



Housing & Residential Education
THE UNIVERSITY OF UTAH

ANNUAL REPORT

2023-2024

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EXECUTIVE SUMMARY

The University of Utah Housing & Residential Education (HRE) supports student well-being and success by creating an engaging community where students live, learn, and thrive. Our mission is to develop a sense of belonging, provide opportunities for personal growth, and foster a safe and supportive environment for students to discover their passion, people, and purpose.

As a department, HRE is comprised of seven individual units, including Budget and Finance, Dining, Facilities, Marketing & Assessment, Operations, Residential Education, and Resident Services. These units are staffed by 149 full-time and part-time staff and 259 student leaders.

Our teams work together to support approximately 5,500 undergraduate students living within HRE's residence halls. Housing & Residential Education's responsibilities are broad ranging from recruiting students, issuing financial statements, and facilitating move-in days to supporting students through personal crises, fulfilling facilities work orders, and supporting student engagement opportunities.


Increasing on-campus housing is part of the U's "college town magic" vision. The plan aims to address housing demand and rising enrollment numbers at the university by expanding the number of beds on campus. HRE has prepared for this growth by analyzing and automating housing processes, designing state of the art facilities, and revamping the residential experience. Partnerships with key stakeholders, including Campus Planning, Admissions, Enrollment Management, and academic units were also critical to our operations last year.



The following data points demonstrate the breadth and depth of Housing & Residential Education's impact as we seek to support student well-being and success:

 **HRE serves an ever-growing student population.**


In Fall 2023, HRE welcomed 4,951 students to live on campus—our largest on-campus class to date.

 **Students who live on campus are 20% more likely to graduate**

according to data from the University of Utah Analytics and Institutional Reporting.

 **1,208 new beds were opened from Fall 2023 - Fall 2024.**

In Fall 2023, HRE opened 430 beds as part of Kahlert Village fourth tower. In Fall 2024, 778 new beds will be available with the opening of the Impact & Prosperity Epicenter.

 **1,450 new beds are expected by Fall 2026.**

In October 2023, the university entered a public-private partnership (P3) with American Campus Communities (ACC). The first project is expected to be completed by Fall 2026, built south of Kahlert Village.

 **HRE guaranteed housing for all first-year students**

during the 2024-2025 application process due to new housing developments.

 **HRE supports students holistically.**

Over the last academic year, the HRE team implemented 1,195 student programs, managed 882 CARE Cases, and facilitated 295 Conduct Cases.



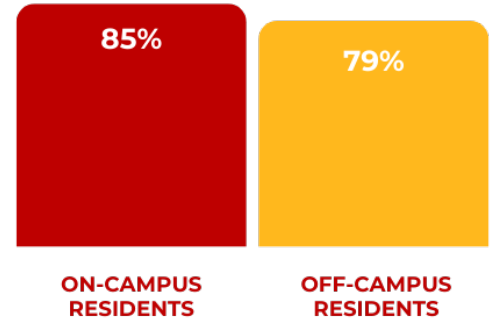
MAJOR ACCOMPLISHMENTS

Student Retention

Students who live on campus during their first year have higher retention rates than their peers who do not live in university-owned housing. From Fall 2022 to Fall 2023, 85% of first-year students who lived on campus were retained compared to 79% of non-residential or commuter first-year students.

STUDENT RETENTION

FALL TO FALL
2022 - 2023



Residents' Satisfaction

Data from the 2023 Residential Satisfaction Survey (RSS) showed that 86% of our residents 'agree' and 'strongly agree' with the statement: 'I feel like I can be academically successful in my community,' and 79% responded they 'agree' or 'strongly agree' to "I have been able to meet many people and have developed a social group."

79% "I have been able to meet many people and have developed a social group"

86% "I feel like I can be academically successful in my community"

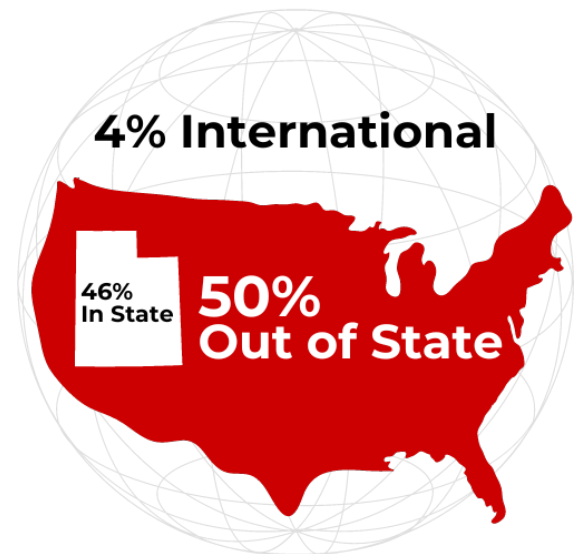
In Fall 2023, 84% of our residents stated they would recommend living on-campus to others (on a scale of 1-10 with 1="Not at all likely" and 10="Extremely likely"; these scores included students who indicated a ranking of 6 or higher on the scale). In 2022, 79% of students recommended living on campus to others.

Operations: Occupancy

Housing & Residential Education housed a total of 4,951 students in the Fall of 2023. This is the largest number of on-campus students ever housed at The University of Utah. Among our residents, 46% were from in-state, 50% from out-of-state, and 4% international. 69% of our residents were first-year students. 19% of our residents identified as honors students.

Based on the university's increasing housing demand, the occupancy team continues to revise the application and occupancy process, implementing adjustments to the 2023-2024 cycle:

- Adjusted the first-year housing application timeline to align with the University of Utah Admissions timeline. HRE also required students to submit an enrollment deposit prior to applying for housing which served to improve our overall occupancy.
- HRE implemented a new LLC offer and commitment process allowing students to engage in smoother roommate matching processes and maximize occupancy in these communities.

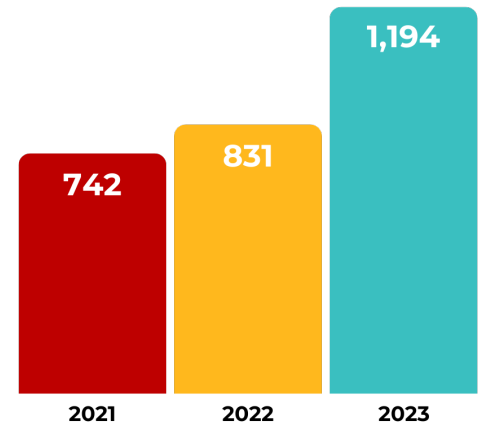


Operations: IT

During 2023, HRE's IT staff received 1,194 support requests, a 43.7% increase from the previous year.

After distributing the 2023 Resident Satisfaction Survey (RSS), the IT team identified two key living areas—Benchmark Plaza and Gateway Heights—that did not meet residents' expectations of internet connection quality. The team used this information to develop a more in-depth survey for residents in these communities, and with this information implemented a plan to improve their Wi-Fi connection. This is one example of how the IT team has utilized data-based decision-making to ensure quality IT services for students and staff.

IT TICKETS



Residential Education

As the University of Utah and the Student Affairs division work toward creating systems and processes to revitalize engagement and belonging, HRE has spent the last year working to ensure the residential curriculum (ResX) advances belonging for students living on campus. By helping residents understand themselves, navigate relationships with others, and learn about different ideas and backgrounds, Residential Education hopes to help each student living on campus find their home at the University of Utah.

New roles in residence halls

The Resident Advisor (RA) positions have traditionally been broad in scope which resulted in frequent staff burn out. To improve work-life balance, align skillsets, and ensure student leaders' academic success, the team decided to split the role creating two positions: Resident Advisors and Community Advisors.

Within the revised staffing model, RAs focus on building community by floor, wing, or cluster. RAs implement the residential experience curriculum to further develop students outside of their classes and connect them to resources.

In contrast, the Community Advisor (CAs) positions focus on building the community by supporting safety and helping residents understand their overall impact within a larger community. CAs get to know residents as they complete rounds of buildings for safety and maintenance concerns.

Student Engagement and Belonging

'U Talks' are intentional conversations with students around certain subjects, including belonging, community standards, respect, and resources. During the spring semester, the team conducted 20,037 U Talk meetings.

During Spring 2024 U Talks:

- 56.01% of participants reported having two or more connections within their floor community
- 96.39% of participants stated feeling connected to campus
- Participants reported they are involved as follows: in more than one student organization (17.98%), sporting club/organization (11.34%), or a fraternity/sorority organization (7.72%)

One of ResX's major tactics is called 'community socials and traditions,' building programs and creating events on campus, teaching students about several topics that contribute toward leadership and belonging. During the 2023-2024 academic year, the total annual attendance was 16,034 at all programs and socials. RAs led 1,195 programs and created 880 bulletin boards.

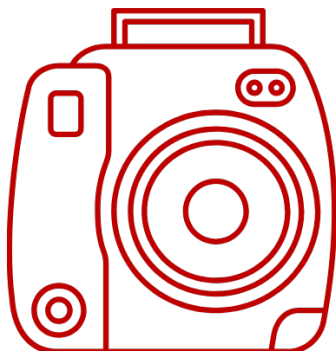
To further examine our residents' satisfaction, HRE created and launched the Snapshot Poll, a quick survey via text message sent every other Wednesday to all residents to measure the sense of belonging in our residence halls. HRE asked students: "Do you have positive relationships with others in your community?" in a 48-hour poll that takes less than a minute to complete, using a number from 1 to 5.

Working with the Student Affairs Assessment team and University Analytics and Institutional Reporting (UAIR), HRE developed a dashboard to represent data by building, tower, and floor to see the macro and micro trends that warranted immediate attention and intervention from the Care and Conduct team.

As a whole, snapshot data indicated that the campus-wide average for students' sense of belonging was 4.00 over 5.00 after seven surveys.

16,034

Total Attendance Social Events



SNAPSHOT POLL WEEK 1-8



Conduct, Care, and Safety

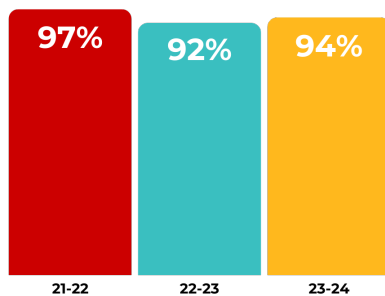
Since the Coronavirus pandemic, HRE staff have managed an increased number of incident reports. These reports are submitted by any member of the U community through the public incident report form and entail any HRE alleged policy violations, including the use of alcohol, vandalism, drugs, threats, disrespectful behavior, and incidents with guests, among others. Over the last academic year, the team managed 882 CARE Cases, an increase of 11% from the previous year.



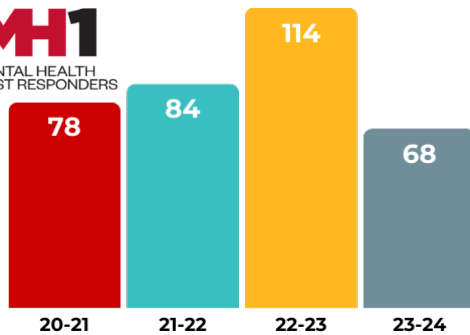
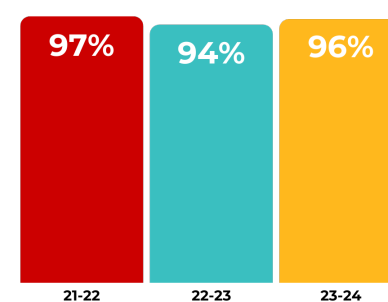
882 CARE CASES
11% INCREASE
FROM 2022-2023

In our 2023 Resident Satisfaction Survey (RSS), we asked residents, 'How safe do you feel in your room,' finding that 60% feel 'very satisfied—a 10% increase from the previous year. To the question, 'How safe do you feel in your residence hall building,' 53% reported being 'very satisfied,'—a 12% increase from last year. Similarly, residents reported an overall satisfaction of 94%, an increase of 2% compared to 2022, a consistent trend over the last three years.

HOW SAFE DO YOU FEEL IN YOUR RESIDENCE HALL?



HOW SAFE DO YOU FEEL IN YOUR ROOM?



In Fall 2023, HRE continued its close partnership with Mental Health First Responders (MH1) to provide student-centered after-hours crisis response and prevention, supporting their emotional health and connecting residents with appropriate resources and interventions through campus and community collaboration. In the 2023-2024 academic year, MH1 served 68 HRE residents, a decrease of 40% in response to residents in mental distress compared to the 2022-2023 academic year.

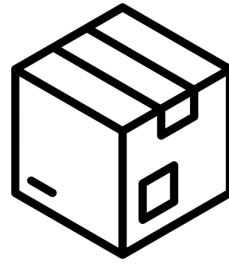
Strengthening the partnership with campus safety continued to be one of the main goals during the 2023-2024 academic year. The University Department of Public Safety helped to train student leaders in their new role: Community Advisors (CAs). At the same time, steps are being taken for the creation of a joint University of Utah Police Department (UUPD)/HRE Resource Officer position which would support accessibility for residents to UUPD staff members within housing areas for reporting, questions, and as a way for students to get to know officers.

In 2023, an external audit identified areas of concern, and strategic steps were taken to update HRE's Emergency Procedure Manual. Topics that were clarified and adjusted include wellness and welfare checks, missing student protocol, and campus partners responsibilities in response.

Finally, a more streamlined process was implemented to examine 7-day reports for building access and dining, identifying at-risk students. This process is now coordinated by two staff members (vs the historical one) with direct follow-up by the HRE Care Team.

Residential Services

In 2023, a total of 125,482 packages were received from our Resident Services team (A total of 73,327 in upper campus, and 52,155 in lower campus). The team also loaned 9,760 spare keys and 6,141 temporary cards to residents through the front desks.



125,482
PACKAGES
PROCESSED



Facilities

The facilities operations and custodial services work daily to support properties and serve residents. During the 2023-2024 academic year, the team received 15,311 work orders, 65% were completed in less than 72 hours. In the Resident Satisfaction Survey (RSS), 77% of our residents reported being either “satisfied” or “very satisfied” with the condition of their room, an increase of 2% compared to last year’s survey.

Another way to measure facility satisfaction is through the feedback received after completing work orders. For the spring semester, the team created a new survey sent via email to residents who submitted an order. More than 70% of the feedback was positive, with students stating that the work was performed to their expectations.

Over the past year, the Facilities team replaced chillers in Chapel Glen 802 and 804 and Sage Point 812 and 813. All original chillers on upper campus (Olympic Village) have been replaced with this work. The team replaced the split-system air conditioners in Shoreline Ridge 827, reinforced the parapet at Lassonde Studios and repainted several floors in this lower campus community.

Construction of the fourth wing in Kahlert Village was also completed on time and opened for new residents in Fall 2023. Construction on the new Impact Epicenter building is also proceeding on time with a Fall 2024 scheduled opening.

15,311 WORK ORDERS
COMPLETED

77%

RESIDENTS
REPORTED BEING
“SATISFIED” OR
“VERY SATISFIED
WITH THE
CONDITION OF
THEIR ROOM

Dining

In 2022, the results of the RSS showed that 65% of residents were either 'very satisfied' or 'satisfied' with the service provided by dining service staff. In 2023, HRE increased residents' satisfaction with the dining service by 7 percentage points with 72.6% of the residents responding they were either 'very satisfied' or 'satisfied' with the service provided by the dining staff.

Similar to HRE, the University's dining partner, Chartwells, surveys students annually to gather feedback regarding their food service through the 'Voice to Vision survey.' In their 2023 assessment, of the 867 students, faculty, and staff respondents, the average satisfaction—1-5 Satisfaction Scale was 3.57 on quality of service (+1% compared to 2022) and 3.24 on quality of food (+15% compared to 2022).

Some of the changes implemented during the 2023-204 academic year include the improvement of the QR code ordering concept across venues on campus to eliminate lines and ensure the freshness of food. Now, instead of static codes, students use their mobile devices to scan the codes on electronic devices (tablets) to prevent students from ordering too far in advance before they enter the dining hall, increasing the wait times. The team also added more self-serve stations for students who are not able to wait for meals to be prepared and added more transfer locations.

After receiving feedback from students, Dining updated the concept at United Table in the Peterson Heritage Center (PHC), focusing on more international cuisine and having rotating menu items weekly. The team maintained this customer service approach throughout the academic year, by conducting regular tours for parents/families that want to learn more about the dining halls, implementing the 'Text 2 Chat,' an innovative way to gather students' feedback regarding their dining experience at the U via text messages, and extending dining hall hours.

Over the last academic year, new dining options were also opened on campus including a second Shake Smart at the Student Life Center. In Fall 2024, a hybrid food market with hot ready-to-eat meals, cold grab-and-go options and DIY meal kits for in-room meal prep will open at the Impact & Prosperity Epicenter.



Marketing and Communications

In 2023, HRE's marketing team implemented new tactics to increase online and in-person engagement from students. Social media giveaways, tabling in several communities, and new branded promotional materials were distributed on campus and in events for prospective students. These efforts contributed to obtaining a response rate of 25.3% in the 2023 Resident Satisfaction Survey, and an increase of responses of 15% compared with 2022; the highest number of responses the department had ever recorded. The marketing and assessment team also partnered with Residential Education and Student Affairs Assessment, Analytics, and Planning to launch the Snapshot project; a biweekly survey sent via text to all residents.

In 2023, the HRE website was regularly updated to explain the changes in the application processes and current resident resources. A total of 258,917 users visited the site, an increase of 11% from the previous year. On social media, HRE's Facebook page increased followers by 2.3% while the Instagram account grew by 18% compared to 2022.

Partnering with University Marketing and Communications (UMC), the marketing team implemented a paid advertisement campaign on social media, reaching new markets and attracting prospective students and parents in states like New York, Texas, Arizona, New Mexico, Illinois, Idaho, and Minnesota. The campaign reached 917,201 people nationwide and generated 12,921 interactions/clicks with an engagement rate of 1.4% in two specific key audiences; prospective students (16 to 18 years old) and parents (45 to 54 years old).


Through our collaborative efforts with Admissions, the Office of Orientation, and Enrollment Management, the team offered presentations in and out of state, and campus tours to incoming students and their families. The team facilitated 716 tours--6% more groups than last year, receiving 15,904 visitors into our housing facilities; an increase of 58% more guests. In 2023, the HRE virtual tour was watched by 3,954 users; an increase of 53% in views. Finally, the team continued supporting campus partners through our advertising options. In 2023, a total of 214 advertising requests were received, an increase of 54% from 2022.



258,917
NEW WEBSITE VISITORS



12,921
INTERACTIONS ON APPLICATION CAMPAIGN



3,954
VIRTUAL TOUR VISITORS

15,904
HOUSING TOUR VISITORS



MAJOR CHALLENGES

Rapid Residential Growth: While expanding on-campus capacity is an exciting endeavor for both our students and staff, it does result in several challenges. Most notably, quick residential growth has resulted in an increased demand on staff time and capacity. In addition to ensuring annual operational processes are carried out with care, staff are also asked to take part in projects such as master planning, construction planning, future strategic planning, process scaling projects, and more. Ensuring that staff are balancing these demands and retained within HRE during the projects is key to our future success.

Cross Collaboration when Scaling: As HRE grows, we have worked to implement more sophisticated and automated processes in several areas such as reporting, billing, data sharing, application processes, and student follow-up. These type of process improvements require increased coordination across internal and external units within HRE. At times, HRE has encountered difficulty when building and implementing these processes due to differences in unit-level business processes, individual process demands, staff training, and staff capacity. Working to increase collaboration, consistency, and a problem-solving mindset when approaching collaborative projects will be important to our future success as we scale.



STRATEGIC PROJECTS

Status of Last Year's Strategic Projects

For the 2023-2024 academic year, Housing & Residential Education prioritized five strategic goals. Progress and updates about each of these goals are summarized below:

Goal #1: Increase student access and yield within campus housing among first-year, upper-division, and graduate students.

HRE successfully met this goal over the past year. Between Fall 2022 and Fall 2023 HRE added over 430 first-year residential beds to our inventory due to the opening of the Kahlert Village fourth tower. We also increased our upper-division residential housing designations by 379 beds by re-designating our Benchmark Plaza buildings as upper-division buildings. Due to increased bed capacity and application efficiencies, we were able to welcome 4,951 residents to campus in Fall 2023—our largest on-campus population to date.

Goal #2: Use the ResX curriculum to inform all Residential Education initiatives and functions to better the student experience.

The Residential Education team assessed ResX strategies, including UTalks, program attendance, conduct metrics, and a comprehensive set of 25 key performance indicators to gauge the student experience. As part of this initiative, monthly visual infographics were developed to enhance the representation of community engagement levels and facilitating a more effective evaluation of the curriculum's impact. Notably, we achieved significant milestones in communicating the success stories of Residential Education and measuring participation across all aspects.

Goal #3: Financially measure HRE's performance and future projections to assure self-sufficiency as an auxiliary.

HRE Budget & Finance team meets quarterly with budget managers to review projections, identify variances compared to budget, and discuss any concerns. In 2023, the team initiated a renovated purchasing card policy for all HRE cardholders. The policy deals with proper usage of the purchasing card, timeliness of statement submissions, and appropriateness of transactions.



Status of Last Year's Strategic Projects (cont.)

The Budget & Finance team analyzes revenues and expenses quarterly and prepares a report for the Vice President's office. This report analyzes various segments of the budget for both revenues and expenses. Revenues include income from meal plans and room rents as well as analyzing the occupancy rates. Expenses include salaries, meal plans, utilities, telephone and communication, and debt payments. An overall assessment is made of potential net gain or loss at the end of each quarter.

Goal #4: Engage an updated Facilities Condition Assessment as required by the University and State.

Facility Condition Assessments (FCAs) are typically prepared to help optimize and maintain the physical condition and value of assets, develop capital budgets, and prioritize resources. All buildings have been assessed and are currently being reviewed and revised for accuracy. Finalized reports will be prepared by July 2024.

Goal #5: Increase satisfaction ratings at Urban Bytes and the Peterson Heritage Center by 4% year over year.

In 2023-2024, the Residential Satisfaction Survey (RSS) conducted by HRE received a Net Promotor Score of -41.81 on a scale of -100 to 100 which is 29.10%. The survey is an annual initiative conducted every October and ranges between 80-100 questions and takes 10-15 minutes to complete. The survey encourages students and share their opinions and feedback on their experience living on campus and includes a section on their satisfaction with dining services. HRE will conduct this survey again in Fall 2024 with the goal of increasing the NPS score to 30.26% year over year.



"I like working with friends in a positive environment. The job at HRE is very flexible which works really well with my schedule. I can tell that my bosses actually care about our well-being which fosters a wonderful atmosphere making me really enjoy coming to work!"

Kailey Nothman, Mathematics



"I chose to work at HRE because they gave me the opportunity to afford to live in Salt Lake City; they let me share and present ideas. This work allowed me to expand more professionally and learn new skills."

Emma Koa, Strategic Communication



"It's nice to frequently interact and socialize with the residents because we have a lot in common. I've made some good friends while working with the students at the U!"

Alex Lopez, Psychology and Gender Studies



"I love working at HRE because it's an incredibly fun and supportive environment with some of the best people on campus."

Avery Hewitson, Environmental & Sustainability Studies/Political Science



"I believe living on campus sets students up for success throughout their time at the U. I chose to work with HRE so I could help make a difference and make an impact on the campus community."

Jillian Hoff, Marketing

STRATEGIC INITIATIVES 24-25

Improve the Student Move-In Experience

Project Description: Student move-in provides a key and memorable first impression of The University of Utah for our residents. By improving our level of hospitality, engagement, process, and a sense of welcome during this time, HRE can set the tone for a positive academic year and increase student satisfaction.

Project Scope: HRE will work to improve the move-in experience over the course of two academic years: Fall 2024 and Fall 2025.

Objectives: This project supports three divisional objectives: Improve Collaboration & Strategic Partnerships, Improve Management & Practices, and Increase Student Satisfaction.

Initiative: This project connects to two divisional initiatives: Create Proactive and Personalized Pathways and Revitalize Engagement & Belonging.

Metrics: HRE will measure success in this area by looking program-specific outcomes including the number of partnerships engaged, overall satisfaction with the move-in experience as reported by students and parents, and utilization of move-in engagement opportunities. We anticipate partnerships to increase, a high level of reported satisfaction, and a high utilization rate of engagement opportunities.

Implement the Facilities Condition Assessment

Project Description: By carrying out the HRE Facilities Condition Assessment, our department can ensure that our facilities are maintained and cared for in a way that provides safe, healthy, and appealing housing options for our residents.

Project Scope: HRE will carry out the FCA over the course of five years.

Objectives: This project supports two divisional objectives: Improve Infrastructure, and Increase Student Satisfaction

Initiative: This project connects to one divisional initiative: Optimize Health & Wellness Access

Metrics: HRE will measure success in this area by looking at the FCA project completion schedule at the end of each year over the span of five years. Success will be defined as measured by the FCA audit and approved projects as part of the R&R Funding Process.



Increase Sense of Belonging for HRE Residents

Project Description: This project seeks to leverage the ResX curriculum and engagement model to increase a sense of belonging among HRE residents by 5% year over year. By increasing a sense of belonging among HRE residential students, our department can improve the residential experience and help students connect to campus with greater success.

Project Scope: HRE will measure belonging by looking at the Fall 2024 and Spring 2025 semesters for those students living on campus during these terms.

Objectives: This project supports two divisional objectives: Improve Meaningful Connections & Belonging and Increase Student Satisfaction

Initiative: This project connects to one divisional initiative: Revitalize Engagement & Belonging.

Metrics: HRE will measure success in this area by looking at belonging scores using the Snapshot Poll and Student Affairs Sense of Belonging 2024 and 2025 surveys.

Increase Starting and Average Occupancy

Project Description: By offering more students the opportunity to live on campus, we can support student wellbeing and success both in and out of the classroom. Living on campus, even for one year can increase a student's likelihood of graduation by 20 percentage points. By retaining students in housing throughout the year, we can assure that they realize this full benefit.

Project Scope: HRE will measure occupancy by looking at the Fall 2024 and Spring 2025 semesters. We will work toward increasing our starting occupancy in Fall 2024 and average academic year occupancy during this time.

Objectives: This project supports three divisional objectives: Increase Awareness and Access, Increase Outcomes, and Increase Funding.

Initiative: This project connects to two divisional initiatives: Create Proactive and Personalized Pathways, and Revitalize Engagement & Belonging.

Metrics: HRE will measure success in this area by looking at the average occupancy on Fall 2024 Census date and also the overall average occupancy percentage across all areas in Fall 2024 and Spring 2025 semesters.





**Housing &
Residential Education**
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