



# the NAVIGATOR



NORTHEAST ASSOCIATION OF COLLEGE AND UNIVERSITY HOUSING OFFICERS

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Photo by David Ferguson  
of the Stag Statue  
at Fairfield University

## From the President

Hello NEACUHO!

I hope you are staying warm as we begin winter in New England!! As I reflect on my first six months as the NEACUHO president, I am proud to say that I get to serve such an amazing region. I have gotten to spend time with some of our undergraduate students and have met many professional staff as well. It is always such a pleasure chatting with them about their home institution and about their career plans. I want to say thank you for supporting NEACUHO by attending an event, presenting, writing for the Navigator, serving on a committee or supporting a staff member doing any of those things. We are only as successful as our members make us.

Here are some event updates: The executive board is thrilled at the turnout for our December ResOps conference at Western New England University maxing out at approximately 150 people....our largest in a long time!! So great to connect with our members and our exhibitors! The new professional committee is working on the Winter RD2B, registration is open on our website already! Our Equity, Diversity and Inclusion committee has opened registration and program proposals for our February 17th EDI Retreat at Manhattan College. Our website

has all this information and registration available now!!

As we are working hard to bring you all of this professional development, we are also working hard to do some more webinars and twitter chats. I apologize that our first webinar was cancelled at the last minute due to the presenter falling ill at the last moment but please know we are rescheduling that as soon as possible.

The annual conference committee has made final decisions on chair positions and will start





meeting regularly to plan the details of your first off campus annual conference in early October. Stay tuned for exciting updates and teasers to come from those conference chairs.

As you may be aware, one of the current appointed board positions in NEACUHO is the Risk Management & Legal Issues Committee Chair. That role for the past several years has struggled due to the fact that there is a limited amount of expertise in this area to provide enough value to the membership. Many of these topics typically fall under an office of student conduct (typically served by our colleagues in ASCA) or a dean's office (typically served by NASPA Region I and their knowledge community). An underrepresented area within NEACUHO includes additional ResEd pieces such as learning communities and programming,

which currently are not represented on our board. We are looking to change our RMLI chair position to a ResEd Chair position which would encompass some of the risk management & legal issues topics still but expand to more broad residence life education pieces. We are making a decision in February and would like any feedback or input to use. Contact me or your District Coordinator so we can use your feedback during our meeting.

I hope you will take part in one or more of the many professional development opportunities available to you with NEACUHO. Please feel free to send me any feedback or suggestions.

Best wishes for a happy and healthy holiday season!  
Shelly Keniston



Photo by David Ferguson  
of Alumni Hall  
at Saint Anselm College

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Greetings from the desk of your Assessment Coordinator! Assessment tells our NEACUHO Story and as part of that story here is an *Assessment SNAPSHOT* of the Fall RD2B Conference held at Sacred Heart University.



### KEY TAKEAWAYS

- 96% Satisfaction of Overall Conference.
- Learning Outcomes were achieved with positive degree of understanding for all sessions.
- Increase time with mentor.
- Increase time in mock interviews.
- Increase focus on recognizing institutional fit.



### FALL RD2B at Sacred Heart University October 15, 2016 Assessment SNAPSHOT

- Outcome 1: Evaluate priorities, wants, and needs to plan own job search  
**48% Very High Understanding**
- Outcome 2: Use best practices to create solid resumes, cover letter, and reference lists.  
**48% High Understanding**
- Outcome 3: Name and explain the value of basic tenants of appropriate interview.  
**40% Very High Understanding**
- Outcome 4: Reconize & appreciate the importance of institutional fit & how to determine it.  
**52% Very High Understanding**

Session: Job Search Etiquette  
**48% Satisfaction**

Session: Supervising vs. Advising  
**40% Strong Satisfaction**

- Outcome 1: Identify 3 important areas to prep for a professional interview.  
**48% High Understanding**
- Outcome 2: Identify 3 ways to improve interview skills.  
**52% Very High Understanding**
- Outcome 3: Be confident in the ability to participate in a job interview.  
**52% Very High Understanding**

Session: Mock Interview  
**64% Strong Satisfaction**

Session: RD / Grad Life  
**44% Strong Satisfaction**

- Outcome 1: Understanding of 5 key differences between Grad Life vs. RD Life.  
**48% High Understanding**
- Outcome 2: Understanding of the day to day responsibilities and routine.  
**40% Very High Understanding**
- Outcome 3: Understanding work/life balance & understanding of class/work balance.  
**52% Very High Understanding**



# Focusing on You: The Juggling Act of Work-Life Balance in Year One

Francisco Cordero and Luisa Lora

You did it! The first eight weeks of the semester are done and you survived! These weeks have been filled with a lot of planning, trainings, long nights, getting used to new systems, a new team dynamic, perhaps a new institution and all the stress of being a new professional trying to do it all. Well, breathe easy. The first eight weeks are through and now it's time to refocus on you. Work-life balance is a term I am sure you have heard a lot from those higher up than you or what you said during your interview was essential to self-care. But what does it actually look like in practice?

Brian Dyson, former COO of Coca-Cola, once said: "Imagine life as a game in which you are juggling some five balls in the air. You name them—work, family, health, friends and spirit and you're keeping all of these in the air. You will soon understand that work is a rubber ball. If you drop it, it will bounce back. But the other four balls—family, health, friends, and spirit—are made of glass. If you drop one of these, they will be irrevocably scuffed, marked,

nicked, damaged, or even shattered. They will never be the same. You must understand that and strive for balance in your life."

It has been a little over 450 days since we graduated, landed our first professional jobs, moved to a new city, and prepared for a new journey. But there was one thing we learned very quickly in our new position: no one is going to teach you work-life balance. Achieving work-life balance was on the top of our professional and personal non-negotiable list. Once we found the things that helped us refocus, we prioritized them, and it has made a big impact on our overall wellbeing. We are also cognizant of the fact student affairs, especially working in residential life and housing, that there are days and weeks at a time when long days are unavoidable and weekends are not yours to do as you please. This is all to say though, we are not experts in achieving work-life balance and it's something we are constantly working on. However, our hope for those entering or beginning the field of Residential Life & Housing is that you make yourself a priority.

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The following is list of how we practice work-life balance in our lives:

## **F: Do you live where you work or your work is where you live. Which one?**

Tricky right? But in reality, there is a difference. Essentially, do you make your work your life or do you simply just “live” where you work? I was struggling to find the balance between enjoying my personal life and not making work the top priority. Since then, I realized that as a young professional, you have to do whatever it takes to “live” or “get a life.” You deserve to make time for yourself.

Those who work in residential life understand that our students may not be aware that we have personal lives in and out of the residence halls. So when you have that student in the elevator asking you for a response to an email they sent you at 9:00PM or when you are grocery shopping and a student notices you and wants to chat about their AC not working properly, you owe it to yourself to say - “I understand your concerns/questions but at this moment I am not at work. Once I enter the office, tomorrow morning, I will respond to your email and provide you a clear response.” In this situation, you are

taking ownership of your time and making sure your work does not spill over into your life.

## **L: Get Off Campus**

As a live-on professional, there is no physical separation between your home life and work life. I am lucky to work for an institution where the campus is the city, however, I am still walking through an area highly populated with students and colleagues, so the city still feels like the campus. For this reason, it is important to get off campus when trying to achieve balance. This could be for a few hours to have dinner 20 minutes away, a trip to the next town or state over for the weekend, or week-long vacation across the states or abroad. The physical separation much like the mental separation of not checking email or is essential to re-energize and re-center you.



Making friends outside of your colleagues is also essential to work-life balance. This not only gets you off campus to visit them, but also gives you the opportunity to talk about someone else’s work environment, different perspectives, and simply widens your network. I did this through joining sports leagues in my first year. I was able to meet different people by being placed on a random team comprised

CREATING LASTING VALUES



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of people of all ages and walks of life. It was important to me that I stepped outside of my work environment at least once a week to attend these games and eventually I felt as though I had a well rounded group of friends.

## **F: Turning off**

“Do you mean that I wouldn’t know if someone emailed me?” Yes, turn off from all email pop-ups after work. I am referring to the notifications on your computer as well as that little pesky notification bubble on most phones. I would have never realized that a something so small would make an impact on life and how I managed my work-life balance.

Day-to-day, I found myself being more distracted by all the alerts and notifications either on my phone or computer, that it was taking my focus away from the task at hand. I noticed feeling like I needed to make all emails a priority. Notification after notification, I stopped what I was doing to see what it was. I was nervous the first few months and I didn’t want to miss a thing. At night time, the notifications don’t stop. They distracted me from focusing on relaxing after work, my dog, my partner, friends, etc. I was becoming stressed about the fact that I needed to answer all these emails the following day.

The turnaround came during a difficult, but necessary conversation with my partner. My partner, who has worked full-time in higher education, suggested I turn off my email

notifications on my phone and computer. I took the challenge, and it wasn’t easy to break the habit of looking each time, but what quickly changed was the feeling of needing to answer to something because it pops up on your screen. Give it a try and know that this little change makes positive impacts. Lesson learned is that emails are always going to be there, but your time is not. Make the most of your time when you don’t need to be checking or answering.

## **L: Treat yo’ self**

This means a lot of things to different people. For me, it means taking time out in the month to get a massage, do my nails, or go shopping, all things I enjoy doing for myself and often by myself. For me, if I look good, I feel good, and it translates into my mood and energy. Additionally, I am a big believer that if you are able to, experiences are more important than fattening up your savings account. Working on a college campus comes with many #workperks where you may have opportunities to do fun things, eat good food, or see new places, often for free. However, these free things may not always match your interests or schedule and so prioritizing the things you want to do—and making sure you do them—is an important part of balancing your work and life.

I grew up in a home where money wasn’t necessarily flowing but one thing my mother did instil in her kids was the value of taking



care of yourself especially when we were making our own money. She often would say to me” why do you work if not to be able to buy and do the things you want”. While this may also sound as if don’t have a savings account, the truth is, I am quite frugal and would not buy anything unless it was on sale or I had a coupon for it. I still do search for that deal whenever I can, however, not finding an item on sale does not stop me from purchasing an item I want or need.

**F: Making time for passions or interests**

Just recently, I explored further into my passions and the things that help me separate

and refocus after a long day of work. We know that in Residential Life and Housing, we aren’t always able to separate from our work, but we can make a commitment to do the things bring us happiness.

Since I’ve been working, I have joined a gym to stay active, joined a basketball league, bought a bike so I could ride around NYC and explore, and my partner and I have taken up salsa classes. I felt that I needed to make a change in my life and improve the way I balance my work and stressors. I have a passion for sports and an interest/hobby in playing basketball. The sport itself helps me focus on the game and

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the competition. So I urge you, find something you enjoy to do (besides the work we do) and commit time to it.

I ask you this: what really matters to you? Finding a sense of purpose gives you a reason to live life to the fullest. Simply put, having a passion for something makes our lives feel more meaningful. I highly recommend starting a “passion project” This is something you do (other than your work), each day, that gives you optimal satisfaction. If you would like more information about starting a passion project or the benefits of it, click on this link.

### **L: Commit to Something**

Promising yourself that you will make time for things that you want to do is not enough. Find something you want to do for yourself and make a commitment to do it routinely. Whether it be learning to cook, joining a recreational sports team, or taking a daily sunset walk; find something and commit. Having something that gives you no choice but to leave the office at a reasonable time and distracts you from reading email or thinking of tomorrow’s tasks, is truly what balance looks like. Pretty soon, you will notice if you fail to take that time for yourself.

For me, it was joining an organized sport. Every season since becoming a new professional I have either played on a volleyball, softball, and most recently, a basketball team. Not only do I have a day and time commitment, but I have made a financial commitment by joining which gives me extra motivation to not miss one game. No matter what it is or how you get motivated by what you choose, make sure it is something that you will not easily move on your priorities list.



### **F: Find or use your “Accountabilibuddy”**

Accountabili-what?! Now, I can’t share any of my experiences, stories, or information without mentioning that if you begin to walk the path of work-life balance alone, you will fail at it. Achieving work-life balance is done with the support of others and learning from those who do it best.

That is why you should call on your “accountabilibuddy” to the rescue! This is someone, who doesn’t necessarily have to be great at work-life balance, but someone who holds you accountable to the way you want to achieve balance in your life. This can be a friend, family member, partner, colleague, supervisor, etc. This is the person who can call



you out when you are answering emails late at night or when you don't take a break during a busy work day. This is someone who has your best interest in mind, therefore, take a moment to think of who that individual or individuals could be?

I've got to give credit to my partner and my colleagues who began with me. A few months into the job, I told my partner and colleagues that I need to do better at balancing my work and life. I was noticing it was adding unnecessary stress. I made it a commitment to work on these things throughout the year, but as we all need to understand, there has to be a baseline. When I had lunch with the colleagues who started the job with me, we would bounce ideas and tips of how to balance the work better because we were in the same situation. These individuals helped me look back at the baseline or rather the reason why I chose to improve my work-life balance. These were my "accountabilibuddies." They were making sure I am achieving balance so I can also achieve success in my life.

**L: Say "Yes" to friends and family**

It may seem easier to say no or postpone events with friends and family for the sake of your job, however, if friends and family are where you find your support system and an outlet to the stress of work, make time for them. Being able to vent to family and friends who have different experiences and varying

career fields is helpful in validating your concerns or giving you a different perspective. Additionally, they are also great to not talk about work with. Colleagues often fall into conversations of work because it is a shared experience, however, a vital component of work-life balance is being able to have conversations that do not center around work.

My family is 4 hours away and so driving home for a long weekend not only gets me out of the city, it also forces me to not be involved with what's happening at work because I really can't do much from that far away. Additionally, in the city a close, non-work friend and I make it a priority to see each other for dinner or brunch at least once a month. Yes, we check-in about work and she tells me awesome stories from the emergency room and I may share a particular eventful duty night, but we quickly shift to how we are doing with self care, our personal lives, and future plans for a vacation. Family and friends are essential to self-care and balance because they center you and remind you that your are loved no matter what that student said to you in your conduct meeting...

As mentioned in the beginning, work-life balance is like a juggling act; it takes a strong commitment and a lot of practice to ensure all of your priorities stay in the air. These eight practices work for us and while it took time to get here, we have seen a difference with the

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changes we've made. As new professionals, we are like sponges hoping to gain all the experiences and knowledge to ensure that we are doing the best possible job we can and contributing to our department and institution's mission. This often means taking on too much for our work and not enough for own personal well-being. We often hear that practice makes perfect, but the truth is your work-life balance will never be perfect. However, practice can make consistency, and that is what you want to achieve! We challenge you to create your list of priorities and practice work-life balance starting today!

*Francisco Cordero is in his second year at New York University working in their Residential Life and Housing Services department as a Residence Hall Assistant Director. He graduated in May 2015 with his Master's degree in Student Affairs and*

*College Counseling from Monmouth University and earned his Bachelor of Arts from Montclair State University. Francisco has previous experience in student conduct and advising and a passion for student leadership and career development.*

*Luisa Lora is in her second year as a Residence Hall Assistant Director with the office of Residential Life and Housing Services at New York University. She earned her Master's degree from Seattle University and Bachelor of Arts from the College of the Holy Cross. Originally from, Lawrence, Massachusetts, Luisa's passions include working with first year students, leadership development, student conduct through an educational lense, and community service.*



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# Greetings Metro New York!

I hope your fall semester has gone well and you're able to get a bit of time off after closing and before welcoming your students back to campus.

We have a couple of events coming up in the district that I want to let you know about.

On January 9, Pace University in Pleasantville has been very gracious in setting up our first district gathering. The afternoon will feature a campus tour, networking, and a keynote. More information to follow via email.

And on February 17, NEACUHO comes to Manhattan College in the Bronx for the Equity, Diversity, and Inclusion retreat. More information can be found at [neacuho.org](http://neacuho.org).

I look forward to meeting you at these events. If you are looking to get more involved with NEACUHO, please do not hesitate to reach out - [aj.goodman@manhattan.edu](mailto:aj.goodman@manhattan.edu).

AJ Goodman



## Who is a Residence Life Professional?

Chuck Lamb

A Res Life staff member was at a dinner party one night where the dinner guests were sitting around the table discussing life during a lull in the meal.

One man, a CEO, decided to explain the problem with higher education and particularly in the "dorms", based on his past experience. He argued, "What's a student going to learn from someone who decided his best option in life was to work in the dorms?"

To stress his point he said to another guest; "You're an employee of the dorm system, Bonnie, in some live in position. Be honest. What do you make?"

RD, Bonnie, who had a reputation for honesty and frankness replied, "You want to know what I make? (She paused for a second, then began...)"

"Well, I make the residents feel like they are a part of the most important group of students at our institution.

I make residents think harder than they ever thought they could and probably harder than their parents make them work at home.

I make it easy and interesting for residents sit through 20 minutes of a program when their

parents can't make them sit for 5 minutes without the TV turned on or the use of a movie.

You want to know what I make? (She paused again and looked at each and every person at the table)

I make residents wonder.

I make them question.

I make them apologize and mean it when it needs to be said.

I make them have respect and take responsibility for their actions.

I teach them how to communicate positively in person. Keyboarding isn't everything.

I talk to them honestly and talk to them some more.

I encourage my residents from other countries learn everything they need to know about our country while preserving their unique cultural identity.

I encourage the residents appreciate diversity and be open minded about other cultures and life styles.

I make my RESIDENCE HALL a place where all the residents feel safe.





Finally, I try to make them understand their actions have an impact on others. (Bonnie paused one last time and then continued.)

You want to know what I make?

I MAKE A DIFFERENCE IN ALL THEIR LIVES,  
EDUCATING RESIDENTS AND PREPARING  
THEM TO BECOME SUCCESSFUL IN CAREERS  
WHEN THEY CONCLUDE THEIR EXPERIENCE ON

CAMPUS!

What do you make Mr. CEO?

The gentleman who started the conversation  
went silent.

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The Equity, Diversity and Inclusion Committee presents the EDI Retreat 2017 at Manhattan College February 17, 2017. This retreat is a great professional development for yourself and your department. We will be offering traditional style programs, skilled based programs and NEW this year dialogue programs/spaces. If you or your department have questions about the retreat please contact Catherine Kellman at ckellman@syr.edu.

Program Proposal are NOW OPEN and will be open until Jan. 13, 2017 at 5pm. Program proposal can be viewed <http://www.neacuho.org/general/custom.asp?page=edipp>

Registration for the conference will open on December 9, 2016. You can view retreat information at the event linked <http://www.neacuho.org/events/EventDetails.aspx?id=844968&group=>

## EQUITY, DIVERSITY, INCLUSION RETREAT 2017

### *Periscope:* Storytelling to Explore Identities

#### Sections Style:

- Traditional
- Skilled Based
- Dialogue

February 17, 2017  
Manhattan College





# Growing Uncertainty in Legal and Legislative Issues

Jonathan Bragg

After absorbing the shock of the 2016 election nearly a month ago, the NEACUHO Risk Management & Legal Issues (RMLI) committee has started looking ahead to the various legal and legislative issues that could be impacted by the incoming President and Congress. From our past two Twitter chats on current events this semester, the overall sentiment seems to be one of uncertainty within higher education, especially given the lack of focus on the topics that impact our offices throughout the campaign. Some topics that have been hot buttons over the last month include:

FLSA

While the election results may have been a surprise to most of us, the FLSA injunction on November 22nd sent its own shockwaves through Student Affairs. After months of planning, discussing, and watching webinar after webinar about the overtime law change, most institutions had made changes or began rolling out plans for changes for the December 1st deadline. These changes, in many cases, came to a screeching halt when a federal judge in Texas halted the

law from taking effect through a preliminary injunction.

Now uncertainty rules as it is unclear what the incoming President & his Department of Labor may do, what the court will end up ruling, and where salaries at all levels will stand in our field as a result. Institutions have split, with

some waiting to enact changes until the situation is more clear, and others moving forward with changes without the legal requirement to do so. This will be a topic to watch especially over the next few months, especially to see how the court rules, and if the salary threshold is adjusted.

Marijuana

During the election, both Massachusetts and Maine voted to legalize recreational marijuana. Both laws are facing potential delays in being enacted, including a recount in

Maine. Regardless of the law changes, institutions that receive federal funds are required to comply with the Drug-Free Schools and Communities Act which requires campuses to follow the federal law that still has not changed. In Residence Life in these states, training staff and informing students of



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the policies surrounding marijuana usage on campus will be key moving into next year.

The Department of Education and Title IX President-elect Trump's nominee for the Secretary of Education Betsy DeVos has focused primarily on school choice, and has limited experience in higher education. It's unclear where Trump and DeVos may make changes for Higher Education, but one area to watch will be Title IX and enforcement. Republicans have repeatedly pushed back against the Department of Education's Office of Civil Rights (OCR) enforcement of Title IX on campuses. Perhaps more impactful would be potential changes to the 2011 "Dear Colleague" letter which has led to massive changes to the way campuses approach sexual violence over the past 5 years, including mandating the use of the preponderance evidence standard in Title IX hearings.

Regardless of the potential enforcement changes to Title IX, offices should continue to focus on training staff to respond to survivors of assault, especially

as bystander intervention trainings continue to grow, and reporting of sexual violence continue to increase.

In closing, while we may all be impacted by major changes over the next few years, focusing on the students we serve and the staffs we work with will be important in navigating these changes. The RMLI committee will look to continue to offer opportunities to learn more about these topics, discuss how they are impacted your community, and collaborate with other professional organizations on best practices.

*Jonathan Bragg is the Assistant Director of Residence Life at Merrimack College.*



Photo by David Ferguson  
of Bayside Courts  
at Roger Williams University



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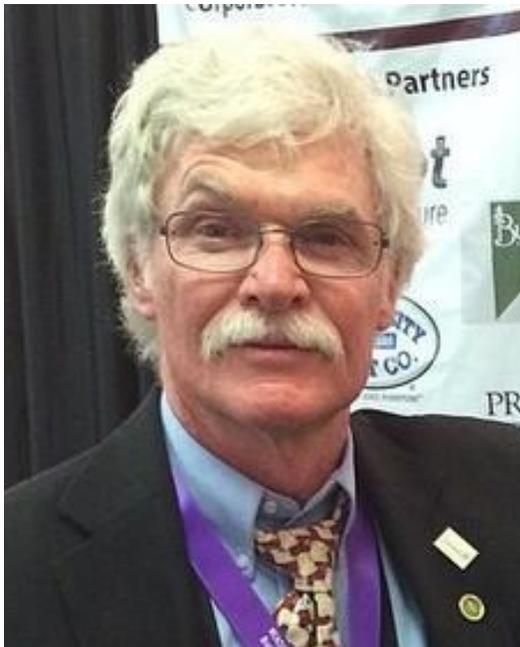
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## Heads on Beds Keeps Budgets Not Red: Occupancy Management Basics

Charles Lamb

As colleagues read this article the halls have opened for the fall term and hopefully some of the over occupancy you may have experienced for the start of the year has dissipated a bit. Have you begun thinking about the next phase of the year in terms of occupancy management? Have you looked into your crystal ball for the second term beginning in



January to determine if you will have vacancies or another round of buildup/triples/over occupancy? Do your department and the institution have a short and long range plan for

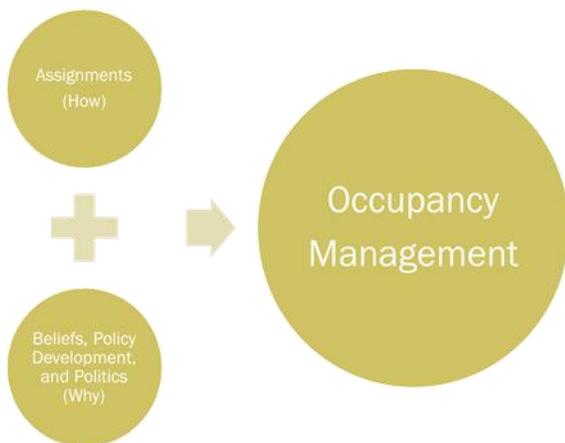
occupancy management? October and November means our admissions colleagues are on the round and hosting open houses to convince students and families to join our campuses next fall. Will you have enough beds for those new students in January and again next fall who would like a residential experience? And how about the returning students? Can they be accommodated in your system? Short and long term? Let's take a look at some basic concepts for occupancy management to hopefully guide some of these decisions and actions.

The ACUHO-I Core Competencies/The Body of Knowledge for Campus Housing Professional includes the following attributes:

- Ancillary Partnerships
- Conference Services
- Crisis Management
- Dining Services
- Evaluation and Planning
- Facilities Management
- Fiscal Resources and Control
- Human Resources
- Information Technology
- **Occupancy**
- Resident Educational Services
- Student Behavior



The obvious highlighted item is essential not only to an emerging professional but to the success of any residence life/student housing program and with the substantial revenue student housing creates for the institution it is essential these tasks be seriously considered. A challenge for all institutions and for housing professionals is the declining number of high school graduates in many of the New England states and the need not only to fill beds but to meet the enrollment management targets. And the numbers aren't going to improve looking into the future! With the proliferation of off campus (and in some situations very upscale) facilities the "good old dorms" on campus just might not be relevant any longer which further enhance the need for a well defined occupancy management strategy. Consider this basic graphic when thinking about occupancy management:



Quite often emerging professionals only consider the "how" part of this equation when the "why" is equally essential.

**OCCUPANCY MANAGEMENT STRATEGIES/**

**CONSIDERATIONS**

Keep some of these in mind when the topic comes up in your staff meetings or sessions with partners at your institution:

- Mandatory live on requirements; do you have this? Why or why not? Push back from students?
- Sign up processes (lotteries, squatter/homesteaders, price guarantees)
- Temp housing; swing space for early year over occupancy
- 12 vs. 10 vs. 9 month housing contract/lease; what are the benefits or disadvantages?
- Facility configurations and density
- Contract/lease enforcements; buy out's during a time of over occupancy
- Academic/thematic program placement as incentive to preferred assignment
- Repurposing of space if there are vacancies
- Prioritize student population of who is provided on campus housing; who do you limit if necessary?

The graph below is a clear picture of the purpose for strong occupancy management.



# the NAVIGATOR

Many of us in NEACUHO manage over occupancy on an annual basis and often take into consideration some of these steps in that endeavor:

- Prepare comprehensive plan of overflow options in advance
  - Triples
  - Converted lounges
  - RA roommates
  - Other on and off campus options?
- Who is assigned to above space?
  - Freshmen?
  - Transfers?
  - Returners?
  - Use of date of receipt of contract only?
- Language in housing agreement/contract?
- Furnishings? Same as doubles? Less?
- Rebates/discounts on room fees if student is assigned to over occupancy?

All of these options have pluses and minuses associated with them and a strong res life manager considers all in collaboration prior to making the final decision. BUT the bottom line is how can space be created for students

for the purpose of enrollment which is the driver for the finances on campus? Here are some additional strategies to consider:

There is also the opposite side of the coin—those times when the number of available beds overrides the number of students seeking housing. With the declining number of high school graduates, this scenario may be more prevalent for many of the NEACUHO institutions in the future and must be managed effectively. Keep some of these items in mind if your program is found with that dilemma.

## Tackling Under Occupancy

- **Housing Cost Comparison**
  - Do a housing cost comparison for on- versus off-campus housing.
  - Amenities; whatchugot?
  - Comparing apples to oranges?
  - Cost Trending
- **Facilities Condition Review**
  - Are students not choosing to return to on-campus housing due to the condition of the facilities?
  - Take groups of administrative staff, students, live-in staff, and facilities personnel to tour facilities
  - Repurposing, redecorating, or changing the furnishings in under-utilized spaces

## OVER OCCUPANCY ALTERNATIVES

- On Campus options
  - Triples/buildup
  - Lounge conversion
  - RA roommates
- Off-campus Partnerships
  - Hotels
  - Apartment Rentals
  - Memorandum of Understanding
  - Location and Transportation
  - Furniture Purchase & Store versus Rental

FOR  
RENT

There are a number of variables/housing options that impact occupancy management and must be considered in the overall plan your department/institution develops. Students vote with their feet.....if your halls don't appeal to you and your staff, they won't appeal to students, perhaps regardless of costs. Students want what they want and our P3 colleagues are offering alternatives besides the "good old dorms". ALL of the programs



listed below could have an impact on enrollment and the trickle down/up impact of finances for the institution. Become an enrollment management advocate to influence the number of students who enroll and live on campus. Consider any program that could attract a student to enroll and live on campus.



Now that the acknowledgement has been made that enrollment and housing occupancy directly impacts the overall finances on campus let's take a quick look at the income

**Sources of Revenue for Housing/Residence Life**

- \* Rent/room fees (based upon occupancy; single/double and single revenue)
- \* Summer conferences
- \* Vending (laundry, linens, finals packages, etc.)
- \* Application of cancellation fees
- \* Investment Income/Interest
- \* Damage Billing
- \* Lockouts
- \* Cell Tower Income
- \* Food Services
- \* Fundraising

and expenses for a typical residence life program.

**Where does Residence Life usually spend the money?**

- \* Salaries & Benefits; grad assistant tuition
- \* Debt Payment
- \* Facilities maintenance
- \* Safety and security
- \* Programmatic/professional development funds/training
- \* Utilities (steam, water, electricity, sewer, chilled water)
- \* Operating
  - Office Supplies
  - Maintenance Supplies
  - Cleaning Supplies (inhouse housekeeping or outsourced)
  - Insurance
  - Food/software/travel/professional development
  - RA/student staff compensation

Given the above scenario if suddenly you did NOT have the matching income to enable all of these expenses to occur, would you be able to prioritize these expenses to maintain a certain quality of the residence life/housing program? What would remain and what would disappear -either temporarily or permanently? Keeping the beds as full as possible is absolutely critical to the fiscal health of the residence life program and attention must be provided to the "price point" for the student dollar. Another way to look at this situation: if you're craving for a hamburger, you can get one from a fast food chain for \$1.99 or less or something similar at a restaurant for \$11.99. Is it the same and what are the "extras", if any included in the higher price?

HOW DO YOU KEEP THE BEDS FULL! HOW DO YOU GET THERE?? Consider these options

# the NAVIGATOR

when pondering the potential answers to those questions:

- Collaboration with others to make the halls appealing
  - Enrollment Management
  - Finance/budget Office
  - Maintenance/House Keeping
  - Facilities/physical plant
- Marketing-hard copy and on line; who does it? Does it work? What's the benchmark? Probably increased occupancy or at least maintaining what you have.
- Cost/room rates; comparison to off campus and other schools; what are the students receiving for what is being charged?
- Retention - Why is this so important? Who has responsibility for this area in the department? Institution?
- Are there buildings that will go off/come on line?
- Will there be planned changes in enrollment? How do you adjust?
- Are there new off campus options vying for student/family attention? What are they offering that is different from your program and facilities?
- ASSESSMENT IS A CRITICAL PIECE OF THIS PUZZLE! Provide data for long range programmatic and facilities planning
- Will there be new programs to impact occupancy/demand?
- DO STUDENTS WANT THE OPTIONS WE PROVIDE??

AS PREVIOUSLY OUTLINED, OCCUPANCY MANAGEMENT IS AN ESSENTIAL TOPIC FOR THE SUCCESS OF A RESIDENTIAL PROGRAM AND REQUIRES TIME FOR SOME FORWARD THINKING. Keep these items in mind:

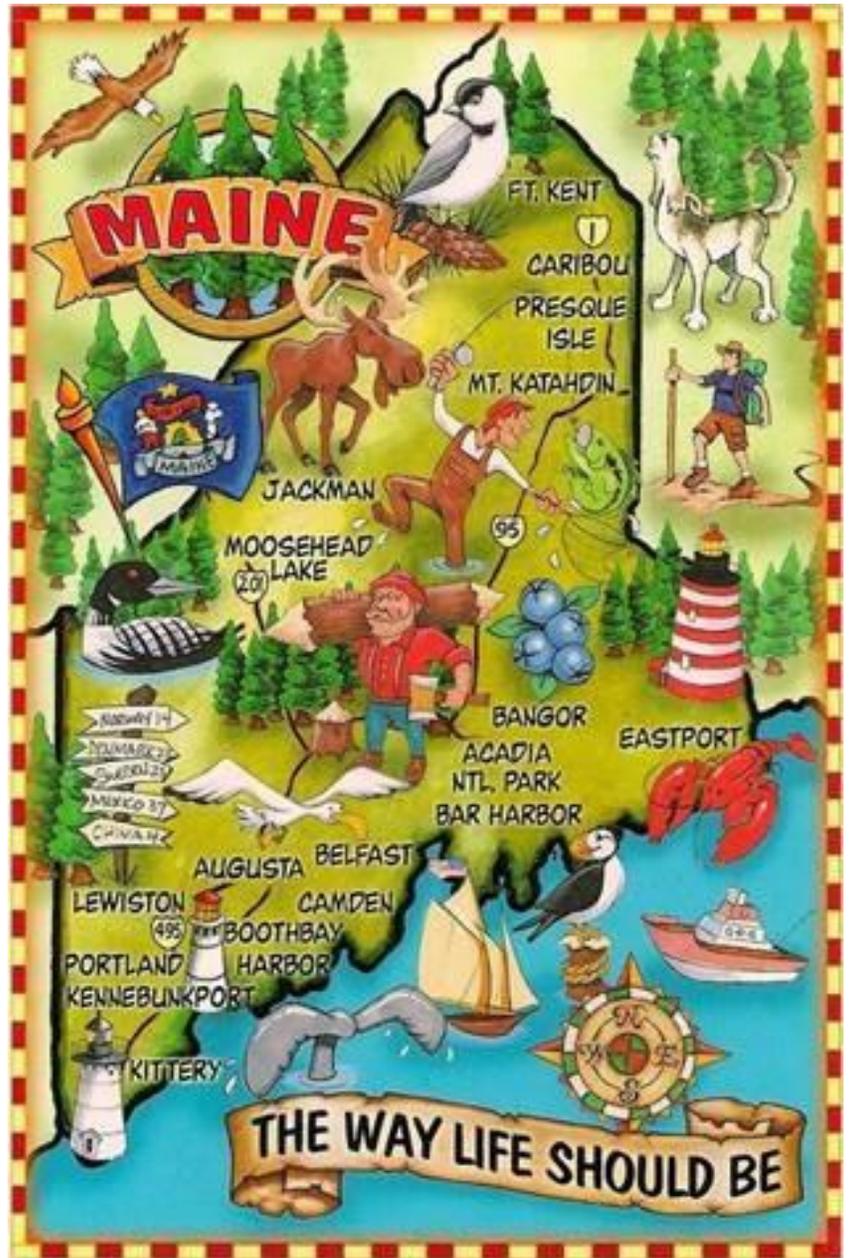
- Anticipate changes in capacity and occupancy to enable proactive adjustments that are student centered and fiscally responsible

Finally an effective residence life professional continually assesses the focus and direction of the program and identifies strategies to overcome the temporary or long term obstacles for success. Keep this chart in mind as those challenges occur.





Call for Programs  
for the NEACUHO  
Annual Conference  
will begin February 1



# the NAVIGATOR

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

The New Professional Development Committee in conjunction with Sacred Heart University hosted a successful RD2B conference in October. We had 50 participants and over 25 staff volunteers! Thank you to everyone that played a part in making that day a success.

We are super excited for our upcoming **RD2B** Conference that will be held on **Saturday, February 11th, 2017 at the University at Albany**. The day begins at 8:30am and concludes around 5:00pm. Registration is live and is limited to 50 participants. The link is open until 2/3/17 or until filled: <https://neacuho.site-ym.com/events/EventDetails.aspx?id=844956>

Student cost: \$25 Chaperone cost: \$15

RD2B is a one day conference for undergraduate students looking to pursue a graduate or professional position in Residential Life. Participants will attend a series of presentations focusing on how to obtain a resident director and/or graduate position, how to be an effective supervisor and what the life of an RD is all about! They will also have the opportunity to go through a mock-interview process. All participants will be paired with a seasoned mentor for the day in hopes to establish a relationship that will grow and benefit them after graduation.

We also need professional staff volunteers! This conference is always successful because of the dedicated volunteers that make it

possible! Please consider being a part of our conference. As a thank you for volunteering, we waive the conference fee for professional staff volunteers! If you are interested in volunteering in any of the roles below, please email me at rizkj1@southernct.edu:

**Mock Interviewer:** We need professionals to interview our attendees and give them feedback during one of the sessions.

**Mentor:** We need professionals to serve as a mentor to 2-3 students and provide them feedback on their resumes. We look for mid-level professionals or professionals in the field for 4-5+ years.



The **2017 New Professional One-Day Institute** that will run simultaneously with the **Mid-Level Institute on Friday, April 14th, 2017**. More information will be sent out the first week of January. If you are interested in attending, presenting, or volunteering please reach out.

Finally, our final **RD2B** of the year will be held on **Saturday, April 1st, 2017 at Fitchburg State University**. Information regarding the Spring RD2B will be sent out to the membership the second week of January.

As always, feel free to contact me if you have questions or want to be involved!

Jason Rizk  
New Professional Development Chair



# Res Ops Conference Recap

The 2016 NEACUHO Residential Operations Conference took place on December 9 at Western New England University. Kym Hendricks served as host site chair and worked tirelessly to make sure that no detail was forgotten. Special thanks for her service to NEACUHO and its membership.

The conference was well received, reaching registration capacity over 2 weeks prior to the posted registration deadline. 150 participants attended, representing 53 institutions. 15 exhibitors attended as well. 13 programs were presented on a variety of topics, ranging from renovating residence halls to gender inclusive housing. Thank you to all of our presenters for sharing your knowledge!

- Matt Austin, Northeastern University
- Eric Benn, NHTI
- Sean Burke, Western New England University
- Laura, Churchill, UMASS Amherst
- Matthew Foster, Worcester Polytechnic Institute
- Thomas Gelok, Wagner College
- Trish Godino Loring, NHTI
- Mike Goodhart, Bridgewater State University
- Sarah Johnson, Bridgewater State University
- Thomas Kelley, Worcester State University
- Dr. Becca Kitchell, University of New Haven

- Chuck Lamb, Rochester Institute of Technology, retired
  - Amy Beth Polonsky, Worcester Polytechnic Institute
  - Jason Rizk, Southern CT State University
- New conference offerings such as “Housing Operations 101” and working group sessions where participants interacted on relevant topics energized participants.

Keep an eye out for more NEACUHO Residential Operations Committee offerings this year!

Kristin Murphy, NEACUHO Res Ops Chair



Photos by Kristin Murphy of the Res Ops Conference at Western New England University

+ Adelphi University + Albany College of Pharmacy and Health Sciences +  
Albertus Magnus College + American International College + Amherst College +  
Babson College + Barnard College + Bates College + Bentley University +  
Binghamton University + Boston College + Brandeis University + Bridgewater  
State University + Brown University + Bryant University + Castleton State College  
+ Central Connecticut State University + Clark University + Colby-Sawyer College  
+ College of Mount Saint Vincent + Curry College + Dean College + Dominican  
College + Dutchess Community College + Eastern Connecticut State University +  
Elmira College + Elms College + Emerson College + Endicott College +  
Fairfield University + Fitchburg State University + Framingham State University +  
Franklin Pierce University + Hampshire College + Harvard Law School + Hobart  
and William Smith Colleges + Hofstra University + Ithaca College + Johnson and  
Wales University + Johnson State College + Keuka College + Landmark College  
+ Lasell College + Le Moyne College + Manhattan College + Marist College +  
Marymount Manhattan College + Massachusetts College of Liberal Arts +  
Massachusetts College of Pharmacy and Health Sciences University Worcester +  
Massachusetts Institute of Technology + Merrimack College + Molloy College +  
Montserrat College of Art + Mount Holyoke College + Mount Ida College + Mount  
Saint Mary College + New Hampshire Institute of Art + New Hampshire Technical  
Institute + New York University + Newbury College + Nichols College +  
Northeastern University + Pace University - PLV/BRC + Quinnipiac University +  
Rensselaer Polytechnic Institute + Rhode Island School of Design + Rivier University  
+ Roger Williams University + Sacred Heart University + Saint Anselm College +  
Saint Michael's College + Salve Regina University + Skidmore College + Southern  
Connecticut State University + Southern New Hampshire University + Southern  
Vermont College + Springfield College + St. Joseph's College of Maine + St.  
Lawrence University + Stonehill College + SUNY Adirondack + SUNY College at  
Brockport + SUNY College at Geneseo + SUNY College at Morrisville + SUNY  
College at Oneonta + SUNY College at Plattsburgh + SUNY College at Purchase +  
SUNY College of Technology at Delhi + Syracuse University + Teachers College,  
Columbia University + The Culinary Institute of America + The Juilliard School +  
Tompkins Cortland Community College + Trinity College + Union College +  
University at Albany + University at Buffalo + University of Bridgeport +  
University of Connecticut + University of Hartford + University of Maine +  
University of Maine at Presque Isle + University of Massachusetts-Amherst +  
University of Massachusetts-Lowell + University of New Hampshire + University of  
New Haven + University of Rochester + University of Saint Joseph + University of  
Southern Maine + Wagner College + Wentworth Institute of Technology +  
Westfield State University + Worcester Polytechnic Institute + Worcester State  
University +