

THE UNIVERSITY OF MISSISSIPPI



# *Making an Impact*

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## STUDENT HOUSING STRATEGIC PLAN

2020-26

# *Vision & Mission*

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## ***Vision***

Student Housing aspires to create innovative, diverse and academically supportive campus living communities that transform lives and empower students to be engaged leaders as they navigate their college experiences and transition to life beyond graduation.

## ***Mission***

Ole Miss pride and success start with living on campus. Residential communities at the University of Mississippi support the academic mission of the university, providing transformative opportunities and connections inside and outside the classroom. Student Housing cultivates interactions that inspire students to become exemplary leaders and lifelong learners enriched with university spirit and a sense of belonging.



# Goal 1

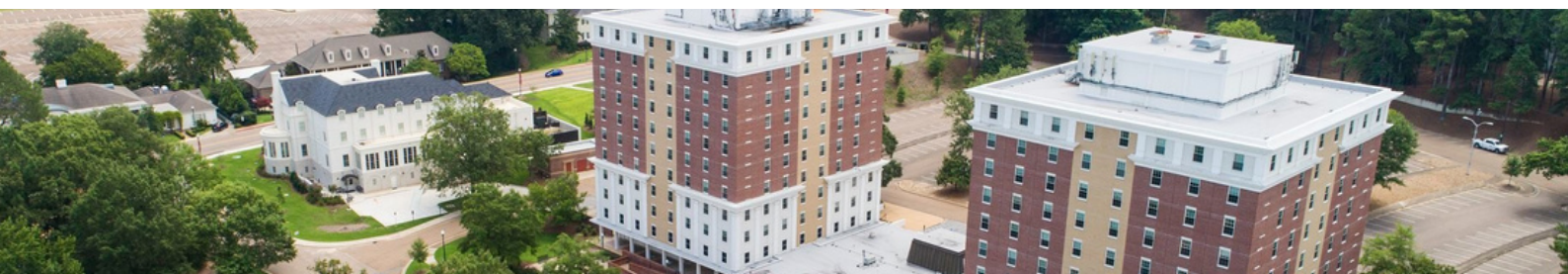
**ENHANCE THE STUDENT EXPERIENCE AND STUDENT LEARNING BY PROVIDING OPPORTUNITIES TO STUDENTS THAT FOSTER BELONGING, CONNECTIONS, PRIDE, INTERACTIONS WITH FACULTY AND STUDENT SUCCESS.**

## **Outcome 1.1: Create partnerships with Academic Affairs to increase faculty involvement.**

- Identified faculty will participate in planning living-learning communities. **2024**
- Faculty members will participate in hall programming and events. **2023**
- Faculty will be invited to participate on department search committees. **Ongoing**
- Evaluate the implementation of a Faculty Friend program. **2025**
- Meet with the deans of each college and school to gather feedback regarding living-learning communities and partnering with Student Housing. **2020**

## **Outcome 1.2: Enhance the academic and educational impact of the Residential Curriculum.**

- Implement in-hall tutoring, instruction and study groups annually. **2023**
- Create concert events, career events and in-hall discussions, and invite business speakers and alumni to Student Housing Events. **Ongoing**
- Create events and activities that focus on diversity and inclusion. **Ongoing**
- Implement and assess learning outcomes associated with living in a diverse, global society. **2022**
- Collaborate with the Center for Inclusion and Cross Cultural Engagement to create diversity and inclusion activities for students living on campus, such as civil rights trips, dine with diversity, etc. **2022**
- Create and implement methods to track programming data monthly. **2021**
- Collect student learning and satisfaction data regarding living on campus. **Annually**
- Meet with assessment/student success vendors to discuss partnering on future assessment initiatives. **2024**



# Goal 1

*Continued*

**ENHANCE THE STUDENT EXPERIENCE AND STUDENT LEARNING BY PROVIDING OPPORTUNITIES TO STUDENTS THAT FOSTER BELONGING, CONNECTIONS, PRIDE, INTERACTIONS WITH FACULTY AND STUDENT SUCCESS.**

**Outcome 1.3: Implement high impact practices, strategies for learning that have been widely tested, supported and linked to increased retention, degree completion and satisfaction rates, within Student Housing.**

- Identify and implement new living learning communities for upper-class students. 2024
- Evaluate implementing a Sophomore Year Experience. 2025
- Include additional service-learning opportunities in the residential curriculum. 2023
- Include diversity and global learning experiences in the residential curriculum. 2023

**Outcome 1.4: Implement activities that promote residence hall pride and traditions.**

- Each residential community will create an annual event that focuses on hall pride and traditions. 2023

**Outcome 1.5: Create a committee to evaluate costs, timeline, and factors involved in implementing an academic resource center for students. 2025**

**Outcome 1.6: Implement alternative dispute resolution methods.**

- Student Housing will increase participation in mediations, conflict coaching, restorative justice circles and shuttle diplomacy. 2022

# Goal 2

**IMPROVE EXISTING FACILITIES TO ENHANCE THE STUDENT RESIDENTIAL EXPERIENCE, MAKE STUDENT HOUSING COMPETITIVE WITH OFF-CAMPUS LIVING, AND ADDRESS RENOVATIONS AND NEW CONSTRUCTION.**

## **Outcome 2.1: Improve and enhance residence halls and apartments.**

- Make aesthetic improvements to study rooms and public spaces in traditional residence halls. 2024
- Create a deferred maintenance plan to identify and plan housing improvements. 2021
- Enhance the appearance of Campus Walk Apartments through landscaping, painting, power washing, etc. 2021
- Evaluate creating gaming, exercise and meeting spaces and installing art in the residence halls. 2025

## **Outcome 2.2: Partner with Facilities Planning to conduct an assessment of existing campus housing and recommendations for future housing, including apartments, suite-style halls, etc.**

- Use results to develop and update the existing deferred maintenance plan. 2021
- Develop future housing options to meet student needs. 2026
- Create a pro forma document to evaluate costs for new housing facilities. 2025
- Evaluate factors in removing Brown Hall from the housing inventory. 2025
- Facilitate conversations with off-campus properties that have approached UM regarding purchasing a property. 2026

## **Outcome 2.3: Address student misperceptions around mold and mildew in traditional residence halls.**

- Develop a plan to address the ceilings in Crosby Hall. 2024
- Facilitate mold testing each summer in Crosby, Martin and Stockard halls. Annually
- Review air testing findings annually with department staff. Annually
- Create a section on the Student Housing website with educational information regarding mold prevention. 2022
- Publish air test results on the website. Annually
- Benchmark SEC institutions and practices to gather information and practices. 2021

# Goal 3

## IMPLEMENT STRATEGIES TO INCREASE DEPARTMENT OCCUPANCY AND REVENUE.

### Outcome 3.1: Increase the percentage of upperclassmen living on campus.

- Create incentives for rising sophomores to live on campus for their second year. 2022
- Identify and review department policies that result in students choosing to move off campus. 2023
- Create marketing strategies that address the misperception that only first-year students live on campus. 2021
- Evaluate impacts associated with implementing a sophomore live-on-campus requirement. 2025

### Outcome 3.2: Market the campus living experience to rising upperclassmen using the theme "Live Ole Miss."

- Create student videos discussing the benefits and advantages of on-campus living. 2021
- Create communications and messaging for parents, current residential students and commuter students. 2022
- Use social media and venues to market living on campus. Ongoing
- Submit messaging each semester to be included in Student Affairs newsletters. Annually
- Update the Student Housing website to be more user-friendly and navigable. 2021
- Use campus wide news venues, press coverage, social media and other outlets to advertise department events and accomplishments. Ongoing



**LIVE** *Ole Miss*

# Goal 3

*Continued*

## IMPLEMENT STRATEGIES TO INCREASE DEPARTMENT OCCUPANCY AND REVENUE.

### **Outcome 3.3: Create a plan with Residential College faculty and staff to identify issues and challenges affecting Luckyday Residential College and Residential College South.**

- Create a committee of campus stakeholders to meet monthly. 2020, ongoing
- Create marketing information for each residential college. 2021
- Faculty-in-residence and Student Housing team members will collaborate on all aspects of the residential colleges, including staff recruitment, student leadership, students of concern, etc. 2020, ongoing
- Meet with Fraternity and Sorority Life and Dining Services to discuss meal plan options, quality and costs. 2023
- Create and implement strategies to increase overall occupancy. 2021, ongoing
- Identify courses that can be offered in Luckyday and Residential College South. 2022
- Explore opportunities to partner with the Writing Center. 2022

### **Outcome 3.4: Identify strategies to retain more students from fall to spring semester.**

- Track percentage of students leaving campus housing after the fall semester. Annually
- Gather and evaluate information from students as to why they are leaving campus housing. Ongoing

### **Outcome 3.5: Increase department revenue by 3-5 % annually.**

- Increase the number of camps, conferences annually. 2024
- Create a cost-benefit analysis for increasing the housing application fee. 2024
- Identify and implement cost reductions in the FY 2021 budget. 2020/Annually
- Evaluate the implementation of an LLC programming fee. 2024

# Goal 4

**EVALUATE STAFFING, PAY STRUCTURES AND LEARNING OPPORTUNITIES TO REMAIN COMPETITIVE, ATTRACT, ENGAGE AND RETAIN A DIVERSE WORKFORCE, DRIVE EMPLOYEE EXCELLENCE, AND ENSURE AN EXCEPTIONAL EMPLOYEE EXPERIENCE.**

## **Outcome 4.1: Evaluate Student Housing as an organization, including staffing, resources, best practices, policies, pay structures, budget, student-to-staff ratio, etc.**

- Collaborate with Human Resources to review responsibilities and salary ranges of all position descriptions. 2022
- Research, identify and implement ACUHO-I best practices. Ongoing
- Review and update Student Housing policies and processes. 2022
- Evaluate the possibility of an external review of Student Housing. 2025
- Evaluate the apartments and amenities of live-in staff members. 2024
- Identify disparities in community assistant and graduate assistant compensation. 2022
- Convert the community coordinator position to exempt status beginning FY 2021. 2020

## **Outcome 4.2: Explore strategies to recruit and retain maintenance staff.**

- Evaluate existing pay ranges to ensure equitable and competitive compensation. 2021
- Evaluate the facilities' organizational structure and reporting lines. 2021
- Create activities that encourage interactions and community building among residents, Sodexo and maintenance teams. 2023
- Provide training and development opportunities to staff members. Ongoing

## **Outcome 4.3: Review and update department documents.**

- Update the Student Housing Employee Handbook. 2022
- Provide department procedures to all staff. 2022
- Place the Employee Handbook on the OneDrive. 2021
- Create a department policy manual. 2022



# Goal 4

*Continued*

**EVALUATE STAFFING, PAY STRUCTURES AND LEARNING OPPORTUNITIES TO REMAIN COMPETITIVE, ATTRACT, ENGAGE AND RETAIN A DIVERSE WORKFORCE, DRIVE EMPLOYEE EXCELLENCE, AND ENSURE AN EXCEPTIONAL EMPLOYEE EXPERIENCE.**

## **Outcome 4.4: Examine existing 24-hour front desk staffing model.**

- Benchmark peer institutions to gather desk staffing information. 2020
- Evaluate options to reduce hours at front desks to reduce costs. 2022
- Gather costs associated with contracting a vendor to provide desk staffing. 2020

## **Outcome 4.5: Cultivate a workplace culture where employees contribute their best work to advance their personal success and the goals of Student Housing.**

- Supervisors will review professional goals with their direct reports. Ongoing
- A survey will be sent annually to evaluate employee engagement, job satisfaction, work-life balance, and learning and advancement opportunities. 2022
- Data and feedback from the employee survey will be reviewed and incorporated into department policies and initiatives. 2022/ongoing
- Create department events for Student Housing employees to gather, celebrate and recognize their accomplishments. 2022



# Goal 5

**INCORPORATE SUSTAINABILITY INTO ALL ASPECTS OF STUDENT HOUSING EQUIPPING STUDENTS AND STAFF TO USE THIS KNOWLEDGE TO BENEFIT ON THEIR ENVIRONMENT.**

## **Outcome 5.1: Create opportunities and awareness focused on recycling initiatives.**

- Partner with the Office of Sustainability to identify strategies for the collection, measurement and transport of recyclable materials. 2024
- Reduce paper usage of Student Housing staff by 5%. 2025
- Increase the use of recycled products by 5%. 2026
- Increase use of exterior recycling containers by 5 percent. 2024
- Recycling bins will be provided to individual student rooms and offices. 2025
- Recycling opportunities will be provided for students during fall move-in. 2022
- Create communications that provide information on recycling initiatives. 2024
- Partner with the Associated Student Body to identify recycling initiatives. 2024



# Goal 5

*Continued*

**INCORPORATE SUSTAINABILITY INTO ALL OF ASPECTS STUDENT HOUSING EQUIPPING STUDENTS AND STAFF TO USE THIS KNOWLEDGE TO BENEFIT THEIR ENVIRONMENT.**

## **Outcome 5.2: Create and implement a department plan to institutionalize sustainability into all aspects of Student Housing.**

- Create a committee of campus stakeholders will be created to identify Department sustainability foci. 2023
- "Town and gown" relationships will be created to enhance sustainability efforts. 2024
- Create a department budget will be created to support sustainability initiatives. 2023
- Sustainability best practices will be incorporated into Student Housing initiatives. 2024
- Identify and implement one pilot sustainability initiative every two years that can be replicated by other university departments. 2024
- At least 25% of all cleaning products purchased will be sustainable. 2024
- Sustainability concepts will be incorporated into new building designs, construction and renovations. 2026
- Utility usage will decrease by 3-5% annually. 2026
- Progress on sustainability will be shared annually with department staff. 2023
- SUG information will be benchmarked to inform department practices. Annually





# Goal 5

*Continued*

**INCORPORATE SUSTAINABILITY INTO ALL ASPECTS OF STUDENT HOUSING EQUIPPING STUDENTS AND STAFF TO USE THIS KNOWLEDGE TO BENEFIT THEIR ENVIRONMENT.**

## **Outcome 5.3: Educate students about becoming advocates for sustainable living and minimizing their impact on the environment.**

- Encourage students through messaging and interactions to reduce utility usage. **2024**
- Share utility usage data with students each semester. **2024**
- Post energy conversation signage in each residential community. **2024**
- Implement a power-usage challenge annually in each residential area to reduce energy usage. **2024**
- Students will participate in creating sustainability initiatives through the eco-rep position, department committees, hall events and other methods. **2023**
- Provide resources through messaging, emails, bulletin boards and advocacy for students to get involved in civic engagement opportunities. **2023**
- Move the eco-rep position from the Office of Sustainability to Student Housing. **2023**
- All residential staff will discuss and promote sustainability in their residential community through staff meetings, one-on-one meetings and events. **2023**





# Goal 6

**DEVELOP INITIATIVES AND LEVELS OF UNDERSTANDING BY CONTINUOUSLY FOSTERING AN ENVIRONMENT THAT SUPPORTS AND ADVANCES STUDENT AND STAFF LEARNING, DEVELOPMENT, AND SUCCESS AROUND DIVERSITY AND INCLUSION.**

## **Outcome 6.1: Be a role model to promote diversity and inclusion at all levels of the department and foster an environment of inclusive excellence.**

- Implement department initiatives, programs and events that support the university's diversity plan. **2024**
- Student Housing will utilize and sustain campus partnerships to support the university's diversity plan. **2023**
- Invite underrepresented students, staff, and faculty to participate in department search committees. **Ongoing**
- Partner with the Division of Diversity and Community Engagement to review and adjust marketing materials to reflect inclusive language and practices. **2021**
- Share information annually with the Division of Student Affairs regarding Student Housing diversity goals and assessment results. **2023**
- Provide information to Student Housing staff, faculty and students about the positive impact of diversity on student learning and success. **2023**
- Results from the UM Campus Climate Study and perceptions will be reviewed and incorporated into department planning efforts. **2022**

## **Outcome 6.2: Recruit, retain, and support a diverse Student Housing staff.**

- Implement hiring strategies to recruit staff from underrepresented groups. **Ongoing**
- Advertise position announcements in HigherEdJobs, DiversityJobs, and other relevant job boards focused on the recruitment of underrepresented populations. **Ongoing**
- Career development opportunities, including participation in training, conferences, campus events, and contributions to the University and Department, will be supported. **Ongoing**
- Collaborate with the Center for Inclusion and Cross Cultural Engagement and Division Diversity and Community Engagement to provide diversity training opportunities to department staff. **2022**

# Goal 6

*Continued*

**DEVELOP INITIATIVES AND LEVELS OF UNDERSTANDING BY CONTINUOUSLY FOSTERING AN ENVIRONMENT THAT SUPPORTS AND ADVANCES STUDENT AND STAFF LEARNING, DEVELOPMENT, AND SUCCESS AROUND DIVERSITY AND INCLUSION.**

## **Outcome 6.3: Develop initiatives to increase the retention and graduation rates of underrepresented students living on campus.**

- Track and analyze the percentage of underrepresented students participating in high-impact practices such as living-learning communities, first-year experiences, community service, etc. **2024**
- Journals, articles and other research will be reviewed to identify and implement co-curricular initiatives that support the retention and graduation of underrepresented students. **2024**
- Market student leadership opportunities such as the Residence Hall Association, the community assistant position, and CA Council to underrepresented students. **Ongoing**
- Collect data in collaboration with the Office of Institutional Research, Effectiveness and Planning (IREP), including retention rates, graduation rates and other key performance of on- and off-campus students. **Annually**

