Office of Housing Operations

GOAL 1: PROVIDE PREMIER ON-CAMPUS HOUSING FACILITIES TO OPTIMIZE SAFETY, ACCESSIBILITY, ACADEMIC SUPPORT, AND SUSTAINABILITY, IN CONGRUENCY WITH THE UNIVERSITY’S STRATEGIC ASPIRATIONS.

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. COMPLETED
B. Review and approve the scope of work for the student housing masterplan.
   Target date for completion: October 2016. POSTPONED
C. Identify areas of opportunities and challenges to address with consultants.
   Target date for completion: May 2017. COMPLETED
D. Engage in conversation with Housing Operations staff and other stakeholders about next steps and strategies for implementation.
   Target date for completion: December 2018. COMPLETED

Update, September 2017:
The services of a consulting firm were sought to share their initial thoughts on priorities for housing operations as we plan to undertake a comprehensive evaluation of enhancing our present and future housing needs. A working group is reviewing the findings of the facility conditions assessment for fraternity houses.

Update, March 2018:
Facility conditions assessments, planning observations and opportunities for sorority lodges and Clairmont Tower have been completed. Proposed capital investments and associated cost estimates were recommended to address planned and deferred maintenance in these residential buildings.

Life safety and aesthetic enhancements to these residential buildings is the main focus and are underway. Since the University is under new leadership, Housing Operations will suspend creating a housing master plan involving larger renovations and new constructions until a University Campus master plan is established.
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. COMPLETED
B. Develop a plan and scope of work for taking residential buildings off-line to address maintenance needs.  
   Target date for completion: February 2018. COMPLETED
C. Identify funding sources to address deferred maintenance needs.  
   Target date for completion: February 2018. COMPLETED

Update, September 2017:
Housing Operations is developing a 10-year Major Repair and Renovation (MRR) plan for all facilities. The MRR plan for Eagle Row where fraternity and theme houses and sorority lodges are was completed in September 2017.

Update, March 2018:
Housing Operations has developed a 5-year Major Repair and Renovation (MRR) plan for all residential facilities on Druid Hills and Clairmont campuses. Some of the larger projects include renovation of apartments on Clairmont campus, major mechanical upgrades at Woodruff Residential Center and in fraternity houses along Eagle Row, and a major repair of the exterior façade at Harris Hall. This plan also includes furniture replacement for all of Clairmont campus over the next 5 years. Funding will be supplied from the Housing Reserves.

Update October 2018:
Housing Operations continues to refine the Major Repair and Renovation (MRR) plan as new issues arise. Renovations at select Clairmont Residential Center (CRC) buildings i.e. flooring, paint refresh, garbage disposal, water heaters, and counter tops were completed. Life safety issues in the sorority and fraternity lodges and houses along Eagle Row were also addressed.

Preliminary investigative work has begun to conduct facilities condition assessment (FCA) for all residential housing facilities. These FCA’s will be comprehensive in scope and will allow Housing Operations to manage deferred maintenance in a more methodical manner.

Update, September 2018:
Housing Operations continues to address deferred maintenance needs using reserve funds. No new funding sources have been identified to address deferred maintenance needs.
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. POSTPONED
C. Identify usable locations for furniture storage.
   Target date for completion: August 2017.

Update, September 2017:
We have begun a furniture audit for Clairmont campus, and are identifying vendors to begin developing a furniture replacement plan for upcoming years. The current furniture storage facility on the Clairmont campus has been reorganized to create additional useable space for furniture storage.

Update, March 2018:
Our audit revealed that all furniture on main campus is newer than 7 years old, while that on Clairmont campus is at the end of its life expectancy. We have developed a 5-year furniture replacement plan for Clairmont campus that will begin with Clairmont Residential Center buildings in summers 2018 and 2019, followed by Undergraduate Residential Center buildings in 2020 and 2021, finishing with Clairmont Tower in 2022.

Based upon previous experience with furniture inventory software solutions being labor intensive, with little or no value added, the decision was made not to implement such a system with our current assets.

Staff have identified furniture to be donated or discarded in the current warehouse, and the furniture crew is working to reorganize this space by May 2018. The current space should be sufficient, for storing replacement furniture.

Update, September 2018:
Plans to explore implementing a furniture inventory management/tracking system is off the table.

A furniture audit of all common areas was conducted summer 2018. This included photos of each common area space layout. This date is being compiled into a comprehensive report so that Housing Operations can begin developing a furniture replacement plan. The audit of furniture in storage has commenced both in the residence halls and at the warehouse on Clairmont campus. Furniture identified as surpluses were removed from the warehouse. Campus Services has begun to reorganize this space and is scheduled for completion by December 2018.

A four-year (2018-2021) furniture replacement plan for Clairmont campus was instituted. The furniture for Phase 1 of the replacement plan was installed over the summer of 2018. This included bedroom, living room and dining room furniture in residential buildings at Clairmont campus, housing 208 residents.
**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. COMPLETED
C. Assess quality and quantity of current housing accommodations for students registered with Access, Disability Services and Resources.
   Target date for completion: August 2018. COMPLETED

**Update, September 2017:**
Windows in two fraternity houses at Eagle Row were replaced and installed with double pane, energy-efficient window units. Window replacements for all remaining metal windows in Dobbs Hall are out to bid with a completion date of summer 2018. We continue to replace lighting to more efficient LED fixtures, most recently in Woodruff Residential Center and in numerous fraternity houses along Eagle Row. We are working with Campus Services to standardize recycling bins along Eagle Row and in all residence halls.

**Update, March 2018:**
Due to extremely long lead times, Dobbs Hall windows will be replaced in summer 2019. Architectural drawings have been completed and sample windows have been ordered, to be installed summer 2018. These mock ups will allow campus partners to see the new windows in situ, in case any changes need to be made to the full order.

All remaining fraternity houses along Eagle Row with antiquated windows are scheduled to be replaced by FY2023. In summer 2019, we will audit the windows in Complex (Smith, Hopkins, and Thomas Halls) and Woodruff Residential Center, for possible inclusion in the Major Repairs & Renovation plan for future years.

Recycling and composting service were upgraded and expanded across Druid Hills and Clairmont campuses, in January 2018. This initiative was driven by Campus Services new waste policy. All signage and bin implementation in the residential facilities will continue to be refined through summer 2018, in readiness for fall semester opening in August.

We have assessed the current inventory of rooms with modifications for students registered with the Office of Accessibility Services (OAS), and developed an action plan for future modification needs on the Clairmont Campus as we have seen an increase in the demand of a certain type of accommodation. Housing Operations continue to collaborate with OAS to maintain consistent messaging and support for students in need of a housing accommodation.

**Update, September 2018:**
Recycling and composting services were further refined in summer 2018. Signage at Clairmont campus was expanded, and new locations were added in residence halls and along Eagle Row, where sorority and fraternity chapters are housed to facilitate higher diversion rates.
**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. COMPLETED
C. Partner with Emory Police and Security to monitor existing surveillance systems for changing needs and repair.  
   Target date for completion: January 2018.

**Update, September 2017:**
Enhancing technology in the residential building is ongoing as opportunities arise. Technological improvements were completed in Eagle Row #18 in summer 2017. Surveillance cameras are on a regular cycle of inspection and repair through Campus Service Security Shop. Bids have been received and are under review for the selection of a contractor for installation of 62 digital cameras on the exterior of residential buildings along Eagle Row and Dobbs Hall. Housing Operations staff are participating in a project hosted by Campus Police to choose and install a campus-wide Video Management System (VMS) and host a temporary VMS for the new cameras being installed on Eagle Row.

**Update, March 2018:**
The project to install 61 (now 63) surveillance cameras on 11 Eagle Row houses, 2 Peavine Creek, and Dobbs Hall is in progress and will be completed by the end of March 2018. Housing Operations has funded the temporary installation of a comprehensive, campus-wide Video Management System (VMS), which is up and running for the temporary use of Campus Police while they evaluate and purchase a permanent system. Conversations have begun with the campus Security Shop, and Emory’s Division of Library and Information Technology Services (LITS) to begin an experiment this spring to test the possibility of installing a system of wireless cameras that will report to this VMS. If this new technology can successfully bypass the need for local recording equipment AND for expensive, communication wiring, it would be a significant advancement in the opportunities for flexible, affordable surveillance placements.

**Update September 2018:**
Five surveillance camera systems were upgraded in Clairmont Tower, The Complex, Hamilton Holmes, Harris, and one of the shared systems in Few and Evans residence halls.

Housing Operations is waiting for Emory Police and Security to complete their selection process to determine whether the temporary Video Management System (VMS) will be selected as the permanent system or replaced with a different product. Decisions expected later this fall.

Testing is ongoing to consider long-term transition to wireless surveillance cameras.
**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. COMPLETED

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. COMPLETED

C. Monitor system activity and usage of utility services to optimize both electrical and water consumption.
   Target date for completion: July 2018. COMPLETED

**Update, September 2017:**
Two contracting teams have been identified and are ordering equipment to integrate electronic communications with the laundry machines. When their work is completed, the laundry vendor will be able to install their LaundryView software in 15 laundry facilities in 13 residence halls.

**Update, March 2018:**
Select older washers and dryers in campus laundry rooms were upgraded during the summer and fall of 2017.

Electronics have been installed for the LaundryView remote monitoring application, and testing began in mid-March 2018. Once in place, this system will allow residents and professional staff to monitor washer and dryer availability and usage through a simple web or smart phone “app”.

Planning is in the works to use this software to harvest usage statistics from specific machines. Combined with manufacturer provided data on average water and electrical usage, we should then be able to project seasonal utility loads for each laundry room.

**Update, September 2018:**
LaundryView remote monitoring application is live and functioning as expected in all residence halls. The monitoring sensors in place now report data back to the contractor’s website. The usage information for utilities being collected and ready to be analyzed. A campus-wide announcement of the LaundryView application service is scheduled for early October.
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. POSTPONED
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, with associated rates, that can be occupied and reconfigured.
   Target date for completion: December 2017.

Update, September 2017:
Conference Services staff met with a campus partner to discuss using Conference Services their registration software to host their ticket sales. Conference Services is piloting hosting a registration site for an international conference organized by an academic department in 2018. We hope to expand business in the registration area after these two programs are piloted.

Update, March 2018:
Seeking alternative funding as a separate entity in Campus Life is tabled indefinitely.

Summer Guest Housing for 2018 is currently booked at about 70% with guests from Emory academic departments and the university hospital. One-bedroom apartments in the guest housing portfolio were redirected back to student residential housing to accommodate the demand on the Clairmont campus. Conference Services will complete an assessment with faculty and graduate schools across the university to assess Guest Housing needs and implement a marketing plan.

A comprehensive review of all residential spaces was completed. This effort was to establish the design occupancy in all residential buildings and where applicable, reconfigure space usage to accommodate the growing demand for private bedrooms. All 3-bedroom, 2-person apartments in Clairmont Tower were converted to super-single occupancy with associated rates. Our effort to meet the student’s need for adequate space and normalize the mean square footage in residential spaces resulted in a change in the design occupancy.

Update, September 2018:
Four guest apartments were renovated during summer 2018 with new flooring, appliances, furniture, painting, and total bathroom refurbishment. All available guest apartments are booked to capacity for 2018-2019.

Conference Services has scheduled tours with the Emory Business Practice Improvement office to highlight possible locations to rent out to filmmakers. In the summer of 2018, the Conferences
Services team met with three different production teams and leased out residential spaces to one of the teams for filming.

In September 2018, Conference Services hired media services to photograph all reservable spaces and the pictures will be used to update the website. All spaces and associated prices have been updated on the website.
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. COMPLETED
B. Explore the possibility of cross-training staff to maintain the housing website.
   Target date for completion: September 2017. COMPLETED

Update, September 2017:
Housing Operations, in collaboration with the department of Residence Life, launched a newly designed website at the beginning of summer that aligned with Emory standards and style guide. Student focus groups were held to provide feedback on content and user experience.

Update, March 2018:
We have started the process of developing a social media team, which will include professional, and student staff from both the Residence Life and Housing Operations teams. We have also begun training staff members to regularly review and request website updates to keep online information current.

Update, September 2018:
The Housing Operations team sent two additional staff to web training so there are currently three staff members who can make updates to the website. This has allowed the department to keep the Housing website current and relevant.
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.

Update, September 2017:
An external consulting firm was tasked with identifying strategies related to long-term Sorority and Fraternity housing, which included the physical infrastructure, occupancy and finance. Recommendations were submitted and are under review. The current housing agreement for all students in housing including sorority and fraternity residents is under review to ascertain whether a separate housing lease agreement is reasonable and necessary.

Update, March 2018:
Housing Operations staff are intimately engaged in the Campus Life Strategic Plan for Sorority and Fraternity Life. The Housing Operations sub-committee worked to identify strategies for housing occupancy, maintenance, capital repairs and reserve funds.

Facility audits of sorority and fraternity houses and lodges were completed in February 2018 by an external consulting firm.

The Housing Agreement, and Housing and Residential Policies, applicable to sorority and fraternity housing were reviewed and updated with input from students, alums, and staff. Housing occupancy and financial recommendations were completed and submitted to Campus Life administration.

Update, September 2018:
New sorority and fraternity lease and agreements for the national organizations and an addendum to the individual student housing agreement were drafted. These documents are currently with stakeholders for feedback. The terms of participation for the local sorority and the fraternity chapters living on campus is being developed. All three of these documents will be sent to Emory General Counsel for approval.
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. POSTPONED
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. POSTPONED

Update, September 2017:
Work has not yet begun on this objective.

Update, March 2018:
This objective is tabled indefinitely until a Campus Master Plan is instituted.
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. COMPLETED
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 (SOPs) 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.

Update, September 2017:
An inventory of existing bedrails have been completed and the remaining bedrails needed on campus have been identified. We are developing a budget to order remaining bedrails, so that we can install on every bed on main campus over summer 2018. We have begun expanding our communication and marketing strategies based on time of year and audience. We created and implemented a video series prior to move in, utilized in conjunction with campus partners. We are in the process of building a calendar and collateral for the upcoming academic year.

Update, March 2018:
“The Housing Director” software application now has the capability to handle damage billing. This new functionality will be implemented in fall 2018.

Bedrails for lofted beds will be ordered for all remaining beds on campus, to be installed summer 2018. When completed, every lofted bed on campus will have a bedrail.

A Standard Operating Procedures committee was formed to assess and document all administrative processes in Housing Operations. This process should take 2-3 years to implement.

We have mapped out a year-round marketing calendar and successfully produced a cohesive marketing campaign for the housing selection process. We will continue to amend the calendar as we receive requests for marketing collateral related to move in and move out processes, facilities education, and housing communications.
**Update, September 2018:**
Bedrails were installed on all lofted beds on the Druid Hills campus, with the exception of some fraternity houses along Eagle Row. These remaining bedrails will be installed in summer 2019.

A marketing calendar for the 2018 housing selection year was completed with information sessions, website updates, and e-mails sent to students and administrators. The 2019 selection calendar was recently finalized and will have an associated marketing plan by December 2018.

The Standard Operations Committee is beginning its work in October 2018. It will first review existing Standard Operating Procedures and then document all processes that need updating.

Goal 3; Objective 3.1E has not been completed. Target date for completion changed to: July 2019.
**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. POSTPONED

**Update, September 2017:**
Housing Operations was highlighted in the Emory Report for the end of the year recycling program that benefited Re:Loom, a local charity; housing donated a check to the organization, which employs and empowers homeless and low-income individuals through weaving beautifully designed products out of recycled materials. Professional development opportunities to ensure competency in staff roles is ongoing informally and formally. Discussions to establish guidelines to support staff, promote learning, and provide opportunities and resources in progress.

**Update, March 2018:**
Staff continue to participate in campus-wide, regional and national professional development opportunities, from serving on University Senate Committees, presenting at conferences, participating in an Executive Leadership Fellowship program, and serving as President of a national association.

Weekly Leadership Luncheon series were introduced in January 2018, to support our commitment to leadership development. These series focus on professional or personal development to engage and empower staff to develop a vision for leading them self and others.

**Update, September 2018:**
Staff continue to excel and share their professional accomplishments. For example, a Housing Operations staff was nominated for the 2018 Campus Life Awards for Superlative Service in the “Building Bridges” Award category; another staff is serving as the President of the Association of Collegiate Conference and Events Directors-International (ACCED-I). Staff served as faculty at a regional institute, attended and presented at national conferences, and collaborated with campus partners to welcome 4500+ students into housing this fall.