BY THE NUMBERS

9 Halls, 9 LLCs and 3 Learning Centers

30 million dollar annual budget

78 full-time staff

1.68 million sq. ft. of residential facilities

225+ student employees

57 summer conferences

4200 residents

5 Letter from the Director
6 Mission, Vision & Goals
8 Assessment & Learning
10 Diversity, Inclusion & Civic Engagement
12 Student Success & Retention
14 Leadership & Engagement
16 Training & Development
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26 Spotlight
On behalf of the entire University Housing staff, I thank you for taking an interest in our department and for taking the time to read our 2013-2014 Annual Report. We wrote this report to share some of our notable works and accomplishments within each unit throughout this year. As you read, you will learn about and understand the ways in which our programs, services, and initiatives have advanced the University and Division of Student Affairs strategic plans and goals, particularly in the areas of: Diversity, Inclusion & Civic Engagement, Student Success and Retention; Leadership and Engagement; and Staff Training and Development.

Our departmental theme over these past three years has been: Piecing It All Together: Vision. Values. Voice. This theme was developed in-house and described where we were three years ago. At the time, we described ourselves as having all the necessary foundations, programs, and qualities of a first-rate residential student housing program, but needed to bring the pieces together and align them in order to paint a clearer picture of our purpose, programs, and value-added to our publics. To achieve this end, we concentrated on laying out a vision for the department, articulating and uncovering our values, and creating channels for individuals to contribute and openly share their ideas and feedback.

Feeling as though we have put all the pieces together over these past three years, we will chart a new course for the department beginning this summer 2014. In doing so, a new theme has been developed: Reframing in the Spirit of Excellence. This new theme focuses on accentuating the ways in which we demonstrate excellence as a department. The theme also serves as a call to action - It reminds us to always be in an "excellence" mindset. In this way, when we develop and implement new programs or ideas or when we are performing our duties as staff, we do so thinking about how we can demonstrate excellence. We believe this theme describes exactly where we are as a department, and will be an effective model and message for achieving our vision, mission, goals, and priorities as a department.

If you have any questions about any of the information presented in this Annual Report or would like to know more about our department, programs, services, or staff, please feel free to contact our office at 404-413-1800 or at myhousing.gsu.edu/.

Dr. Marilyn De LaRoche
Director, University Housing
MISSION, VISION & STRATEGIC PRINCIPLES
The mission of Georgia State University Housing is to provide quality on-campus housing to enhance the personal growth and development of students. This is accomplished by offering modern, safe, and secure facilities and opportunities for intellectual and social engagement, as well as promoting purposeful interactions between residents and staff.

Vision
The vision of University Housing is to be recognized nation-wide as a premier housing program.

Strategic Principles
University Housing is committed to:
- Providing a safe and secure living environment.
- Creating a sense of belonging and school pride.
- Providing quality student-centered facilities.
- Encouraging student engagement by fostering meaningful relationships.
- Supporting the academic mission of the university.

On the Web
Georgia State Strategic Plan: strategic.gsu.edu
Georgia State Diversity Strategic Plan: odaa.gsu.edu/diversity/2011-2016-diversity-strategic-plan/
Division of Student Affairs Strategic Plan: studentaffairs.gsu.edu
ASSESSMENT & LEARNING

EVALUATION

- Outstanding
- Very Good
- Satisfactory
- Marginally Satisfactory
- Unsatisfactory
In spring 2013, University Housing administered the bi-annual Educational Benchmarking, Inc. (EBI) assessment. This survey had a response rate of 66.8 percent (2,645 respondents), a higher response rate than our comparison institutions and the EBI national response rate.

Key Report Findings
- Above average in all comparison categories in students learning outcomes: diverse interactions
- Above average in student learning: time, study, solve problems
- Above average in student satisfaction: Staffing/Personnel Interaction
- Above average in student learning: Fellow residents are tolerant
- Above average in student satisfaction: safety and security
- Above average in CAS Standard: cognitive complexity
- Above average in CAS Standard and Learning Reconsidered: humanitarianism and civic engagement
- 2nd highest year in program effectiveness (2011 highest)
- Single satisfaction factor that would make the most positive impact on the average mean score: Room and Assignment or Change Process

*Above average is defined as scoring at a 5.5 or higher on a seven-point scale.

Per the survey results, top priorities recommended for University Housing to improve in resident satisfaction and learning are:
- Learning: Personal Interactions
- Learning: Manage Time, Study, Solve Problems
- Satisfaction: Room Assignment or Change Process
- Satisfaction: Services Provided
- Satisfaction: Room/Floor Environment

To the right is a priority matrix that outlines areas of focus for University Housing based on their impact on overall program effectiveness. Items of Top Priority (noted above), have higher impact and are below goal value. Items in Maintain and Monitor quadrants have little impact and do not require as much focused attention. **There are no items in Maintain/Improve quadrant.
DIVERSITY, INCLUSION & CIVIC ENGAGEMENT

In AY14, University Housing residents completed 6200+ service hours. 13% of resident programs incorporated Global Citizenship/Inclusiveness.
DIVERSITY & CIVIC ENGAGEMENT INITIATIVES

Efforts in the area of diversity, inclusion and civic engagement align with GSU’s strategic plan goals 4 (understanding complex challenges of cities and developing effective solutions) and 5 (globalizing the University). Additionally, by focusing on these areas, University Housing is supporting the University’s Diversity Strategic Plan, which outlines goals to “build and sustain the representativeness, inclusiveness and engagement of our diverse constituent groups.” This section highlights University Housing’s signature programs that aim to create an inclusive environment for our residents.

University Housing has adopted the Developmental Model of Intercultural Sensitivity, created by Dr. Milton J Bennett, as the primary model that guides our work in the areas of diversity, inclusion and interculturalism.

- **Civic Engagement** – established regular service projects with Centennial Park, Hands on Atlanta Discovery Program/Parklane Elementary, Books for Africa and Kennesaw Mountain State Park; approximately 1500 student volunteers with over 6200 service hours; organized at least bi-monthly projects throughout the Atlanta metropolitan community

- **Panther Ambassadors for a Culturally Competent Campus (PAC³)** – established an eight-week cultural competency program for 30 students in collaboration with Multicultural Affairs using the Intercultural Development Inventory (IDI)
  - PAC³ group’s Developmental Orientation (DO) moved 19.52 points on continuum, from minimization to the cusp of acceptance
  - Prior to seminar, 96% of participants in polarization and minimization
  - After seminar, 42% in polarization and minimization and 58% in acceptance and adaptation
  - Individual participants in PAC³ had an average increase of 22.17 points in their Developmental Orientation
  - 81% of PAC³ participants moved to the cusp of their leading orientation or beyond

- **Boxes & Walls/Tunnel of Oppression** – diversity program with both active and passive components aimed at encouraging students to reflect on stereotypes and biased/hate language; this program was incorporated in para-professional training and as a campus-wide program in our MLK Series

- **Enough is Enough** – a national campaign to stem societal violence through NASPA; University Housing sponsored a week of events including the Wall of Hate, PeaceFest and Crashing Stereotypes

- **Panther LINK** – a collaborative mentoring/tutoring program for young men in grades 6-12 at Fulton Leadership Academy, focused on STEM; approximately 20 volunteers participating weekly for a total of 64 service hours

- **Boxing Hunger** – service learning program implemented by the Edgewood/Ellis communities to bring awareness to the issues of hunger and homeless, both of which are issues relevant to the surrounding Atlanta community

- **Living-Learning Communities**
  - **Social Issues** – residents on this floor explore urban community and social issues within the city of Atlanta while making connections to their in-class and life experiences; several residents attended Amnesty International conference
  - **Global Living** – cross-cultural living experience designed to pair international students with domestic students to both celebrate and explore cultural differences; programs included Dalai Lama talk
STUDENT SUCCESS & RETENTION

Average GPA for LLC Participants, Fall 2013 - 3.28
Average GPA for Housing Residents, Fall 2013 - 3.15
University Housing has made great strides in this area over the past academic year. In renewing our focus on student success and retention, we are alignment with goal 1 of the University Strategic Plan (become a national model for undergraduate education by demonstrating that students from all backgrounds can achieve academic and career success at high rates). Initiatives range from programs focused on traditional first-year students to services designed to encourage a supportive academic environment.

- **First-Year Residential Experience (FYRE)** – a comprehensive program with both social and academic components designed to assist traditional first-year students in their transition to college life; components include
  - **Camp FYRE** – overnight camp experience for 100 students
  - **Playing with FYRE** – day-long teambuilding experience for 1500 first-year residents
  - **Catch the FYRE** – a six-week curriculum (programs focused on academic transitional issues)
- **Tutoring** – both in-person and online tutoring is provided to residents
  - In collaboration with Supplemental Instruction (SI), tutors, known as Peer Academic Leaders (PALs) are hired with the same criteria as SI instructors
- **Online tutoring via Tutor.com was offered to students participating in two academically at-risk programs, Success Academy and Panther Excellence Program, as a collaboration with Undergraduate Studies**
- **Learning Centers** – three academic spaces with innovative learning-space design that encourages group or individual study, offers a variety of technology options and contains academic resources for students
- **University Advisement Center** – partnered with UAC for in-hall advising sessions; advisors had 350+ student sessions and made 640+ future appointments
- **Success Academy** – University Housing has partnered with Undergraduate Studies in this summer bridge program to provide an on-campus living experience for the student participants
- **Living-Learning Communities** – several LLCs have an academic success and retention focus; they include **STEM, Pre-Nursing, Honors and Sophomores Achieving in Life (SAIL)**; additionally, faculty serve as **Housing Faculty Fellows**, working with LLCs to increase out-of-the-classroom interaction with students

- **100% of Camp FYRE attendees would recommend camp to an incoming student**
- **Catch the FYRE - 28 programs in 6 weeks with a total of 1,137 attendees**
- **379 residents attended ALL 28 programs!!**
- **271 individual tutoring sessions online, November 2013 – May 2014**
- **83% of online tutoring participants said service helped with their grades**
- **97% of online tutoring hours purchased were used**
LEADERSHIP & INVOLVEMENT
In this area, University Housing supports goal 1 (become a national model for undergraduate education by demonstrating that students from all backgrounds can achieve academic and career success at high rates), goal 4 (understanding complex challenges of cities and developing effective solutions) and goal 5 (globalizing the university).

- **Panther LEAP (Leadership.Engagement.Achievement.Pride)** – leadership program that fosters leadership development of residential students using the Social Change Model (SCM). Through the program, residential students learn the fundamental values of the Social Change Model, build personal leadership skills, gain an understanding of being a change agent, and become more committed to civic engagement opportunities within the GSU and greater Atlanta community.

- **University Housing Student Organizations**
  - Residence Hall Association (RHA)
  - National Residence Hall Honorary (NRHH)
  - Area/Hall Councils
  - Green Team

- **Residential Curriculum** – seven learning domains developed to guide residence life programming: **Human connection**, Outreach, Understanding self & others, Scholarship, Involvement in the community, Navigating life skills, Global citizenship/inclusiveness (HOUSING)

- **Living-Learning Communities** - several LLCs have a programming or leadership focus; they include **Outdoor Adventure, Exploring Leadership, Exploring Life in the Big City**
  - Participation in Panther LEAP is a component of the Exploring Leadership LLC
  - Students in Exploring Life in the Big City LLC focused on understanding the history of Atlanta and culminated this learning with a trip to the Civil Rights Museum in Birmingham, AL, accompanied by a faculty member in the African-American student department, Dr. Maurice Hobson
STAFF TRAINING & DEVELOPMENT
In accordance with our vision of being known as a premier housing program throughout the country, University Housing has concentrated on recruiting a premier staff and providing cutting edge developmental opportunities. This section highlights efforts made to recruit and develop staff that exemplifies our vision and strategic principles.

- **Targeted Selection** – Residence Life employs behavior-based interviewing for all para-professional and professional positions; four Residence Life leadership team members are trained Targeted Selection facilitators
- **StrengthsQuest** – in summer 2013, The Gallup Organization presented the Strengths Educators Workshop to all residence life staff, other select housing staff and several University Housing campus partners; professional and para-professional staff take the StrengthsFinder assessment and a curriculum has been developed for further development
- **Quality Assurance Program (QAP)** – developed QAP to assess level of customer service provided by Student Assistants (SAs); a total of 48 scenarios occurred, ranging from addressing a maintenance issue after business hours to executing the guest policy
- **Professional Training Institute (PTI)** – experiential learning program designed to develop the competencies and skills of Residence Hall Directors (RHDs) and Assistant Residence Hall Directors (AHDs) using instruction, leadership principles, and traits in order to improve their overall effectiveness in their current position and for a future career in student affairs; two-year curriculum covering nine modules each year
- **Student Leader Institute** – traditionally known as RA Training, this program now includes all of our student staff positions and consists of various tracks based on position; more experiential learning has been incorporated along with an emphasis on smaller training groups for optimal learning
- **RA Advisory Board** – board representative of each hall staff with the purpose of improving the Resident Assistant position; the board successfully proposed a new compensation package and created a booklet aimed at new Resident Assistants
- **Intercultural Development Inventory (IDI)** – five staff members are qualified administrators of the IDI, an assessment that measures intercultural competency

**Average UH student leader GPA = 3.40**

*Spring 2014*
FINANCIAL STEWARDSHIP
OPERATING STATEMENT (FY13)

### Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rents</td>
<td>26,613,478</td>
</tr>
<tr>
<td>Parking</td>
<td>1,033,534</td>
</tr>
<tr>
<td>Damage/Forfeitures/Misc.</td>
<td>428,554</td>
</tr>
<tr>
<td>Commissions</td>
<td>13,228</td>
</tr>
<tr>
<td>Commons Market</td>
<td>32,331</td>
</tr>
<tr>
<td>Interest</td>
<td>56,834</td>
</tr>
</tbody>
</table>

**Total Revenue** 28,177,960

**Total Expenditures** 26,433,999

**Net Operating Income** 1,743,961

### Fund Balance

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Operating Income</td>
<td>1,743,961</td>
</tr>
<tr>
<td>Interdepartmental Transfers</td>
<td>1,189,885</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>(761,029)</td>
</tr>
<tr>
<td>Total Transfers</td>
<td>428,856</td>
</tr>
</tbody>
</table>

**Increase in fund balance** 2,172,816

**Beginning Fund Balance** 4,752,580

**Total Ending Fund Balance** 6,925,396

### Occupancy - By the Numbers

![Occupancy Chart]

- **Total Beds**: 2417, 2589, 2861, 3269, 3655, 4087, 4108
- **Total Occupancy**: 98.45%, 98.14%, 98.66%, 97.67%, 98.10%, 98.63%
- **% Occupancy**: Consistent from 2007 to 2013
**EXPENDITURES - FISCAL YEAR ENDING June 30, 2013**

*Revenue and expenditures shown are for FY13 as at the time of this report FY14 budgets were being reconciled. FY14 statements will be available in the next annual report.*

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>4,196,321</td>
</tr>
<tr>
<td>Travel</td>
<td>56,829</td>
</tr>
<tr>
<td>Supplies/Equipment</td>
<td>3,587,664</td>
</tr>
<tr>
<td>Utilities</td>
<td>2,850,647</td>
</tr>
<tr>
<td>Lease</td>
<td>15,575,386</td>
</tr>
<tr>
<td>Administrative Cost/Insurance</td>
<td>167,152</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>26,433,999</strong></td>
</tr>
</tbody>
</table>

*Pie chart showing the percentage distribution of expenditures.*

- Personnel: 16%
- Travel: 0%
- Supplies/Equipment: 13%
- Utilities: 11%
- Lease: 59%
- Administrative Costs/Insurance: 1%
Conference Services’ (CS) primary objective is to generate revenue and profit to offset any debt held or incurred by Housing. The continual goal is to increase said revenue and profit by 25% each year. In spite of the obstacle of having minimal meeting space and losing business due to this reason, CS continues to meet their goals year to year. Efforts to partner with surrounding meeting space providers is underway with hopes of meeting client needs resulting in increased contracts.

The increase of client contracts from 2012 to 2013 is a direct reflection on the marketing efforts of the department.

Conference Services is also making strides by incorporating a new business venture in Event Management Services, which will allow them to generate revenue with handling registrations logistics for companies and organizations worldwide. They are also working on linen cleaning and rental services and providing year-around guest housing. All these efforts will prove to have a positive impact on revenue generation for the department.
FACILITIES & SUSTAINABILITY
Housing Conservation Efforts

- Saved 65,989 20-ounce water bottles through installation of fill stations
- Saved 57,690 watts annually by installing 929 LED bulbs throughout residence halls
- Installed two new boilers in Piedmont North, improving energy efficiency by 25%
- Saved 5400 gallons of water per minute of usage by replacing 3000 2.2-gallon aerators with .5-gallon aerators in the University Commons

Additional Facilities Projects

Piedmont North A
- Lobby ceramic tile floor
- Walkway resurfacing
- Basement remodel
- Hallway carpet
- Car vacuum installation

University Commons
- New lounge furniture
- Carpet replacement
- Car vacuum installation

Lofts
- Carpet replacement

- Painted rooms and hallways
- Replaced washers in laundry room

Patton Hall
- Upgraded lounge seating
- Painted rooms and hallways
- Installed picnic area

Greek Housing
- Carpet replacement
- New dishwashers
- Upgraded outdoor seating

Eco Challenges – Campus Conservation Nationals

The largest electricity and water reduction conservation program for colleges and universities in the world. In its fourth year, CCN gives a common voice and motivation to hundreds of thousands of students across North America, all working together to reduce consumption and mitigate the impacts of climate change. Below are our top performing halls for the competition that took place April 2 – 17, 2014.

<table>
<thead>
<tr>
<th>Hall</th>
<th># of Work Orders</th>
<th>Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Piedmont North</td>
<td>1964</td>
<td>1111</td>
</tr>
<tr>
<td>Commons</td>
<td>7617</td>
<td>2007</td>
</tr>
<tr>
<td>Lofts</td>
<td>1983</td>
<td>577</td>
</tr>
<tr>
<td>Patton</td>
<td>735</td>
<td>331</td>
</tr>
<tr>
<td>Greek</td>
<td>345</td>
<td>139</td>
</tr>
</tbody>
</table>

CCN COMMUNITY-WIDE SAVINGS: 5,832 kWh
INFORMATION TECHNOLOGY

- Upgraded data storage to SharePoint 2013, providing 10GB of personal storage for staff and a community site for online staff interaction
- Transferred Saflok key-system in Piedmont North to virtual environment, which ensures little to no system disruption or failure and mobile monitoring through VPN connection
- Upgraded Lofts Learning Center offering both Mac and Windows operating systems for student use and e-print, whereby students may use their University ID card for printing
- Created third University Housing learning center in University Commons D, which hosts both Mac and Windows operating systems for student use
- Upgraded workstations and POS systems in the University Commons Market
- Assisted in creation of a new enterprise-wide policy and camera specifications for GSU, followed with conversion of several University Housing facilities’ camera systems under those new specifications
- Added 65+ cameras to University Lofts
- Upgraded access card system to CCURE 9000, the latest access control system powered by Tyco Security and Software House that delivers the superior access control while empowering end-users to utilize IT-standard tools and distributed architecture.
  - GSU was used as case study published in Campus Safety magazine and CR80News.com, led by Roderick Padilla, Assistant Director of IT Service
- Upgraded all desktop computers to Windows 7 operating systems or higher
- Created GSU Housing IT and Access Card policy, which establishes computer usage and access card guidelines for Georgia State University Housing staff member
- Adopted EZ Office Inventory software for asset tracking and lending
- Implemented use of Kxserver by Kinetic Software (industry-leading conference management software)
Awards / Recognition

- Kerry Wallaert – Georgia Housing Officers (GHO) Outstanding Professional Award Recipient
- Panther LEAP – GHO Gee Whiz Award (best program)
- Falon Thacker Kiser – SEAHO Outstanding New Professional Award Recipient
- GSU Technology Fee Award (Innovation Fund) – awarded $70,000 for technology enhancement in learning centers
- Finalist in AMX Innovation Award at UBTech Conference June 2014
- Won four regional Of The Month awards through SAACURH

Campus Collaborations

- Athletics – spirit week; homecoming; athlete meet & greet
- University Advisement Center – student advising session in-hall; 550+ students served
- Multicultural Affairs – Panther Ambassadors for a Culturally Competent Campus (PAC³)
- Undergraduate Studies – Success Academy; Supplemental Instruction / Tutoring; scholarship workshops; housing staff serve as instructors for GSU 1010
- International Initiatives – Chinese Summer Institute and Program
- Intensive English Program – visiting Brazilian students
- Middle East Institute – co-sponsored Fulbright Language Teaching Assistant (FLTA) as a faculty-in-residence who tutored students in Arabic and developed programming for Global Living LLC
- Jean Beer Blumenfeld Center for Ethics – co-sponsored 11th annual Ethics in Film series
- Ombuds Office – University Housing staff presented at and participated in Conflict Resolution Symposium 2013
• Counseling & Testing Center – developed Dinner & Dialogue programs on various mental health and wellness issues
• Office of Civic Engagement – Panther Plunge; Hands on Atlanta, Panther Breakaway; student staff training
• Recreation Services – Camp FYRE and Outdoor Adventure LLC
• Leadership Development – collaborated on program offerings for Panther LEAP; Free Hugs program during Enough is Enough Week

Staff Contributions to Student Affairs

• Shannon Corey, Assistant Director – presented two programs on Living-Learning Communities at ACUHO-I LLP conference, October 2013
• Shannon Corey, Assistant Director, Danny Zayas and Norma Altidor, Residence Hall Directors – presented at Conflict Resolution Symposium, October 2013
• Imani Spencer, student and National Communications Coordinator for RHA, presented program at SAACURH regional conference, October 2013
• Multiple student staff presenters Georgia Resident Assistant Saturday Seminar (GRASS), January 2014
  o Chelsea Mason, First Year Residential Experience (FYRE) Mentor
  o Sara Arrington, Resident Assistant
  o Haley Love, Resident Assistant
  o Andrew Plush, Resident Assistant
• Danny Zayas, Residence Hall Director – facilitated IMPACT with Fraternity and Sorority Life Community at Embry-Riddle Aeronautical University, January 2014
• Zduy Chu, Coordinator for LLCs and Academic Initiatives, Danny Zayas and Falon Thacker Kiser, Residence Hall Directors – presented program on first-year experience at SEAHO Annual Conference, February 2014
• Four student leaders presented on Social Change at National Collegiate Leadership Conference, February 2014 - Shakerra Henry, Nisa Floyd, Darius Lamonte, and Jared Young
• Danny Zayas, Residence Hall Director – presented at Southeastern Interfraternity Conference Leadership Academy, February 2014
• Kerry Wallaert, Coordinator for Residential Leadership and Civic Engagement – member of NASPA Knowledge Community (KC) on Student Leadership that organized full-day pre-conference workshop on leadership, March 2014
• Zully Conde, Graduate Assistant presented program on censorship at Art Education Conference, April 2014
• Zduy Chu, Coordinator for LLCs and Academic Initiatives and Randy Brown, Assistant Director – presented program on diversity pipeline for advancement in education at CASE Conference, May 2014
• Dr. Mylon Kirksy, Associate Director and Marcus Ebelhar, Assistant Director – presented program on professional development at NASPA Region III Summer Symposium, June 2014