Office of Housing Operations

GOAL 1: PROVIDE PREMIER ON-CAMPUS HOUSING FACILITIES TO OPTIMIZE SAFETY, ACCESSIBILITY, ACADEMIC SUPPORT, AND SUSTAINABILITY.

Objective 1.1: Create a comprehensive student housing master plan utilizing the services of a reputable consulting firm.

A. Identify key partners to participate in preliminary survey with consultants.
   Target date for completion: September 2016.
B. Review and approve the scope of work for the student housing masterplan.
   Target date for completion: October 2016.
C. Identify areas of opportunities and challenges to address with consultants.
   Target date for completion: May 2017.
D. Engage in conversation with Housing Operations staff and other stakeholders about next steps and strategies for implementation.
   Target date for completions: December 2018.
Objective 1.2: Create a plan to address deferred maintenance for all residential buildings to ensure safety, sustainability, and well-maintained facilities.

A. Assess and identify most critical facility repair needs to be addressed.
   Target date for completion: December 2017.
B. Develop a plan and scope of work for taking residential buildings off-line to address maintenance needs.
   Target date for completion: February 2018.
C. Identify funding sources to address deferred maintenance needs.
   Target date for completion: February 2018.
**Objective 1.3:** Develop a comprehensive furniture replacement plan and build into the operating budget.

A. Complete a furniture audit and replacement plan of all residential buildings to assess use, condition and inform future purchasing decisions.
   Target date for completion: August 2018.
B. Assess the need for and identify a furniture inventory management/tracking system.
   Target date for completion: May 2018.
C. Identify usable locations for furniture storage.
   Target date for completion: August 2017.
Objective 1.4: Explore and provide upgrades concerning sustainability and accessibility in the residential facilities.

A. Upgrade all existing non-energy efficient windows and lighting systems in all residential facilities; Implement all upgrades over a 3-year period.
   Target date for completion: August 2020.
B. Expand recycling and composting program to all student residential facilities.
   Target date for completion: August 2017.
C. Assess quality and quantity of current housing accommodations for students registered with Access, Disability Services and Resources.
   Target date for completion: August 2018.
Objective 1.5: Maintain ongoing relationship with Emory Library and Information Technology Services (LITS) to promote access to campus wireless network and related online resource.

A. Incorporate enhanced technology and wiring opportunities during building refurbishment.  
   Target date for completion: May 2020.

B. Evaluate inventory and quality of surveillance cameras in all residential buildings.  
   Target date for completion: May 2017.

C. Partner with Emory Police and Security to monitor existing surveillance systems for changing needs and repair.  
   Target date for completion: January 2018.
Objective 1.6: Evaluate and select a reputable laundry vendor/contractor with the goal of enhancing the residential experience and sustainable practices.

A. Ensure the presence of an adequate number of energy-saver laundry machines in the residential facilities.
   Target date for completion: August 2017.
B. Seek opportunities to integrate electronic communications that allow residents to monitor machine progress and availability and enhance their laundry experience.
   Target date for completion: October 2017.
C. Monitor system activity and usage of utility services to optimize both electrical and water consumption.
   Target date for completion: July 2018.
GOAL 2: MAXIMIZE HOUSING OCCUPANCY IN ON-CAMPUS RESIDENTIAL FACILITIES TO ATTAIN PROGRAMMATIC AND FISCAL SOUNDNESS.

Objective 2.1: Explore opportunities to increase revenue to support housing facilities and services.

A. Seek creative alternatives to increase funding through targeted sources (grants, businesses, alumni etc.)
   Target date for completion: August 2018.
B. Assess the full scope of need and explore options for short-term housing accommodations in guest apartments.
   Target date for completion: December 2017.
C. Identify all useable residential spaces that can be reserved and associated rates.
   Target date for completion: December 2017.
Objective 2.2: Establish effective and current online web presence and social media interaction.

A. Create a website overhaul working team and provide input for content to establish engaging and dynamic web presence.
   Target date for completion: September 2017.
B. Explore the possibility of cross-training staff to maintain the housing website.
   Target date for completion: September 2017.
**Objective 2.3:** Partner with Campus Life to update the Sorority and Fraternity Housing Plan to include enhanced housing structure, occupancy and financing processes for the sorority and fraternity houses to be congruent with Housing Operations Campus Life missions.

A. Review the Sorority and Fraternity Housing Plan for consistency with Campus Life and Housing Operations mission statements.
   Target date for completion: May 2018.
B. Develop new housing lease agreements for sororities and fraternities.
   Target date for completion: August 2018.
Objective 2.4: Explore the feasibility of a pilot program for housing graduate students.

A. Research graduate student populations to identify unique needs pertaining to on-campus housing.
   Target date for completion: March 2018.
B. Strengthen relationships with colleges and departments serving graduate students to
determine the needs and demands of housing for graduate students.
   Target date for completion: September 2018.
GOAL 3: DEVELOP AND MANAGE HOUSING SERVICES, PROGRAMS, AND STAFF EFFECTIVELY AND EFFICIENTLY.

Objective 3.1: Evaluate and streamline core housing operations services and administrative processes.

A. Assess the effectiveness of current technology and identify new areas to expedite information sharing, improve facility inspections and record damage billing.
   Target date for completion: April 2018.
B. Outfit residential facilities with bed rails to safeguard against falls and injuries.
   Implement over a 2-year period.
   Target date for completion: August 2019.
C. Develop a year-long housing marketing and communications plan to expand our marketing portfolio.
   Target date for completion: July 2018.
D. Establish standard operating procedures (SOP) for key housing operations administrative processes, projects and tasks to ensure consistency in implementing our programs and services.
   Target date for completion: January 2018.
E. Assess level of satisfaction from students and effectiveness of core administrative housing processes and services and determine areas needing great attention.
   Target date for completion: May 2018.
Objective 3.2: Encourage and promote a culture that supports staff to perform at the highest level.

A. Develop opportunities for staff to tell their story and share housing operations accomplishments. Implement over a 3-year period.
   Target date for completion: August 2020.
B. Assist staff in exploring opportunities, provide support, and resources for active participation in professional development opportunities. Implement over a 3-year period.
   Target date for completion: August 2018.
C. Implement comprehensive training programs for Housing Operations staff
   Target date for completion: June 2018.