

Division of Student Affairs



UNIVERSITY HOUSING & FOOD SERVICE

Living ... Learning ... Leading

PROGRAM OVERVIEW

The Department of University Housing & Food Service (UHFS) is a comprehensive student housing program. At full capacity, UHFS can accommodate 2,150 students in eight (8) residential communities. UHFS-administered facilities include a range of student housing style options including traditional double-loaded corridor/community bath residence halls, house/suite-style and apartment-style facilities.

UHFS is responsible for the day-to-day operations and administration of all programmatic, financial, personnel, information technology, constituent outreach, and student life and facility operations. General maintenance, custodial services, grounds, and capital projects are administered and funded within the UHFS structure.

Reporting to the Division of Student Affairs, UHFS is a self-support auxiliary enterprise with an annual FY 2011 operating budget of ~ \$12.3 million.

An essential departmental core value is the responsibility to support the academic mission of the institution by providing living environments that enhance the educational and personal growth of residential students. Our task is to engage residents in recognizing the value and importance of community responsibility through participation in community activities, student leadership development opportunities, special events and programs [social, cultural, recreational and spiritual].

UHFS employs 50+ full-time career staff, several temporary services staff, as many as 65 student paraprofessional residential life staff, and 175-200 student assistants in a variety of support positions (i.e., custodial services, grounds, desk assistants, information technology, summer conference programs, student leadership development, etc.) UHFS is the second largest campus student employer.

UHFS serves as the primary administrative partner with Associated Students in the operation of Sutter Residential Dining Services program.

GENERAL PROGRAM GOALS

1. Provide safe, clean, attractive and well-maintained living environments, which assist students in making the transition to university life.
2. Provide a highly skilled staff in all UHFS functional areas in order to realize the Department's primary goal of being fundamentally student-centered in all services and program delivery and, in so doing, teaching students community responsibility, facilitating personal growth, academic achievement and persistence.
3. Seek to establish inclusive University Housing communities for all residential students which provide and engage students to better fulfill their promise as citizens and meet their obligations and responsibilities as community members.

4. Ensure Residential Dining Program service delivery that effectively meets institutional and residential life program goals.
5. Engage in efficient and accurate financial management.
6. Effectively market University Housing programs (including conference and off-campus housing services) to ensure full utilization.
7. Effectively utilize technology to meet student and program needs.
8. Engage in on-going strategic planning for the future improvement of UHFS service delivery to students and various constituent groups.
9. Focus on the development/acquisition of new student housing in order to meet unmet demand.
10. Engage in regular assessment and evaluation of service delivery and quality of student life outcomes.

I. Departmental Mission Statement

- Include Reference to CSU Chico Mission Statement
- Include statement of how programs and services relate to recruitment, retention, satisfaction and graduation of students

UHFS Mission Statement

The Department of University Housing & Food Service recognizes that the University community provides two powerful and dynamic environments -- curricular and co-curricular -- and is committed to being a positive influence and partner in both.

The Department mission, through the residence hall living/learning experience of our students, is to amplify and support the comprehensive institutional mission of the University by:

- > providing safe, secure, clean and reasonably priced residential environments conducive to the academic and personal development of the student;
- > providing services, programs and activities which encourage students to develop themselves intellectually, emotionally, socially, physically, vocationally and spiritually;
- > Selecting and training professional and paraprofessional staff committed to developing residential communities which emphasize student development principles;
- > identify and address evolving student environmental needs via professional advisory staff working directly with University Faculty and Staff, Residential Life staff, Residence Hall Association, and Resident Advisor Advisory Council;
- > providing residential environments that honor human diversity which embrace students as individuals -- each with rights and responsibilities -- each with unique goals and needs.

UHFS Diversity Statement

CELEBRATING THE DIGNITY OF ALL PEOPLE

“The Department of University Housing & Food Service celebrates and recognizes that the University community is comprised of persons who represent diversity on many levels ... diversity of thought, belief, race, ethnicity, culture, gender, gender identity/expression and/or sexual orientation.

All members of the University community are equal and accountable to each other.

The Department of University Housing & Food Service embraces the philosophy that ALL persons who are marginalized, ridiculed and demeaned for their inherent and unique differences are entitled to “places where Allies dwell” ... by definition, this includes Chico State residence halls and the offices of each UHFS staff member.

In a community of scholars, there is no place for hateful behavior.

The Department of University Housing & Food Service affirms and celebrates the dignity of all people.”

The Institutional Mission

California State University, Chico is a comprehensive university principally serving Northern California, our state and nation through excellence in instruction, research, creative activity, and public service. The University is committed to assist students in their search for knowledge and understanding and to prepare them with the attitudes, skills, and habits of lifelong learning in order to assume responsibility in a democratic community and to be useful members of a global society.

An examination of the department’s charge against the University’s mission would not be complete without including the University’s statement of values and of the twelve [12] articulated in the Strategic Plan, those specifically reflected in the service responsibilities and educational mandate of University Housing & Food Service: these specifically include:

- *We stand for academic freedom, the exploration of the frontiers of knowledge, and a strong sense of intellectual community characterized by reason, respect, civility, and openness of expression.*
- *We share a commitment to academic excellence and will communicate high expectations to our students.*
- *We promote active learning, curiosity, and the recognition that learning occurs in our classrooms, studios, and laboratories, and beyond, through the co-curricular experience, service engagements, social interactions, and other expressions of a full and healthy student environment.*
- *We emphasize both the quality and the spirit of services to our students, employing “student friendly” policies and practices that foster student achievement and progress to degree.*
- *We acknowledge not only the obligation of service, but also the value of service to others in defining institutional character and measuring institutional performance.*
- *We hold dear the values of multicultural respect, awareness, and understanding and we pursue diversity not just as an idea to embrace, but as a community to form.*
- *We affirm that we are “One University” where collaboration, mutual support and trust, and common goals define our work together and the spirit of its engagement.*

- **Include statement of how programs and services relate to recruitment, retention, satisfaction and graduation of students –**

UHFS has historically served the majority of first-year students at Chico State (approximately 76% of all first year students resided on-campus in 2010-11). In the near term, and within University Housing master planning parameters, the core service mission of the department will not significantly change. As such, the on-campus residential experience has been consistently desired irrespective of first-year enrollments – which were at a significant low-point this year. Regardless, the University has recognized and endorsed the first-year residential experience as an important element in the student’s experience.

Each fall and spring semester UHFS conducts a “Quality of Life” Survey (QLS). Fall 2010 marked the fifth year UHFS administered the survey as an on-line experience with approximately 397 residents responding (~26% of the total resident student population). The QLS is comprised of approximately fifty (50) questions. Near the close of each spring semester, UHFS administers a residential student “Exit Survey” (ES) which is a replication of the Fall QLS survey.

The ES was administered electronically this spring with 261 respondents participating which represented a ~17% participation rate of the total resident student population.

Student respondent data from the QLS and ES provide insight to the question:

“How [do UHFS] programs and services relate to recruitment, retention, satisfaction and graduation of students ...”

Quality of Life - Residence Hall Student Survey - Fall 2010 & Spring 2011																																																						
<p><u>During an average week, how many hours do you WORK?</u></p> <table border="1"> <thead> <tr> <th>Fall 2010</th> <th></th> <th>Spring 2011</th> <th></th> </tr> </thead> <tbody> <tr> <td>1 to 10 hours</td> <td>40%</td> <td>1 to 10 hours</td> <td>39%</td> </tr> <tr> <td>11 to 20 hours</td> <td>40%</td> <td>11 to 20 hours</td> <td>25%</td> </tr> <tr> <td>21 to 30 hours</td> <td>7%</td> <td>21 to 30 hours</td> <td>18%</td> </tr> <tr> <td>31 to 40 hours</td> <td>7%</td> <td>31 to 40 hours</td> <td>6%</td> </tr> <tr> <td>40+ hours</td> <td>6%</td> <td>More than 40 hours</td> <td>12%</td> </tr> </tbody> </table>			Fall 2010		Spring 2011		1 to 10 hours	40%	1 to 10 hours	39%	11 to 20 hours	40%	11 to 20 hours	25%	21 to 30 hours	7%	21 to 30 hours	18%	31 to 40 hours	7%	31 to 40 hours	6%	40+ hours	6%	More than 40 hours	12%	<p><u>During an average week, how many hours do you STUDY?</u></p> <table border="1"> <thead> <tr> <th>Fall 2010</th> <th></th> <th>Spring 2011</th> <th></th> </tr> </thead> <tbody> <tr> <td>0 hours</td> <td>1%</td> <td>0 hours</td> <td>1%</td> </tr> <tr> <td>1 to 3 hours</td> <td>16%</td> <td>1 to 3 hours</td> <td>15%</td> </tr> <tr> <td>4 to 6 hours</td> <td>49%</td> <td>4 to 6 hours</td> <td>43%</td> </tr> <tr> <td>7 to 10 hours</td> <td>24%</td> <td>7 to 10 hours</td> <td>30%</td> </tr> <tr> <td>11+ hours</td> <td>11%</td> <td>11+ hours</td> <td>11%</td> </tr> </tbody> </table>				Fall 2010		Spring 2011		0 hours	1%	0 hours	1%	1 to 3 hours	16%	1 to 3 hours	15%	4 to 6 hours	49%	4 to 6 hours	43%	7 to 10 hours	24%	7 to 10 hours	30%	11+ hours	11%	11+ hours	11%
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		Fall	Spring	Fall	Spring	“Agree” & “Strongly” Aggregated																																																
I feel living on campus has had a positive impact on my studies.		54%	52%	18%	18%	72%																																																
I see people in my living group studying on a regular basis.		50%	51%	21%	18%	71%																																																
I feel living on campus has had a positive impact on other aspects of my life (social, personal growth, etc.)		44%	54%	39%	29%	83%																																																
In my living environment, community guidelines are enforced by University Housing staff.		54%	54%	34%	29%	88%																																																
University Housing staff address violations when brought to their attention.		57%	56%	33%	33%	90%																																																
Students who violate university or University Housing policies are treated in a respectful manner by staff.		57%	55%	26%	19%	83%																																																

Quality of Life - Residence Hall Student Survey Fall 2010 & Spring 2011	A		SA		"Agree" & "Strongly" Aggregated	"Agree" & "Strongly" Aggregated
	Fall	Spring	Fall	Spring	Fall	Spring
Fellow residents treat each other with respect regardless of culture, background, race, religion, age, gender, sexual orientation, etc.	53%	59%	33%	26%	88%	85%
Floormates support each other's academic success.	49%	47%	25%	21%	74%	68%
University Housing Office staff are courteous and helpful.	63%	64%	26%	20%	89%	84%
University Housing administrators are doing a good job.	66%	66%	21%	18%	87%	84%
Maintenance staff keeps my residence area in good condition.	57%	57%	33%	36%	90%	93%
I believe the Custodial staff is doing a good job.	48%	49%	43%	43%	91%	92%
The University Housing experience has been an important aspect of my college experience.	52%	50%	36%	35%	88%	85%
Faculty care about my academic success.	59%	61%	23%	19%	82%	80%
My Resident Advisor has demonstrated a commitment to:						
> diversity in my living group (culture, race, religion, age, gender, sexual orientation, other).	52%	54%	34%	28%	86%	82%
> social justice and advocacy education in my living group.	54%	54%	33%	26%	87%	82%
> alcohol and drug education in my living group.	56%	52%	31%	25%	87%	77%
> community respect education in my living group.	52%	49%	33%	30%	85%	79%
> getting to know me as an individual.	40%	37%	35%	31%	75%	68%
> creating an environment in my living group that assists me in doing better in my courses.	47%	44%	28%	24%	75%	68%
> encouraging people in my living group to get to know each other.	38%	43%	43%	31%	81%	74%
> share perspectives and have open dialogue.	45%	40%	32%	26%	77%	66%
> programming and facilitation activities in my living group.	52%	41%	36%	30%	88%	71%
> environmental sustainability education in my living group.	49%	49%	25%	21%	74%	70%
I feel comfortable going to my Resident Advisor with a concern.	41%	39%	41%	35%	82%	74%
I believe my Resident Advisor is doing a good job.	42%	33%	46%	41%	88%	74%
I feel safe in my living area.					96% "YES"	96% "YES"
I am willing to confront others when their behavior concerns me.					86% "YES"	84% "YES"

National studies conducted over several decades have consistently concluded that a residential community experience provides undisputed benefits to student academic and social success, a positive transition from home-to-college, second-year retention, and ultimately, more robust graduation rates.

However, Fall 2010 enrollment presented a completely different set of occupancy dynamics given the University's intentional and substantial reduction in First-Time Freshman [FTF] enrollment [~1,900]. As a consequence – for the second consecutive year - UHFS launched a marketing campaign ["You Decide"] targeted to **current residence hall students and their parents**. The UHFS campaign actively encouraged and incentivized current-year residents to return to on-campus housing for the 2011-2012 academic year [i.e., room rate guarantee, Sutter Hall "sophomore community" preference, nominal or no meal plan requirement, first priority for on-campus parking lottery, University Village summer housing fee waiver, etc.] The yields were positive [~150 returning versus 50-60 in a typical year], but still far below what was hoped to be the outcome [i.e., enough returning students to fill the void between projected enrollment and bed capacity].

II. Department Accomplishments

- In the last seven (7) years, University Housing & Food Service (UHFS) has made a concerted effort to attract and retain professional and student staff from under-represented groups as defined by race, ethnicity, gender and sexual orientation. By example, UHFS student staff recruitment efforts have included targeted presentations to various under-represented student groups who serve and advocate for their needs (i.e., social organizations, TRIO programs, student leadership councils). Since 2004-2005, the Resident Advisor staff comprised of under-represented persons has increased by 100% (2004/05 = 9 students; 2007/08 = 18 students). In the 2010/11 academic year, eleven [11] student staff members were from under-represented groups representing racial/ethnic persons. Professional staff recruitment strategies have incorporated the resources of regional, national and international professional associations (i.e., ACUHO-I, WACUHO, NASPA, ACPA). By example and outcome, among the nineteen (19) full-time professional residential life staff hired in the last seven (7) years, eleven (11) have self-identified as under-represented persons (i.e., racial, ethnic, sexual orientation). Additionally, of the five (5) Associate Director staff appointed in the last five (5) years, three (3) came from under-represented category persons and five (5) Coordinator-level appointments in the previous four (4) years were under-represented persons.
- Initially, in partnership with the First-Year Experience Program and the Dean for Undergraduate Studies, UHFS has successfully piloted [under the direction of Hemlata Jhaveri, former Associate Director/Residential Life] a Faculty Mentor program with six (6) faculty in 2006-07. In 2007-2008, the Faculty Mentor program virtually tripled with seventeen (17) Faculty participating. In the third year [2008-09], there were twenty (20) Faculty participating. **In 2010-2011 [4th year], thirty-three [33] Faculty participated as Faculty Mentors.** The program encourages engaged faculty-student interaction outside the classroom within the residence halls. The matrix below captures Faculty Mentor program data and reflects a positive experience for residence hall students participating in the program.

Quality of Life Residence Hall Student Survey FACULTY MENTOR DATA Fall 2010 & Spring 2011	Fall	Spring				
			Fall	Spring	Fall	Spring
Do you have a Faculty Mentor as part of your residential experience?	41%	32%				
	A		SA		"Agree" & "Strongly" Aggregated	"Agree" & "Strongly" Aggregated
I feel comfortable interacting with faculty outside of the classroom.	57%	58%	20%	18%	77%	76%
I am comfortable networking with at least one other on-campus faculty member based on the Faculty Mentor program on my floor.	45%	51%	18%	17%	63%	68%
I can identify at least one resource my Faculty Mentor offers outside of the classroom.	48%	52%	17%	17%	65%	69%
I have discovered new information related to my Faculty Mentor's expertise.	45%	45%	13%	15%	58%	60%
Based on the experience with my Faculty Mentor, I would recommend other residents get to know a faculty person outside of the classroom.	56%	51%	16%	21%	72%	72%
Interacting with Faculty outside of the classroom is beneficial to my overall growth and maturity as an individual.	64%	56%	24%	23%	88%	79%

3. Sutter Hall [Phase 1] project execution (new beds and dining center) was successfully completed with student occupation Fall 2010. However, the new dining center did not open until spring semester. UHFS administration (director, associate director/Facility Operations/Projects, assistant director for Capital Projects), in concert with Campus Facility Planning, Chancellor's Office staff, contract architects (AC Martin Partners) and general contractor (Sundt Construction), worked collaboratively to continue an aggressive line to realize the desired outcomes.
4. Comprehensive Diversity Training conducted for professional staff and Resident Advisors utilizing outside resources (consultants).
5. Overall residence hall student conduct violations reflected a significant downturn from the previous year [-27%.%] (see **Attachment 1**. – "University Housing Student Conduct Profile YTD Comparison" data matrix) which also includes dramatic "Base Year to YTD" comparisons. The trend analysis during the five [5] years data have been collected still portray an overwhelmingly positive trajectory.
6. Significant progress noted in this cycle on deferred maintenance projects: [i.e., **University Village** parking lot restoration/marketing, exterior wall board replacement/repair, deck & stairwell replacement & repair; exterior painting, installation of wireless technology for resident rooms, security camera and emergency telephone project, complete renovation of four [4] residential buildings; **Whitney Hall** exterior paint; **Sutter Hall** security camera installation; **Lassen & Shasta Hall** interior stairwell security reconfigurations;
7. Continuing refinement to the University Housing on-line student application/license agreement process so that PeopleSoft database information is more readily captured and embedded into the residence hall assignment system.
8. Introduction of student "room/building self assignment" module for RETURNING STUDENTS allowing for more student consumer control of building, room, and roommate selection.
9. UHFS entered into a RA/Student Leadership Exchange with City University of Hong Kong [CityU] codified by an MOU between the two student housing programs. UHFS sent two RA staff to CityU in March 2011 and two student leaders from CityU visited Chico State for ten [10] days in April 2011.

III. Changes in Policies and Procedures

UHFS Closed Circuit Television Policy [CCTV] was launched during this cycle [See **Attachment 2**].

IV. Resources Summary

- Budget Summary – Fiscal Year 2011 (1 July 2010 to 30 June 2011)**

For FY 2011, President Zingg approved and the Campus Fee Advisory Committee (CFAC) subsequently endorsed an aggregated 3.0% increase for residence hall DOUBLE OCCUPANCY room and 1.57% University Village 6-PERSON cluster room rate increase.

2010-2011 Budget VS Actual	Budget	Actual	Delta
REVENUES			
Room rent fees, food service, interest earnings	11,827,088	11,219,181	(607,907)
EXPENSES			
Total Operating Expenses	12,039,146	8,847,163	3,191,983
Net operating	(212,058)	2,372,018	2,584,076
TRANSFER OUT DETAIL			
Building Maintenance Reserve (BMER)	3,216,900	3,678,066	(461,166)
UHFS Capital Reserve contribution	3,428,958	1,306,048	(2,122,910)
Total Transfers			(2,584,076)
Footnotes:			
<p>* Budget and Actual accruals as of 7 July 2011 do not include end-of-year adjustments from Accounting Operations. Income variance is unfavorable -- due primarily to a lack of dining services contribution to UHFS. Expense variance is favorable -- due to \$500k utilities lower cost than budget, debt service credit of \$500k from CSU System Finance & Treasury; charge to meal trust of about \$800k debt service; positions not filled and managerial efforts to curb expenses and manage the business of University Housing.</p>			

- Staffing – include changes/recruitments, etc.**

POSITION(s) Appointed During 2010-2011	CLASSIFICATION	EFFECTIVE DATE
Residence Community Coordinator – University Village – Kelly Lough	SSP III	July 2010
Residence Community Coordinator – Shasta/Lassen Hall – Ryan Macleod	SSP III	July 2010
Assistant Residence Community Coordinator – North Campus – Kristy Jones	SSP II	July 2010
Assistant Residence Community Coordinator – Whitney Hall – Kate Leet	SSP II	July 2010
Assistant Residence Community Coordinator – Sutter Hall – Chad Pettay	SSP II	July 2010
Assistant Residence Community Coordinator – University Village – Christina Armstrong	SSP II	July 2010
Coordinator for Residence Hall Conduct [interim] – Nelson Gomez Guzman	SSP III	July 2010
Associate Director for Residential Life [interim] – Courri Brady	MPP II	July 2010
Building Services Engineer – David Carlson [temporary]	BSE	July 2010
Facility Worker II – Robert Francis [temporary]	Facility Worker II	July 2010
Custodial Worker - Manuela Hernandez [temporary]	Custodian	November 2010
Custodial Worker – Dennis Price [temporary]	Custodian	November 2010
Fidelina Valencia de Lopez [temporary]	Custodian	November 2010
Fulltime Positions for the period – 13		

V. Program Evaluation for Past Year – See Attachment 3 – Program Evaluation Data

- Program Goals (for each goal)
- Criteria for success: Met, Exceeded, Unfinished/Unmet
- Identify related CSU, Chico Strategic Priority(s) for each goal

VI. Ongoing Assessment Efforts

- Student Learning Outcomes Measures – *See Attachment 3 – Program Evaluation Data*
- Statistics on Program Usage – *See Attachment 5 – Program Usage Data/Service Indicators*
- Most Critical Performance Indicators include:
 - > Residence hall occupancy – as an independent, auxiliary enterprise
 - > Financial resource stewardship – to fulfill the department’s mission (day-to-day operations, program and service delivery, facility operations, and residence hall system expansion)
 - > Student satisfaction with the overall residential experience
 - > Identification of exceptional individuals to serve the students
 - > On-going documented demand for the on-campus residential experience

VII. Analysis: What actions need to occur to move the program to the “next level”?

See Attachment 6 – “What Does Excellence Look Like?”

This process summarizes an exercise in which all UHFS managers are involved each year.

Step One: In Spring 2007, the UHFS management team was asked these two compelling questions: “What does excellence look like for your area ... and what will it take to get there?”

Step Two: Each of the three (3) Associate Directors engaged their direct-report staff to identify ways/means to improve existing programs and the resources needed to move forward, AND – to identify new programs and services – along with the necessary resources – to take their respective areas to the “next level”.

Step Three: The UHFS management team met on two (2) separate occasions to review the progress of each functional area during the course of the previous 12 months for the purpose of better understanding the priorities of each group, identify similarities/commonalities across the department, to ask questions regarding task identification, offer suggestions and challenge assumptions.

Step Four: Each functional area individually identified tasks completed; new tasks to be undertaken; prioritized the “excellence elements” for its unit as identified the previous year. In Spring 2009, the UHFS management team met again to review this comprehensive document.

It was during this meeting that additional refinement took place and the plan – noted as a work in progress – was codified.

Step Five: The document attached is the collective product of this exercise and sets the course for moving UHFS to the “next level”.

Step Six: The document will be reviewed annually, modified as needed and conditions warrant.

VIII. Goals: Present goals for the next academic year.

See Attachment 4 – UHFS Goals & Learning Outcomes 2011-2012



ATTACHMENT 1

Student Conduct Profile

> YTD Comparison – 2009-10 to 2010-11

> **Base Year** [2004-2005] to 2010-2011 [Current Year Comparison]

	Base Year 2004 2005	2005 2006	2006 2007	2007 2008	2008 2009	2009 2010	2010 2011	CURRENT YTD Percentage Change From Previous Year (+/-)	Percentage Change "Base Year" to Current Year (+/-)
VIOLATIONS									
Alcohol Violations	796	693	448	283	239	312	271	15%	-66%
Alcohol Assessment	37	41	47	47	56	79	94	+16%	+154%
Alcohol Transport	18	23	33	35	34	37	44	+16%	+144%
Copyright	NA	NA	36	83	14	4	2	+100%	NA
Drugs	157	136	41	23	23	37	21	-76%	-87%
Fire safety	167	63	39	8	4	9	50	+82%	-70%
Noise	577	762	485	270	287	159	111	-43%	-81%
Non Compliance	192	208	81	37	43	21	9	-133%	-95%
Total Violations	2566	2345	1899	1305	1222	1226	895	-27%	-65%
SANCTIONS									
Disciplinary Probation	215	444	331	393	224	375	148	-153%	-31%
Suspension	57	68	37	22	11	23	13	-77%	-77%
License Terminations	63	98	84	65	53	43	27	-59%	-57%



ATTACHMENT 2

University Housing & Food Service Closed Circuit Television Security System Policy

The primary purpose of the UHFS Closed Circuit Television [CCTV] system is to provide a “real time” record of safety and security conditions at key locations within and around University Housing facilities to better insure student safety, asset protection, and property management, etc. A secondary purpose is to provide information relating to student behavior and/or student conduct.

CCTV safety and security monitoring includes, but is not limited to the:

- Protection of individuals, including students, faculty, staff, and visitors;
- Protection of University Housing property;
- Investigation of policy violations and/or criminal activity.

Only UHFS staffers with an administrative, educational, or “need-to-view” video images are authorized to do so. The following are authorized UHFS and University positions and the administrative approval level required to access the UHFS CCTV archive.

Position – Title	Administrator Authorization Required
Director of University Housing & Food Service	
Associate Directors for Administration, Facility Operations and/or Residential Life	
Assistant Director for Custodial Services & Grounds	
Assistant Director for Capital Projects	
UHFS Locksmith	
Coordinator for Information Technology - UHFS	
University Police Commanders: Chief, Lieutenant, Sergeant	
Residential Dining Manager – <i>Dining Center cameras only</i>	
Coordinator for Residence Hall Student Conduct	Director of University Housing & Food Service; Associate Directors for Administration, Facility Operations and/or Residential Life;
Coordinator for Summer Conferences, Food Services & Off Campus Housing	Director of University Housing & Food Service; Associate Directors for Administration, Facility Operations and/or Residential Life
Residence Community Coordinator	Director of University Housing & Food Service; Associate Directors for Administration, Facility Operations and/or Residential Life
Assistant Residence Community Coordinator	Director of University Housing & Food Service; Associate Directors for Administration, Facility Operations and/or Residential Life
Custodial Lead Supervisor	Director of University Housing & Food Service; Associate Directors for Administration, Facility Operations and/or Residential Life

Staff involved in CCTV image review will be appropriately trained in the use of the technology. Monitoring will be based on behavior and asset protection/management, not on group characteristics. Sharing video images with unauthorized persons or information based on images is strictly prohibited without the approval of an appropriate supervisor. Failure to follow this policy may lead to a recommendation for disciplinary action.

Upon request from appropriate University Police Department [UPD] personnel [i.e., administrative commander-level] in matters relating to University Police investigative protocols and incident/case management, UPD will be authorized to view images and/or may receive a copy of images from the Director or appropriate Associate Director – however, in these instances, a “Request for Release of Security Information” must be submitted and approved by the appropriate UHFS administrator.

V. PROGRAM EVALUATION / UHFS UNIT GOALS - 2010/2011 – REVIEW/STATUS

ATTACHMENT 3

Administrative Area	Condition	Audience	Behavior	Degree	Evidence	Met	Exceeded	Unfinished	UHFS Program Goal	Campus Strategic Priority
UHFS Administration Residential Life Facility Operations Food Service	Completion of Sutter Hall project [residential and dining center] for student occupation effective Fall 2010.	Students Department Staff Campus Community	Successful and on-time opening of the Sutter Hall and Residential Dining Center is the goal. Full participation by senior management staff as the University's representatives in the role of "owner" with the various constituent groups [i.e., Facility Planning, Chancellor's Office staff, contractor and architect].	Continue to involve all stakeholders in the process and hold all accountable for productive and positive outcomes.	<i>The residence hall portion of the project opened on-time for new student occupancy. The residential dining center opening was intentionally deferred to Spring semester in order for the general contractor to focus full attention and resources to the residence hall construction responsibilities.</i>		X		1 4	1 6
Facility Operations Capital Projects	Use reduced overall student enrollment and reduced UHFS resident occupancy as an opportunity to improve the physical facilities not in service.	Facility Operations staff Residential Life Staff Residents	Define scope of work, identify/commit financial resources, determine responsibility for work execution [i.e., in-house, outside contractors, or a combination of both.]	Continue to involve all stakeholders in the process and hold all accountable for productive and positive outcomes.	<i>Considerable progress was made on a variety of small capital projects in FY 2011 which included: University Village parking lot resurfacing/markings, exterior wall board replacement/repair, deck & stairwell replacement & repair; exterior painting, installation of wireless technology for resident rooms, security camera and emergency telephone project, complete renovation of four [4] residential buildings; Whitney Hall exterior paint; Sutter Hall security camera installation; Lassen & Shasta Hall interior stairwell security reconfigurations;</i>		X		1	1 5

ANNUAL REPORT: University Housing & Food Service – 2010/2011

UHFS Administration	Expand residence hall student retention program – determine what incentives might be offered to retain students in campus housing in greater numbers beyond the freshman year. Also determine means of attracting increased numbers of new transfer students. Study the ramifications to ResLife programs and processes with an older population & transfer base at UV in particular.	Residential Life Staff Residents	Conduct focus groups and targeted surveys to determine student satisfaction, needs and wants with regards to on-campus housing beyond a single year experience.	Continue to involve all stakeholders in the process and hold all accountable for productive and positive outcomes.	<i>Three [3] residential life staff participated in specialized training pertaining to the needs of sophomore year students in a residential setting. The team conducted additional research and held focus group meetings with several residence hall student groups for the purpose of better understanding how and what Chico State students identify as their needs while living on campus and/or what would induce them to remain in University Housing. This will be a carry-forward item in 2011-12.</i>	X			2 6	1
Facility Operations	Complete logistics associated with the successful and complete launch of automated/on-line work order system [TMA]. UHFS Staff training has been completed.	Facility Operations staff Residential Life staff Residents	Determine feasibility of fully executing the TMA launch during 2010/2011 in cooperation with FMS.	Schedule meetings with FMS to define processes and consider how to use the software best. Establish training schedule for all UHFS personnel.	<i>Due to additional workload requirements associated with the closed circuit/security camera system, this project has been indefinitely deferred.</i>			X	1 7	3

ANNUAL REPORT: University Housing & Food Service – 2010/2011

<p>Facility Operations</p>	<p>Plan program and use of space(s) previously occupied by Whitney Dining (basement, lower dining (ground level), kitchen (lobby level) and upper dining).</p>	<p>Facility Operations staff Residential Life staff Residents</p>	<p>Engage Campus Facility Planning in formulating and defining a workable strategy to determine scope and execution of work.</p>	<p>Goal is repurpose the Whitney Dining Hall space as office and residence hall student activity space.</p>	<p><i>This project was scoped and largely executed. Still pending is relocation of the Whitney mail and package room to the former AS Residential Dining Office ... all should be completed by Fall 2011.</i></p>		<p>X</p>		<p>8</p>	<p>5</p>
<p>UHFS Department-wide</p>	<p>Ensure financial integrity of UHFS in next five years assuming an overall declining enrollment if occupancy continues to be at a reduced level (this will tie into the 15 year financial forecast the Chancellor's Office has requested because of Sutter Hall debt service obligations).</p>	<p>UHFS Department-wide</p>	<p>Analysis of business and program operations to assure efficient and effective "best practices" for the department.</p>	<p>Involve all stakeholders in the process and hold all accountable for productive and positive outcomes.</p>	<p><i>Original UHFS budget reflected a significant contribution from department reserves to meet small capital project plan [-\$3.4M]. However, due to reductions in project scope, the net reduction to reserves was mitigated to -\$1.6M.</i></p>		<p>X</p>		<p>5</p>	<p>5</p>
<p>UHFS Department-wide</p>	<p>Complete self-evaluation of programs and processes based upon ACUHO-I standards in preparation of an external review during the 2011-12 academic year.</p>	<p>UHFS Department-wide</p>	<p>Each functional area will identify and commit to codify business operations to reflect industry standards for a comprehensive university housing program.</p>	<p>Involve all stakeholders in the process and hold all accountable for productive and positive outcomes.</p>	<p><i>Nominal progress has been noted on this project given the considerable attention required to successfully fulfill project oversight responsibilities for the Sutter Hall project.</i></p>			<p>X</p>	<p>8 1 0</p>	<p>5</p>

VI. UHFS UNIT GOALS - 2011/2012

ATTACHMENT 4

Administrative Area	Condition	Audience	Behavior	Degree	Evidence	Met	Exceeded	Unfinished	UHFS Program Goal	Campus Strategic Priority
Residential Dining Program	Work closely with AS Dining Services to ensure the financial integrity of the residential dining program in the context of the “ <i>cost-plus</i> ” contract model; ensure high food service satisfaction among the residence hall student body; offer special events and educational information pertaining to food choices and nutrition.	Residence Hall students	<p>Analysis of business and program operations to assure efficient and effective “best practices” for the residential dining program.</p> <p>In partnership between UHFS and AS Residential Dining, each functional area will identify and commit to codify business operations to reflect industry standards for a comprehensive university housing residential dining program with cost-efficiency and customer service & satisfaction the pivotal goals.</p>		Involve all stakeholders in the process and hold all accountable for productive and positive outcomes by meeting regularly with department managers and soliciting feedback from residence hall students via the Food Service Committee.				4	5
Campus Food Service External Review: Residential Dining and Cash Operations	Work closely with Contracting & Procurement, and AS Dining Services to identify a qualified consultant to evaluate campus retail food programs and the relationship between cash operations and residential dining operations.	AS Campus Dining Management UHFS Central Management	<p>Analysis of business and program operations to assure efficient and effective “best practices” for the campus dining program and its component parts [i.e., retail, catering, and residential dining.]</p> <p>In partnership between UHFS and AS Residential Dining, each functional area will identify and commit to codify business operations to reflect industry standards for a comprehensive campus dining program with cost-efficiency and customer service & satisfaction the pivotal goals.</p>		Continue to involve all stakeholders in the program review process and hold all accountable for productive and positive outcomes.				4	5
Facility Operations Capital Projects	Continue to make substantial progress on UHFS small capital project plan.	Facility Operations staff Residential Life Staff	<p>Define scope of work, identify/commit financial resources, determine responsibility for work execution [i.e., in-house, outside contractors, or a combination of both.]</p> <p>- CCTV projects: Shasta, Lassen & North Campus residence halls; - Fire life/safety projects for North Campus residence halls, UV apartments and Whitney Hall;</p>		Continue to involve all stakeholders in the process and hold all accountable for productive and positive outcomes.				1	1 5
UHFS Administration <i>CARRY-FORWARD ITEM</i>	Continue to refine and expand residence hall student retention programs to determine means of attracting increased numbers of new transfer students. Study the ramifications to ResLife programs and processes with an older population & transfer base at UV in particular.	Residential Life Staff Residents	<p>Conduct focus groups and targeted surveys to determine student satisfaction, needs and wants with regards to on-campus housing beyond a single year experience.</p> <p>Establish programmatic relationships with campus programs which particularly serve upper-class student populations.</p>		Continue to involve all stakeholders in the process and hold all accountable for productive and positive outcomes.				2 6	1
UHFS Department-wide <i>CARRY-FORWARD ITEM</i>	Complete self-evaluation of programs and processes based upon ACUHO-I standards in preparation of an external review during the 2011-12 academic year.	UHFS Department-wide	Each functional area will identify and commit to codify business operations to reflect industry standards for a comprehensive university housing program.		Involve all stakeholders in the process and hold all accountable for productive and positive outcomes.				8 1 0	5

VI. PROGRAM USAGE DATA – SERVICE INDICATORS		
<i>Attachment 5</i>		
UNIVERSITY HOUSING SERVICES		
UHFS license agreements processed – Fall 2010	2,287	
UHFS occupancy Fall 2010 “At Opening”	1,702	
Students “waitlisted” during Fall application cycle after initial assignments	-0-	
UHFS system average occupancy – Fall 2010	1,689	
UHFS occupancy Spring 2011 “At Opening”	1,601	
UHFS license agreements processed – Spring 2011	29	
Students “waitlisted” during Spring application cycle after initial assignments	-0-	
UHFS system average occupancy – Spring 2011	1,563	
Average UHFS system OVERALL occupancy – 2010-2011	1,626	
ResNet service calls (221 @ fall opening + 399 during the academic year)	620	
RESIDENTIAL LIFE PROGRAMMING PROFILE – Fall 2010 semester	<i>Programs Presented</i>	<i>Estimated Student Attendance</i>
Resident Advisor sponsored programs system-wide	1,896	10,426
All-Hall programming/community-wide	20	1,127
Residence Hall Association/Residence Hall Programming Board events	63	5,821
Safe-Start Program first-year student participants	19	1,224
Fall 2010 semester programming profile	1,998	18,598
RESIDENTIAL LIFE PROGRAMMING PROFILE – Spring 2011 semester	<i>Programs Presented</i>	<i>Estimated Student Attendance</i>
Resident Advisor sponsored programs system-wide	1,170	4,406
All-Hall programming/community-wide	20	1,027
Residence Hall Association/Residence Hall Programming Board events	50	2,135
Spring 2011 semester programming profile	1,240	7,568
Grand Total – 2010/2011 Residential Life Programming	3,238	26,166
Faculty Mentor Programming – Annual profile - [reflected in the total program numbers above]	403	3,731
<p><i>RA Staff Program numbers were considerably higher this year because of the better method used to track RA programs. Also, the refined “Living, Learning, Leading RLP Model” that was implemented this year asked RAs to give more detailed program information (especially “spontaneous programs”), and also limited over-collaboration among RA staffers which had occurred in previous years.</i></p> <p><i>RHA/PTP Programs increased this year because of UHFS collaborations with Associated Students, Counseling & Wellness, and other departments on campus. We also did a “Second Chance Sunday” film series every Sunday. Attendance numbers were greater in the fall semester because of closer relationships with RAs and also having Sutter Residential Dining adjacent to the UHUB helped significantly. Attendance dipped in the spring semester but that is standard for most activity areas due to a different focus that students gain after being here a semester, and Greek Life recruitment impacted attendance.</i></p> <p><i>Faculty Mentor Programs experienced a considerable surge in RAs utilizing their Faculty Mentors this year, mostly because of the credibility the program has gained across campus, the increasing numbers of Faculty/Staff actively engaged with the program and the programming budget that is included with the role.</i></p>		
SUMMER CONFERENCE SERVICES – Summer 2010		
Summer Conference groups	23	
Summer Conference guests	1,054	
Summer Conference revenue	\$219,762	
STUDENT JUDICIAL AFFAIRS – UNIVERSITY HOUSING / 2010-2011		
> Incident Reports filed	558	
> UHFS license terminations	27	
SANCTION PROFILE		
> University Housing suspension	41	
> Informal sanctions rendered (meetings, letters, etc.)	248	
> Educational Remedial sanctions rendered	54	
> Peer Conduct Review Board referrals	9	
> Disciplinary Probation sanctions rendered	148	
> Suspension sanctions rendered	13	
> TOTAL sanctions rendered	513	
FACILITY OPERATIONS & PROJECTS		
Work orders processed	3,477	
Building Maintenance Equipment Reserve Project value	\$2.9 M	
CUSTOMER SERVICE		
Incoming calls to the UHFS 800 line	2,028	
Residence hall tours (academic year & summer combined)	1,451	

VII. ANALYSIS: WHAT DOES EXCELLENCE LOOK LIKE? WHAT WILL IT TAKE TO GET THERE? - ATTACHMENT 6

DONE	Evergreen	Delayed	In Process							
Assigned To	Priority	Submitted By	Type of Change	Current Situation	What Excellence Looks Like	Outcomes if Change Occurs	What will it take to get to Excellence	Implementation Date	Budget Requested	Status
Administrative	2	David Houchin	Non-Payment Student Eviction	CSU, Chico does not comply with SUAM 2150. Part of that non-compliance results in UHFS bad debt charges.	Compliance with SUAM 2150 eviction protocol for students who fail to prepay their room charges.	We will be in compliance (i.e. we will not be liable to an audit finding on this point). Early detection will minimize food service costs and reduce/eliminate bad debts.	We will need to develop a timeframe and process to monitor payment history. Notice to pay rent or quite process developed to conform to Chancellor's Office recommendations.	Fall 2009	None	
Administrative	3	Barbara Vong	Student Billings	Student accounts are uploaded on a weekly basis to PeopleSoft. However, there are frequently time gaps between the bill generating event and the actual billing. Sometimes due to ResLife not having anyone step forward to take the charge, sometimes because the student needs to meet with Judicial.	Provide students faster and complete billings as well as a better understanding of those charges / credits through their portal access.	Students will not be surprised by charges appearing on their account. The description of charges will be clear enough to eliminate confusion.	Improved cooperation from maintenance and ResLife staff in completing work orders as TMA is implemented systemwide	Fall 2009		
Administrative	7	David Houchin	Budget Reporting (to Cost Center Managers)	Most months the cost center managers receive their expenditure reports on or about the 10th.	Each cost center manager will have a detail accounting of their expenditures (including PEC details) by the 15th of each month along with a fiscal year to date comparison of actual expenditures to the approved budget.	Managers will understand their spending choices and be able to manage their approved budgets. We will maximize dollar values transferred into reserves.	Continued progress to getting all transactions submitted on a timely basis so reports can be run by the 9th, giving a one day turn-around for publishing on the 10th.	On-going	None	
Administrative	7	David Houchin	Budget (Data Submission to Kendall Hall)	The process for submission is unclear at this time.	Timely and complete submission of departmental summary data to VPSA, VPBF and budget office.		Clear understanding of expectations from Kendall offices.	On-Going		
Administrative	7	Therese Erndt / Laurie Ratterree	PCC Receipts	Each month PCC receipts must be submitted and processed to meet Kendall's 10th due date.	All PCC receipts turned in on time and submitted with 100% accuracy to Kendall by the 10th of each month. Detail listing circulated to each cost center manager with financial reports.	Compliance with campus policies.	Staff to understand and comply with PCC timeframes -- submitting all receipts and signed cover summary by noon on the 10th of each month.	On-Going		
Administrative	8	Barbara Vong	Student Employment (Hour Inputs)	The upgrade to CMS 8.9 has resulted in even greater input time for student hours than the previous version.	Less data input time for student employee hours -- and allow students to view their own work hours in an open, correctable, environment.	Reduced input time.	We are advised that the CMS-HR folks are working on a solution to speed up the processing time. What those solutions are and when they will be implemented are unknown.	ON HOLD - Pending action by Student Employment		There is a proposal from Student Employment dealing with on-line timecard entry -- this has an unknown impact on this

										improvement opportunity.
Assignments	1	Amber Tamagni	Assignment Confirmation	MITCS has prepared an "accept assignment" reply on the student web	students confirm they accept their assignment within x days or be placed on the waitlist -- assist with waitlist mgmt.	Students not coming removed from assigned spaces, able to assign students who are coming....	Monitor developed process and adjust for Fall 2010 as required	May 2009	None	
Assignments	2	Amber Tamagni	Website (UV enhance)	Current page does not do UV justice, is difficult to navigate and the virtual tours are not uniform	Create a pdf version of the new UV brochure that is interactive (live links with in the text) complete with virtual tours	Better marketing image of UV	UV marketing piece, new virtual tours, imbedded live links	PDF on-line by 3/15/09; Virtual Tours by 7/1/09	TBD	
Assignments	2	Kathy Casey	Application Process	Assignment is based upon priority number and preferences entered at time of application.	Students have ability to assign themselves to rooms within buildings they desire.	Improved resident satisfaction with assignments.	RMS Student Web implementation (we already own software)	Fall 2011	RMS SWSA Onsite Training Fees (requested quote from Andrew)	
Capital Projects	1	Amber Tamagni	UV fill potholes and re-stripe parking lot	You can not see the parking space lines and speed bumps are not clearly defined. Also all fire lanes, no parking areas & handicapped parking need to be re-stenciled.	New stripes, newly stenciled directional signs, and repainted speed bumps	Better ease of parking due to truly defined lines, and highlighted no parking areas.	Hiring a subcontractor who will stripe and re-stencil the parking lot (or purchase paint and rent the equipment to perform the task in house)	Summer 2009	\$ 25,000	
Capital Projects	1	Gloria Torbeck	Process Improvement (Facilities group)	Each person operates under individualized procedures; lack of consistency	When written policy and procedures exist; the "team" is all on the same page. We would be an working effective team.	Increased consistency in service levels and performance of maintenance, custodial and grounds personnel.	In TMA implementation include written policy and procedures. This will assist in our building a working effective team.	Ongoing		
Capital Projects	1	Mike Bates	Energy Conservation (IGA)	HVAC and related equipment is in need of replacement with energy efficient measures	Replacement of equipment that has been in place beyond its useful lifetime	Energy Savings, space comfort, less staff hours in operation and maintenance	Investment Grade Audit (IGA) that will produce a menu of energy measures with a defendable budget and defendable incentives	IGA in progress start date 2/24/09	\$ 30,671	
Capital Projects	1	Mike Bates	Security Improvements	There are many dark areas around residence halls and University Village. Additionally, there are minimal video camera coverage areas	Increased coverage for all areas of Housing in the public areas including hallways, stairs and parking lots	Increased safety, public awareness of surveillance as a deterrent.	Hire a consultant to survey the Housing campus and make recommendations for installations	Spring 2009	\$36,000 for study; Implementation cost TBD	
Capital Projects	2	Anna Lind	UV Physical ambience	South UV painted Summer 2008, Current north UV building color is unappealing	Painting all UV buildings beige color	Brighten up UV complex as a whole	PEWAF 's submitted	South Summer 2008 North Summer 2009	In Capital Budget for 2009-2010	

Capital Projects	2	Anna Lind / Courri Brady	UV programming space	There is inadequate programming space at the complex especially for large programs. As it stands -- there are 600 plus residents, and one small building that can hold 30 people max -- as programming space during the winter months	Construct a building on the tennis court site.	UV will be able to provide a more appropriate and safe area for programming. Minimum 100 People	PEWAF Submitted spring 2009 for construction during summer 2009	8/21/2009	\$ 250,000	
Capital Projects	2	Mike Bates	Energy Conservation - UV - Synergy Contract	Split HVAC units in UV apartments are in need of preventative maintenance and inspection of ductwork	All units at UV to have coils cleaned units tested for energy efficiency, ductwork leak tested for energy efficiency	Energy Savings, space comfort, less staff hours in operation and maintenance	Contract submitted to Contracting pending approval	June 2009	\$ 0	
Capital Projects	5	Amber Tamagni	UV Repair or re-pave parking lot at UV	The parking lot is one of the 1st things seen when touring and it is full of pot holes & cracks	New or resurfaced parking lot	Better drive-by presence of UV, property looks like it is cared for, better marketability, happy residence	Bid out and compare difference between cutting out old parking lot to re-pave or just fixing/resurfacing existing one (which would be more cost effective in the long run?).	Delay until trench work is completed	\$75-\$120,000	
Capital Projects	5	Amber Tamagni	UV - Water Heater improvement in 6 person cluster	6 person clusters do not always have hot water at peak demand times.	Adequate hot water even during peak demand times.	Happier students.	Explore direct fire gas heat-on-demand system for 6 person clusters	Summer 2010	TBD	
Capital Projects	5	Mike Bates	UV - Re-roof north buildings	Periodic leaks have been occurring.	Warm and dry structures	Happier students. No water damage.	Re-roof the flat roof buildings in north UV	Summer 2009	TBD	
Capital Projects	6	Gloria Torbeck	Webb Alert	Students must lug dirty clothes down to laundry -- if all machines are busy they have to lug it back to rooms and try again latter.	Students are able to check availability of washer / dryers over the internet before taking dirty clothes to laundry room.	Happier students.	Webb has the technology, we would need to install the connectivity in laundry rooms.	Investigate Shasta & Lassen for Fall 2009	\$ 1,000	
Capital Projects	7	David Houchin	Deferred Maintenance Planning	There exists no complete Deferred Maintenance Plan (CSU Administrative Requirement and outstanding audit finding)	Department plans and expends maintenance and capital improvement funds in accordance with plan documenting and prioritizing physical needs, sources and uses of funds	Department budgeting and expenditures become planned, as opposed to reactionary, events. Improvements are made based on priority and availability of resources.	Complete property assessment identifying and prioritizing physical need and integrate with availability of resources over time.	Spring 2009 IGA to set priorities	none	
Capital Projects	8	Gloria Torbeck	Maintenance Shop Expansion	Maintenance shop facilities is small and crowded for number of staff and projects assigned. The secure key shop is at Konkow.	Adequate work space including meeting / training space and a secure key shop for key/card access items all under "one roof".	Increased security over key/card access items. Common meeting / training area would increase interactions between all facility groups.	Consider expanding current shop to the North once property is purchased or build up. This could include Grounds shop as well. It should be large enough to allow warehousing of supplies.	2010/11	TBD	
Capital Projects	9	Gloria Torbeck	North Campus Boiler / Chiller plant	North campus has 200+ heat pumps that are in small confined spaces. Current units will be out of service within a couple of years.	Energy efficient boiler/chiller plant	Improved energy efficiency, elimination of high maintenance time individual units	Design & construct a boiler/chiller plant for north campus (in conjunction with Phase 2B&C at College Park)	IGA Spring 2009 Construction 2013/14 ???	TBD	
Custodial / Grounds	1	Chuck Grant	Sustainability: Green chemical and mechanical products.	Still no effective green disinfectant. Research is on-going	New ideas, better services with emphasis on sustainability	Better services causing customer satisfaction	Continue to seek new green chemicals (hard water deposits, disinfections) and mechanical products (auto flush valves,etc.).	ongoing	Budgeted as items are sought, tested and purchased.	

Custodial / Grounds	1	Chuck Grant	Team Building	Summer potlucks/pizza party. Four international potlucks have been held in 2008/09. Involve student staff and pro staff.	Brainstorm of ideas and "how to"	More ideas on process improvements and morale boost.	Asst. Director schedules events around meals where staff comes together.	On-going	\$ 300	
Custodial / Grounds	2	Chuck Grant	Training Video.	There are many individual approaches to training methods and contents	Better well trained student assistant staff, better more consistent training provided by all staff to meet the goals of UHFS and Campus.	Staff on same page. Uniform approach to training. A thorough examination and implementation of training in Custodial department	Evaluate, select and implement appropriate training programs and decide on the method of creating the training video using Musselman Productions.	asap	\$ 1,500	
Custodial / Grounds	5	Amber Tamagni	UV - Landscaping	UV landscaping looks old and needs brightening.	A bright public first impression as guests drive into UV	Greater acceptability of UV as future residence choice.	Replant areas in central parking area and repair planters.	Before summer orientation in June 2009	TBD	
Custodial / Grounds / Facilities	1	Gloria Torbeck	Staff training: Workshops	9 people went to training this year from facilities; 4 from custodial/grounds	Professional development for maintenance staff on annual basis.	Improved knowledge / skill base for staff; improved morale.	Staff training: Job related Workshop or training school session for each staff member per year. (minimum of one per year)	On-going	\$ 5,000	
Custodial / Grounds / Facilities	1	Gloria Torbeck & Chuck Grant	Safety training improvements	Safety issues are discussed at every other Monday morning meeting.	100% safe working environment for all employees; no workers compensation claims.	Compliance with OSHA rules resulting in a safer work place for staff	More EHS provided safety training for department in order to keep abreast of new OSHA rules and regulations.	On-Going	None	
Custodial / Grounds / Facilities	2	Chuck Grant Gloria Torbeck	Inspection Process	Currently there is no organized safety inspection program of our buildings.	A routine internal inspection system proactively detects hazards in our buildings.	Improved safety for staff and students. Issues are resolved while minor.	Design a safety inspection procedure for each building. Schedule inspections on regular basis. Train inspectors.	Fall 2009	TBD	
Custodial / Grounds / Facilities	5	Gloria Torbeck	Staff Recognition (residents know who staff are)	Residents do not know who staff are -- why they are in "their space". Custodial staff have become more acquainted with the residents they serve, however maintenance has not made the same strides.	Residents know the custodial/grounds/facilities group staff. Staff would feel more appreciated.	Might improve security for residents (they know who should or should not be there). Residents would receive better services because staff would learn of problems earlier.	Staff introduced to residents in all halls and at UV. Staff wear their photo name tags at all times. ResLife staff incorporate an affirmation time in community meetings.	Fall 2009	\$ 500	
Director	5	David Stephen	Central Office Refresh	Building interior is looking tired.	Professional people working in a professional looking space.	More professional looking space.	Refresh perimeter offices during the year one-by-one; complete interior space during winter break.	Winter Break 2009-2010	TBD	
Facilities	1	Gloria Torbeck	Work Order turn-around time Improvement	TMA Project continuing. Weekly meetings with FMS to define processes and consider how to use the software best. Also due to increase in staff turn around of Work Orders has improved.	4 hour response for priority work orders; 80% completed within 24 hours; all completed by 72 hours.	Decrease the number of maintenance work orders, to respond to requests within a 48 hour period and to complete maintenance work orders within 72 hours.	Purchase and implement TMA system (jointly with FMS)	<i>Spring 2009</i>	In current budget	

Facilities	2	Gloria Torbeck	Communication Tools: Walkie Talkie/Phone system??? PDA solution???	Using two way radios and cell phones. When staff need to speak with manufacturer on site of a job they use their personal phone or come get Associate Director's phone	Groups is able to communicate without interruption including dropped calls. Service representatives an/or manufacturers could be reached at job site for information and direction.	This would enable us to communicate individually with one another and as a group without interruption. Also, better communication would enable us to contact service representatives and manufacturers at job sites, for information and direction and to discuss problems. The communications system could decrease the number of service calls by outside contractors and save money.	Purchase some type of push to talk phone system for all maintenance personnel. <i>Phone/radio/PDA hardware with Work Order Software System</i>	<i>Spring 2009</i>	TBD	
Facilities	2	Gloria Torbeck	Sutter Hall: ready to provide services to new residence hall	Conformed 100% prints received 3/11/2009. RFI's and Submittals being reviewed by Gloria and Mike	Be involved in print review; receive ample training on all the systems, make a video of training sessions that are given and hire new Maintenance person for this added square footage 1 year in advance of building coming on line.	No surprises when hall is opened in the Fall <i>2010</i>	Set schedule for staff review of prints, schematics	Fall 2010	None	
Facilities	3	Gloria Torbeck	Emergency Work Order requests	After hour response time often too long and sometimes difficult to reach staff. Callbacks have decreased this past year due to more preventative maintenance task completion, a result of increased staffing levels.	Emergency work orders are responded to within four hours.	Emergency requests will be responded to by the department and completed within 24 hours or less. (Emergency requests are defined as security and life safety issues.)	Increased staff levels; information systems support through a database. <i>Unit 6, FMS, UHFS negotiation for emergency and after hours staffing.</i>	<i>Spring 2009</i>	unknown	
Facilities	3	Faye Perata	Whitney Dining Access	There is an on-going problem with students/staff members wanting to access the staircase leading to Whitney Hall from the Dining Center. This area is restricted to limit any non-Whitney resident from entering the building and any non-paying customer to enter the Dining Center	Create a 1/2 gate to allow access to and from Whitney Hall and close the access to the computer lab from the dining center to control the traffic flow	By closing the inner door to the computer lab, this will eliminate the need to enter and exit dining through the Whitney stairs entrance. Also by putting a gate there, students will be less likely to try to sneak through and use this as an exit/entrance. Dining staff will not have to focus their attentions on monitoring this area. Limits the student traffic through dining and the non-Whitney residents having access to Whitney hall	With the approval from the fire marshal installing the gate at Whitney Dining. <i>Gloria will present the question to the Fire Marshall</i>	Fall 2009	TBD	
Facilities	4	Gloria	Painter (full-time)	Intermittent position -- limited to 960 hours. Difficult to track hours accurately to limit.	fulltime position	timely upkeep of buildings	approval	July 2009	\$40,000 more than intermittent position currently costs	

Facilities	9	Eric Price	Umbrellas on smoking benches	When it rains the students stand under the overhang at the front door that leads to students inhaling smoke when entering the building. Putting together a packet (photos, sketch) to present to CPEC.	Designated smoking areas that comply with state 25' law.	No second hand smoking near the residence halls	Evaluate the effect of second hand smoking and designate space for smokers.	DELAYED	TBD	Putting together a packet (photos, sketch) to present to CPEC
Inform Sys	4	Kathy Casey	Training: RMS user group	Some staff do not use RMS or use it sparingly.	Well trained staff able to perform all required data entry accurately and able to retrieve all desired reports.	Efficiency, employee satisfaction, customer service improvements.	Complete UHFS RMS manual, hold semi-annual training sessions. Expand user base to all staff.	Currently being implemented	None	
Inform Sys	5	Kathy Casey	UV Guest Registration	Guest registration is centralized at the residence halls and is compliant with CSU policy. However, UV is non-compliant, primarily due to the open apartment units making up the Village.	Guest registration compliant at University Village. Registration should be easy for the resident to complete and monitor able by ResLife staff.	University Housing would comply with Chancellor's office regulations. We would know who is visiting our facilities and with whom.	Student initiated guest registration from their rooms via the internet with a printed pass. Could also be done at the UV front desk. Portal Login Implementation in Fall 2009. Will have no meaning if not enforced.	Pilot Fall 2009	None	
Inform Sys	8	Courri Brady	Programming Online Paperwork	Programming database is in progress, but there are few active users to completely exercise the program.	On-line program proposal and evaluation developing a library of programming resources for RA use.	Easy access for RAs and professional staff to complete and track programming paperwork, residents would be able to complete feedback on-line, track trends and create a database for future reference	Program ready, but it needs active users and daily use by RAs, ARCCs, and PC to complete the deployment cycle.	Beta test in Late Spring 2009	None	
Inform Sys	9	Kathy Casey	Application Process	On-Line application process opens with a mad rush for about 15 minutes as students jockey for early submission -- resulting in confusion and anxiety among parents and students.	A fair yet stress free experience in applying for University Housing.	Smoother process for new applications. "Floodgate" problem eliminated.	Allow housing applicants based upon University admit/DEIN status. Application is first step, then return for payment/room selection using RMS student web self-assignment process.	Subject to approval		
Office Manager	2	David Houchin	Staff Evaluations	Recently Staff evaluations have been mostly been submitted before the due date. However, we continue to have some late evaluations.	All staff personnel receive their evaluations on or before the review due date.	Staff would feel affirmed and valued.	Independent of anything Kendall does, office manager would alert managers of due dates and monitor, following up as deadline approaches.	On-going	None	
ResLife	1	Hemlata Jhaveri	Measuring Outcomes	Program and learning outcomes are beginning to be used to assess our programs-decisions but there is room for improvement in both developing appropriate measures and using them for program evaluation.	Clearly identify program and learning outcomes for programs(e.g.: faculty mentor, RA activities, etc)	Staff understanding of preferred outcomes will be enhanced and our programming model will be improved.	Continue using assessment tools and connecting them to the learning outcomes for AY 2009-2010.	On-going	None	

ResLife	1	Hemlata Jhaveri	Faculty Mentor Program Expansion	17 mentors in 2007/08; current program consists of 20 faculty mentors.	Expansion of the faculty mentor program to 25	Higher number of floors and RA staff will have a faculty mentor for their floor to provide the individualized attention outside the classroom	Recruiting faculty mentor by the end of Spring 2009 semester and planning an orientation in August 2009	On-going	\$ 25,000	
ResLife	1	Nikki Stadler	Occupancy Status	There has been a tremendous improvement in the timeliness of movement reports. There have been several instances this year where students moved from UV to a residence hall and did not have their meal plan begun timely due to a delayed movement report.	Timely occupancy status reports from ResLife staff.	Improved timeliness of billings and accurate data passed to Whitney Dining (there was a recent instance in which a student moved from UV to a residence hall and the meal plan was not activated).	Commitment from ResLife to send movement emails on time with RMS movement completed within 24 hours.	On-going	None	
ResLife	2	Faye Perata	Police Liaison Program	Currently UPD is present in the building when dealing with an incident or doing rounds	The Police Liaison Program would designate one police officer for each community and this officer would have periodic lunch/dinner with building staff and answer any questions/concerns, this program could also include CSO's doing rounds in the residence hall	Each residence hall and staff would have a UPD officer that they would be connected with and could count on to answer programs. This would also increase UPD's visibility in more positive scenarios, CSO's doing rounds in the building is not as intimidating as UPD officers	Collaborating with UPD to create this partnership	Program was piloted in Fall 2008 but needs to be reinitiated in Fall 2009	Meal tickets for UPD officers-\$250	
ResLife	2	Faye Perata	Sustainability: Reduce paper waste from labs	Student occasionally print large volume of pages that are wasted -- sometimes never collected.	Reduce waste.	More sustainable environment	Move printers to the front desk to monitor printing activities. Encourage students to read on-line instead of automatically clicking print.	On-going	None	
ResLife	2	Hemlata Jhaveri	Diversity Statement: Post in Lobbies	Pledge cards have been signed by students in all communities, diversity pins were awarded to students.	Residents understanding the department's updated Diversity Statement.	Affirms the department's commitment to diversity	Working with IMC to create Diversity Statement panels/postings; programming targeted to increase awareness.	Spring 2009	\$150 per printed sheet	
ResLife	2	Terry Wilson	PCRB referrals	Minimal number of residents referred to PCRB	Increase in PCRB referrals	Less escalating conduct and increased peer feedback	Emphasize the role of peer feedback during judicial training in Fall 2009. Continue to emphasize and advocate for PCRB	On-going	None	
ResLife	3	Chuck Grant	Custodial / Grounds Staff recognition within residential communities	Custodial/grounds staff are not well known within the community.	Custodial staff aware of what is important to residents; residents aware of importance of the unit	Staff morale boost, feeling appreciated; residents would receive better services because staff would learn of problems earlier.	Staff are introduced and then build relationships; ResLife staff to incorporate affirmation time in community meeting sessions.	Fall 2008	Of the Month awards	Project has not been initiated. Start Summer 09
ResLife	3	Courri Brady	Programming Equipment	Currently individual communities have purchased equipments for their area and it is not uniform across the board. All communities now have a sound system.	Purchasing and creating a centralized location for equipment check-out (e.g.: stereo system, popcorn machine, etc)	All staff members have access to equipment and no program is cancelled due to accessibility to equipment	Purchasing speakers, music systems, popcorn machines, etc that can be checked out to any community	Fall 2010 (new programming building completion)	TBD	

ResLife	1	Hemlata Jhaveri	Increase Desk Operations (Mechoopda, Esken, Lassen & Shasta, and University Village)	Current desk hours are from 10am-5am.	Desk Operations available to students 24/7 to answer questions and during emergencies	2008-09 Desk/GCI operations in effect from 10am-5am. Extended hours might increase compliance with GCI and safe conduct.	Staff desks 24/7	DELAYED - Revisit 24 hour operation someday	Approx. \$61,110	
Senior Managers	1	Kathy J.	Cross Training	Most support staff know only their own duties with minor overlap on procurement and student payroll entry.	All support staff are able to cover main position responsibilities when other staff are out ill or on vacation (no one deserves to come back to an overflowing inbox)	Improved departmental efficiency. Staff morale improvement. Less risk of oversights due to unanticipated staff absences.	Cross-training so we can help when staff are out on vacations leaves or ill. Updated information from all areas of Housing			
Summer Conference (Off Campus Housing)	1	Amber Tamagni Natalie Gebicke	Off campus housing workshop prior to the Housing Fair	Housing Fair is advertised but not utilized by the students to the full potential	Invite students to attend a "how to" apartment search workshop as a programming event in the residence halls and University Village.	Increased participation in the Housing Fair by students and the community, and a better service to our residents	Develop quality programming tool for RA's to use. Consider using community property managers as guest experts in workshops.	February 2009	None	
Summer Conferences	2	Natalie Gebicke	Judicial Banned from UHFS Facilities	Students that are judicially banned from UHFS facilities are allowed to eat in Whitney dining center	Students banned from UHFS facilities are not allowed access to Whitney Dining.	Judicial ban will be enforced.	UHFS Student Conduct ASA II sends restricted list to Whitney Dining assistant.	Fall 2009	None	
Summer Conferences	2	Natalie Gebicke	One Stop Shop	UHFS has a relationship with Continuing Education and AS Coordinator to make it easier for sponsoring organizations to book meeting rooms, sleeping accommodations and dining services.	Sponsoring organizations would have an easy "one stop shop" for booking meeting rooms, sleeping accommodations and dining needs for their groups.	Easier reservation systems would increase the attractiveness of Chico State for professional development programs.	Continued cooperation with Heather Quilici (Continuing Education) and AS Coordinator on campus who are working toward the "one stop shop" goal with us.	On-going	None	
Summer Conferences (Food Service)	1	Natalie Gebicke	Dining Services Committee	Interest in the Dining Service Committee has increased this past year. There is still opportunity for improvements.	Active student representatives from each community.	Better student representation with true student opinion and sway.	Continued efforts to recruit and retain student representatives.	On-going	None	
Summer Conferences (Off-Campus Housing)	3	Natalie Gebicke	Increase participation by property owners in the Off Campus Housing Fair.	Limited table availability in the BMU limits the participation to 9 tables each day of the housing fair.	Students are able to learn about housing options in the community and what to "watch out for" and well as what to "look for".	Students have increased selection of property management offerings.	Housing providers need to change focus to more of an educational event rather than a mere marketing event.	On-going	None.	