so small, approximately 10-15 students, we are pleased to be able to offer any assistance we can.

**Athletics:** Athletics is often recruiting in the summer months prior to the fall semester, long after the Housing Application has opened and after all of the most desirable rooms are usually full. Housing works with Athletics to hold 30 on-campus spaces until the middle of July to offer to their new recruits. We also work closely with the Athletics Department and the coaches to arrange early arrival for fall sports athletes that begin their training prior to the beginning of the fee period.

**Financial Aid:** We work closely with Financial Aid to determine the Housing Financial Aid payment plan due dates. We postpone the due date for each semester to allow for aid to disburse, as there can be delays. As the year progresses, we work together to address the financial needs and concerns of our students when they are unable to make their room and board payments. We have also developed a Financial Aid Plus payment plan that splits their charges into 6 different due dates, 2-3 per semester, to allow those with some aid but not enough to cover all their charges to make payments towards the remaining amount.

**ID Office:** New this year, we worked closely with the ID Office to coordinate communication through the Office of Admissions to offer new students the opportunity to upload their photo for their HSU ID card into the campus portal. Housing was then able to encode their ID cards with their meal plan and room access and have the cards ready for the students to pick up at their Housing check-in time.

**Student Financial Services:** SFS and Housing collaborate on many items, including: the coordination of charge due dates, holds for past due accounts, collections, reporting, releasing security deposits, oversight of Housing cashier operation policy, reconciliation, and daily charge files sent from Housing to SFS to be loaded into the campus system. SFS also collects and reviews our daily deposits from our Housing Cashier and sends them on to the bank, monitors our petty cash fund, issues us parking permits to sell to our residents and sets up our item types in the campus system. SFS works closely with Housing and is instrumental to our daily operations.

**IT Department:** IT houses our servers and assists us with the implementation of new software and of interfaces between our software and the campus system. We import bio demo

information for all newly admitted and continuing students, including their admission and enrollment information, on a daily basis. Students are not able to complete a Housing Application for a term unless they are at least provisionally admitted or eligible to enroll.

Facility Management: Though Housing employs our own Facilities Department, Facility Management assists with our larger scale projects, such as the opening of our College Creek Complex. We work with Facility Management on anything from planning for future space development to oversight on the signage within Housing to ensure we are keeping the look and feel of the campus cohesive.

Faculty and Theme Learning Communities: Our Residence Life staff works closely throughout the year with faculty on the development and facilitation of Learning Communities. We list our community option in our Housing Application each year and make assignments based on interest and fit. Some of our communities require an application to participate and the Coordinator reviews the responses to determine who is assigned to the area. Faculty participate in several of our communities, including our Natural Resources and Sciences Community and International Community, by leading specialty courses with members of the living area, taking members on field trips and mentoring the members in their academic endeavors throughout the year. The faculty also advise our student resident assistants in designing programming for these communities.

2.) As mentioned before, Housing is interrelated to the Enrollment Management, and participates in all events on-campus, including Fall Admissions Day, HOP, Preview, Preview Plus and “HSU on the road” recruiting. We work closely with all of our campus stakeholders to further their goals and support their programs while maintaining a healthy Housing operation.

3.) Current Housing facilities are comprised of 32 individual building totaling over 500,000 sq. ft. of resident living areas, offices, meeting and storage space. Utilizing work teams comprised of 20 permanent professional staff in the areas of Custodial, Grounds and Building Maintenance, we completed over 5,000 known work assignments in 2013-14. The square foot per staff member ratio is consistent with industry standards with a level of service and cleaning commitment that exceeds industry standards. (Industry standards are established by APPA, the association for Higher Education Facility Management Professionals. [www.appa.org](http://www.appa.org).)

In the 2013 Satisfaction Survey, 89.1% of respondents indicated they felt the landscaping and grounds surrounding the residence halls were well maintained. 73.2% reported the staff who maintain the grounds are courteous, with another 15% reporting they have no knowledge. 79.4% reported the custodial staff are courteous, again with 9.7% having no knowledge. 84.7% reported the maintenance staff are courteous, with only 5.3% having no knowledge.

4.) Housing operates 24 hours a day, 7 days a week, and needs to in order to serve our 2013 residents. We have on call professional staff and administrators from Housing, including Residence Life and Facilities, to assist with any emergencies that arise after hours. Our administrative services are open during standard business hours, with an Information Desk staffed from 4pm – 1am Monday – Thursday, 4pm – 2am Friday, 10am – 2am Saturday and 10am – 1am Sunday.

5.) Housing is under the CSU umbrella and is thus heavily influenced by state law and CSU policy. We rely heavily on Title V, Article V for the terms of the license agreement made with every resident. We follow Title IX, Clery, the Non-Detainer Manual, and the Fair Housing Act. We work closely with the CSU Chancellor legal office to make sure we are compliance with laws. We carefully watch trends in the changing demographics of college students as our occupancy management plan relies heavily on the outcome of the Enrollment Management plan.

6.) Please see detail from item 1.

## Sources

- [XLS] 13-14 Housing PREP Staffing rpt April 2014
- [XLS] 13-14 Housing PREP Staffing rpt Nov 2013

## 6. Conclusions and Recommendations

Present any conclusions and recommendations resulting from the self-evaluation process, referencing any of the topics in the study. Include information on how the unit engages all unit members in the self-evaluation dialogue and how everyone participates in the program review process.

1) Summarize your areas of strength and areas that need improvement.

2) Identify strategies for the future. Discuss any projected changes and anticipate how the changes may affect staffing, facilities, equipment, and other operational areas.

## Narrative

1.) Our department excels in interdepartmental collaboration and communication. The culture in Housing is encourages every staff member to bring their expertise to the discussion and allows everyone an opportunity to influence decisions. Housing also works well with our stakeholders and staff are encouraged to build relationships across campus.

Housing would like to build upon our established practices of seeking resident input on our services. We do have area councils and other opportunities for residents to give feedback and raise concerns, and we value the information we receive through these avenues. We would like to expand this out by developing a way to actively encourage residents to directly submit ideas for improvements for our facilities and services.

2.) This past year has been one of transition for Housing and the coming year will bring as much, if not more, change. Our director retired after 35 years of service to HSU. We are currently in the midst of a search for our new director and look forward to bringing this person on board.

Housing completed a market demand study and is working on plans to add an additional 200-600 bed spaces in the next five years. The collaboration with Facility Management is critically important for the success of this project, as is the continued work with Enrollment Management. We are carefully watching our enrollment numbers to accurately project our occupancy needs and to forecast future revenue potential and rates.

Housing is working on refining the mission statement and creating measurable outcomes for our goals to present in next year's report. We look forward to analyzing the data and using the information to shape our future decisions.