

## University Housing 2009 Blueprint

### March 2009 Updates

- **Vision** - The Division of Student Affairs and Department of Academic Support fosters a community of scholars guided by integrity, engaged in collaboration, and dedicated to success.
- **Mission** - The Division of Student Affairs and Department of Academic Support, through partnerships with campus and community constituents, promotes the intellectual, emotional, physical, spiritual, cultural, and social development of students and educators, thus preparing them for a life of learning, service, and engagement. The Division supports the mission of the University of South Carolina and is guided by its dedication to learning, commitment to diversity and devotion to values of the Carolinian Creed.

### University Housing

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- **Vision Statement** - Sustainable Excellence: Great Today — Greater Tomorrow
- **Mission Statement** - University Housing creates sustainable living and learning communities that promote the academic and personal development of students.
- **Guiding Principles** - We recognize the importance of the Carolinian Creed to the University community. As such, the Carolinian Creed will guide the relationships we have with each other and with our students and customers.  
As Members of the Staff for University Housing...
  1. We will practice **personal and professional integrity**.
  2. We will commit to excellence in **servicing** students.
  3. We will serve as **positive role models** for students and colleagues.
  4. We will encourage **diversity** and discourage bigotry.
  5. We will respect the **dignity** of all students, colleagues, and customers.
  6. We will embrace the **wisdom** of all colleagues.
  7. We will support others through **teamwork and collaboration**.
  8. We will recognize the **contributions** of all students and colleagues.
  9. We will promote the **development and advancement** of all students and colleagues.
  10. We will promote **sustainability** through **responsible stewardship** of our resources.
- **Goal No. 1** - University Housing will support the recruitment of new students consistent with the enrollment management goals of the University.
  - **Relationship to Vision, Mission, and/or Guiding Principles** - This directly relates to the department's vision for sustainable excellence and the mission for developing living and learning programs that promote academic success of students. Also, it relates to the guiding principle of committing to excellence in serving students.
  - **Initiative 1(a)** - Plan and implement programs to meet university new student enrollment goals including size and quality of the class.
    - **Action Plan** - Resident Student Learning and Residence Life will create and implement residential learning communities to promote the University and support specific enrollment management goals.

- **KPI** - Assess the success of students participating in residential communities in comparison to those who do not. Pilot specific pre-post assessments to measure the impact of residential learning communities on specific learning outcomes. Assess the interest in implementing additional residential communities. Assess the success of students participating in residential communities in comparison to those who do not (GPA comparison). Track number of applications received for each community. Assess the participation in events and number of visits by prospective students to halls with special learning communities.
  - **Progress/Status Update** - This year we have 14 Living Learning communities. These communities all have a “Campus Partner” who is a staff or faculty member from the academic side of the fence and a “liaison”, who is a housing staff member to support the logistical efforts of the community. We only maintain the partnerships as long as the Campus Partner exists to ensure that there is curricular development coming from the experts. Currently, the assessment efforts have been difficult due to miscommunication regarding membership into the communities. We are correcting this through increased communication between Resident Student Learning, Assignments, and the Campus partners for each Living Learning Community throughout the application process. When the lists are accurate for 2009-2010, the assessment tools are in place to track retention, involvement, and academic success of the community members, in collaboration with the Institutional Assessment and Compliance office.
- **Action Plan** - Administration/Undergraduate Assignments will develop and offer a program for prospective students to meet with current students housed in special populations to gain a better understanding of the program benefits.
  - **KPI** - Track prospective student meetings with current students. Document and report the number of new students participating in special populations or learning communities.
    - **Progress/Status Update** - We are on schedule with beta testing of a mechanism through Genbook.com and Pidgin instant messaging services to offer online meetings between current learning community ambassadors and new incoming freshmen for Fall 2009. 143 online sessions were completed. As of May 13, 2009, we have received 3,568 applications.
- **Action Plan** - Resident Student Learning will continue to host partner breakfast for faculty and staff outside University Housing to network and discuss challenges and successes.

- **KPI** - Track and document meeting attendance and qualitative feedback from academic partners and housing liaisons.
    - **Progress/Status Update** - The Campus Partner breakfasts have continued, though we decided, in light of budget cuts to not purchase food. Attendance has not been impacted by this decision. We have held these meetings 2 times each semester and cover practical items for all of our Living Learning Communities. We have had the assignment offices come to speak about the Living Learning Community application process and the Coordinator of Community Service Programs to discuss how to develop that function of our Living Learning Communities. Campus Partners have indicated that these meetings have been helpful. The application process for 2009-2010 communities is much more accurate currently.
- **Action Plan** - Resident Student Learning will continue to research and analyze best practices in living and learning communities through departmental committee. Use data to inform programmatic and curricular guide.
  - **KPI** - Update guide to living and learning communities by end of year.
    - **Progress/Status Update** - The Coordinator of Living Learning Communities has continued to read articles on best practices and join the Residential Learning Communities International Clearing House through Bowling Green State University. Currently, in the process of working with each Campus Partner group to develop unique Learning Outcomes to best serve the students in their communities. This will be a change from the learning outcomes created by our office in previous years that were uniform for all communities. This new process will require some attention to appropriately assess unique outcomes for each community. We will continue to update the Living Learning Community guides to indicate these changes, as well as newly developed communities.
- **Action Plan** - Resident Student Learning will create a report detailing total application data and acceptances for students in living and learning communities.
  - **KPI** - Develop an upper-class and first year community reports.
    - **Progress/Status Update** - The Coordinator of Living Learning Communities is creating a report of the Upper-class community application and acceptances. We are completing the assignment process of accepting the students and having them sign their housing applications. Final Numbers will be in by the middle of March, and tracked for changes throughout the summer. The process

for First Year applicants to Living Learning Communities has a priority deadline of April 1<sup>st</sup>. Tracking will be completed throughout the summer for these applicants as well.

- **Action Plan** - Development of assessment plan for living learning communities connected with University retention goals (i.e. GPA and retention data).
  - **KPI** - Train coordinator for use of Student Voice. Explore other tracking options and meet with campus partners at least once during the academic year to discuss needs for tracking.
    - **Progress/Status Update** - Developing assessment plans by improving the accuracy of membership lists of each community and working with the Institutional Assessment and Compliance office to increase assessment efforts of GPA and retention. Uses of Student Voice will also be considered and utilized as seen necessary and beneficial to this goal by the Coordinator of Living Learning Communities.
- **Action Plan** - Develop a tracking system to assess student engagement in designated living and learning communities/programs.
  - **KPI** - Train coordinator for use of Student Voice. Explore other tracking options and meet with campus partners at least once during the academic year to discuss needs for tracking.
    - **Progress/Status Update** - Assessment was discussed in a Campus Partner Breakfast to be certain that we understand the importance of discovering the effectiveness of our programmatic elements within the communities. We also have been keeping attendance at events within the Living Learning Communities. Currently, the Coordinator of Living Learning Communities is considering the implications of different types of incentive or accountability programs that could improve student engagement. Some successful components to increase engagement have been linking the Living Learning Community directly to an academic course or participation requirements that are enforced by students being asked to leave if they are not participating at the appropriate level.
- **Initiative 1(b)** - Continue to implement and assess programs and services related to the technical colleges of South Carolina Bridge Program.
  - **Action Plan** - Staff members from Resident Student Learning will continue to participate in the bridge program planning group. Work to improve application numbers.
    - **KPI** - Compare the numbers of applications for 2008-2009 to 2009-2010.
      - **Progress/Status Update** - This fall, the Coordinator of Living Learning Communities joined representatives from

the Financial Aid office, Admissions, and the Student Success Center to do presentations at 4 different locations and to over 150 students and their parents and advisors about the housing opportunity and benefits of living in the Bridge Living and Learning Community. At this point applications are not due until June 1<sup>st</sup> as students acceptance is contingent on the final grades they receive in the Spring semester at their technical institution.

- **Action Plan** - Resident Student Learning will develop programmatic and curricular interventions for 08-09 community. Assess participation in Bridge Community programming.
  - **KPI** - Track and report numbers in an End of the Year report for community.
    - **Progress/Status Update** - Currently, the Bridge Community did not launch. We had tracking problems of the members and no communication with them for the first month. When we did establish the contact information, we had lost interest and involvement from the few members. We have much better communication with the ACE office, SSC office, and the Admissions office to ensure that we are on the same page for approving member applications in May and June this year, after they are accepted to the University of South Carolina. The coordinator of Living Learning Communities will be overseeing our efforts between these campus partners and the Assignments office to ensure the effective launch of this community for the 2009-2010 academic year, which will include tracking of student involvement and mandatory ACE appointments.
- **Action Plan** - In collaboration with Orientation and Parents' Programs, University Housing will develop an online method to educate new incoming students and their parents about recent trends in roommate issues.
  - **KPI** - Design and implement an online roommate issues seminar through VIP. Track student participation and roommate mediation referrals to Residence Life.
  - **Progress/Status Update** - We continue to explore the most economical way using technology to educate students and parents about college roommate issues. Beginning with Fall 2009, all new incoming freshmen will be directed to complete a fifty question information session through BlackBoard to assist students with understanding the changing rules of surviving roommates. Upon completion, students will be able to facilitate one-on-one discussions on any topic with current and future roommates.
- **Action Plan** - Resident Student Learning will conduct focus groups with participants for future enhancements for the Bridge Community program.

- **KPI** - Report the qualitative data in the End of the Year report.
      - **Progress/Status Update** - Currently, the Bridge Community did not launch. We had tracking problems of the members and no communication with them for the first month. When we did establish the contact information, we had lost interest and involvement from the few members. We have much better communication with the ACE office, SSC office, and the Admissions office to ensure that we are on the same page for approving member applications in May and June this year, after they are accepted to the University of South Carolina. The coordinator of Living Learning Communities will strengthen the assessment efforts of this community in 2009-2010, including conducting focus groups.
- **Initiative 1(c)** - Pursue opportunities to enhance access to University of South Carolina by expanding financial aid opportunities and student-support programs to underserved student populations.
  - **Action Plan** - Resident Student Learning will develop an assessment plan for students using services provided by the Academic Centers for Excellence.
    - **KPI** - Develop assessment plan by mid-year and publish results by end of the year.
      - **Progress/Status Update** - The Academic Centers for Excellence (ACE) has a comprehensive assessment plan that consists of a wide variety of assessment initiatives. These include student appointment satisfaction surveys through Student Voice, Satisfactory Academic Progress (SAP) GPA comparisons and persistence information, Coach Surveys, student ACE usage information, student demographics, academic needs identification by students and referrals, academic presentations/University 101 assessments, and several other areas of assessment.
  - **Action Plan** - Resident Student Learning will develop and implement a tracking software program to monitor students' identifying as minorities.
    - **KPI** - Software installed and implemented by mid-year.
      - **Progress/Status Update** - TutorTrac software program was purchased in August 2008. However, due to several server complications, the program is not yet up and running. Significant time has been spent working with IT staff, going through TutorTrac trainings, working with TutorTrac staff, and many other proactive steps. It is our hope that the software program will be up and running completely by June 1<sup>st</sup>, 2009.
- **Initiative 1(d)** - Develop and implement pre-enrollment programs and services.
  - **Action Plan** - In collaboration with Orientation and Parents' Programs, Administration/Undergraduate Assignments will develop an online

method to educate new incoming students and their parents about recent trends in roommate issues.

- **KPI** - Design and implement an online roommate issues seminar through VIP. Track student participation and roommate mediation referrals to Residence Life.
- **Progress/Status Update** - We continue to explore the most economical way using technology to educate students and parents about college roommate issues. Beginning with Fall 2009, all new incoming freshmen will be directed to complete a fifty question information session through Blackboard to assist students with understanding the changing rules of surviving roommates. Upon completion, students will be able to facilitate one-on-one discussions on any topic with current and future roommates.
- **Goal No. 2** - University Housing will foster a learning environment that promotes the academic success of our students.
  - *Goal No. 2 - Contributes to*
    - Student Affairs & Academic Support
      - **Strategic Goal No. 2** - Optimize student retention and persistence to degree completion by increasing engagement in campus life and by providing and supporting essential programs, services, and educational activities that lead to student success and satisfaction.
      - **Strategic Goal No. 3** - Advance a global community of scholars that promotes academic success, character development, personal growth and wellness, career development, and lifelong learning.
    - **Relationship to Vision, Mission, and/or Guiding Principles** - This directly relates to the department's vision for sustainable excellence and the mission for developing living and learning programs that promote academic success of students. Also, it relates to the guiding principle of promoting the development and advancement of all students and colleagues.
    - **Initiative 2(a)** - Establish, coordinate, and enhance programmatic initiatives, research & assessment, and policy development to promote students' academic success by incorporating cross campus partnerships and effective use of data to guide decision making.
      - **Action Plan** - The Student Success Center and Resident Student Learning will collaborate with the Office of Financial Aid and Scholarships as it relates to helping students meet satisfactory progress standards and assisting students in danger of losing their LIFE or Palmetto scholarships. Collaborate with financial aid staff to plan for implementation of mandatory three meeting ACE coaching curriculum for first year students who are academically deficient.
        - **KPI** - Evaluate effectiveness of programs through number of students assisted, student persistence and scholarship retention. Develop plan, train housing staff by mid-year, and publish information in end of the year report.
          - **Progress/Status Update/Input** - The ACE office works with the Office of Financial Aid and Scholarships to

provide one-on-one coaching sessions to any student who is failing to meet Satisfactory Academic Progress (SAP). Students are identified in this process as those who have over 60 credit hours and below a 2.0 cumulative GPA. Students are mandated to attend an ACE appointment and complete an Academic Plan as part of their appeal. The assessment of this collaboration revealed that 92% of the students who participated in the ACE/SAP process (about 168 students) had a higher GPA than those who did not participate. Second semesters numbers were comparable. In the Spring of 2009, 243 students were referred to ACE through the Registrar's office, via the Academic Standards policy Academic Recovery initiative. As of 5/13/2009, 223 students attended their ACE appointment which equals 91.7%. Of the 243 students, seven withdrew for the spring semester. Factoring in this number – 236, that gives us a total 94.4% of referred, enrolled students attended their ACE appointment.

- **Action Item** - Resident Student Learning will continue to participate in Opportunity Scholars planning group.
  - **KPI** - Track and report all meeting attendance and document meeting discussions.
    - **Progress/Status Update** - ACE provides OSP students coaching sessions and study skill development. In Fall 2007, the Student Success Center coordinated an orientation program for OSP students called "Opportunity Awaits." ACE partnered with this initiative to provide several academic support programs including Learning Style interpretations, the Learning and Study Strategies assessment, and goal setting strategies. ACE also provided an OSP specific Academic Plan for students to use as they entered USC. The Student Success Center decided to not hold Opportunity Awaits in Fall 2008.
- **Initiative 2(b)** - Develop emergency procedures for crisis response.
  - **Action Item** - Create and implement a Behavioral Action Guide for use by residential staff in supporting students through personal issues.
    - **KPI** - Create and disseminate Behavioral Action Guide, infuse document into training practices, assess staff utilization through the tracking of use and the annual staff survey.
      - **Progress/Status Update** - Behavioral Action Guide was disseminated at Fall 2008 Graduate and Resident Mentor Training. Based on GA and RM training evaluations the Behavioral Action guide training needs to be more intentional and infused in other activities throughout training. The guide is also viewable via the internet.

- **Action Item** - Resident Student Learning will contribute to overall intervention/curricular plan for Opportunity Scholars group.
  - **KPI** - Plan submitted by mid-spring semester.
    - **Progress/Status Update**- ACE provides OSP students coaching sessions and study skill development. In Fall 2007, the Student Success Center coordinated an orientation program for OSP students called “Opportunity Awaits.” ACE partnered with this initiative to provide several academic support programs including Learning Style interpretations, the Learning and Study Strategies assessment, and goal setting strategies. ACE also provided an OSP specific Academic Plan for students to use as they entered USC. The Student Success Center decided to not hold Opportunity Awaits in Fall 2008.
- **Initiative 2(c)** - Enhance initiatives to promote students’ academic success.
  - **Action Plan** - Residence Life will develop and implement “Carolina Days”; a six week spring semester first-year student admits to expedite the transition process for students.
    - **KPI** - An assessment insert will be attached to the already existing Student Success Initiative survey and will be administered in April/May to newly enrolled students. The results will be compared to students who fully participated in the SSI to gauge student success and satisfaction with the services provided.
      - **Progress/Status Update**- Assessment was done locally in each area.
  - **Action Item** - Expand academic coaching and academic deficiency initiatives through the Student Success Center, the Academic Centers for Excellence, and the Student Assistance Program.
    - **KPI** - How many students participated in the academic deficiency initiatives? How many students connected with ACE coaches during the academic recovery initiative? How did they improve academically? What issues were most commonly cited as contributing factors to academic deficiency?
      - **Progress/Status Update** - In Fall 2008, the ACE office expanded academic coaching hours to include evening available Monday-Wednesday 7:00pm-9:00pm. This expanded service provided an added opportunity for students to use ACE services. Academic deficiency initiatives were also expanded, as several new partnerships were created with academic departments and administrative offices. These new partnerships include the mandate of all first-year academically deficient students (enforced through the Registrar’s office), Nursing students, Greek students, Admissions at-risk students, and STAR students. 243 students were referred to ACE through the Registrar’s office, via the Academic Standards policy Academic

Recovery initiative. As of May 13, 2009, 223 students attended their ACE appointment which equals 91.7%. Of the 243 students, seven withdrew for the spring semester. Factoring in this number – 236, that gives up a total of 94.4% of referred, enrolled students attending their ACE appointment.

- **Action Item** - Business and Information Services will collaborate with the Academic Centers for Excellence (ACE) Office to implement new software to provide web-based access to ACE Centers to allow students to request appointments, check schedules, and communicate with the staff in the ACE office.
  - **KPI** - Implement the TutorTrac software purchased by ACE Office.
    - **Progress/Status Update** - Since the TutorTrac software was already installed and being accessed from a Student Affairs IT server, it was decided that the software for the ACE office would be installed and supported from the same server. Student Affairs IT Office has installed the software and is working with ACE Office staff to complete the configuration and implementation of this software.
- **Action Item** - The Student Success Center and Residence Life will collaborate to expand the First-Year Student Call Center as it relates to helping students meet satisfactory progress standards.
  - **KPI** - A new call center will open in a residential setting. Callers will collect information from students about their transition to the University.
    - **Progress/Status Update** - The Call Center location was identified and facility work completed to bring it to a standard that will work for the program. The location is in the basement of Capstone House.
- **Initiative 2(d)** - Engage in public relations activities that advance programs, services, and activities that lead to student engagement, success and satisfaction.
  - **Action Plan** - Enhance the content and effectiveness of Web sites, with a focus on improving online student services.
    - **KPI** - Set up monthly meetings with web stakeholders to review content of web pages. Establish calendar of events that occur regularly that impact web content.
      - **Progress/Status Update** - A Website Review Committee was established and web stakeholders were identified. This committee meets monthly to review content of web pages. A calendar of events was established and is utilized by all units within the department.
  - **Action Plan** - Purchase and install new servers to support enhanced and more secure web services.
    - **KPI** - Purchase and install two new servers to support enhanced and more secure web services.

- **Progress/Status Update** - New servers have been purchased and installed and are in the process of being configured. It is anticipated that the new web server, with enhanced and more secure web services, will be put into production use by August 1, 2009.
- **Action Plan** - Business and Information Services will provide student online access to enter maintenance service requests and review status of submitted requests.
  - **KPI** - Implement new student online access to submit maintenance service requests via the WEB. Track number of maintenance orders submitted online.
    - **Progress/Status Update** - The Housing IT Office is working with UTS and an outside vendor to make the programming changes required to get this system into place, to be ready before student move-in for the Fall Semester (August 2009).
- **Action Plan** - Resident Student Learning staff members will assist the Residence Hall Association (RHA) to inform constituents of the changes in visitation policies after first semester. Assist RHA to develop clear and consistent voting procedures for selecting a new visitation policy. Inform constituents of title change of Resident Advisors to Resident Mentors.
  - **KPI** - Develop publications by mid fall semester.
    - **Progress/Status Update** - Residence Hall Association (RHA) Executive council utilized RHA meetings, Hall Government Executives and Blackboard to inform constituents of the visitation policy changes. RHA executives set up a test on Blackboard to administer the actual voting for policy change. The use of Blackboard was utilized to conserve resources.
- **Action Plan** - Develop publications to promote living and learning communities.
  - **KPI** - Develop publication by mid-year.
    - **Progress/Status Update** - Through Marketing and Publications, the Coordinator of Living Learning Communities has developed and updated the content and look of the Living and Learning Community Guide that will be sent to incoming freshmen with their housing information through the Assignments office. The guide was printed and in hand February 1, 2009.
- **Action Plan** - Update web delivery of living and learning communities to create a more student centered approach.
  - **KPI** - Website updated by mid-year.
    - **Progress/Status Update** - The Website has continued to go through revisions as necessary. In December and January, the department updated and corrected all of the applications for the Living Learning Communities, including adding

pages for Healthy Carolina and the Journalism community. We are updating the faculty involvement page to be more beneficial for faculty recruitment to our programs and services. The department is actively involved in getting updated bios and pictures for each current Faculty Principal.

- **Initiative 2(e)** - Attract and retain students through enhanced facilities.
  - **Action Plan** - Facilities Management will oversee and manage the continuation of the construction of the new honors residence hall.
    - **KPI** - Construction continues on schedule with completion date of August 2009. Review and submit proposals for space utilization of new building.
      - **Progress/Status Update** - Construction still continues to be on schedule with completion date of August 2009. First floor offices will be occupied by Honors College faculty and staff. Food Service will also run and occupy the Dining Hall.
  - **Action Plan** - Facilities Management will enhance the lobby and public area within the residence halls.
    - **KPI** - Identify and increase the number of lobby and public area renovation projects. Implement, evaluate, and document all renovation projects.
      - **Progress/Status Update** - With the completion of four residence hall lobby renovations, plans and cost are being studied for another residence hall lobby renovation to begin in May.
  - **Action Plan** - Facilities Management will continue to develop and enhance the 10-year master plan for residential facilities.
    - **KPI** - Complete the non-capital projects listed in the 10-year plan for fiscal year 2008-2009.
      - **Progress/Status Update** – All non-capital projects listed in the 10-year plan for fiscal year 2008-2009 have been completed.
  - **Action Plan** - Facilities Management will continue to expand the deferred maintenance program for residence facilities equipment and infrastructure.
    - **KPI** - Develop, identify, implement, and document deferred maintenance for residence halls equipment and infrastructure.
      - **Progress/Status Update** – Locks have been installed in the four Horseshoe buildings (Pinckney / Legare, Harper / Elliott, Rutledge, and Desaussure) entrance doors. Housing Facilities continues to work plan and expand the deferred maintenance program.
  - **Action Plan** - Facilities Management will implement a “Green Cleaning” system within residence halls to meet the standards of the United States Green Buildings Council.

- **KPI** - Evaluate and document effectiveness of products, cost savings, and labor / time reduction for cleaning residence halls.
    - **Progress/Status Update** – “Green cleaning” has been implemented in all residence halls. The Custodial have tried and tested products, to come up with the products they believe are the most effective and time saving. Custodial staff have received training on Green cleaning products and equipment. Complete green cleaning will not start until mid summer 2009.
- **Action Plan** - Facilities Management will continue in expanding card access and CCTV in residence halls.
  - **KPI** - Identify, document, and implement the number of card access and CCTV that are installed in residence halls.
    - **Progress/Status Update** – The department is currently in the process of adding CCTV cameras in the East Quad laundry room and classrooms. A card reader has been installed at the Bates West front desk. All existing card access readers in Maxcy will be replaced by new proximity readers by the end of the Spring 2009 semester. In addition, a new card reader will be added to the Maxcy front desk. The old existing card readers are being changed to the new proximity readers in all residence halls. Plans for the proximity readers and CCTV are being made for the new Honors College.
- **Action Plan** - Facilities Management will respond to every 7-FIXX Student calls for maintenance service within a 24 hour period.
  - **KPI** - Document and report to the Director of Housing Facilities Management on a monthly basis any calls that are not handled within a 24 hour period.
    - **Progress/Status Update** – This is on-going. Housing Facilities is striving for a 100% goal, in handling all work orders in a 24 hour period. Currently University Housing has reached 40% success rate to address work orders within a 24 hour period of time.
- **Action Plan** - Business and Information Services will refurbish computer labs in residence halls.
  - **KPI** - Complete refurbishment of computer labs in residence halls, to include installation of new equipment and new furniture. Document project completion.
    - **Progress/Status Update** – Computer workstations and printers in all computer labs in residence halls have been replaced. Discussions have begun for new furniture and window coverings, with the goal to create a collaborative learning environment for students. Staff met with a vendor who put together a proposal for new furniture; however, this project has been put on hold due to funding issues.

- **Action Plan** - Business and Information Services will provide, enhance and publicize wireless internet access locations in all residence hall common areas to promote collaborative learning among students. Provide new furniture in some areas to promote collaborative learning.
  - **KPI** - Complete wireless access project in all residence hall public areas per 2005 University Technology Services (UTS) plans. Provide signage to publicize wi-fi access locations.
    - **Progress/Status Update** – The 2005 UTS project plans and estimates were based on providing wireless internet access throughout all rooms of all residence halls. It was decided that we would focus only on common areas in the residence halls due to the cost for that project as well as the fact that wired connections are already provided in rooms for residents. A survey has been completed to determine the areas that are lacking wireless access. This information will be provided to UTS with a goal of having access throughout all common areas prior to student move-in for the Fall 2009 semester.
- **Action Plan** - Business and Information Services will initiate a project with UTS to explore providing telephone, internet and Gamecock cable services to all apartments in Carolina Gardens.
  - **KPI** - Submit project request to UTS, review proposal, and schedule work to be done, if feasible.
    - **Progress/Status Update** – A project request was submitted to UTS who reviewed the feasibility of providing telephone, internet and Gamecock cable services to all apartments in Carolina Gardens. It was determined this was not feasible to pursue at this time due to the significant costs involved. Residents currently obtain phone, internet and cable services directly through private vendors, if desired. Business and Information Services contracted with a private vendor to provide internet access to Housing staff locations in Carolina Gardens.
- **Action Plan** - Resident Student Learning will coordinate upgrade of all residence hall classroom space to support technological teaching opportunities.
  - **KPI** - All equipment installed by Fall 2008. Implement a faculty and staff utilization/satisfaction survey.
    - **Progress/Status Update** - Over the summer of 2008, all the existing classrooms around campus were enhanced with updated computer equipment and overhead screens. Locks were secured and keys are now given to all professors who teach in these classrooms. A student worker was also hired to check and help maintain the technology in these classrooms by updating the computers and ensuring their security every Sunday. A simple satisfaction survey will be

developed to discover the utilization and implementation of this technology by the professors that utilize these spaces and completed by the start of the 2009-2010 academic year.

- **Action Plan** - Facilities Management will commence refurbishment project for Carolina Gardens.
  - **KPI** - Refurbish 10% of apartments.
    - **Progress/Status Update** – Due to budgetary constraints and compliance with state procurement guideline for packing projects, the department could not refurbish 10% of the apartments in Carolina Gardens. The department will resubmit the project when economic conditions improve.
- **Action Plan** - Housing Administration will assist a marketing analysis firm with a series of evaluations in order to determine student demand for on campus housing and to identify students' preferred housing unit types.
  - **KPI** - Assist with establishing student focus groups to retain qualitative data on preferred housing choices. Assist in developing a student survey to quantify preferences.
    - **Progress/Status Update** – Based on the supply of new student housing (537 bed residence hall and 767 bed private apartment community) now becoming available for Fall 2009, the decision to retain a private marketing analysis firm has been postponed. University Housing Administration will continue to develop and administer in-house surveys through Blackboard to assist with measuring the accommodation needs of undergraduate students. USC now houses about 41% of all undergraduate students on campus. As of March 3, a waiting-list list of 1,100 is expected after the first phase of assignments. The ability to guarantee quality housing to nearly all undergraduate students remains a top priority for administrators and faculty.
- **Initiative 2(f)** - Partner with parents and families to inform their students of (and encourage them in) the services and involvement opportunities on campus.
  - **Action Plan** - Resident Student Learning will develop and send recruitment publication regarding opportunity to serve as a Resident Mentor.
    - **KPI** - Letters sent by beginning of spring semester.
      - **Progress/Status Update** - 537 nomination letters were mailed on December 22, 2008 to student's home address. 70 students indicated on their application that they received a nomination letter and it was a factor in their reason for applying.
- **Initiative 2(g)** - Expand study abroad participation through program design, marketing efforts, and collaboration with academic units.

- **Action Plan** - Assess student learning outcomes in living and learning communities related to study abroad.
      - **KPI** - Document findings and include in end of the year report.
        - **Progress/Status Update** - This is a current item on our Assessment for both Campus Partners and the residents of our Living Learning Communities. Study abroad initiatives and opportunity fairs where they are represented are announced at the Campus Partner breakfast and flyers given to promote in their communities. Assessment is currently being completed through survey and findings are unknown.
    - **Initiative 2(h)** - Enhance the privacy of confidential student data.
      - **Action Plan** - Business and Information Services will collaborate with campus partners to change the social security number as the ID for access control cards.
        - **KPI** - Collaborate with Carolina Card Office and record and document changes implemented during the academic year.
          - **Progress/Status Update** - In collaboration with the Registrar and UTS officials, the MY VIP ID has been connected to the SSN for information retrieval and data processing purposes on many undergraduate housing IMS screens. The main office front-line staff will no longer request SSNs by phone or in-person for any student services. The VIP ID will replace SSNs on many housing documents to include keycards and housing rosters. The department participated with the Carolina Card Office and UTS in the Carolina Card Refresh Project. All students and staff have been issued new Carolina ID Cards which no longer use SSN's as the identification number on the card. The Housing Access control system and the interface between Housing and the Carolina Card system were modified to accept the new identification numbers. This project was completed in January 2009.
  - **Goal No. 3** - University Housing will develop residential communities that foster character development.
    - **Relationship to Vision, Mission, and/or Guiding Principles** - This directly relates to the department's mission to assist students with their personal development. Also, it relates to the guiding principle of encouraging diversity and discouraging bigotry.
    - **Initiative 3(a)** - Plan and implement programs to meet university new student enrollment goals including size and quality of the class.
      - **Action Plan** - Create and implement residential learning communities to promote the University and support specific enrollment management goals.
        - **KPI** - Assess the success of students participating in residential communities in comparison to those who do not. Track number of

applications received for each community. Assess the GPA, participation in events, and number of visits. Pilot specific pre-post assessments to measure the impact of residential learning communities on specific learning outcomes. Assess the interest in implementing additional residential communities.

- **Progress/Status Update** - This year we have 14 Living Learning communities. These communities all have a “Campus Partner” who is a staff or faculty member from the academic side of the fence and a “liaison”, who is a housing staff member to support the logistical efforts of the community. We only maintain the partnerships as long as the Campus Partner exists to ensure that there is curricular development coming from the experts. Currently, the assessment efforts have been difficult due to miscommunication regarding membership into the communities. We are correcting this through increased communication between Resident Student Learning, Assignments, and the Campus partners for each Living Learning Community throughout the application process. When the lists are accurate for 2009-2010, the assessment tools are in place to track retention, involvement, and academic success of the community members, in collaboration with the Institutional Assessment and Compliance office. Pre-test and post-test efforts will be conducted with the learning outcomes of each community being considered.
- **Initiative 3(b)** - Expand study abroad participation through program design, marketing efforts, scholarship opportunities and collaborations with academic units.
  - **Action Item** - Provide programming and community service opportunities to American and international students which emphasize campus internationalization and foster cross-cultural learning and global awareness.
    - **KPI** - Programs serving this purpose will be described and assessed through participation and surveys. Web assessable inventory of programs will be available and its effectiveness assessed. Report on post-program surveys and other methods to assess program effectiveness and learning outcomes.
      - **Progress/Status Update** - The Coordinator of Community Service Programs came to speak at the Campus Partner Breakfast to build that relationship. We are encouraging communities to partner with Community Service programs to develop partnerships in the community that relate to the type of community they are (i.e. pre-medical working with clinics or hospitals). The Carolina Global Community specifically exists to create an environment where

international students and American students explore cultural differences through shared experiences. The Spanish and French houses also exist to promote the culture and language of their respective community. All three of these communities have had strong campus partners and increasing number of student interest and applications.

- **Initiative 3(c)** - Foster student engagement through enriching educational experiences.
  - **Action Item** - Develop, promote, and assess opportunities that encourage students to participate in residential learning communities.
    - **KPI** - How are residential learning communities publicized? How many students who chose to live on campus reside in learning communities? Track the number of applicants and compare students' housing experiences. What are students' perceptions of their experiences in a living and learning community? Are students who live in communities more successful than their peers who don't live in learning communities? Promote learning communities with Midlands Tech and Greenville Tech faculty, staff, and students throughout the school year.
      - **Progress/Status Update** - Through Marketing and Publications, the Coordinator of Living Learning Communities has developed and updated the content and look of the Living and Learning Community Guide that will be sent to incoming freshmen with their housing information through the Assignments office. The guide was printed and in hand February 1, 2009. In addition, the Coordinator of Living Learning Communities has participated in Bridge Day and 3 presentations to Technical College students who are in the Bridge program. This person has also participated in the Student Involvement fair, the Upper-class Housing information night, and individual Open Houses for the French House, Spanish House, Upper Premed Community, Magellan Explorers Community, and Preston College. Housing staff attended Scholar day to promote first year communities on April 4<sup>th</sup>, 2009.
  - **Action Item** - Develop, promote, and assess specific initiatives for second-year students that will improve sophomore to junior year retention and support students' academic exploration.
    - **KPI** - Summary of programs and initiatives targeted to this population. Report sophomore to junior retention rates, student satisfaction survey results, and focus group data. Report results of specific program and learning outcome assessments.
      - **Progress/Status Update** – Resident Student Learning has increased the number of Living Learning Community options available to upperclassmen. In the Fall of 2009,

Healthy Carolina and Magellan Explorers has openings reserved for up to half to be for upperclassmen students. We will report the numbers of students who decide to stay in campus to join these communities and the others (Green Learning Community, Green Quad, Spanish House, French House, Carolina Global Community, Preston, and Upperclass Pre-Med.) The Coordinator of Living Learning Community supports freshmen communities incorporating upperclass peer leaders to be utilized in strengthening the program for first year students.

- **Action Item** - Implement comprehensive learning outcomes for living and learning communities including opportunities for all students involved in communities to learn about community service and service learning.
  - **KPI** - Assess community service and service learning activities sponsored by hall governments and living and learning communities. Report findings in document by end of the year.
    - **Progress/Status Update** – Currently, we have established these as learning outcomes in the living learning communities, but are allowing each community to develop their own learning outcomes now. Perhaps, these outcomes will remain, or something similar. We do have assessment in place for this year, and that will be conducted through Campus Partners and Community members in April 2009. The Coordinator of Living Learning Communities will need to collaborate with RHA more in the future to implement these initiatives more through hall governments than through Living Learning Communities alone.
- **Action Item** - Create a student tracking system to assess student engagement in hall programs.
  - **KPI** - Implement tracking system by Spring 2009.
    - **Progress/Status Update** – We are working with our departmental technology team to develop a tracking system for liaisons to enter the numbers of participants in our living learning community events and with our RHA programming as well. We will also interact with the office of student engagement to determine best practices to determine student engagement through hall programming.
- **Initiative 3(d)** - Enhance initiatives to promote student's academic success.
  - **Action Item** - Resident Student Learning will collaborate with campus partners to develop Undergraduate Research Community.
    - **KPI** - Collaborate with academic partners to create an implementation plan for community and document findings by the end of January.
      - **Progress/Status Update** - We are accepting applications for the Magellan Explorer's Community for the fall of 2009. This was developed as a collaboration of the

Assistant Vice Provost of Student Engagement and the Undergraduate Research Coordinator. This community will be housed within a cluster of the new Honors Residence, with a maximum population of 23 first-year and upper-classmen students.

- **Action Item** - Resident Student Learning will create web-based video materials for ACE website.
  - **KPI** - Track user hits and report findings in end of the year report.
    - **Progress/Status Update** - One web-based video was created for marketing purposes. A new ACE “commercial” is now featured on the ACE homepage of the website. The video aims to show students locations, services, and how coaching, math, and writing can benefit their academic experience.
- **Initiative 3(e)** - Develop opportunities that encourage students to participate in student organizations, leadership positions, and student activities.
  - **Action Item** - Increase Resident mentor applications for specific populations (i.e. male and person's of color).
    - **KPI** - Increase the number of applications over 2008.
      - **Progress/Status Update** - Based on 2008 to 2009 numbers, the total number of applicants increased by 78%, number of actual interviews increased by 88%. Male applicants increased 69%, overall minority applicants increased by 79%, male minority applicants increased by 74%.
  - **Action Item** - Update Resident Mentor curriculum.
    - **KPI:** - Implement curriculum in Fall 2008 and Report findings from instructor survey.
      - **Progress/Status Update** - New curriculum was implemented and in 2008 27% of surveyed respondents said they strongly agreed with the statement “Overall this is a good course” compared to 17% of surveyed respondents from 2007 and 15% from 2006.
- **Initiative 3(f)** - Develop, promote, and assess opportunities that encourage students to participate in wellness related programs.
  - **Action Item** - Resident Student Learning will collaborate with the Healthy Carolina Office to develop a Healthy Carolina Living and Learning Community.
    - **KPI** - Proposal developed and submitted by end of fall semester.
      - **Progress/Status Update** - We are accepting applications for the Healthy Carolina Living Learning Community for the fall of 2009. This 44 member upperclassman and first-year community will be housed in Columbia Hall. As part of their accommodations, University Housing is assisting them to create a group exercise space in the basement, which is utilizing a work-out room that already existed, but

was in much need of upgrading. Those upgrades are happening currently and will be complete by the start of the next academic year. This community will be sponsored by both the Healthy Carolina initiative and the School of Public Health.

- **Initiative 3(g)** - Increase diversity awareness and cultural sensitivity among faculty, staff, and students.
  - **Action Item** - Provide diversity education to staff and students through workshops, seminars and student leader training.
    - **KPI** - Conduct focus groups and survey of participants to evaluate programming. Report findings.
      - **Progress/Status Update** – With the recently approved Diversity and Multicultural Competency statement, we will begin programming that will allow us to promote and practice this during one Friday morning meeting each semester. This will also be a focus of our Graduate Assistant for Diversity to promote opportunities and initiatives to our staff and students.
  - **Action Item** - Resident Student Learning will provide leadership for the development of a diversity statement.
    - **KPI** - Publication of diversity statement by the end of the fall semester.
      - **Progress/Status Update** - A Diversity Statement was developed in a committee in the Spring of 2008, but has yet to be approved by the Assistant Director team. The document needs to be re-evaluated and edited to represent the department's value on diversity. The Assistant Director of Residential Student Learning will lead the Assistant Director team in the process of completing this document before the start of the 2009-2010 academic year.
  - **Action Item** - Resident Student Learning will explore the development and implementation of a "Campus of Difference" Program.
    - **KPI** - Each full time staff member will conduct a minimum of one training session during the year.
      - **Progress/Status Update** - Two current staff members have been trained to be trainers for the Campus of Diversity program. The Campus of Difference is an initiative by the Anti-Defamation League. They exist to help campuses become more aware of diversity and anti-bias awareness. The Associate Director of Residence Life and one of our Assistant Directors of Residence Life have been trained and we will develop an opportunity for them to lead members of our staff in this training before the start of the 2009-2010 academic year. The feasibility and need for more staff to be trained will be considered as well.

- **Goal No. 4** - University Housing will develop and implement research and assessment to focus continuous improvement in service to students, clients, and campus stakeholders.
    - *Goal No. 4 - Contributes to*
      - Student Affairs & Academic Support
        - **Strategic Goal No. 4** - Develop and practice methods of research and assessment that guide improvements enhancing student success and satisfaction.
    - **Relationship to Vision, Mission, and/or Guiding Principles** - This directly relates to the department's vision to strive for sustainable excellence. It also relates to the guiding principle of promoting sustainability through responsible stewardship of our resources.
    - **Initiative 4(a)** - Develop a comprehensive plan to coordinate survey instruments, develop a clear link between assessment results and departmental goals and disseminate assessment findings.
      - **Action Plan** - Administration/Undergraduate Assignments will direct a marketing analysis firm to conduct a series of evaluations in order to determine student demand for on campus housing and to identify students' preferred housing unit types.
        - **KPI** - Develop student focus groups to retain qualitative data on preferred housing choices. Develop, evaluate and report on a student survey to quantify preferences.
        - **Progress/Status Update** - Based on the supply of new student housing (537 bed residence hall and 767 bed private apartment community) now becoming available for Fall 2009, the decision to retain a private marketing analysis firm has been postponed. University Housing Administration will continue to develop and administer in-house surveys through Blackboard to assist with measuring the accommodation needs of undergraduate students.
- USC now houses about 41% of all undergraduate students on campus. As of March 3, a waiting-list list of 763 is expected after the first phase of assignments. The ability to guarantee quality housing to nearly all undergraduate students remains a top priority for administrators and faculty.
- **Action Item** - Develop a comprehensive list of all departmental assessment activities with listing of campus partner recipients.
    - **KPI** - List developed and reported in department's annual report.
    - **Progress/Status Update** – As of May 15, 2009, University Housing has administered 25 internet surveys, 5 paper surveys, 5 focus groups series and 2 personal interviews series. Populations assessed include University Housing professional staff and graduate assistants, resident mentors, residents, U101 instructors, ACUHO summer interns, peer institutions, and living-learning community faculty partners. Report recipients include University Housing, The Student Success Center, University Technology

Services, Office of Student Engagement, Counseling and Human Development Center, University 101, Honors College, and Living-Learning Community faculty partners.

- **Action Item** - Develop PR materials that showcase departmental research and assessment findings on student satisfaction.
  - **KPI** - Information is shared in a minimum of 2 publications.
    - **Progress/Status Update** – The department included research findings in the following three publications: The Living and Learning Communities Guide, The Moving-In Guide, and the Tour Guide. These publications are all available on-line. Beginning in Fall 2008, individuals could request (on-line) to receive a hard copy of departmental publications.
- **Initiative 4(b)** - Examine departmental policies, procedures, and communication affecting the student experience.
  - **Action Plan** - Create an online process for students/parents/ or any stakeholders to submit suggestions for improvement.
    - **KPI** - Process is developed and suggestions are forwarded to appropriate unit in department.
      - **Progress/Status Update** – Launched phase I of an online appointment system using Genbook.com for students, staff, faculty and other clients. Approximately, 1,500 appointments successfully scheduled through March 3, 2009. Site is being tested as a means to invite these 1,500 students/clients to review our services on a continuous basis. Reviews will be forwarded daily to the appropriate staff for information and corrective action.
- **Goal No. 5** - University Housing will recruit and support diverse staff who strives to meet and exceed customer needs and expectations.
  - **Initiative 5(a)** - Increase the retention of staff members in the department.
    - **Action Item** - Residence Life will lead and implement a comprehensive orientation program for new employees.
      - **KPI** - Program is implemented, # attended, knowledge about department enhanced/gained.
        - **Progress/Status Update** – Due to staff changes during this Blueprint year, this initiative will carry over to the next cycle. An employee satisfaction survey has been completed, a review of orientation programs is also underway. An employee “Exit Meeting” is now in place to offer departing employees the opportunity to give feedback about their employment experience while working within University Housing.
    - **Action Item** - Business and Information Services will hire a Desktop Software Application Support position to focus on providing computer training and software application support for all staff.

- **KPI** - Create a new position description and hire a new staff person.
      - **Progress/Status Update** – A new position description was created and submitted for approval to upgrade an existing admin slot to a Desktop Application Support Specialist position. This request was put on hold due to budget constraints.
- **Initiative 5(b)** - Increase diversity awareness and cultural sensitivity among faculty, staff, and students.
  - **Action Item** - Residence Life will implement a staff training initiative for full-time staff to learn Spanish so as to better serve a diverse student and staff community.
    - **KPI** - Satisfactorily completing examinations as provided through the software package Rosetta Stone.
      - **Progress/Status Update** – The software package has been purchased. Due to the high workload of our IT staff and the desire to first install new servers, this training opportunity has not been offered yet.
- **Initiative 5(c)** - Develop and disseminate high quality publications, professional development events, and resources on student transition, learning, and success to both internal and external constituents.
  - **Action Item** - Develop and implement a comprehensive full-time staff recruitment program to include quality publications and a web page.
    - **KPI** - Each year, the number of qualified applicants will increase. The number of web site visits will be tracked.
      - **Progress/Status Update** –Plans have been developed to enhance full-time staff selection activities, but due to budget issues, we have yet been granted permission to implement.
- **Initiative 5(d)** - Encourage staff to earn recognition as campus and national experts.
  - **Action Item** - Increase the number of conference presentations.
    - **KPI** - The number of presentations will increase over 2007-2008 year.
      - **Progress/Status Update** –Due to budget constraints only 6 staff members presented at regional conferences.
- **Initiative 5(e)** - Provide programs to raise the skill level of operations and support staff.
  - **Action Item** - Facilities Management will evaluate the department's apprenticeship program.
    - **KPI** - Track the graduation rates of participants and retention of the graduates in the department. Track the average EPMS rating of graduates vs. other comparable staff positions.
      - **Progress/Status Update** – A total of 12 custodians and 3 zone maintenance workers have been enrolled in the

Apprenticeship Program. There have been three people (2 custodial and 1 maintenance) that have been removed from the program due to academic performance. There has been no turnover in staff enrolled in the program and EPMS evaluations reflect satisfaction with increases in employee performance as a result of increased skill level. Inability to raise pay for people who successfully complete the program may inhibit future participants.

- **Action Item** - Facilities Management will coordinate custodial training with campus partners and associated vendors, on a monthly basis to address proper techniques for equipment usage, and related industry standards.
  - **KPI** - Document and implement training for the custodial staff.
    - **Progress/Status Update** – The Custodial workers have monthly training classes. Focus has been mostly on “green cleaning” products and equipment.
- **Goal No. 6** - University Housing will support divisional fundraising by creating and developing positive relationships with current and past residents.
  - *Goal No. 6 - Contributes to*
    - Student Affairs & Academic Support
      - **Strategic Goal No. 6** - Engage in constituent outreach, development, and advancement activities.
  - **Initiative 6(b)** - Engage in public relations and marketing efforts to promote the value of University Housing services to potential donors and other constituents.
    - **Action Item** - Create a section on departmental website for staff alumni and friends of University Housing to keep them informed of activities, areas of need, and updates. Collaborate with Development Office to provide opportunities for online giving.
      - **KPI** - Inventory of contact points will be developed and plan for implementation prepared.
        - **Progress/Status Update** – General on-line giving is available on the website, but providing a site for on-line giving specifically to University Housing has not been completed as of yet. The status of this project will be reported in the final update.
    - **Action Item** - Plan and coordinate one alumni event during the year.
      - **KPI** - Develop and implement one event. Track and report on number participating in event and alumni feedback on event.
        - **Progress/Status Update** – University Housing postponed this event to only hold an event every three to five years.

May 8, 2009