



Memorandum

Deputy Provost (Student Life and Learning)

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TO: Senate

FROM: Morton J, Mendelson, Deputy Provost (Student Life and Learning)
Michael Porritt, Executive Director, Residence and Student Housing

SUBJECT: **Presentation on Residences**

DATE: September 8, 2010

DOCUMENT #: D10-05

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE: Presentation from Residences and Student Housing regarding the unit and its role as an academic support unit with intentional learning initiatives at McGill University.

BACKGROUND & RATIONALE: Residences and Student Housing (RSH) is a self-financed unit of Student Life and Learning. Providing residence space to over 3000 students at the Macdonald and Downtown campuses, RSH is undergoing significant transitions and reorganization under new leadership. This effort includes: the creation of a Strategic Plan, Vision and Mission statements, and a five-year plan for attacking the deferred maintenance backlog in residences; the expansion of RSH involvement in academic support initiatives within residences and on campus; the separation of all campus food services into a separate unit; and the absorption of McGill Special Events and Conferences into the RSH portfolio.

The presentation focuses on a summary of these initiatives and on the continued effort to seek and promote partnerships on campus with academic and other support units.

MOTION OR RESOLUTION FOR APPROVAL: N/A

PRIOR CONSULTATION: Senate Committee on Physical Development
Building and Property Committee of the Board of Governors.

NEXT STEPS: N/A

APPENDICES: Appendix A: The Executive Summary of the RSH Strategic Plan
Appendix B: RSH Vision and Mission statements

Executive Summary

Strategic Plan for Residences and Student Housing - 2010

Over the past six years Residences and Student Housing has added 1000+ spaces for students. The Residence network is expanding to MacDonald Campus and potential purchases will add extra spaces for undergraduate and graduate students.

In addition, major changes in the RSH operations are happening. For example, the Food Services separation in April 2009, which left the need for new organizational structure and a more focused vision.

The key elements of this Strategic Plan will grow on continuous self-examination and review to keep up with the ever changing clientele and their needs; evolving at the same time with Student Life and Learning at McGill University.

The commitment to provide ideas from stakeholders (Hall and Staff teams) is invaluable not only for their feedback to improve the Strategic Plan, but also for the increased communication throughout our organization.

Values

RSH values are in tune with those of the Student Life and Learning group. Rule #1: **Respect**, to have and teach respect to students will be the foundation where successful and positive **Inclusive Communities** will be built, maintaining **Integrity** between our words and actions and transparency in our operations to strengthen the trust from students and staff. RSH system will also keep in mind the **Sustainability**, being environmental or in the business aspect to reduce damaging impact for the earth and our organization. Residences and Student Housing is devoted to **Students** and providing the best **Service** we can, nurturing at the same time in students the value of giving back to those who need it most.

Taking advantage of the **Collaboration and Connection to the Rest of McGill and Montreal**, RSH will be able to broaden the conferencing and event planning operations, which will help Residences with an extra source of income and the University in providing extra space for events.

In order to achieve our goals, **Accountability** is essential; everyone involved in the functioning of RSH will be engaged in evaluations to secure optimal results.

Focus Areas

Our values will be exercised in the following focus areas: **Sustainability**, to have a strong organization that shows leadership in the personal and organizational levels. In order to achieve this, it is important to re-evaluate projects and start the process of **Facility Renewal** to improve students' living space. Budgets need to be established to develop facilities and other sectors of RSH. The current internal audit will help **Restructure the Financial system**.

Being one of the best public Universities in the world, communication and community building is an important part of this institution; which is why **Intentional Academic Connections and Integration with other units of McGill University** will be encouraged to connect our students with the rest of campus. **Residence Life** will be a

team with an integrated system approach that will welcome and support students to provide the best experience possible.

Once the academic year is over, RSH plays home to tourists, researchers, students and professors and hosts several events throughout the summer. Residences will generate a business plan to maximize revenue providing high standard service to establish a returning clientele. In the area of **Summer Business and non-rent Revenue Generation** Residences will seek to contribute to the University by increasing conference and event planning.

As a final focus area, given the separation with Food Services and the growing speed of this department, RSH is paying close attention to **Re-organizing** the operation and working with **Human Resources** by creating, altering and/or deleting positions to match current needs.

Next steps

- Participate in the ACUHO-I Benchmarking Survey.
- Develop an internal and external communication strategy.
- Charge a committee to develop a Vision and Mission statement for RSH.
- Identify performance indicators for success, develop measurable goals and objectives and create an action plan.
- Assign responsibility for putting into action what needs to be done to meet the goals and objectives.
- Assess the progress.

All of Residence and Student Housing aspirations, goals and objectives will be met by proper communication through our organization and hard work. RSH will create a system that is a proud and contributing part to this institution and one that leads the profession in Canada and beyond.

Vision Statement:

We are committed to facilitating life learning for all members of the residence community in keeping with our core values:

- Respect
- Inclusive Communities
- Integrity
- Sustainability
- Student Centred
- Service
- Collaboration and Connection to McGill and Montreal
- Accountability

Mission Statement:

We continuously develop a safe home and nurturing community for our students through the following means:

- Keeping the value of Respect, for ourselves, others and the physical environment, as our cornerstone
- Making environmentally and economically sustainable choices
- Being responsive to student needs
- Maintaining open lines of communication
- Supporting collaborative decision-making
- Working together to provide a comfortable, clean and secure environment
- Keeping current with developing technology and practices
- Continuing to develop our knowledge and skills
- Encouraging and supporting student initiatives
- Maintaining integrity and accountability
- Thinking critically about what we do and having the courage to change
- Honoring our rich history and strong residence tradition

Special Events and Conferences is a unit within Residences and Student Housing. This operation supports our residence community directly through its revenue generation which reduces student fees. Indirectly, Special Events and Conferences serve the university community and beyond by providing outstanding event services within the residences and around the campus of McGill University.