

The cover features a photograph of two smiling young women in the foreground, wearing matching purple and white tie-dye t-shirts with 'WESTON' printed on them. The woman on the left is wearing a white baseball cap with a red and blue 'I' logo. They are standing in front of a large glass window that looks out onto a green campus. The background is slightly blurred. The entire image is decorated with scattered blue and orange confetti. On the left side, there is a large, stylized graphic element consisting of a blue outline of a large letter 'L' filled with a solid orange color. The text 'UNIVERSITY HOUSING' is in a smaller, dark blue font above the main title. The main title 'Annual Report' is in a large, bold, dark blue font. Below it, '2022-2023' is in a smaller, dark blue font. At the bottom left, there is a red block letter 'I' logo. To its right, the text 'Student Affairs' is in a bold, dark blue font, and 'UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN' is in a smaller, dark blue font below it.

UNIVERSITY HOUSING
Annual Report
2022-2023



Student Affairs

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN



2023 – 2024

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UNIVERSITY HOUSING ANNUAL REPORT

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Acronym Key

CCRT.....	Coordinate Community Response Team	ISR.....	Illinois Street Residence Halls
DEI.....	Diversity, Equity & Inclusion	ITD.....	Inclusion & Talent Development
FAR.....	Florida Avenue Residence Halls	LAR.....	Lincoln Avenue Residence Halls
FGH.....	Family & Graduate Housing	OD.....	Orchard Downs
F&S.....	Facilities and Services – campus operation	ODCC.....	Orchard Downs Cultural Center
ERG.....	Employee Resource Group	OMT.....	Occupancy Management Team
HI&M.....	Housing Information & Marketing	PAR.....	Pennsylvania Avenue Residence Halls
HSG.....	Housing	PCH.....	Private Certified Housing
I&L.....	Inclusion & Leadership Program	RH.....	Residence Hall
IRE.....	Illinois Residential Experience	RL.....	Residential Life



Executive Summary

The 2022-2023 academic year provided many opportunities for University Housing to continue its work creating communities that transform student lives. While Housing continued to respond to residual effects of the COVID-19 pandemic – such as supply chain issues, the rising cost of goods and staffing shortages, Housing staff worked diligently to mitigate these challenges while providing a dynamic experience for our residents, staff and guests.

Housing continues to move forward with ongoing programmatic initiatives prioritizing staff and celebrating their hard work and dedication. Initiatives arising from our “Racism Untaught” training program for management staff continued as a result of the Housing Culture and Climate Action Plan, and the creation of affinity groups provided staff with opportunities for personal and professional development. Housing invested in several staff appreciation and engagement activities over the course of the year, taking the opportunity to acknowledge the staff’s valuable work and thanking them with Housing t-shirts and Yeti drinkware.

The Inclusion & Leadership Mentor Program launched in Fall 2022 and hosted 42 programs serving 3,050 participants. In addition to programmatic responsibilities, the I & L Mentors liaised with the campus cultural houses and resource centers to expand this work to the larger campus community.

Housing worked with a group of outside housing professionals to complete an external review of Residential life and Family & Graduate Housing. This work, a follow-up to an internal review conducted in May 2022, studied the residential experience and provided several recommendations for consideration by Housing leadership. We look forward to sharing the “next steps” in the coming year!

Housing successfully accommodated another large first-year class along with increased occupancy in our three apartment communities. In addition, Housing collaborated with our colleagues in the Division of Intercollegiate Athletics to designate the 6th floor of Bousfield Hall for first-year athletes in football, men’s and women’s basketball and volleyball. This agreement went into effect in May 2023 and is expected to be a multi-year agreement, accommodating the athletes’ needs for seasonal training, summer classes and break housing.

The coming year will present many opportunities for our residents, staff and department, and Housing looks forward to advancing the residential experience far into the future.

All my best –



A handwritten signature in black ink, appearing to read 'Alma R. Sealine', with a long horizontal flourish extending to the right.

Alma R. Sealine
Executive Director of University Housing

MISSION

University Housing is an essential element of the Illinois experience. We create communities that transform student lives.

VISION

University Housing communities create success for every student.

University Housing Highlights

RENOVATION

Upgraded the PAR Dining Hall serving area ceiling, which improved lighting, cooking efficiency and addressed ventilation concerns over the ever-popular Sky Garden concept wok-station.

FIRST YEAR CLASS

Successfully housed **5,953** first-year and first-year transfer students from a class of 7,957.



RACISM UNTAUGHT

Continued work initiated by the anti-racism series **“Racism Untaught”** for management staff.

EQUITY + UNCLUSION

Conducted annual **Equity and Inclusion** training for all Housing staff, titled **“Disability Inclusion: Solidarity Not Charity.”**

CULTURE CLIMATE

Continued work resulting from the Culture and Climate assessment with the development of affinity groups and **staff coaching sessions** benefiting all Housing staff (including student employees).

HUMAN RESORCES

Successfully hired 91 full- and part-time staff in FY23 (this number does not include students, academic-hourly or extra-help positions), despite continued staff shortages originating from COVID-19.

APARTMENTS

Apartment lease renewals included 707 of 780 eligible leaseholders who signed leases for 2023-2024, which was 91% of those eligible to renew.

WEBSITE



Launched the new **University Housing website** in January 2023

CATERING

Significantly overhauled University Catering packages and pricing to address cost **increases for goods and services.**

ILLINOIS APP

Housing’s representation in the ongoing **development of the Illinois App** continued – including enhancements to the **“Groups”** capabilities impacting residence hall communities and program reporting.

EXCELLENCE AWARD

Celebrated a **Chancellor’s Staff Excellence Award** recipient: Housing’s Jeromy Spesard, a pipefitter sub-foreperson.



Accomplishments

Inclusion & Leadership Mentor Program

In Fall 2022 the I & L Mentor Program launched as a re-imagined version of the Multicultural Advocate program and is charged with providing engaging initiatives, strategies and activities leading University Housing residents to dialog about social identity, practice perspective taking and building inclusive communities. Ten I & L Mentors were hired in the inaugural year. In addition to the programmatic responsibilities, the I & L Mentors liaised with the Student Affairs cultural houses and resource centers and hosted 42 programs consisting of 3,050 participants. Signature events included: Inclusion & Leadership spring break trips, cultural dances, cultural food events, the celebration of awareness days, weeks and months, and a "Sense of Belonging" workshop.

Apartment Occupancy

Housing apartment communities at Orchard Downs, Ashton Woods and Goodwin-Green were in high demand for Fall 2022 and Spring 2023. Apartment occupancy increased to 96% (1,081 units of 1,122 apartments), which exceeded 10th Day Occupancy for the past four years. The average monthly occupancy during the lease year remained over 91%. Lease renewals also remained strong with 707 leaseholders signing leases for 2023-2024, which is 91% of the eligible leaseholders. Contributing to the strong apartment occupancy is the demand for renovated apartments at Orchard Downs and community engagement and programming.

Staff Engagement

Housing invested in the development of employee engagement and appreciation opportunities. The creation of affinity groups and staff coaching sessions positively positioned employees to engage in social and professional development. Current affinity groups include Womyn of Color and Spectrum (LGBTQI+). The coaching program offers employees guidance with resume writing, interviews and career mapping. More than 50 coaching sessions were held this past year. These programs help lead to new promotions for current staff and increased numbers of staff of color in leadership positions.

Employee appreciation activities were hosted at numerous Housing locations, including a shaved ice/ice cream pop-up summer event where hundreds of full-time, temporary and student staff members came together. Housing also provided all departmental staff with Yeti drinkware during the fall semester.

New Website

Housing launched a newly designed website in conjunction with Student Affairs Technology in January 2023. Built on a Drupal framework and using new campus brand standards, the design prioritizes content that guides the customer journey through signing a contract or lease with Housing. The new website streamlines the information needed to support strong occupancy while grouping current resident information to meet operational needs. Housing colleagues across the country have noticed the new website, with one campus utilizing Housing's website as a benchmark for its own website renovation.

Equity Adjustments

After the ratification of the SEIU contract in August 2022, which resulted in an increase of \$1.25/hour for SEIU employees, several management positions within Dining Services and Facilities were below the salary rates of their respective employees. Housing investigated the related equity impact and worked to adjust management salaries by December 2022. The unbudgeted impact was \$81,000. The estimated impact related to an additional increase of \$1.25/hour for FY23 is \$522,620.

DIA Collaboration

Housing collaborated with our colleagues in DIA to designate the 6th floor of Bousfield Hall for first-year athletes in football, men's and women's basketball and volleyball. This agreement provides DIA with the floor for an entire fiscal year, which meets their needs for summer training, summer classes, the teams' respective seasons and break housing for athletes. Housing staff worked with DIA compliance staff to ensure the agreement follows all NCAA guidelines which requires the floor to be 50% athletes and 50% non-athletes. The Fighting Illini Marching Band students receive priority access to the non-athlete spaces. The agreement went into effect in May 2023 and is expected to be a multi-year agreement.

Accommodation of Another Large Class

Housing will welcome another large incoming class for Fall 2023, and most spaces taken offline in Fall 2022 due to lower returning student numbers will be used for Fall 2023. This is a result of intentional efforts to increase the number of returning students through vigorous marketing campaigns along with a larger incoming class size.

Ikenberry Facilities Plan

University Housing, in cooperation with Facilities and Services, selected Johnson Lasky Kindelin Architects to update the existing strategic facilities plan for Ikenberry Commons. As of May 31, 2023, a draft of the final report was submitted to F & S for review.

This update revisits the formerly titled “Ikenberry Commons Master Plans,” now referred to as the “Ikenberry Commons Strategic Plan,” and provides recommendations for future development at Ikenberry Commons, incorporating information about enrollment and housing trends at the university and nationwide. The most recent report was published in 2017.

Pennsylvania Avenue Residence Halls Refresh

The PAR Dining Hall serving area ceiling was upgraded, resulting in improved lighting and cooking efficiency. The upgrade also addressed ventilation concerns over the Sky Garden concept wok-station.

Catering Menu

University Catering significantly overhauled its menu, focusing on efficiency and improving the customer experience. All catering packages and services offered were revised, pricing was updated and critical changes were implemented to effectively handle significant cost increases for goods and services. Additionally, a micro-site dedicated to University Catering was launched, creating a more user-friendly and efficient platform for guests.

Cooking with Chefs Series

Dining Services hosted a monthly series at Table 1867 inviting guests to come cook with chefs. Focused topics gave diners the opportunity to learn culinary techniques and nutrition information. The chefs and dietitians enjoyed freedom to develop their menus, as well as create items diners were able to take from the event as a reminder. The series was valuable to our students and residents and enjoyed by all who attended.

Orchard Downs Community Center

The ODCC has undergone a renovation and addition to the existing community center facility, including accessible restrooms, family/gender inclusive restrooms and additional community space. The addition also includes a storm shelter, increasing the safety of residents and participants in children’s programs when at the ODCC. The project adds 2,685 square feet to the center at a project cost of \$2,490,000.



Challenges

COVID-19

COVID-19 continued to impact Housing operations in 2022-2023. University testing requirements for those not vaccinated continued into Spring 2023, with isolation space and resources offered until May 2023, when the federal emergency pandemic declaration was withdrawn. With increased catering business during the academic year, the continuation of isolation housing placed additional burdens on catering operations and services.

Budget

Housing faced budget challenges related to significant unanticipated cost increases realized after budgets had been set. The largest impacts were seen from the SEIU union hourly rate increases (\$1.8 million) after ratification of a new contract in August 2022, utilities costs (\$1.3 million), inflation on food costs (\$1.2 million) and increases in mandatory expenditures (\$1.5 million).

E-Invoicing

University Payables implemented an e-Invoicing process, developed through the Source2Pay initiative, allowing vendors to submit limited invoice data without requiring a physical or electronic invoice. This resulted in Housing accounting staff being unable to verify accounts or reconcile invoices. Housing continues to work with the system audit office to advocate for a resolution that provides the appropriate documentation for purchases.

Occupancy

The saturated private off-campus apartment market in Champaign-Urbana continued to impact overall occupancy, as demonstrated by a steady decline in returning residents. Despite a larger first-year class, Housing removed approximately 500 spaces from FY23 income-producing capacity to consolidate vacancies for operational purposes. Housing continues to hone a marketing strategy to retain more returning residents and recruit first-year residents.

Staffing

Housing continued to experience challenges in recruiting and retaining staff and saw significant vacancies throughout the fiscal year, resulting in staff covering multiple positions, increased utilization of overtime and staff burnout. The implementation of two new human resource systems, Cornerstone and JDXpert, was particularly challenging.

Housing averaged 92.55 monthly staff vacancies with 100 vacancies in April of 2023. Housing hired 98 full- and part-time staff and had 107 terminations in FY23 (this does not include students, academic-hourly or extra-help positions).

Florida Avenue Residence Hall Dining Hall Closure

After closing the FAR dining hall in January 2023, Dining Services received increased customer concerns related to service and menu offerings at the PAR Hall dining center, which served 20% of the total diner population. The monitoring of customer feedback along with menu changes were implemented to increase satisfaction and dining efficiencies.





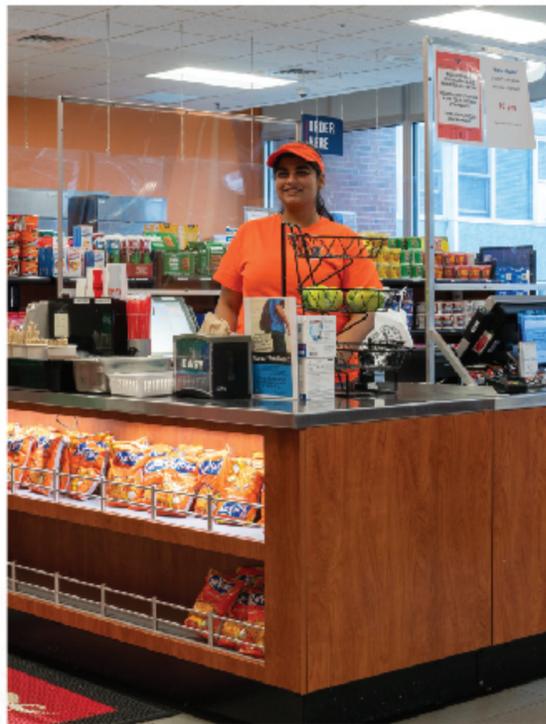
Equity, Inclusion & Justice

Affinity Groups

Housing respects and celebrates the experiences of our diverse workforce and encourages diversity and inclusion throughout our community. Affinity groups are voluntary employee resource groups built around social identity affinity that provide networking, support and professional development for underrepresented Housing employees. Current Housing affinity groups are Spectrum in Housing, for self-identified lesbian, gay, bisexual, transgender, nonbinary, queer-plus Housing staff, and Womyn of Color in Housing, for self-identified women of color Housing staff. New affinity groups are set to launch in Fall 2023.

Other Diversity, Equity & Inclusion Programs and Initiatives.

- ◆ Reflection and gender-neutral bathroom spaces have been constructed in SDRP.
- ◆ Coordinated prayer spaces were offered for students and staff throughout Housing for Ramadan.
- ◆ Housing provided annual DEI training over the course of a week in January 2023 to 1,500 full-time, part-time and student employees. The training, called "Disability Solidarity," focused on understanding disability and was facilitated by Dr. Margaret Fink of UIC Disability Cultural Center.
- ◆ The development of the University Housing Culture and Climate Action Plan (launching in Fall 2023) continued; all full-time staff were engaged in in-person feedback sessions about the plan draft and given the opportunity to provide feedback.
- ◆ DEI workshops such as "Respect in the Workplace" were offered to staff.
- ◆ Wilson Kwamogi Okello offered a keynote in September 2022 to all Housing staff titled, "Do You Want to be Well?: On the Responsibility of Healing as a Practice." Continued "Racism Untaught" work focused on management and staff.
- ◆ Provided supervisor coaching sessions to mitigate issues of DEI (across all units).



Academic & Fiscal Year

Assessment

The Housing Assessment Committee continued to focus on collecting, coordinating and reporting how assessment results are used to inform decision making in Housing. Both the residence halls and the apartment operations conducted the Skyfactor benchmarking survey to measure resident satisfaction, while Residential Life staff continued to assess residence hall programs and staff performance via multiple assessment platforms.

Housing worked with a group of outside housing professionals to complete an external review of the Residential Life and Family & Graduate Housing units. This work, a follow-up to an internal review in May 2022, studied the residential experience across Housing and provided programmatic, staffing and resource recommendations for consideration by Housing leadership.

Occupancy

The 2022-2023 academic year brought an incoming class of 7,957 students. Housing was 95% occupied for the Fall 2022 semester and 93% for the Spring 2023 semester (capacity was reduced by approximately 450 beds due to the lower number of returning students).

The size of the first-year class continues to have a direct impact on our occupancy. The first-year enrollment projections started at 8,100 and changed to just under 8,000. The class finalized at 7,957 students.

Contributions to the university

Housing contributed \$6,689,699 in administrative overhead, campus administrative overhead and institutional aid in FY23, which included \$2,331,994 for financial aid scholarships to University of Illinois students.



10th Day Fall Occupancy

5-Year Comparison

Undergraduate & Graduate Residence Halls

Fall 2022	8,453
Fall 2021	9,175
Fall 2020	5,336
Fall 2019	8,694
Fall 2018	8,761



Facilities Projects

Location	Description	Cost	Total
Illinois Street RH	ISR Dining/Townsend & Wardall – HSG	\$225,000	
Illinois Street RH	Dining – FFE	\$200,000	
		Bonds & Reserves Subtotal	\$2,225,000
Allen Hall	Replace Allen dining dish machine	\$170,000	
Goodwin-Green Apartments	1107 Green – chairs	\$70,000	
Goodwin-Green Apartments	300 Goodwin – chairs	\$75,000	
Goodwin-Green Apartments	1107 Green 66 efficiencies apartment furniture	\$150,000	
Goodwin-Green Apartments	300 Goodwin 67 efficiencies apartment furniture	\$162,000	
Ikenberry	Ikenberry Plan Feasibility Study	\$250,000	
Ikenberry - Barton/Clark/Lundgren	Clark RD apartment remodel	\$40,000	
Ikenberry - Barton/Clark/Lundgren	Tuckpoint exterior masonry	\$100,000	
Ikenberry - Scott Hall	Scott mattresses	\$50,000	
Ikenberry - SDRP	Add gender-inclusive restroom and reflection room	\$150,000	
Illinois Street RH	Redevelopment of library and garage	\$200,000	
Orchard Downs	Changing table set-ups 1834, 2040A and 2044A	\$20,000	
Orchard Downs	OD warehouse drive, door and concrete pad	\$125,000	
Orchard Downs	Demo building 1819/1820	\$150,000	
Pennsylvania Avenue RH	Remodel Sky Garden ceiling	\$100,000	
Pennsylvania Avenue RH	PAR mattresses	\$175,000	
Various	RD furniture part 2 of 2	\$50,000	
		Capital Project Subtotal	\$2,037,000
Ashton Woods Apartments	Window treatments	\$12,500	
Daniels Hall	Daniels computer lab	\$17,500	
Ikenberry - Bousfield	6th floor DIA renovation	\$25,000	
Ikenberry - SDRP	SDRP furniture partial replacement	\$45,000	
Ikenberry - Snyder	Security shutter replacement Snyder	\$10,000	
Ikenberry - Taft-Van Doren	Computer lab tables TVD	\$10,000	
Illinois Street RH	Dining stools	\$10,000	
Illinois Street RH	ISR Dining/Townsend & Wardall – HSG	\$150,000	
Orchard Downs	Window treatments	\$12,500	
Orchard Downs	PTI apartment furniture	\$35,000	
Orchard Downs	Resident room and apartment furniture – phase 8 of 13	\$115,000	
Orchard Downs	Student room flooring (24 apts at Orchard South)	\$192,000	
Various	Overflow wardrobes	\$30,000	
Various	Apartment furnaces	\$40,000	
Various	Furnaces	\$40,000	
Various	Apartment appliances	\$85,000	
Various	Apartment appliances	\$85,000	
		Operation Subtotal	\$914,500
Florida Avenue RH	Replace Trelease roof	\$500,000	
Illinois Street RH	Exterior lighting (Wardall and Townsend)	\$175,000	
Lincoln Avenue RH	Replace east entry roof	\$150,000	
Orchard Downs	Replace 2 roofs at Orchard Downs – phase 1	\$400,000	
Orchard Downs	Replace 3 roofs at Orchard Downs – phase 2	\$400,000	
Orchard Downs	Orchard Downs replace entry doors	\$400,000	
Pennsylvania Avenue RH	PAR mechanical room deck repairs – phase 3	\$2,750,000	
Various	Hire A/E to replace all service elevators	\$250,000	
		repair & replacement Subtotal	\$5,025,000
		Total FY23 Projects	\$10,201,500

University Housing Goals

Progress towards 2022-2023 Goals

Goal 1

Finalize the Ikenberry Facilities Plan process to determine the next steps in our capital plan.

- ◆ The architectural planning process was to conclude by January 2023.
 - » As of June 30, 2023, a draft of the final report is with Facilities & Services for review.
- ◆ Review recommendations from the facilities plan in Spring 2023 with the Executive Team and Associate Vice Chancellor for Student Affairs.
 - » University Housing is currently waiting for the final report after the Facilities & Services review. Once received, the report will be shared with the Associate Vice Chancellor for Student Affairs and discussed throughout 2023-2024.
- ◆ Update capital planning funding model with recommendations and review in Summer 2023.
 - » The Executive Director has met with the Associate Vice Chancellor for Student Affairs and the Director of Auxiliaries, Health and Wellbeing. Additional meetings will be scheduled.

Goal 2

Determine updated Housing capital planning funding model based on lower projected occupancy.

- ◆ Update working assumptions for model in Fall 2022.
- ◆ Review and update information with Executive Team and Associate Vice Chancellor in Spring 2023.
 - » The Executive Director has met with the Associate Vice Chancellor for Student Affairs and the Director of Auxiliaries, Health and Wellbeing. Additional meetings will be forthcoming as new information is obtained from a variety of sources.
- ◆ Incorporate Ikenberry Facilities Plan with finalized information into funding model in Summer 2023.
 - » The final Ikenberry Facilities Plan will be received in July/August 2023. Once received, review will occur as outlined above.

Goal 3

Continue the department's work in responding to Housing's Culture and Climate assessment.

- ◆ Develop strategic action plan utilizing information gathered in the Culture and Climate assessment process in Fall 2023.
 - » The Culture and Climate plan has been discussed and reviewed several times with the Executive Team and the broader leadership group. Presentations have been shared related to Racism Untaught, and we have identified four commitment statements to guide our work moving forward.
- ◆ Launch prioritized items from the action plan in Fall 2023.
 - » Once the plan is finalized in Fall 2023, prioritized initiatives will be developed and implemented.

FOR 2023 – 2024

Goal 1

Review, implement and share recommendations from the Residential Life and Family & Graduate Housing External Review final report with respective staff teams and stakeholders.

Goal 2

Review, implement and share recommendations from the Ikenberry Common Strategic Plan with respective staff teams and stakeholders.

Goal 3

Update capital planning funding model based on 5 – 10-year occupancy projections, increased deferred maintenance projects and debt capacity.

Goal 4

Update the University Housing strategic plan with assistance from departmental staff to reflect updates to the University and Student Affairs strategic plans.

Goal 5

Continue the department's work in responding to the Culture and Climate assessment.



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