



2020-2025 STRATEGIC PLAN UPDATES

PUBLISHED SPRING 2024

carolina
HOUSING



How Our Strategic Plan Was Created

In 2015, Carolina Housing went through an external review process and developed our first five-year Strategic Plan. In 2019, as we were approaching the end of our original plan, Carolina Housing examined our mission, vision, values, and priorities. After gaining feedback from all professional staff, we decided to affirm these components with only slight tweaks in language. Next, we gathered feedback from over 400 residents and student staff on what tangible actions they would like to see Carolina Housing take that align with our five priorities. This process generated over 750 suggestions. Next, the Carolina Housing leadership team closely examined all suggestions and selected which action steps we should take starting in 2020. Just as we were about to take action on our Strategic Plan, the COVID-19 pandemic essentially halted our Strategic Planning efforts; however, starting in 2022 we got back to work on our plan. Each year, Carolina Housing Leadership revisits the original 750 suggestions, provides opportunities for staff to add new ones and eventually selects which actions, related to our priorities, should we take by year. Assessment is conducted to evaluate impact, and efforts are made to keep both staff and key stakeholders informed of progress. This update is intended to illustrate our strategic plan efforts over the past several years.

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Key Terms

<i>Term</i>	<i>Definition</i>	<i>Purpose</i>
<i>Mission</i>	Our mission describes what Carolina Housing does.	To succinctly share with key stakeholders what we do.
<i>Values</i>	Our values are the guiding principles of what we do.	To act as “guard-rails” for our organization. Helps us evaluate our departments integrity in all that we do.
<i>Vision</i>	Our vision articulates where we want to go.	Aspirational in nature, envisioned future begins to frame our planning efforts
<i>Priorities</i>	Priorities are broad statements that relate to our envisioned future.	More specific than envisioned future, Priorities help us organize our objectives.
<i>Objectives</i>	Objectives are identified areas of focus that relate to our priorities.	To provide clarity on areas related to our Priorities where we would like to give attention to over the 5 years
<i>Opportunities</i>	Opportunities define how we are going to spend resources to help operationalize our Objectives.	To act as our “play book”. Opportunities articulate specifically what we want to spend time, energy and resources doing over the course of the year(s)
<i>Metric</i>	Metrics measure the impact we have made as it relates to our Priorities.	To help us understand if our Objectives and Strategies are moving us closer to achieving our envisioned future.

Our 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.

Our 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 which promote students to live safely and promote emotional wellbeing.

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.



Our 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.
- 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





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.

Assesment

Through assessment efforts, the 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.

carolina HOUSING by the Numbers

22-23



Occupancy

Fall Occupancy: 7,777 (97%)
 Spring Occupancy: 7,584 (94%)
 Average Occupancy: 7,705 (95%)



Partnership Spaces

Makerspace

Visits: 9,085 students
 Unique Patrons: 792

Morrison Art Studio

Visits: 2,086 students
 Unique Patrons: 984

Carolina Gaming Arena

Events: 30 in collaboration with
 20 campus organizations
 PC and Console
 Reservations: 4,890



Buildings

Apartments and
 Residential Buildings: 46



Programming

RA/CD Programs: 2,794
 RLP Programs: 270
 Participation: 33,476 students
 Unique Participants: 8,349



Marketing

Social Media Interactions:
 +30,000/year
 Average Unique User Reach:
 16,000/month



Student Staff

ResEd: 328
 ResNet: 61
 Package Centers: 31
 Marketing: 5



Camps and Conferences

Total Guests: 5,300
 Unique Conference Clients: 63
 Unique Sessions: 85



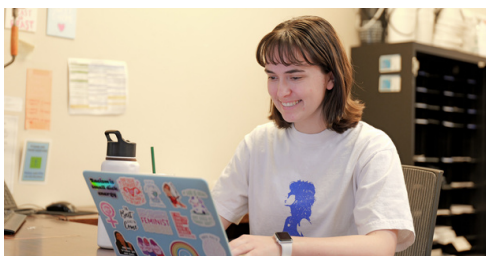
Community Conduct & Care

Unique Care Cases: 765
 CDOC Responses: 1,478
 Conduct Cases: 2,183



Package Centers

Packages Processed: 176,178
 Letter Mail Managed: 31,496



Business Operations

P-Card Transactions: 2,195
 Vouchers Processed: 102



Community Government

Programs: 162
 Participation: 9,085 students

Fast Facts

Provides

40%

of Undergraduate Housing

\$67M

Annual Operating Budget

223

Professional Employees

10,000

Undergraduate, Graduate,
 and Professional Students
 Served

Our 2020–2025 Priorities and Objectives

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



2020-2023

Our Accomplishments

- Throughout these tumultuous years, we maintained a housing operation and offered hundreds of programs that supported residents who remained on campus throughout the pandemic.
- Developed and maintained an isolation and quarantine housing accommodations that consisted of
 - 466 rooms in three buildings.
 - a 24/7 on-call system to ensure students had access to resources they needed during this challenging time.
 - providing daily phone calls to students in isolation and quarantine.
 - ensuring students had access to healthy food, free of charge with over 10,032 meals delivered.
 - providing students with wellness kits, yoga mats, and specific isolation and quarantine programming.
 - connecting students to health providers as needed.
 - ensuring that students had transportation to and from isolation and quarantine buildings.
- Maintained constant communication with residents and their families regarding changes in operations due to COVID-19.
- The Carolina Gaming Arena focused on working with the Esports Club to support their closed practices and matches, while offering socially distanced opportunities for students to experience and provide feedback on the arena.



- Evolved our departmental response to anti-blackness by creating 5 working groups to support and address complex challenges related to creating inclusive environments for all, regardless of race and ethnicity. These efforts include:
 - Engaging in 3 book reads (The New Jim Crow; Blackballed: The Black and White Politics of Race on America’s Campus; and When They Call You A Terrorist: A Black Lives Matter Memoir)
 - Evolving our relationship with Campus Police and began to examine the role of the police in various residence hall responses/scenarios.
 - Renaming and Truth Telling efforts for two residence halls originally named after white supremacists.
 - Examining the Recruitment, Retention and Support for Black and Brown Staff; and
 - Conducting department-wide training on Empathy
 - Dedicated time in department meetings to learn the histories of our buildings, their namesakes and residents that lived in them.



(Hortense McClinton outside McClinton Residence Hall, 2022)



- Returned fund balance to pre-pandemic level while limiting rent increases to below market rates.
- Reengaged our capital and IT infrastructure plans, starting with the renovation of Avery Residence Hall (offline May 2024 until August 2025) and an upgrade of the Wi-Fi system in Morrison Residence Hall (over summer 2024).
- Following years of fluctuating occupancy, the current and forecasted demand for on-campus housing remains very high. For the second year in a row, Carolina Housing is projected to open Fall 2024 over 98% full (considered full occupancy).
- Installed approximately 270 exterior door security cameras in the residence halls to aid in safety efforts.



Our Opportunities

PRIORITY ONE: EQUITY, INCLUSION AND ACCESS

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

Objective 1.1. *Employ effective practices to better serve residents who are members of marginalized groups*

2021-2022:

- Increase marketing and outreach efforts regarding access to Carolina Cupboard.
- Ensure that website and any new forward facing documents are digitally accessible for people with disabilities or for people for whom English is not their first language.

2023-2024:

- Create a plan to enrich the experience of residents who remain on campus during breaks.
- In partnership with RHA & School of Social work, explore ways to bring wellness resources and support to residents in halls.

Objective 1.2 *Enhance resources and support to help staff create inclusive communities in residents' halls*

2021-2022:

- Use data to monitor equitable experiences in residence halls for students of all identities and backgrounds.

2022-2023:

- Developed and made visible community or floor agreements regarding expectations around inclusive communities.

2023-2024:

- Identify content experts and faculty to evaluate lesson plans related to Student Affairs DEI curriculum/Carolina Housings SJEF modules.

Objective 1.3 *Employ effective practices to recruit and retain diverse staff*

2021-2022:

- Review the 2021 DEI in Recruitment and Retention reports and identify which recommendations can be immediately implemented.

2022-2023:

- Established pan-departmental on-boarding process; expanded Carolina Guide program to all professional Housing staff and created departmental exit survey and interview with Executive Director.
- Continue to evaluate RLP Program to strengthen its impact.

"My RA has excelled at creating a welcoming environment with input on how to be inclusive."

- Carolina Housing Resident, 2023

"[My RA] has made us feel included and protected on my floor and in my suite."

- Carolina Housing Resident, 2023

PRIORITY TWO: EDUCATIONAL EXPERIENCES

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

Objective 2.1 *Innovate our approach to residential education model*

2021-2022:

- Began undergoing a Curricular Approach to properly address needs of students through learning outcomes, strategies, sequencing, and training of staff by first starting with our Wellness goals within our First Year Experience and DiscoverMore framework.
- Provided facilitation guides related to our Wellness goals that will help hall staff deliver programs.
- Reassessed the impact of intentional interactions and evaluate if this strategy meets the educational objective of helping residents get connected with RAs and to resources should they need them.

2022-2023:

- Began selecting strategies that align with Student Affairs Curriculum and & began sequencing processes.
- Developed and provided staff training for CDs and RAs about the Curricular Approach.

2023-2024:

- Implement a Curricular Approach: complete division-requested audit and sequence.
- Create a learning assessment plan in Res ed for the functional areas on a 3-5 year rotation.
- Train department in the Curricular Approach and identify supporting roles.

Objective 2.2 *Foster encouraging and welcoming learning environments*

2023-2024:

- Create outreach plan for unique spaces (Gaming Arena, MakerSpace, Art Studio).
- Evaluate Hardin Advising Hub.

Objective 2.3 *Grow and strengthen partnerships throughout campus to help provide quality educational experiences for residents*

2021-2023:

- Evaluate the RLP Program to strengthen its impact.

2022-2023:

- Promote and support existing RLPS to increase participation in these programs.
- Explore and develop new academic partnerships and models for the Resident Scholar program such as Fulbright Resident Scholars.

2023-2024:

- Continue to evaluate RLP Program to strengthen its impact.

"My RA is great at keeping us updated with all the events happening in the building and on campus and all of the resources that are provided to us."

- Carolina Housing Resident, 2023

"My RA Kenzie is so friendly and welcoming. She makes a huge effort to make connections with her residents, know our interests, and make sure we're doing alright."

- Carolina Housing Resident, 2023

PRIORITY THREE: FLEXIBLE AND EQUITABLE SYSTEMS
Employ flexible and equitable systems and services within the university framework in order to meet student and staff needs

Objective 3.1 *Review and enhance the assignment process*

2021-2022:

- Created an avenue for students to provide feedback, specifically about the assignment process.

2021-2023:

- Evaluated space use to maximize the number of single occupancy options. Recently added 45 single occupancy rooms in Spencer and 15 single occupancy rooms in Old East and Old West.

2022-2023:

- Began to track number of medical singles assigned each year.

2023-2024:

- Understanding that our available bed count will likely be reduced as we engage in our Master Plan and that we expect to continue to see an increase in the FY class and overall demand for Carolina Housing, evaluate which student populations will be affected.
- Evolve our communication strategy around our priority, overall process and waitlist to address the reality that Carolina Housing will likely not have enough beds to meet demand.
- Review and update our Housing FAQ website.
- Explore other modes of distributing FAQ to incoming residents.

Objective 3.2 *Upgrade residential services such as laundry, technology services, and enhancements*

2021-2022:

- In consultation with Auxiliary Service's use of the RFP process, developed a comprehensive plan to improve laundry services with a focus on providing free laundry for residents.

2022-2023:

- Standardized enhancement offerings at each service desk.

2023-2024:

- Implement Leadership Team walkthroughs and create a plan for current unoccupied spaces as well as improve existing common areas.
- Explore more "live" ResNET/RCC opportunities to help about high value dates/times, such as move-in, mid-terms and final exams.

Objective 3.3 *Strengthen the effectiveness of software platforms and operational tools*

2021-2022:

- Developed a communication strategy for all spaces that highlight hours of operation, the fact that these spaces are open to all residents, and how to access these spaces.

2021-2023:

- Consolidated and provide guidance for sharing internal documents, under the leadership of ResNET.

2023-2024:

- Sunset S-Drive.
- Implement annual or semi-annual TEAMS file review with ResNET manager leading and one Rep from area in Carolina Housing.

PRIORITY FOUR: QUALITY FACILITIES

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

Objective 4.1 *Increase accessibility of the residence halls*

2022-2023:

- Evaluated the four Manning buildings (Koury, Horton, Craige North and Hardin) and Ram Village to see what, if any, improvements could be made to increase accessibility. After careful evaluation, a door opener was added to the laundry room in Ram 5 and it was determined that the other spaces met the current code and requirements.
- Renovated one unit in Baity and one unit in Old West with roll in showers.

2023-2024:

- Ensure common areas/program spaces are accessible throughout all residential spaces.

Objective 4.2 *Improve the quality of individual resident rooms*

2022-2023:

- Created a QR code sticker to be placed on window unit AC which links to instructions and mold-elimination suggestions.

Objective 4.3 *Create unique indoor and outdoor spaces for residents*

2021-2022:

- Evaluate internal areas for improvement related to lighting around residential spaces and ensure Housing has representation on Campus Safety Walks.

2022-2023:

- Improved balcony lights in Craige, Morrison, Hinton James and Ehringhaus.

2023-2024:

- Create a plan to enhance outdoor spaces that invite residents to spend more time outside. This includes benches (stationary and swinging), outdoor makerspace, and other seating areas).



PRIORITY FIVE: 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 residence halls.

Objective 5.1 *Develop departmental onboarding, training and resources for all staff*

2021-2022:

- Implemented training, expectations and resources around technologies used in the department such as Zoom, Microsoft Teams, and Share Drive.

2021-2023:

- Implemented cohesive onboarding training materials related to Housing's mission, vision and values; commitment to diversity, equity and inclusion; university resources; Housing business and finance; and Human Resources.

2022-2023:

- Developed a universal baseline, onboard checklist that supervisors can add to based on functional area needs.

2023-2024:

- Monitor effectiveness of onboarding checklist created in 23-24 and make improvements when necessary.

Objective 5.2 *Bolster communication strategies within the department*

2021-2022:

- Examined data over the past 3 years regarding decision making and transparency within Carolina Housing to recommend strategies for improvement in these areas.

2022-2023:

- Capitalized on Carolina Talent, department meetings and quarterly updates to inform staff of professional development opportunities.
- Improve communication for incidents and processes that affect multiple departments.

2023-2024:

- Add Carolina Talent Module to on boarding checklist and ensure supervisors are familiar with how to navigate Carolina Talent.

Objective 5.3 *Pursue opportunities that promote intradepartmental connection.*

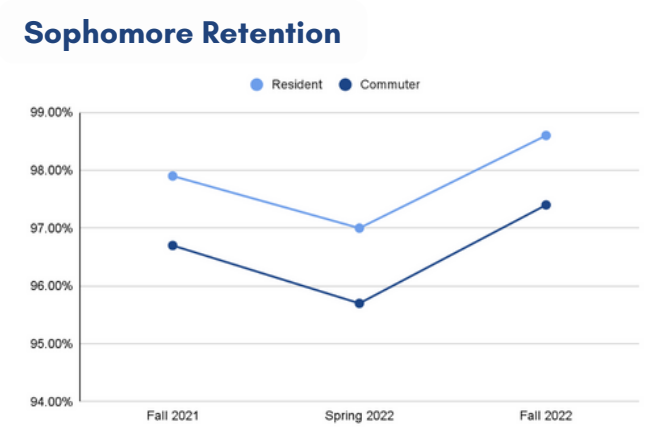
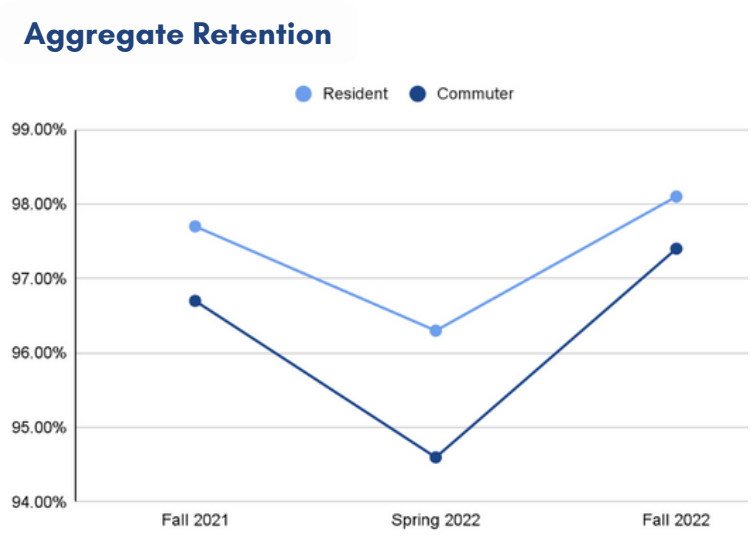
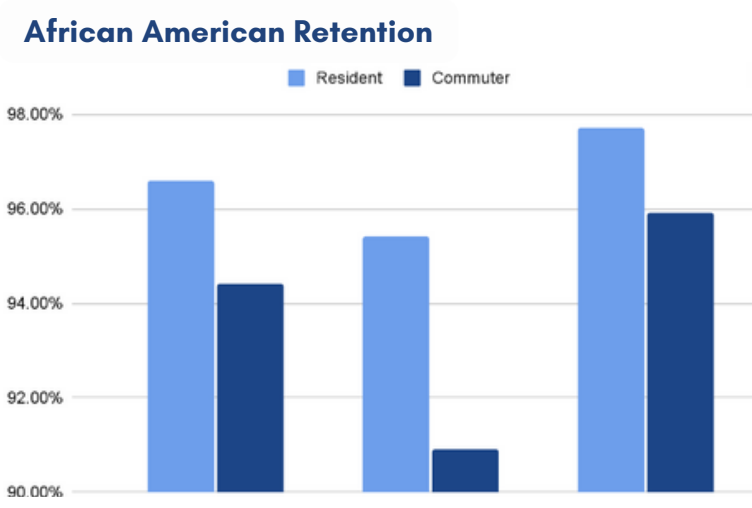
2021-2023:

- Used lessons learned during pandemic to evolve departmental meetings to increase engagement and relevancy for all staff.

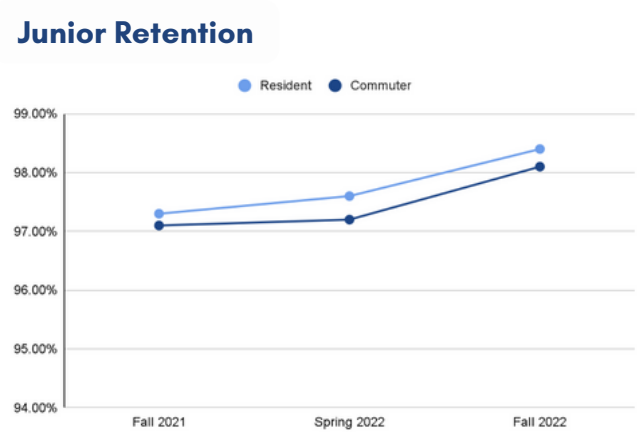
2022-2023

- Created opportunities for shared social interaction among student staff in ResEd, package center, ResNET, and marketing.
- Developed frequent opportunities for professional staff to interact & connect socially, and engage in professional development.
- Identify opportunities for shared trainings among student staff in ResEd, package center, ResNET, and marketing.

Retention: Residential and Commuter Comparison

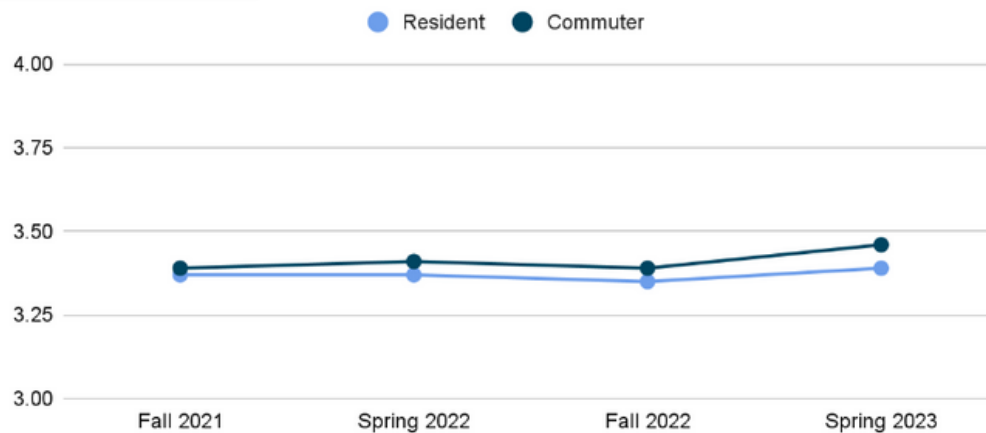


Overall, students who live on campus retain at the University at higher rates compared to their commuting peers. This trend holds especially true for second-year and African American students. Note that first year comparison is not included because there are only a handful of first year students who live off campus due to UNC's first year, live-on requirement



GPA: Residential and Commuter Comparison

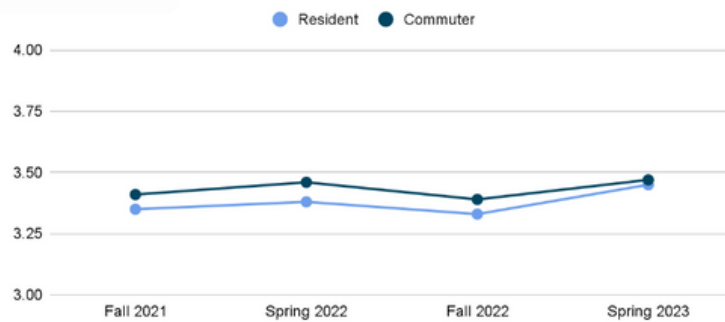
Aggregate GPA



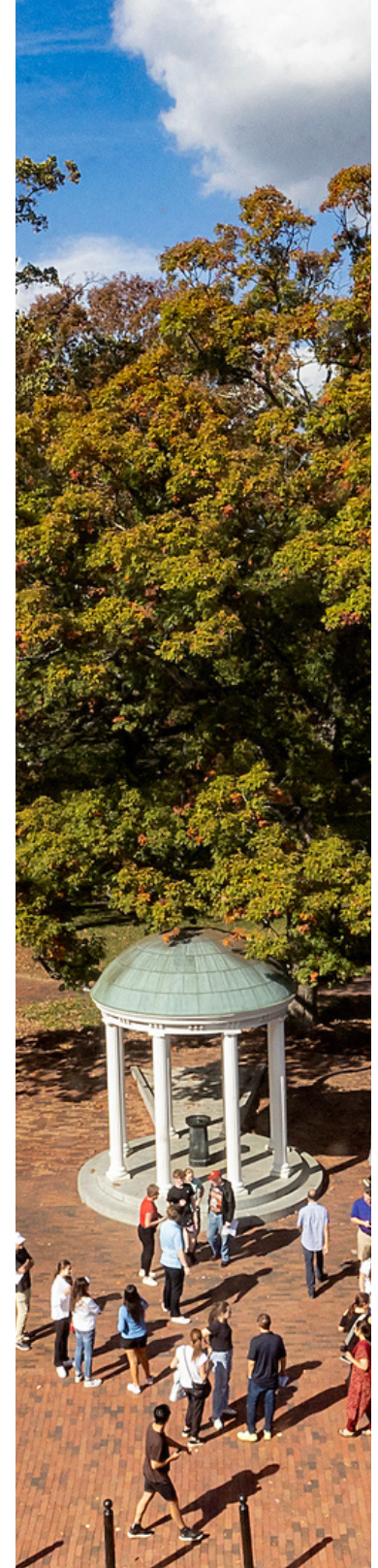
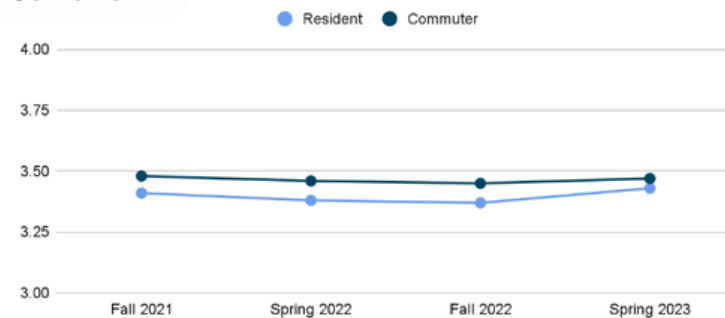
Sophomore GPA



Junior GPA



Senior GPA



Unlike retention data, we see comparable GPAs between residents and students who live off campus



Our Occupancy

Year	Projected Occupancy (Capacity)	Census Occupancy	Percentage Occupancy
2020-2021	7833	1024	13.1%
2021-2022	7773	7261	93.4%
2022-2023	8110	7765	95.7%
2023-2024	8110	7985	98.5%

Pre-Pandemic and Post-Pandemic SkyFactor Benchmarking Data

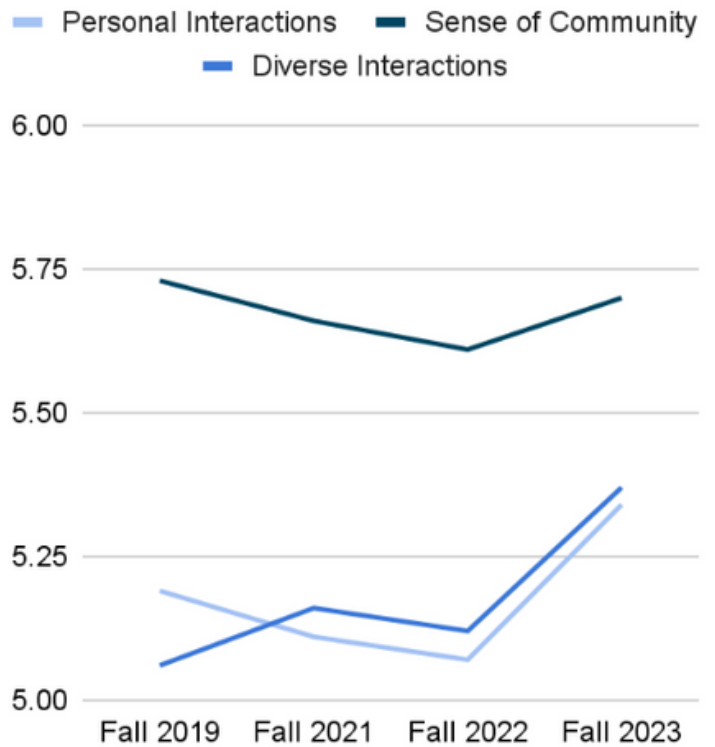


	Fall 2019	Fall 2021	Fall 2022	Fall 2023
Satisfaction: Hall/Apt Student Staff	6.04	5.97	5.77	6.07
Satisfaction: Hall/Apt Programming	5.4	5.36	5.03	5.44
Satisfaction: Hall Apt Environment	5.54	5.48	5.46	5.54
Satisfaction: Facilities	5.62	5.53	5.54	5.54
Satisfaction: Services Provided	5.37	4.89	5.35	5.4
Satisfaction: Room Assignment	5.33	5.28	5.18	5.26
Satisfaction: Room Change	4.89	5.12	5.04	4.87
Satisfaction: Safety and Security	5.93	5.86	5.59	5.86
Satisfaction: Roommates	6.19	6.19	6.33	6.19
Satisfaction: Dining Services	5.2	4.89	4.92	4.89
Satisfaction Community Environment	5.87	5.84	5.8	5.84
Learning: Personal Interaction	5.19	5.11	5.07	5.34
Learning: Sense of Community	5.73	5.66	5.61	5.7
Learning: Diverse Interactions	5.06	5.16	5.12	5.37
Learning: Self-Management	4.87	4.81	5.00	5.07
Learning: Alcohol and Drug Use	5.01	5.01	4.88	5.23
Learning: Sustainability	4.66	4.43	4.25	4.64
Learning Academic Success	4.14	4.08	4.21	4.48
Overall Satisfaction	5.44	5.26	5.22	5.44
Overall Learning	4.88	4.79	4.87	5.09
Overall Program Effectiveness	5.05	4.9	4.94	5.05

*Skyfactor data not taken in Fall 2020 due to COVID-19

The COVID pandemic certainly impacted all areas of Carolina Housing operations and Residential Education environments. Overall, our benchmarking data suggests that after taking a slight dip in levels of satisfaction and learning during the couple of years immediately following the peak of the pandemic, our rates are back to or exceed pre-pandemic measures. This is especially true for some important areas related to our mission. These areas include but are not limited to: diverse interactions, personal interaction, and sense of community.

Skyfactor Benchmarking Data



"I love the walkable accessibility to everyone and meeting friends in my dorm hall has really helped my social and emotional experience here better."
 - Carolina Housing Resident, 2023



"The people, I fell in love with the community here and made friends that I can talk to right down the hall. It's an amazing experience to live amongst those with different and similar values, the cohesion caused by interactions within the community is insane. I love it here!"
 - Carolina Housing Resident, 2023



"I like that I am able to meet new people every day that live in my residence hall and interact with other students that I normally would not encounter. On campus living has helped me establish stronger connections and meet new people on a daily basis."
 - Carolina Housing Resident, 2023

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