

HOUSING AND RESIDENCE LIFE

STRATEGIC PLAN

MISSION STATEMENT

The Department of Housing and Residence Life *Promotes Each Student's Learning Experience* by creating safe, supportive learning environments for academic and personal success.

VISION STATEMENT

The Department of Housing and Residence Life will be a catalyst for student success by providing valuable learning experiences that recruit, retain, and support students through graduation. Our services, programs, activities, facilities, and staff will provide a foundation for learning and success.

VALUES

The Department of Housing and Residence Life is committed to the values of

- Student learning;
- Spirit of inquiry;
- Service;
- Safety and security;
- Commitment to diversity;
- Creating seamless learning experiences;
- Fiscal responsibility.

EDUCATIONAL AND DEVELOPMENTAL DESIRED LEARNING OUTCOMES

CIVILITY

Civility is important for college students to develop in order to participate as a positive, active member of any community. Students in the residence halls at Texas Tech University will gain experiences and skills that will further develop them as a civil minded person.

ACHIEVEMENT

Academic achievement is central to the student experience in college. Students will develop a sense of pride, excellence, and aspiration in order to take charge of their own learning throughout college and life. We strive to create opportunities, experiences, and resources to assist students in

their academic and personal achievement such as study skills, career development, goal setting, and time management.

CHARACTER

Developing strong character enables an individual to build the foundation to make decisions in alignment with their values and beliefs. The college experience offers the opportunity to define who they are and the type of person they want to become; also offers the opportunity to identify the principles that will guide them and their future decisions.

ENGAGEMENT

The college experience is a partnership between the student and the university. The learning and personal development that takes place within the college experience must be fostered by encouraging students to have an active and intrinsic motivation to learn. Participating as an engaged student will enhance the experience and connection to transition as an active member of the community.

INDEPENDENCE

Through the college experience an individual should gain the skills to make responsible decisions regarding one's life, health, safety, and personal well-being.

STRATEGIC PRIORITIES, GOALS and BENCHMARKS

Invest in the People of Texas Tech University

Goal 1. Access and Diversity: Recruit, hire, and retain a more diverse student and professional staff to meet the needs of the diverse student body. Recruit and retain a diverse resident population.

Benchmarks

- The department will hire a diverse student and professional staff to reflect the student population.
- Increased numbers of students living on campus.
- Conduct a staff survey on positive and inclusive nature of work environment.
- Conduct mechanisms to gain feedback from applicants and assessments of marketing effectiveness.
- Increase the diversity of pool of qualified applicants as result of recruitment efforts.
- Increase the number of partnerships.
- Increase the satisfaction levels of employees and internship participants.
- Better utilize the information gained from the ACUHO-I, Resident Assistant Survey.
- Increase the number and type of new positions developed.

Objective 1.1: Develop new marketing initiatives to create interest in our student and professional positions, with a focus towards recruiting underrepresented groups.

Strategies:

- Work with marketing to develop recruitment campaigns that ensure materials are directed towards a diverse audience.

- Create a manual of marketing and hiring procedures to ensure consistency regarding the recruitment and hiring of all new staff members.

Objective 1.2: Create partnerships with student organizations in an effort to promote on campus employment.

Strategies:

- Meet with student groups to provide information concerning available positions.
- Provide student groups with marketing materials regarding job opportunities.

Objective 1.3: Develop positions for students with unique skills, talents, and abilities to meet departmental employment needs, including new positions and internship opportunities.

Strategies:

- Create new job opportunities for students within Facilities and Operations.
- Work with the RHIM department to create internships for Summer Conferences.
- Continue to offer Graduate and ACUHO-I Internships.

Objective 1.4: Modify facilities and develop programs and services to meet the needs of a diverse student population.

Strategies:

- Create a schedule for renovation and construction of facilities.
- Conduct surveys or focus groups to determine needs and concerns of various populations.
- Modify programs and services as needed.

Goal 2. Human Resources: Maintain a quality work force and work environment that promotes education and service to students.

Benchmarks:

- At least 10 staff members formally recognized by the University or professional association organization over the next five years.
- Pay plans competitive at the 80% level with local and national market.
- Better utilize the information gained from the ACUHO-I, Resident Assistant Survey.
- Increase in types of recognition.
- Increase in the number of employees attending training and development sessions.
- Increase in positive evaluations of new training sessions based on feedback from participants.
- Increase in positive responses on surveys sent to new staff at their 3-month anniversary.

Objective 2.1: Create departmental orientation program, and training initiatives.

Strategies:

- Discuss what is needed for departmental training and orientation of new employees.
- Determine a training schedule for current staff to refresh their skills.
- Create new training programs and sessions.

Objective 2.2: Create recognition opportunities to foster pride in the organization and institution.

Strategies:

- Celebrate departmental successes with gatherings or receptions.
- Nominate staff for departmental, university, and professional association recognition.
- Employee surveys to determine what types of recognition are motivating for them.

Enrich the Educational Experience

Goal 3. Academic Excellence: Develop in collaboration with the University, community residential based programs and initiatives that support and advance the academic goals of our students.

Benchmarks:

- Develop at least one new Learning Community (LC) per year.
- Plan and implement Freshmen Interest Groups (FIGs) for fall of 2008.
- Increase the number of Faculty programs in the residence halls by 25%.
- Increase number of classes held in Residence Hall classroom facilities by 25%.
- Survey faculty and academic departments to see satisfaction with programs and facilities.
- Better utilize the information gained from the ACUHO-I, Resident Survey.
- Increase the number of partnerships, including faculty participation.
- Increase in occupancy and retention in these learning community and FIG environments.
- Increase in Housing applications and preferences for Honors students.
- Comparison of Midterm grades with final semester grades.
- Increase in number of appropriate programs and interventions.
- Progress toward modification/building of facilities as specified in the master plan.

Objective 3.1: Seek and expand partnerships with student affairs and academic departments in order to create and enhance Learning Communities (LC) and Freshman Interest Groups (FIGs).

Strategies:

- Continue and improve stakeholder meetings.
- Hire and place FIG student staff for fall 2008.
- Market these opportunities to students and faculty.

- Make faculty aware of potential residence hall classroom space.

Objective 3.2: Meet the need for Honors College housing and programming.

Strategies:

- Meet regularly with the Honors College staff and students.
- Collaborate with the Honors College staff and students to renovating spaces within Gordon to meet their needs.

Objective 3.3: Create support programs and interventions for students who are not successful at midterms or are on academic probation.

Strategies:

- Identify marginal or failing students through grade reports.
- Provide resources and assistance to students.
- Promote educational support resources to students and to parents.
- Survey students placed on academic probation regarding academic needs.

Goal 4. Engagement: Create community service opportunities, programmatic events, and leadership development as major components of residence hall living.

Benchmarks:

- 150 community service based programs in operation per year.
- Enhance by 10% leadership opportunities through involvement in Hall Councils, Residence Hall Association, National Residence Hall Honorary, and Resident Assistant Council.
- Community service programming within Learning Communities and FIGs, with 2 programs per community per year.
- Increase in the number of students involved in programs.
- Better utilize the information gained from the ACUHO-I, Resident Survey.
- Increase in the amount of student involvement.
- Use formal and informal surveys/discussions to better understand the impact of student service with participating community members.
- Assess whether there is an increase in or sustained positive attitude toward service by students.
- Number of student organizations with mission/values/goals.
- Solicit feedback from students regarding the mission/values/goals of the organizations.
- Assess the success of marketing materials by increased interest, membership, and interaction among groups.
- Increase in community service performed by each LC and FIG.
- Increase in number of leadership training and programs by each LC and FIG.

Objective 4.1: Create a marketing plan to emphasize the importance of campus events, programming, community service, and the benefits of becoming involved on campus.

Strategies:

- Work with marketing and Campus Life to advertise the benefits of being involved on campus.
- Create individual hall web pages to advertise events.
- Utilize Channel 14, DT, and KTXT to promote involvement opportunities.
- Conduct focus groups and surveys regarding campus involvement.

Objective 4.2: Document community service involvement to demonstrate the positive impact students can have on society.

Strategies:

- Create a database of community service programs offered through the halls.
- Document the positive impact of community service programs.
- Work with Campus Life to promote extracurricular transcript.
- Work with Student Media to report on these contributions.
- Evaluate each program for student satisfaction.
- Conduct student surveys regarding their community service involvement.

Objective 4.3: Residence Life student organizations to provide direction and leadership development.

Strategies:

- Work with student groups to define the purpose of each organization.
- Develop a marketing plan to advertise Residence Life student organizations.
- Develop mission/values/goals for Residence Life organizations.

Objective 4.4: Make community service, leadership, and programming a vital component of the Learning Communities and FIGs living environments.

Strategies:

- Incorporate community service, and leadership into Learning Communities and FIGS.
- Create student staff job descriptions that will support these issues.

Goal 5. Technology: Maximize the use of technology in the delivery of services and information to students living on campus.

Benchmarks:

- Continue upgrading the Housing System in operation that enables processes such as applications, contracts, room assignments, room changes, billings, payment of bills, and conference reservations to be completed on line.
- Provide for better e-mail access and communication with residents.
- Budget for computer upgrades and mechanism for continual technology improvements for staff.
- Budget for new upgrades and purchases.
- Train staff on new technology applications.
- Evaluate the efficiency of systems and procedures that have been created by tracking responses to e-mail notices, feedback from residents and parents.
- Monitor the number of messages and responses.

Objective 5.1: Create address books and list serves of residents' e-mail addresses so as to better communicate with students.

Strategies:

- Work with e-Raider email accounts to identify on-campus students.
- Create procedures to ensure our information is up to date.
- Pilot notices of events using residents' e-mail addresses.

Objective 5.2: Assess the technology needs of staff and develop a system to ensure that our technology meets our needs.

Strategies:

- Create a priority list of new purchases.
- Create an upgrade/replacement/budget system to maintain quality technology.
- Create training opportunities to ensure technology is maximized.

Goal 6. Tradition and Pride: Promote the traditions and spirit of Texas Tech University.

Benchmarks:

- Residence Hall involvement in all major university functions and events.
- Establish and host new campus traditions.
- Increase in number of halls and students participating in events.
- Better utilization of information gained from the ACUHO-I, Resident survey.
- Success of events based on student feedback.
- Number and type of new traditions.

Objective 6.1: Create a Residence Hall event calendar and plan of action to participate in all major campus events including Homecoming and Arbor Day.

Strategies:

- Create a calendar on the Housing web page to promote all hall events.
- Work closely with hall/complex governments to participate in campus wide events.
- Designate resources/budget for involvement in campus activities.

Objective 6.2: Further enhance and create new Residence Hall traditions such as Carol of Lights and When You Move Out, Don't Throw it Out.

Strategies:

- Determine and document all perceived residence hall traditions.
- Work with involved students and enhance current traditions.
- Create committees or interest groups on creating new events that have potential to become annual traditions.
- Conduct student surveys and focus groups.

Goal 7. Departmental Advancement and Accountability: Create a fund balance to better meet future needs. Establish scholarship fund to assist with housing costs of eligible students.

Benchmarks:

- Continue achieving positive fund balance.
- Create and fund scholarships opportunities for residence hall students and staff.
- Net revenues from operation realized.
- Budget restrictions implemented if necessary.
- An increase of 10% in the amount of money raised.
- Solicit an evaluation of the success of our fund raising efforts from the Development Office.

Objective 7.1: Develop a financial plan.

Strategies:

- Develop a financial plan for the department of Housing and Residence Life.
- Create budgets to support the financial plan.
- Implement the plan and modify as needed to reach goals.

Objective 7.2: Develop funding options for housing scholarships.

Strategies:

- Utilize services of the Development office to support our efforts.
- Determine a realistic goal.
- Brainstorm and evaluate fundraising initiatives and ideas.

Goal 8. Facilities: Ensure that we are providing safe and adequate housing for our students.

Benchmarks:

- Plan for facility improvements and new construction according to master plan and university expansion plan.
- Increase numbers of safety initiatives and staff members dedicated to providing a safe residence hall environments.
- Solicit feedback from:
 - students regarding new lighting and other sustainable initiatives.
 - consultant on products and plans for sustainability.
 - agencies that support sustainable materials and products.
 - upper administration about plan of action for new facilities
 - the Development Office regarding fund raising potential for new construction.
 - the State Fire Marshall and Environmental Health and Safety concerning compliance with code.
 - the State Fire Marshall and Environmental Health and Safety regarding educational programs and initiatives.
- Evaluate progress toward realization of Master plan regarding new facilities during staff meetings and yearly assessment report.
- Evaluate progress toward completion of the Life Safety plan of action.
- Survey students on the effectiveness of our Guard program and perceived safety of living on campus
- Survey summer guests regarding the perceived safety of the residence halls, and effectiveness of safety programs during their stay.
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Objective 8.1: Obtain recommendations for facility improvements; cost and financing opportunities, and create a plan of action to meet the needs and expectations of future customers.

Strategies:

- Determine priorities and develop a plan for improvements; update current Master Plan.
- Research with a development company to assist with new residence hall facilities.

- Seek donor opportunities to assist with funding new buildings.

Objective 8.2: Utilize Life Safety Survey to ensure our facilities meet all required codes.

Strategies:

- Work with the State Fire Marshall's office and Environmental Health and Safety to determine priorities and code deficiencies.
- Develop a plan of action with regards to major renovations of life safety systems.
- Obtain financial resources to implement the plan.

Objective 8.3: Create and enhance programs and services to promote safety within the residence halls and surrounding areas

Strategies:

- Work with the State Fire Marshall's office and Environmental Health and Safety to enhance training and programming opportunities and partnerships.
- Enhance safety programs during summer conference operations.

Objective 8.4: Develop a plan for making the residence halls more sustainable .

Strategies:

- Hire an energy consultant.
- Complete an energy audit.
- Develop both a product and purchasing plan for sustainable items.
- Showcase plan for future sustainability on website.

Strengthen Partnerships

Goal 9. Partnerships: Build strategic partnerships within Student Affairs to maximize programming efforts and impact on students, while also inviting faculty to become more involved in campus life.

Benchmarks:

- At least one active partnership with each department within Student Affairs.
- An active faculty member involved in each of our LC and FIGs.
- Level of positive response on evaluations developed for faculty participating in hall functions.
- Impact of marketing efforts such as number of faculty inquiries, responses from administrators, the media, parents etc..
- Increase in number and type of faculty participation.
- Increase in number of partnerships.
- Solicit feedback from students and staff regarding these partnerships.

Objective 9.1: Enhance current and create new partnerships and initiatives within the division.

Strategies:

- Determine what active partnerships we have in place currently.
- Meet with departments to enhance existing partnerships.
- Meet with directors of departments to brainstorm partnership ideas.

Objective 9.2: Create incentives for faculty to be involved with our programs.

Strategies:

- Research how to tie into tenure or other “merit” activities.
- Look for other forms of recognition, (i.e. UD, Channel 14, etc.).
- Create a marketing plan to entice faculty involvement.