

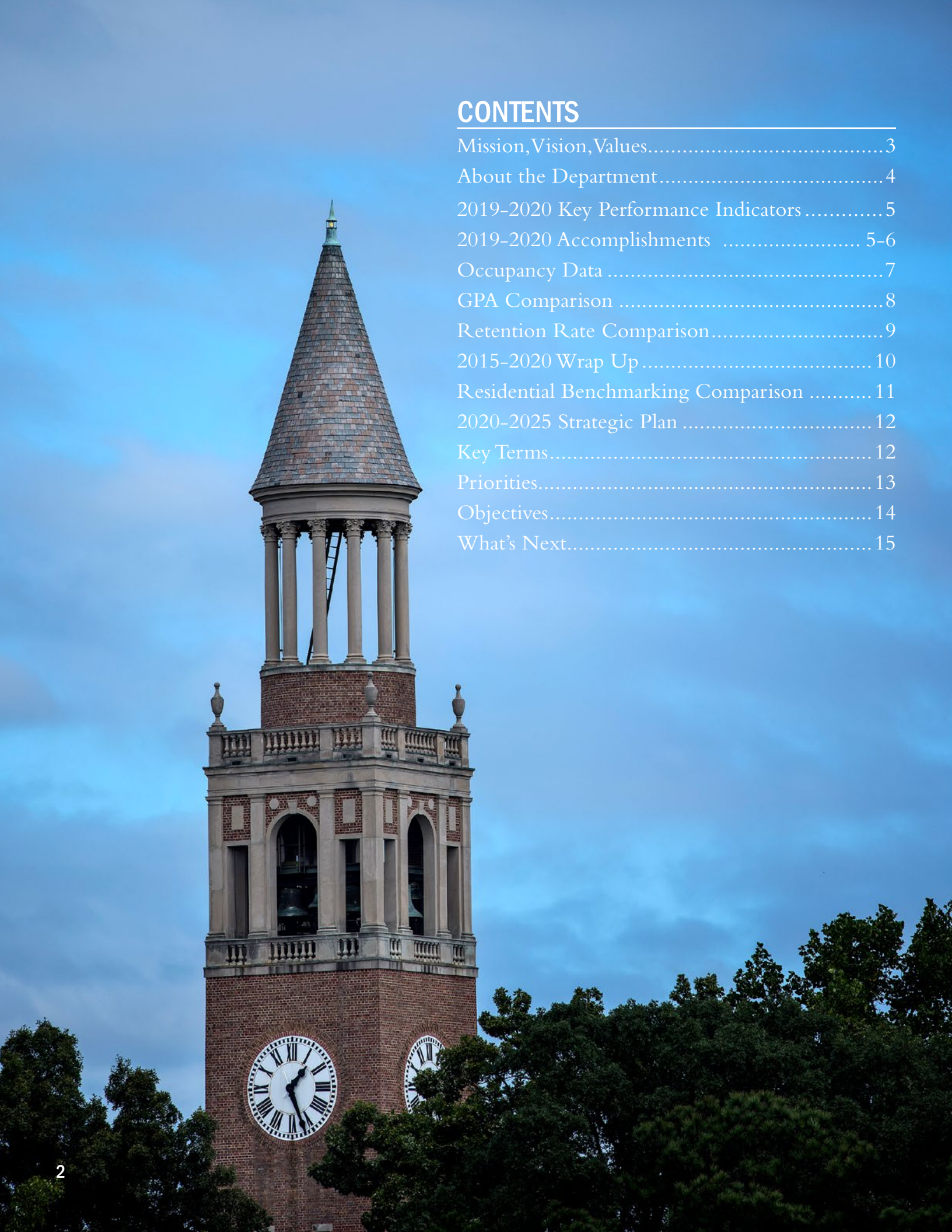


carolina HOUSING

STRATEGIC PLAN

2020-2025

PUBLISHED SUMMER 2020



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MISSION

Carolina Housing works to provide convenient housing that is safe, inclusive, and supportive. We strive for students to experience a welcoming home in our on-campus communities, build life-long friendships, and develop skills for their current and future success as they journey through their Carolina experience.

VISION

As the department continues to enact its strategic plan, the residential students of UNC Chapel Hill will have:

- ▶ World-class residence hall environments that blend modern features of home with the traditional elements of a historic campus.
- ▶ Dynamic administrative systems that balance efficiency and consistency with flexibility and responsiveness to individual needs.
- ▶ Consistent access to services and amenities regardless of which hall they choose to live in.
- ▶ A residential experience created to be the best value and greatest benefit for the cost.
- ▶ Phenomenal educational opportunities and services that provide:
 - Access to multiple paths to academic excellence and success
 - Opportunities to develop leadership, interpersonal, intercultural, and other critical life skills
 - Safe and inclusive communities that create space for the exploration of self and social justice

VALUES

Inclusivity

In order to develop the potential of every individual in our community, we provide programs, spaces, and experiences that promote a sense of belonging, adaptability, and understanding of difference. We seek to respond to student needs regardless of their background and identities.

Safety

We aim to maintain residential facilities that are safe and secure. We educate students through programs that promote students to live safely and promote emotional well-being.

Support

With care and compassion, we place students at the center of our work and engage them in educational activities, roles, and relationships that support success and foster growth.

Quality

We take innovative approaches to balancing our tradition with progressiveness and providing comfortable living and learning environments and interactions. We strive to be efficient and effective users of resources.

Learning

Residential Education staff cultivate co-curricular environments for students and student staff to thrive through our First Year Experience, DiscoverMore (upper class) initiatives, Residential Learning Programs, and Residence Hall Association. Through these programs and more, residents develop wellness, self-awareness, intercultural, and interpersonal skills.

ABOUT THE DEPARTMENT



Operations

Carolina Housing staff work to make our operations flexible, adaptable, and efficient for students and staff. The assignments process is regularly evaluated to best serve the diverse needs of the multitude of students applying for housing. Additionally, we consistently evaluate our building usage strategy so that we can remain inclusive of diverse student populations, residential programming, and summer conference operations.

Facilities

The average build year for the on-campus residence halls is 1946. With aging residence halls come increased costs in deferred maintenance and a growing divide between the needs of 21st century, world-class students and the current residential facilities. Carolina Housing aims to bridge this divide by offering high-quality facilities that balance sustainability needs with student demands for innovative educational and social spaces.

Assessment

Through assessment efforts, Carolina Housing team invests in sustainable, desirable, and inclusive strategies that meet the short-term and long-term needs of students and staff.

Learning

Residential Education staff cultivate co-curricular environments for students and student staff to thrive. Several signature programs exist to serve students such as the First Year Experience, Cultural Immersion Experience, Men of Color, DiscoverMore, Residential Learning Programs, Social Justice Advocates, Multicultural Advisors, and Residence Hall Association.

2019-2020 ACCOMPLISHMENTS

Designed and Constructed Carolina Gaming Arena

► During design and construction, we sought input from thousands of students and collaborated with 12 campus organizations and 7 corporate partners. Covid19 caused the opening to be postponed, but plans are to open the arena in a reduced capacity in the Fall 2020 semester and then to expand operations in the future.

Implemented a new organizational structure across Residence Education

► Provided clarity in distribution of work and thus the overall quality of learning and support opportunities for students, as well as improved quality of support and training for student staff and professional employees.

Implemented a new module using the StarRez platform for proposing community programs and tracking participant attendance.

- Improved quality of planning for programs and improved tracking of whether student staff met position requirements for programming planning
- Improved accuracy of tracking the number of programs and participants at programs.

Launched a co-facilitated effort with Student Wellness to offer Relationship 101 modules in each first-year residence hall.

Reimagined our Advising 101 sessions

► In direct collaboration with Academic Advising, to offer pre-registered sessions in each first-year residence hall in the fall and spring semesters that averaged 34 attendees per session.

2019-2020 KEY PERFORMANCE INDICATORS

97.2%	Fall Census Occupancy	2,498	Carolina Cupboard Food Items Distributed
119,502	Packages Delivered	10,773	Facilities Requests
29,192	ResNET Equipment Checks	2,029	Active FYE and Discover More programs
2,372	ResNET Help Tickets	1,743	Passive FYE and Discover More programs
1,101	CD On-Call Reports	2,399	P-Card Transactions
709	CARE Actions Follow-Ups		

“Because of living on campus I am able to gain the full Carolina experience!”

**Skyfactor Resident Survey 2019-20 Student Feedback*

2019-2020 ACCOMPLISHMENTS

During the academic year we hosted 2,029 programs with 21,645 total participants with 6,642 unique participants.

- ▶ 958 Community Immersion Related Programs, with 5,053 unique participants
- ▶ 515 Wellness Related Programs, with 2,901 unique participants
- ▶ 185 Self Awareness Programs, with 1,545 unique participants
- ▶ 266 Interpersonal Development Programs, with 2,228 unique participants
- ▶ 105 Intercultural Competence Programs, with 912 unique participants

Facilities Renovations

- ▶ **Joyner Renovation:** Created new spa-style bathrooms, installed new HVAC systems, added lounges on each floor, and updated the main floor game room.
- ▶ **Craige North:** Removed walls in the seminar wing to open the space for lounge, gaming, and kitchen spaces.
- ▶ **Carolina Gaming Arena:** Installed new HVAC, renovated the bathroom, and added storage to the basement level lounge to create a gaming arena in Craige.
- ▶ **Escape Room:** Built walls, relocated lighting and sprinkler, and installed new entry in the lower level of Cobb to create student-sponsored escape room.

Design of new Carolina Housing website with an expected launch in early Fall of 2020

Provided leadership and support through challenges related to Covid-19.

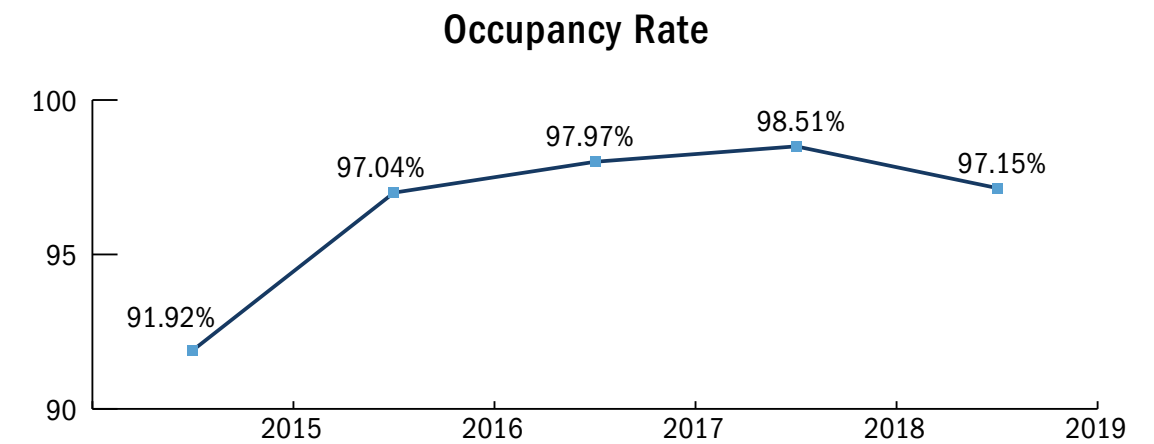
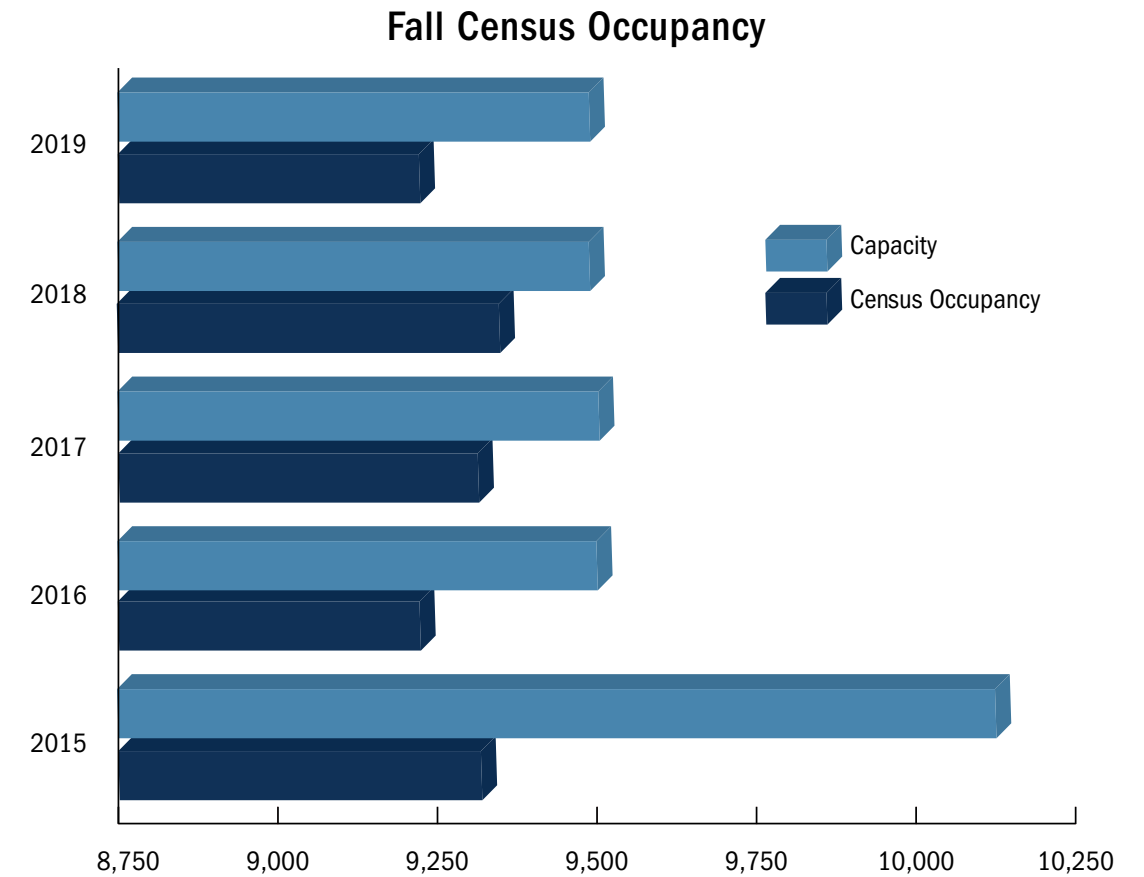
- ▶ Facilitated a successful mid-semester move-out process for ~9000 residents
- ▶ Continued to provide housing for ~140 undergraduate residents and ~460 Baity Hill residents
- ▶ Devised systems to support students in isolation and provide meals for residents in need
- ▶ Continued to mentor and provide support to our student staff as well as residential programming through the efforts of RHA
- ▶ Conducted room by room inspections in all buildings with limited staff
- ▶ Stood up new package pick-up location after closing in partnership with University Mail Services
- ▶ Remain intimately involved in countless contingency planning efforts related to summer and fall operation

“Because of living on campus, I am more aware of my own values, strengths, and abilities and have a chance to connect with peers who I may have potentially never met or been afraid to approach.”

**Skyfactor Resident Survey 2019-20 Student Feedback*

OCCUPANCY DATA

Since the implementation of the 2015-2020 Strategic Plan, our occupancy rate has steadily increased. While it is hard to pinpoint the exact intervention that contributed to this rise in occupancy rate, it is reasonable to assume that a culmination of the plan contributed to an increased desire for residents to live on campus. Encouragingly, each year since 2016 there have been more returning students applying to live on campus. In AY 2016-2017, Carolina Housing Closed Odum Village, Housing retained about 70% of former Odum residents after the closure.



*Occupancy Rate is the census occupancy divided by bed count

GPA COMPARISON

There is very little variance of GPAs for students who live on campus compared to those who live off. However, the data does suggest that living on campus is associated with higher retention rates. This is especially true for Second-Year students who retained at about a 3% higher rate than their off-campus peers; American Indian and Alaskan Native students who retained at an 11.8% higher rate than their off-campus peers; Asian students who retained at a 5% higher rate than their off-campus peers; Black (Non-Hispanic) students who retained at a 4.9% higher rate than their off-campus peers and Hispanic students who retained at a 3.7% higher rate than their off-campus peers.

GPA Comparison by Academic Class

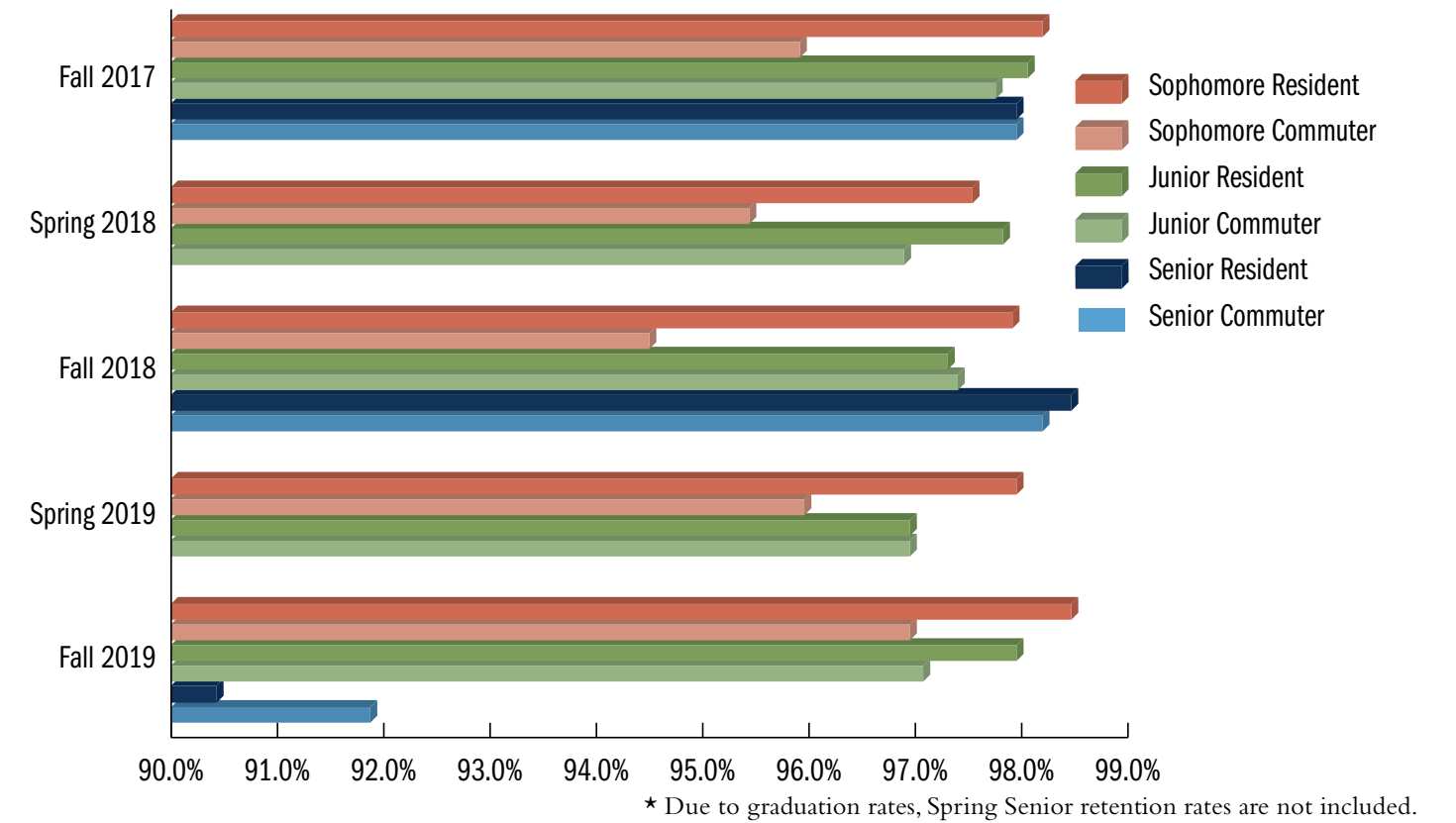
	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019
Sophomore Resident	3.2	3.3	3.3	3.3	3.3
Sophomore Commuter	3.2	3.3	3.2	3.3	3.3
Junior Resident	3.2	3.2	3.3	3.3	3.3
Junior Commuter	3.3	3.3	3.3	3.4	3.3
Senior Resident	3.3	3.3	3.4	3.4	3.3
Senior Commuter	3.4	3.4	3.4	3.4	3.4

Fall 2019 GPA Comparison by Race and Ethnicity

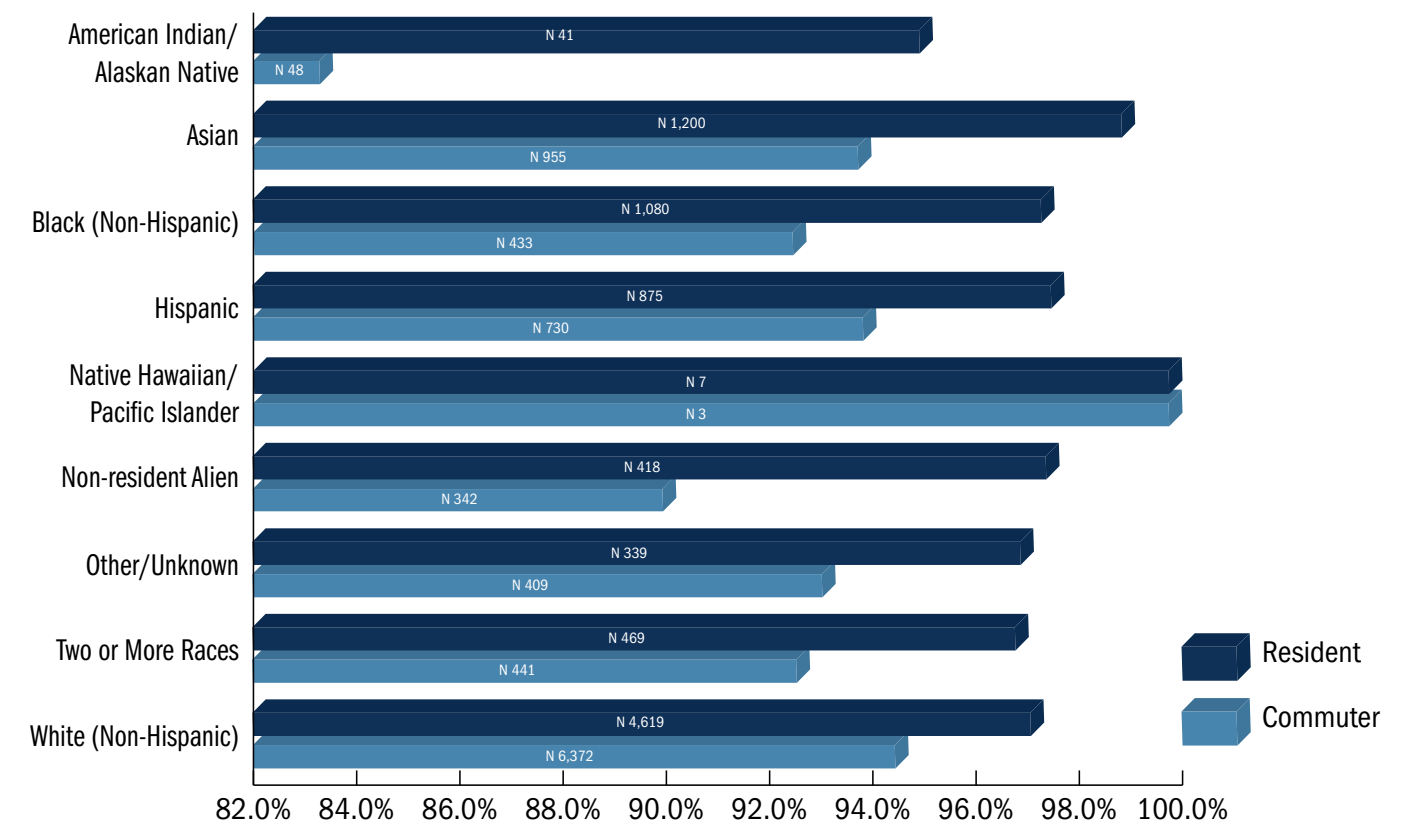
	Resident	Commuter
American Indian/ Alaskan Native	2.9	2.9
Asian	3.4	3.3
Black (Non-Hispanic)	3.0	3.0
Hispanic	3.2	3.2
Native Hawaiian/ Pacific Islander	3.4	3.1
Non-resident Alien	3.6	3.3
Other/ Unknown	3.4	3.4
Two or More Races	3.2	3.1
White (Non-hispanic)	3.4	3.4
Total	3.3	3.3

RETENTION RATE COMPARISON

Retention Rate Comparison by Academic Class



Fall 2019 to Spring 2020 Retention Rate Comparison by Race and Ethnicity



2015-2020 WRAP UP

In 2015, Carolina Housing went through an external review process and developed our 5-year Strategic Plan. Keeping in mind the University's Strategic Framework (Blueprint for Next), the University's Student Success Framework (Thrive @ Carolina), and the Student Affairs' Learning Framework (Carolina Excellence), we developed 6 broad goals and identified 44 objectives related to these goals. Every year we updated the plan and provided metrics to illustrate our progress. Last year we wrapped up the plan having addressed 43 out of the 44 original objectives. While we cannot pinpoint direct correlation, we are proud to report a steady increase in occupancy rate as well as an increase in second year returning applicants. Additionally, a comparison between AY 2015-16 and 2019-20 benchmarking survey data generally suggests that the culmination of our efforts had a positive impact on residents' rate of satisfaction and learning. However, there are areas where we did not see a

significant change and even saw a slight decrease in the rates of satisfaction or learning.

While the rate of satisfaction with hall staff did decrease, it is still well above the national benchmark of 5.5. We believe that the decrease rate in satisfaction related to facilities may be due to a mold issue in Granville Towers that received a lot of press at the time of this survey. With that said, we know that aging facilities continue to provide some obstacles and we are hopeful that the University Master Plan may address some of these challenges. The continual decrease in satisfaction related to services provided is mostly attributed to dissatisfaction with laundry services and the perceived timeliness of repairs. As we enter our 2020-2025 Strategic Plan, we are actively seeking to improve in these areas.



SKYFACTOR RESIDENTIAL BENCHMARKING SURVEY COMPARISON

Association of College and University Housing Officers-International: Scale 1-7, Benchmark 5.5

	2015	2020
Satisfaction: Hall/Apt Student Staff	6.18	6.04
Satisfaction: Programming	5.37	5.40
Satisfaction: Hall/Apt Environment	5.58	5.54
Satisfaction: Facilities	5.84	5.62
Satisfaction: Services Provided	5.51	5.37
Satisfaction: Room Assignment	5.33	5.33
Satisfaction: Room Change	.	4.89
Satisfaction: Safety and Security	6.01	5.93
Satisfaction: Roommates	6.03	6.19
Satisfaction: Dining Services	5.26	5.20
Satisfaction: Community Environment	5.77	5.87
Learning: Personal Interactions	5.19	5.19
Learning Sense of Community	5.83	5.73
Learning: Diverse Interactions	4.98	5.06
Learning: Self-Management	4.90	4.87
Learning: Alcohol and Drug Use	4.75	5.01
Learning Sustainability	4.39	4.66
Overall Satisfaction	5.53	5.44
Overall Learning	4.78	4.88
Overall Program Effectiveness	5.08	5.05

“Because of living on campus, I have learned to have an open mind when it comes to meeting people from different backgrounds.”

**Skyfactor Resident Survey 2019-20 Student Feedback*

2020-2025 STRATEGIC PLAN

Process

Phase 1: Mission, Values, Envision Future, and Priorities

- Carolina Housing Leadership Team (LT) reviewed and suggests minor changes
- LT presented changes to entire department for review and feedback

Phase 2: Objectives

- Conducted sessions with Housing Advisory Board, ResNET student staff, and all RAs to gather ideas on how Housing should spend time, energy, and resources as it relates to stated Priorities. ~ 300 students
- Conducted similar brainstorming session with Housing professional staff ~50 staff
- LT coded and organized suggestions into Objectives related to each Priority
- Using priority voting actives, we eventually identified 3 Objectives related to each Priority.

Phase 3: Outcomes and Metrics

- Planned for summer 2020

KEY TERMS

	Definition	Purpose
Mission	Our mission statement describes what Carolina Housing does.	To succinctly share with key stakeholders what we do.
Vision	Our envisioned future articulates where we want to go.	Aspirational in nature, envisioned future begins to really frame our planning efforts.
Values	Values are the guiding principles of what we do.	To act as “guard-rails” for our organization. Helps us evaluate our department’s integrity in all that we do.
Priorities	Priorities are broad statements that relate to our envisioned future.	A little more specific than envisioned future, priorities help us organize our objectives.
Objectives	Objectives are strategies that relate to our priorities.	To act as our “playbook”. Objectives articulate where we want to spend time, energy, and resources.
Outcome	Outcomes articulate what we hope will happen as a result of one or many objectives.	To help us identify what we logically think will happen as a result of putting forward.
Metric	Metrics measure our outcome.	To help us understand if our objectives are moving us closer to achieving our envisioned future.

PRIORITIES

Equity, Inclusion, and Access

Promote equity, inclusion, and access through the implementation of initiatives that foster safe and respectful environments for all students.

Educational Experiences

Provide educational experiences that foster a sense of belonging, student success, personal growth, and community engagement.

Flexible and Equitable Systems

Employ flexible and equitable systems and services within the university framework in order to meet student and staff needs.

Quality Facilities

Offer high-quality facilities that balance the sustainability needs of residential buildings with the evolving demands of innovative and world-class students.

Development of Staff

Commit to the development of all staff to maintain the quality of services we offer and enhance the overall student experience in the residence halls.



OBJECTIVES

Priority	Objectives		
Equity, Inclusion, and Access	Objective 1.1 Employ effective practices to better serve residents who are members of marginalized groups	Objective 1.2 Enhance resources and support that help staff and students create inclusive communities in the residence halls	Objective 1.3 Employ effective practices to recruit and retain diverse staff
Educational Experiences	Objective 2.1 Innovate our approach to residential education towards modernizing student success	Objective 2.2 Foster encouraging and welcoming learning environments	Objective 2.3 Grow and strengthen partnerships throughout campus
Flexible and Equitable Systems	Objective 3.1 Continue to improve the assignment process	Objective 3.2 Upgrade residential services such as laundry, technology services, and enhancements	Objective 3.3 Strengthen the effectiveness of software platforms and operational tools
Quality Facilities	Objective 4.1 Increase the accessibility of the residence halls	Objective 4.2 Improve the quality of individual resident rooms	Objective 4.3 Create unique indoor and outdoor spaces for residents
Development of Staff	Objective 5.1 Develop departmental onboarding, training, and resources for all staff	Objective 5.2 Enhance communication strategies within the department	Objective 5.3 Pursue opportunities that promote intradepartmental connection

“I love the ability to be right on campus and know I can get to my classes, gym, or go study somewhere in an ease rather than having to commute from somewhere else. I appreciate Housing contributions in making on-campus living more comfortable and entertaining with the continuous updates that I have seen throughout my 4 years living on campus.”

**Skyfactor Resident Survey 2019-20 Student Feedback*

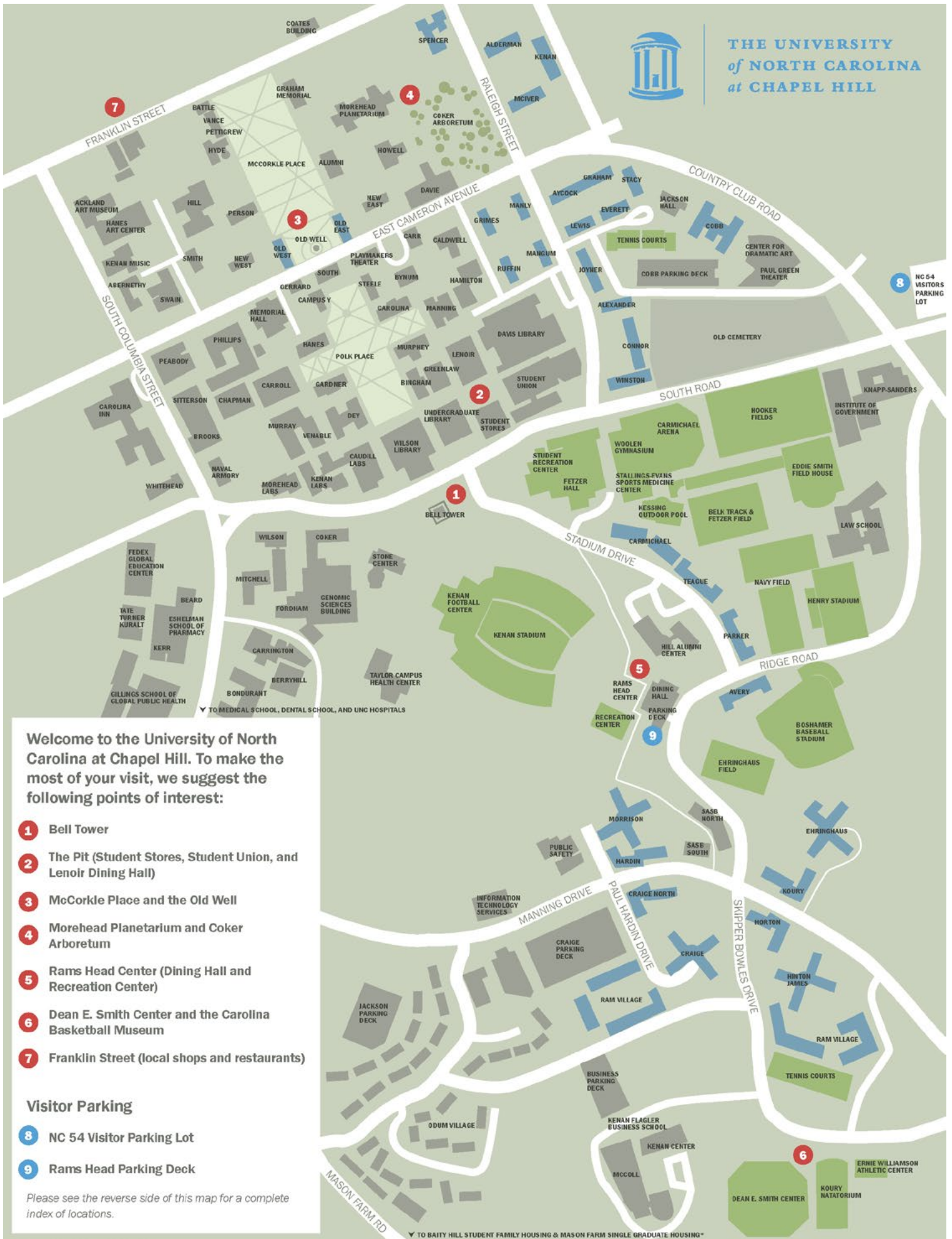
WHAT'S NEXT

In congruence with the University’s Strategic Plan (Carolina Next: Innovation for the Public Good) as well as the efforts taking place within Student Affairs’ planning, the next step in the strategic planning process is to identify Outcomes, Metrics and implementation strategies related to each Objective. Because we accomplished the bulk of our Outcomes identified in the 2015-2020 plan in 2-years and because of the ever-changing environment of our campus, for this next iteration of our 5-year plan we will meet annually to identify Objectives, Metrics and implementation strategies for the upcoming year. Inevitably there will be overlap from year to year, but by keeping Objectives on a 5-year rotation while continually evaluating Outcomes and Metrics, our hope is to strike a balance of providing long-term guidance with short-term flexibility

Initially, we had planned a Carolina Housing

Leadership Retreat scheduled for May 2020 to identify Outcomes and Metrics for this year. However, because of the disruption in daily operations caused by COVID-19, we are having to reimagine how we might achieve these next steps in the planning process. Nonetheless, our Outcomes provide general guidance and we have already taken steps toward operationalizing them. For example, we have begun efforts to create an online onboarding portal for all professional and student staff and continue to refine our Learning Goals and Objectives as it relates to modernizing student success. So, while the future is unknown, we remain steadfast in our commitment toward making progress on our plan. We will provide yearly updates as we continue our collective work toward our Envisioned Future here in Carolina Housing.





Welcome to the University of North Carolina at Chapel Hill. To make the most of your visit, we suggest the following points of interest:

- 1** Bell Tower
- 2** The Pit (Student Stores, Student Union, and Lenoir Dining Hall)
- 3** McCorkle Place and the Old Well
- 4** Morehead Planetarium and Coker Arboretum
- 5** Rams Head Center (Dining Hall and Recreation Center)
- 6** Dean E. Smith Center and the Carolina Basketball Museum
- 7** Franklin Street (local shops and restaurants)

Visitor Parking

- 8** NC 54 Visitor Parking Lot
- 9** Rams Head Parking Deck

Please see the reverse side of this map for a complete index of locations.