



**Housing &
Residential Education**
THE UNIVERSITY OF UTAH

ANNUAL REPORT
2022-2023

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Donna Garff
Honors Residential School

EXECUTIVE SUMMARY

Housing & Residential Education (HRE) supports student well-being and success by creating an engaging community where students live, learn, and thrive. We develop a sense of belonging, provide opportunities for personal growth, and foster a safe and supportive environment. Our team aims to make the University of Utah feel like home.

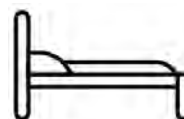
As a department, Housing & Residential Education is comprised of seven individual units, including: Marketing & Assessment, Operations, Resident Services, Residential Education, Budget & Finance, Facilities, and Dining. These units are staffed by 219 full-time and part-time staff. Our teams work together to support approximately 5,000 undergraduate students living within HRE's 31 unique residence halls. Housing & Residential Education's responsibilities are vast and 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. In many ways, the span of operations within HRE mimics that of managing a small city.

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

- Housing & Residential Education serves an ever-growing student population. In Fall 2022, HRE welcomed 4,573 students to live on campus; our largest on-campus class to date.
- Housing & Residential Education is expanding. Our department currently has 1,205 new residential beds under construction. The first 430 beds will open in Fall 2023 as part of Kahlert Village's 4th Wing Tower.



1,205
BEDS
UNDER CONSTRUCTION



4,573
STUDENTS
LIVING ON CAMPUS

- Living on campus supports academic success. Data from The University of Utah Office of Budget and Institutional Analysis (OBIA) suggest students who live on campus for at least one year are 12% more likely to graduate on average.
- Our team supports students through their successes and their struggles. In 2022-2023 HRE staff employed over 240 student leaders. During this year our team also managed 785 CARE Cases and facilitated 740 Conduct Cases.

- Housing & Residential Education provides holistic services to current and prospective students. In 2022-2023 our teams completed over 31,933 work orders, processed over 125,960 packages, and facilitated 676 tours, receiving over 6,700 visitors into our housing facilities.



31,933
WORK ORDERS
SUBMITTED



125,960
PACKAGES
PROCESSED

The 2022-23 academic year was one of change for HRE. The year began with record-setting enrollment that prompted the acquisition of The Draw, a 160-bed property approximately 4 miles from the main campus, as well as utilizing 300 beds in the campus hotel, the University Guest House.

President Randall identified a lack of housing as having a detrimental impact on the student experience and a barrier to institutional growth. He announced plans to build an additional 5,000 beds on campus, doubling the residential capacity at the U. HRE spent much of the last year preparing for this growth by analyzing and automating processes, identifying areas for improvement, and preparing to revamp the residential experience.

Students are the heart of our work in Housing and Residential Education. This annual report documents the good work done with, and on behalf, of students to ensure they thrive at the U.



STRATEGIC INITIATIVES

HRE's strategic goals and outcomes for the 2022-2023 academic year included:

1. Develop streamlined housing demand tools, strategies, and new housing projects to provide housing options to all first-year students that seek to live on campus
2. Advance the residential learning model to enrich the student experience and support improved outcomes related to personal development, social development, and inclusive excellence
3. Plan for and implement a sustainable and scalable department staffing model
4. Support students and staff with marginalized and underrepresented identities
5. Maximize technology resources and software to improve student-facing processes

Progress and updates about each of these goals are summarized below:

Goal #1: Develop streamlined housing demand tools, strategies, and new housing projects to provide housing options to all first-year students that seek to live on campus

Update:

- HRE received a record-number of housing applications during the 2022-2023 Academic Year cycle. As of August 3, 2022, HRE received a total of 7,261 applications, up 10.96% year over year.
- On move-in day, HRE welcomed a total of 4,573 residents to campus; our largest on-campus population to date. Of these residents, 3,161 students identified as first-year students.
- To meet increased demand, HRE added two temporary properties to our portfolio: U of U on the Draw and The University Guest House. HRE also added triple rooms to many existing spaces. These strategies increased HRE's total bed population by 742 beds.
- To meet future housing demand, HRE supported the ongoing construction of two on-campus housing projects. These include the 4th Wing of Kahlert Village (opening Fall 2023; adding 430 beds) and the Impact Epicenter Building (opening Fall 2024; adding 775 beds).
- Throughout the application cycle, HRE improved live-reporting dashboards in StarRez and weekly reports to streamline application and reservation data sharing.
- HRE also spent significant time and energy revising our 2023-2024 housing application process. More about this process can be found under the Major Accomplishments section of this report.

Goal #2: Advance the residential learning model to enrich the student experience and support improved outcomes related to personal development, social development, and inclusive excellence

Update:

- In the Spring 2023 Semester, staff issues improved for the unit, and accountability measures were placed to ensure that the Residential Learning Model (RLM) was upheld and advanced.

- 1,368 Programs were completed by HRE staff, with an average attendance of 2.9 events per resident (total attendance: 13,144). Programs revolved around three goals: social connection, personal development, and inclusive excellence.
- 6,514 UTalks were completed to chat with students about their transitions and understanding of resources and community.

Goal #3: Plan for and implement a sustainable and scalable department staffing model

Update:

- HRE examined staffing ratios, compensation, and benefits for our facilities staff members. As a result of this analysis, HRE adjusted staff compensation to create a more competitive, sustainable workforce within HRE.
- HRE added new staff members in Residential Education, Operations, and Marketing and Communications. These staff were added due to increased incident reports (8.9%), student demand for more IT support during application cycles (16% of RSS respondents stated this), and more sophisticated data demands.
- HRE has analyzed, proposed, and started implementing a new student staffing model within Residential Education, whereby the Resident Advisor role will be split into two positions. This change will go into effect during the 2023-2024 academic year.
- HRE has integrated new staff members into our 2023-2024 and 2024-2025 staffing plans to align with the opening of new housing construction projects.



Goal #4: Support students and staff with marginalized and underrepresented identities

Update:

- HRE students and staff represent a variety of identities. For example, in 2022-2023, 34.75% of our residents identified as Black, Indigenous, and people of color (BIPOC). Among our HRE staff, 28% of our staff identified as BIPOC. Recruiting, supporting, and retaining diverse student and staff populations is important to HRE. Of HRE's three senior staff and eight associate directors, 81% represent staff from minoritized backgrounds within higher education leadership (i.e., BIPOC, LGBT, or Female identifying).
- HRE partnered with staff and students within the Black Cultural Center and Center for Equity & Student Belonging to design, create, and launch a new Living-Learning Community for the 2023- 2024 academic year cycle called "Diversity Scholars."
- HRE conducted an external social justice and inclusion audit with the assistance of Dr. Erika Roland, Assistant Professor in Higher Education at The University of Texas, Arlington. This audit examined HRE's social justice and inclusion philosophy, how HRE actualizes social justice and inclusion, and how HRE can improve our commitments to social justice and inclusion. As a result of this audit, HRE has implemented additional EDI training requirements for all staff, completed a student-staff assessment around social justice and inclusion, and engaged in an initial review of HRE hiring processes to more closely align with EDI values. Work to fully implement recommendations from this audit is ongoing.

Goal #5: Maximize technology resources and software to improve student-facing processes

Update:

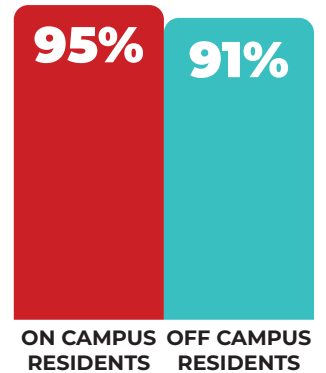
- HRE purchased and implemented new StarRez software modules to improve our application, reservation, billing, and reporting processes. These modules included: a Data Import Wizard, DocuSign Integration, Appointments Module, Photo Import Module, and Payment and Refund Import Configuration tool. These purchases were supported by student data collected during the Residential Satisfaction Survey, where 32% of respondents stated they wanted a more "user-friendly" application.
- The HRE website was revised and migrated to support University branding standards and clarify HRE application processes and current resident resources. In 2022, 232,256 users visited the site, an increase of 13% from the previous year.
- An HRE virtual tour was created and launched in partnership with Admissions and EAB. In 2022, 2,592 users watched our virtual tour. Similarly, through our collaborative efforts with Admissions and the Office of Orientation, the team offered presentations and campus tours to incoming students and their families.

MAJOR ACCOMPLISHMENTS

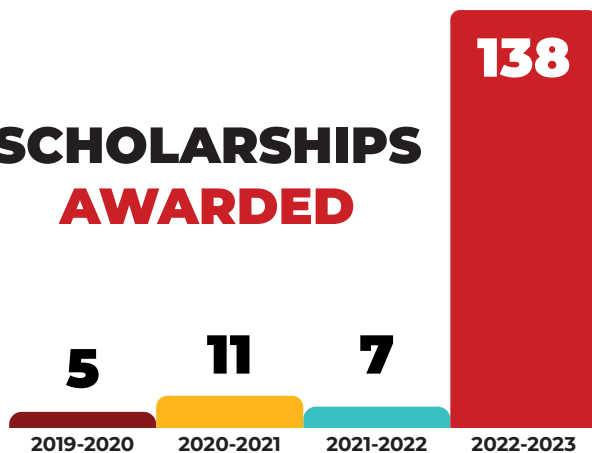
Student Retention

Data from The University of Utah Office of Budget and Institutional Analysis (OBIA) show that 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 Spring 2023, 95% of first-year students who lived on campus were retained compared to 91% of non-residential or commuter first-year students.

STUDENT RETENTION FALL TO SPRING 2022-2023



SCHOLARSHIPS AWARDED



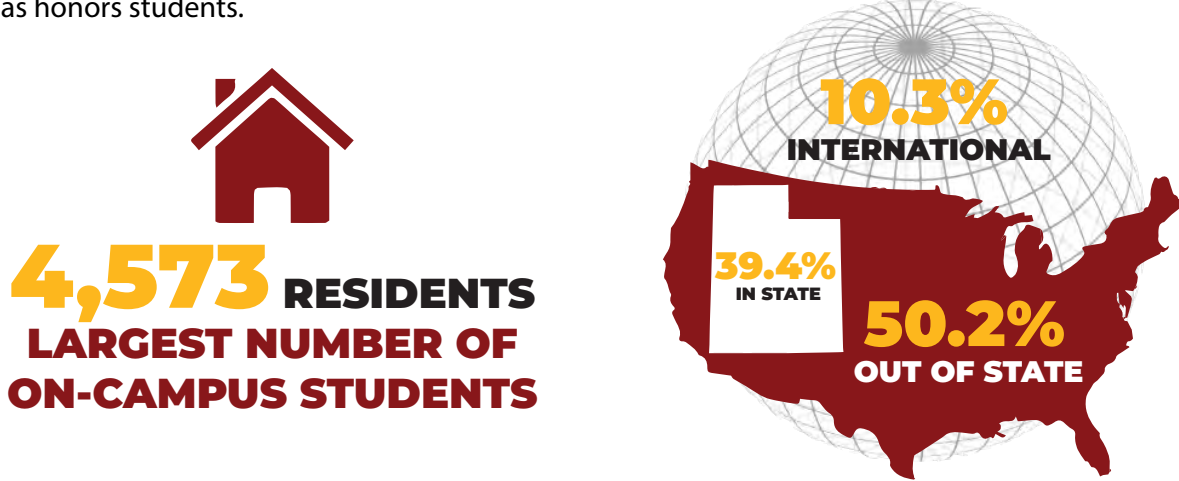
Scholarships

In the 2022-2023 academic year, we vastly increased the number of scholarships awarded to students, thanks partly to partnerships with the Clark and Christine Ivory Foundation and President's Office. We awarded 138 scholarships ranging from \$2,500 - \$12,400. An overall increase of 1,000% compared to the previous academic year.



Operations: Occupancy

Housing & Residential Education housed a total of 4,573 students in the Fall of 2022. This is the largest number of on-campus students our department has housed. Among our residents, 39.43% were from in-state, 50.2% from out-of-state, and 10.37% international. 69.12% of our residents were first-year students. 23.33% of our residents identified as honors students.



Based on our high housing demand in 2022-2023, our occupancy team dedicated significant time and energy toward revising our application process for the 2023-2024 academic year. Major adjustments to the 2023-2024 application process were as follows:

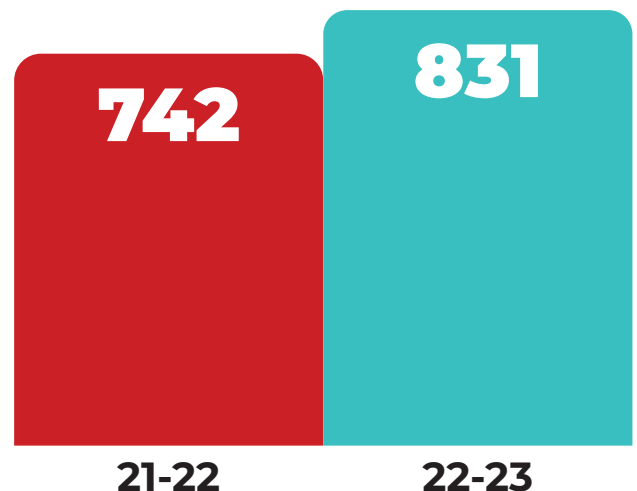
- Expectation management: Students who received a reservation time were guaranteed a bed if they reserved during their reservation time window.
- Accurate: Students submitted an enrollment deposit prior to applying for housing. This change helped HRE to true-up our application and waitlist numbers.
- Transparent: Students received their exact number/placement on the waitlist.
- Quick: Students received one waitlist offer. This increased the speed of waitlist offers.
- Responsive: HRE increased staffing in our central office to support increased email and phone call load.

First Year housing processes were also improved with deadlines that matched Admissions deadlines, which increased housing accessibility for later admits and students who did not secure housing until financial aid decisions were completed. Early response to these changes has been largely positive, resulting in fewer housing cancellations, fewer parent/student concerns, and more timely reports.

Operations: IT

During the 2022-2023 academic year, HRE's IT staff received 831 support requests, a 12% increase from the previous year. This increase was expected due to an increase in IT staff within the department, a more streamlined way of collecting IT requests via ZenDesk, and a more integrated onboarding and off-boarding process with University Human Resources and HRE staff. After distributing the 2022 Resident Satisfaction Survey (RSS), the IT team identified four key living areas - Shoreline, The Draw, Officers Circle, and Downtown Commons 2 - that did not meet residents' expectations of internet connection quality. The team used this information to develop a plan to improve their WIFI connection by having more APs and updated hardware to provide better wireless range and reliability.

IT TICKETS



Residential Education

The Residential Education team utilizes data from the RSS to assess the work of student leaders and professional staff in helping students to succeed. In 2022, more than 79% of our residents responded that they 'agree' and 'strongly agree' with the statement: 'Through living in the residence halls I have accessed campus resources that have helped me be academically successful.' Showing steady numbers over the last three years.

75%

of our residents believed their RA/CM:

Knows and consistently enforces the student codes of conduct and residence hall policies

62%

"agree" or "strongly agree" with the statement:

'My RA confronts inappropriate behaviors involving sensitive issues like racism, sexual harassment, and homophobia/heterosexism'

**79% OF STUDENTS
RECOMMEND LIVING ON
CAMPUS**

In Fall 2022, 79% 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.)



To further examine our residents' satisfaction, at the start of the 2023 spring semester, the Residential Education team used Roompack text messages to ask 'How did the first month go on a scale of 1-5' (1 is great – 5 is not great). The team received 801 responses, 69% in the 1-3 range. By the end of the semester, the team used Qualtrics to understand better our residents' engagement levels and how they obtain information regarding their communities. A total of 349 students responded to the survey.

60%

"agree" or "strongly agree" with the statement:

'I have been able to create meaningful connections and friendships on campus'

78%

"agree" or "strongly agree" with the statement:

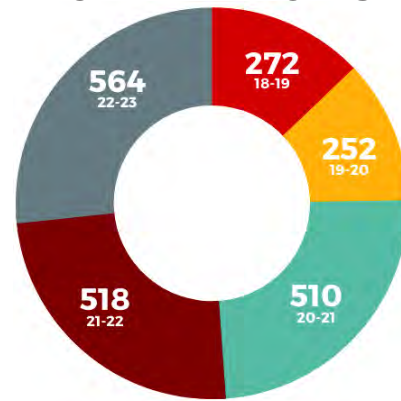
'This year while living in University Housing, I have demonstrated care for others within my community'

Residents also indicated that emails from HRE are their primary source of information (35%), followed closely by bulletin boards in the residency hallways (33%). Regarding their engagement with the community, 46% responded they attended 1-3 events in their community (e.g., movie nights), and the team received valuable feedback on what specific type of events they would like to attend.

Conduct, Care and Safety

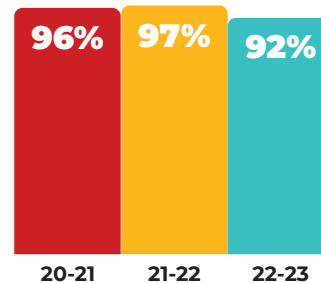
Since the Coronavirus pandemic, the number of incident reports has increased. These reports are submitted by any member of the U community through the public incident report form and entail any HRE alleged policy violations, including the use of alcohol, vandalism, drugs, threatening, disrespectful behavior, and incidents with guests, among others.

INCIDENT REPORTS

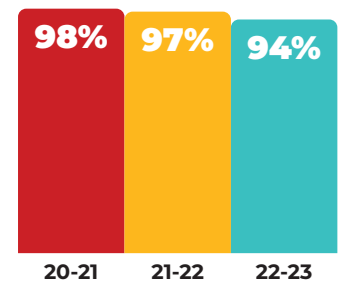


In our 2022 RSS, we asked our residents, 'How safe do you feel in your room,' finding that 50% feel 'very satisfied' and 44% 'satisfied.' To the question, 'How safe do you feel in your residence hall building,' 41% feel 'very satisfied,' and 51% are 'satisfied.' Showing steady numbers over the last three years.

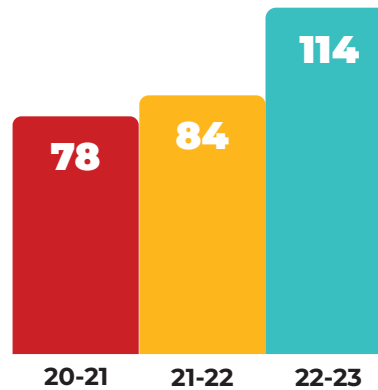
HOW SAFE DO YOU FEEL IN YOUR RESIDENCE HALL BUILDING?



HOW SAFE DO YOU FEEL IN YOUR ROOM?



In the fall semester of 2021, HRE partnered 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 2022-2023 academic year, MH1 served 114 HRE residents, an increase of 46% in responses to residents in mental distress compared to the 2021-2022 academic year.

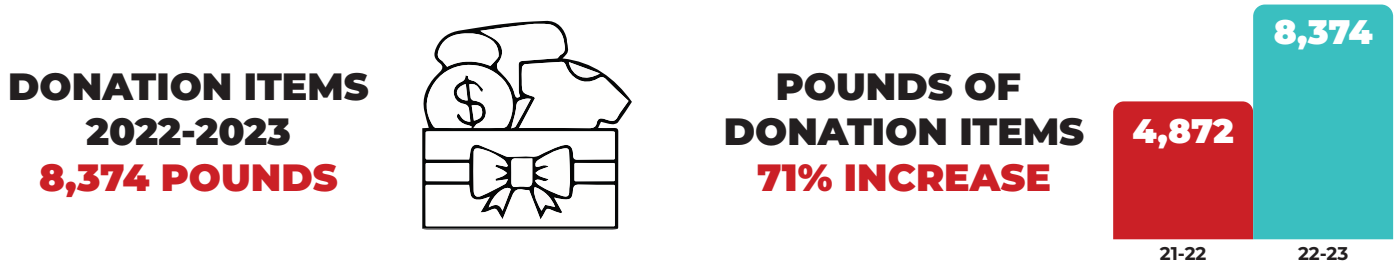


Strengthening our partnership with campus safety was one of our goals during the 2022-2023 academic year. We built assessments of our off-campus properties and scheduled biweekly meetings with the University of Utah Department of Public Safety to examine procedures that include U of U Police response, the communication between Salt Lake City Police and UUPD, and how interactions and relevant information regarding our residents are triaged back to the department.

Residential Services

Our Residential Services team managed a heavy load this past year. In 2022, a total of 125,960 packages were received from our team. The team also loaned 8,354 spare keys and 5,920 temporary cards to our residents through the front desks.

In the spring of 2023, in partnership with the University of Utah Sustainability, The Basic Needs Collective, and the Feed U Pantry, Residential Services hosted the "What Goes Around Comes Around" event for the second year. The activity consists of students donating gently used items like linens, bathroom and kitchen supplies, clothing, and unopened food after moving out of their residence halls at the end of the year. Besides supporting students' financial needs, this program promotes a circular economy and moves toward a zero-waste campus. The team collected 8,374 pounds of donation items, an increase of 71% compared to last year's activity when they collected 4,872 pounds.



Resident Services also piloted the 'Desk Experience,' a short assessment that allows the team to understand the general perspective of the desk and what specific resources would be the most beneficial for the students and guests we serve. A total of 260 residents took the survey in the spring of 2023.

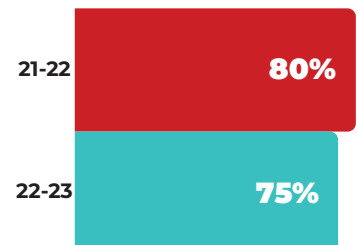
One practical takeaway from the 'Desk Experience' was the possibility of immediately addressing the resources students hoped to see at their respective desks. On the other hand, some of the responses also allowed Resident Services to strengthen relationships with partners. The team had the opportunity to build and share a resource page through Lassonde Institute's site, which is often shared in the institute's monthly newsletter. Another example was the partnership with the Marriot Honors College (MHC) professional staff. The team improved the bathroom lights, collaborated with the MHC IT for contact and troubleshooting instructions, and was given access to add a charging station in the MHC lobby.

Facilities

Our facilities operations and custodial services work daily to support our properties and serve our residents. During the 2022-2023 academic year, the team received 31,933 work orders and 14,322 maintenance requests, completing 72% in less than 72 hours, an improvement of 5% compared to the previous academic year.

In our RSS, 75% of our residents reported being either "satisfied" or "very satisfied" with the condition of their room.

ROOM CONDITION SATISFACTION



Construction began on the 4th wing of Kahlert Village in May 2022. The project will add 430 beds to the most popular residential unit on campus and open in August 2023. Additionally, construction began on the Impact and Prosperity Epicenter building in September 2022. The 775-bed project is scheduled to open in August 2024.

Dining

In 2022, the results of the RSS showed that 65% of our residents were either 'very satisfied' or 'satisfied' with the service provided by dining service staff. Like HRE, our business partner, Chartwells, surveys students annually to gather feedback regarding their food service through the 'Voice to Vision survey.' In their 2022 assessment, of the 1,090 student respondents, 70% said they were satisfied with the service, while 54% said they wanted more flexible hours of operation.

Some of the changes implemented during the 2022-203 academic year were the implementation of a QR code ordering concept utilizing Tavlo software systems across venues on campus to eliminate lines and ensure the freshness of food. Now, students can use their mobile devices to order instead of the traditional buffet format.

Improving the variety in food offerings was one of the dining goals in 2022-2023. A new Brazilian grill concept and a 'Rooted,' plant-based concept were launched at the Peterson Heritage Center Dining Hall. Dining Services also implemented a teaching kitchen concept where students can participate in live cooking demonstrations at Urban Bytes. Additionally, themed dinner events and farmers' markets were promoted across campus.

Marketing and Communications

Besides the improvements to our website, in 2022, HRE's Facebook page increased followers by 22%, while the Instagram account grew by 860% compared to 2021, partly because of the launch of our new TikTok channel and the intentional incorporation of our Outreach Ambassadors' creativity.



We continuously support campus partners through our advertising options. In 2022, we received 139 advertising requests, an increase of 4.5% from 2021.

During the Choose The U events, the HRE team traveled with campus partners in and out of the state to engage admitted students. In the spring of 2023, the HRE team participated in these presentations, serving nearly 1,200 people in cities such as Denver, Las Vegas, San Diego, Dallas, Houston, Portland, and several local towns.

In 2022,



1,200
PARTICIPANTS
DURING CHOOSE THE U EVENTS



232,256
USERS
VISITED OUR WEBSITE



6,700
VISITORS
IN OUR HOUSING FACILITIES



2,592
PEOPLE
WATCHED OUR VIRTUAL TOUR



MAJOR CHALLENGES

- **Living Learning Community and Themed Community Coordination:** HRE has continued to experience strong student interest in living in Living-Learning Communities and Themed Communities within our properties. As HRE continues to grow, it will be important for HRE to dedicate more time, resources, and staff toward the coordination of both the operational and programmatic aspects of these communities in order to ensure their success. At present, HRE does not have a dedicated LLC/TC or Academic Initiatives unit. This means that all LLC/TC coordination is currently shared among units, which has sometimes limited our capacity to design, serve, and evaluate these programs appropriately.
- **Staffing shortages:** In the 2022-2023 academic year, Residential Education experienced significant staffing challenges. As a result, the unit had trouble creating buy-in with the student staff and Resident Director team to carry out the residential learning model efficiently.
- **Aging infrastructure:** With 50% of the HRE infrastructure constructed for the 2002 Winter Olympics, the upper-campus infrastructure is maturing and the replacement of building systems is inevitable. These buildings will require substantial investment going forward to maintain student satisfaction and create community.
- **Student well-being:** Increased conduct and care cases have created a significant demand on the residential education unit. HRE has had to think creatively about the intake model for cases, triaging them quickly and effectively, and helping students advocate for themselves. The increase in these metrics is a national trend, and HRE can anticipate these numbers will continue to rise.

CONTINUING INITIATIVES

For the 2023-2024 academic year, Housing & Residential Education's five strategic goals are as follows:

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

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

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

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

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





 **Housing &
Residential Education**
THE UNIVERSITY OF UTAH