

HOUSING & RESIDENCE LIFE

STRATEGIC PLAN

2026 – 2030

Success Lives Here



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| Mission

Success Lives *Here.*

Housing and Residence Life at George Mason University provides a safe inclusive community-oriented environment that supports academic excellence, fosters personal growth and champions the well-being of residents, through collaboration and intentional programming, to ensure their success at Mason and beyond.

6,000 residents live on George Mason University campus . Housing and Residence Life, a University Life unit, provides unique living opportunities in a variety of residential settings, from traditional residence halls to Residential Learning Communities centered around academic or issue-oriented topics. Professional and student staff work to ensure safe, engaging, and nurturing living environments.

Housing and Residence Life promotes student success and encourages engagement with the community; our residents have a sense of belonging from the start. Staff are always available to answer questions and address concerns, and to ensure the safety of all our residents.

#ALLTOGETHERDIFFERENT

Message From Our Chief Housing Officer

The Housing and Residence Life Strategic Plan serves as a guide for how the department will continue improving the residential experience for students at George Mason University. Built around the goal of creating safe, welcoming, and student-focused communities, the plan outlines key priorities and areas of growth for the coming years.

The plan focuses on five main areas: making housing processes easier to understand and access, supporting staff and student leaders, planning for future housing growth, improving collaboration and communication across departments, and creating meaningful experiences that help students feel connected and supported. Together, these priorities reflect Housing and Residence Life's commitment to meeting students' needs while continuing to strengthen services, programs, and operations.



The strategic plan also highlights the importance of adaptability and continuous improvement. Through student feedback, assessment, and collaboration across campus partners, Housing and Residence Life will continue evaluating its programs and services to better support student success and enhance the residential experience. The department aims to create communities that encourage involvement, personal growth, and a strong sense of belonging for all residents.

In addition, the plan emphasizes responsible growth, facility improvements, and the effective use of resources to support both current and future students. By aligning departmental goals with the broader mission of the university, Housing and Residence Life will continue working to provide a positive and supportive living environment for the Mason community.

Overall, this strategic plan provides a clear path forward for Housing and Residence Life as it works to build strong residential communities where students can live, learn, and succeed at George Mason University.

Dr. Shannon Jordan

Associate Dean and Chief Housing Officer
George Mason University

| Our Goals



01

Goal 1

Enhance accessibility and transparency in housing and staffing to foster safe, inclusive residential communities.



02

Goal 2

Enhance leadership and management to build staff competency and well-being.



03

Goal 3

Create and implement a housing growth plan to enhance facilities, campus growth, and sustainability.



04

Goal 4

Strengthen collaboration and partnerships to enhance communication, data-driven decisions, and operational effectiveness.



05

Goal 5

Enhance student learning and development by increasing resident satisfaction and engagement to support their personal growth and academic success.



Section I: Residential Services

To Be Completed By: **Fall 2026**



Initiative 1

Assessment Planning:

- **Outcome:** By the end of Fall 2026, HRL will have a completed assessment calendar, which includes assessment conducted by RLCs and other HRL units.
- **Deliverable:** Completed assessment calendar that is available for HRL viewing (Fall 26)



Initiative 2

Values Alignment:

- **Outcome:** By the end of Spring 26, HRL will collaborate with UL MarComm to update the values plan that was created in Fall 24 to align with a new HRL strategic plan.
- **Deliverable:** Provide final drafted strategic plan to UL MarComm (Fall 25); Design new values plan (Spring 26); Have new values reflected on website and other materials (Fall 26)



To be Completed By: **Fall 2027**



Initiative 3

Marketing Updates:

- **Outcome:** By Fall 2027, Residential Services will have removed all outdated photos from marketing materials and website and replaced with new images.
- **Deliverable:** Conduct a website audit for old marketing materials/photos (Fall 2026); replace old/outdated materials (Spring 2027); complete second audit (Fall 2027)



Initiative 4

Transparency Improvements:

- **Outcome:** Increase transparency about on campus housing that results in a 15% reduction in requests for room specific information.
- **Deliverable:** Examine current trends based on data in Salesforce dashboards (Fall 2026); develop recommendations for improvement (Spring 2027); implement



Initiative 5

Partnership Growth:

- **Outcome:** By Fall 2027, Summer Ops will have signed 10 intern housing groups and will break \$2 million in revenue by Fall 2028
- **Deliverable:** Assess internship group satisfaction (Summer 2026); Research local businesses that offer internships (Fall 2026); Monitor intern groups w/ agreements (Spring 2027); Assess why some groups didn't choose to send interns to Mason Housing (Fall 2027)



To be Completed By: Fall 2027



Initiative 6

Survey Engagement:

- **Outcome:** By Fall 2027, Summer Ops will have received a 25% response rate to our Summer Guest Satisfaction Survey .
- **Deliverable:** Examine Summer Ops assessment for changes (Fall 26); benchmark assessment efforts at other institutions (Fall 26); determine best practices for boosting participation (Spring 27); launch revamped survey and tactics (Summer 27)



Initiative 7

Reporting & Data Sharing:

- **Outcome:** By Fall 2027, Res Services will create and implement a new weekly report with Admissions for new incoming first-year students
- **Deliverable:** A completed report that reflects the number of students who have completed a housing application and other data points that inform Res Services and Undergraduate Admissions. This includes identify the date upon which the report will be sent.



Initiative 8

Application Process Improvements:

- **Outcome:** By Fall 2027, Res Services will update the first-year hold process (students who fail to complete an application or exemption), reducing the percentage of first-year students who fail to complete the process by at least 5% each fall
- **Deliverable:** During AY 26-27, Res Services will produce a proposal that will work towards meeting this goal for Associate Dean/CHO review. The approved process will be implemented in time for the AY 27-28 application's opening.

To be Completed By: Fall 2027



Initiative 9

Service Integration:

- **Outcome:** Further integrate with Mason Student Services Center's one-stop-shop customer service structure and establish a strong collaborative relationship between HRL and MSSC staff while maintaining expected levels of customer service for guests.
- **Deliverable:** Establish bi-weekly meetings with MSSC to discuss performance (Fall 27); utilize Salesforce dashboards to monitor response times and data trends (Fall 27) participation (Spring 27); launch revamped survey and tactics (Summer 27)

To be Completed By: Spring 2027



Initiative 10

Satisfaction Analysis:

- **Outcome:** Assess areas with highest levels of student dissatisfaction to understand the satisfaction landscape of residential students.
- **Deliverable:** Identify areas of highest dissatisfaction and establish baselines as part of Skyfactor 27 residential student assessment.



To be Completed By: Fall 2028



Initiative 11

Virtual Tours:

- **Outcome:** By Fall 2028, Res Services will have a virtual tour of every room style available online
- **Deliverable:** Completed virtual tours.



Initiative 12

Tour Access:

- **Outcome:** Create full housing tour options for first-year traditional and suite style and upper-level suite and apartment style options in-person and online.
- **Deliverable:** Deliverable: Prospective students and families will be able to take in-person room tours of all room styles and/or online room tours on the GMU website.

To be Completed By: Spring 2028



Initiative 13

Transfer Growth:

- **Outcome:** Improve the transfer student experience and increase transfer student population by 15%.
- **Deliverable:** Partnerships with ADVANCE and assessment on transfer student needs (Fall 2027), Assess the need or desire for RLC for transfer students (AY 26-27) with potential implementation for AY 28-29, examine admissions event tabling or presentation opportunities (Fall 26), create assessment that sees if efforts have been meeting transfer student needs (Spring 28))

To be Completed By: Fall 2029



Initiative 14

Assessment Strategy:

- **Outcome:** By Fall 2029, HRL should be utilizing evidence-based solutions approach for HRL processes, including training staff on assessment.
- **Deliverable:** Assessment bootcamps for professional staff, align assessment standards with UL and university, examine current processes for failures to compile, make adjustments to processes, and implement new processes.



Initiative 15

Service Standardization:

- **Outcome:** Standardize and expand customer service experience for all HRL guests through pro-staff and student staff training, increased customer service assessment opportunities, and standardized communication.
- **Deliverable:** Create standardized communications from the front desk to students. Implement staff trainings focused on customer service for desk staff







▼ Section 2: Residence Life

To Be Completed By: **Fall 2026**



Initiative 1

Staff Residency Alignment:

- **Outcome:** During AY25/26, a shift will occur and more HRL Community Director staff will live in the communities they oversee
- **Deliverable:** Changes to the model were made for AY 25-26. Conduct assessment of staff satisfaction (Spring 26) and adjust model accordingly. Lack of increase in CDs living outside of their communities



To Be Completed By: **Fall 2027**



Initiative 2

Assessment Strategy:

- **Outcome:** By the end of Fall 2026, HRL should have a completed assessment calendar, which includes assessment conducted by RLCs and other HRL units.
- **Deliverable:** Completed assessment calendar that is available for HRL viewing (Fall 26)



Initiative 3

Values Alignment:

- **Outcome:** By the end of Spring 26, HRL will collaborate with UL MarComm to update the values plan that was created in Fall 24 to align with a new HRL strategic plan.
- **Deliverable:** Provide final drafted strategic plan to UL MarComm (Fall 25); Design new values plan (Spring 26); Have new values reflected on website and other materials (Fall 26)



To be Completed By: **Spring 2027**



Initiative 4

Staff Feedback & Culture:

- **Outcome:** Establish quarterly feedback sessions between staff and leadership focused on departmental culture and workplace experience, with at least 70% of staff participation, to be facilitated by neutral staff or trusted outside individuals by Spring 2026.
- **Deliverable:** Work with UL HR to explore resources to monitor/lead discussions between staff and RL leadership (Fall 26); set feedback sessions (Spring 27); assess effectiveness of feedback sessions (Summer 27).



Initiative 5

Facilities Collaboration:

- **Outcome:** By the end of AY 26-27, a joint HRL-Facilities task force will be implemented to address student concerns proactively.
- **Deliverable:** Designate team members (Fall 26); Designate team members (Spring 27); Set meeting schedule (Fall 27).

To be Completed By: **Summer 2027**



Initiative 6

Staff Well-Being & Retention:

- **Outcome:** ResLife leadership will be meeting with CDs to better understand burnout and provide tangential opportunities to reduce these feelings amongst staff.
- **Deliverable:** Create qualitative feedback groups to identify themes leading to burn out (Fall 26); RL leadership review themes and design response (Spring 27).

To be Completed By: **Fall 2028**



Initiative 7

Upper-Level Engagement Model:

- **Outcome:** By the end of Spring 2027, a new engagement model that addresses the needs of upper level and graduate students will be produced, taking into account programs, engagement strategies, and further incorporating Beacon Hall into Residence Life.
- **Deliverable:** Establish a working group to examine existing data and engage residents (focus groups) to identify engagement strategies (Fall 2026). Create a proposal for review (Spring 2027). Include modules for summer training and execution (Fall 2027). Assess

To be Completed By: **Fall 2029**



Initiative 8

Engagement Assessment Model:

- **Outcome:** By the end of Spring 2027, a newly developed programming model will be created, taking into account quantitative feedback from residents on desired areas of engagement.
- **Deliverable:** Establish a work group to examine existing data and conduct benchmarking (Summer 26). Craft proposal for a new programming model (AY 26-27). Design training modules that align with new







Section 3:

Lead Team

To Be Completed By: **Fall 2027**



Initiative 1

Professional Development:

- **Outcome:** HRL will continue to encourage staff to serve on executive boards and present at conferences, while looking to increase the amount of conferences hosted on the Mason campus by 10%.
- **Deliverable:** Identify and publicize local presentation and leadership opportunities (Fall 26), Identify and publicize writing conference program proposals (Fall 26), establish guidelines for presenting at conferences (Spring 27), utilize annual evaluation process to encourage staff members for leadership positions (Fall 27)



To Be Completed By: **Spring 2027**



Initiative 2

Leadership Stability:

- **Outcome:** Stabilize Leadership to enhance collaboration and enhance growth opportunities for staff through increased cross-unit collaborative efforts and examining staff satisfaction through annual assessment.
- **Deliverable:** Create staff satisfaction assessment (Fall 26), Examine opportunities for cross unit collaboration (Spring 27), Send out staff satisfaction assessment (Spring 27), Establish satisfaction baseline



Initiative 3

Services Integration:

- **Outcome:** Improve integration with shared services (HRL/ITS) by having a designated liaison by Spring 27.
- **Deliverable:** HRL will work with shared services to evaluate work flow and demand (Fall 26); HRL and shared services units will draft MOU when needed to guide working relationship (Fall 26); HRL will work with shared services to identify if responsibilities need to shift or if staff changes are needed (Spring 27).



To be Completed By: **Spring 2028**



Initiative 4

Hybrid Work Alignment:

- **Outcome:** By the end of Spring 26, administrative staff should have a clear understanding of responsibilities and availability of hybrid work following Mason Student Services Center integration.
- **Deliverable:** Include telework/hybrid policies in HRL manual; ensure telework agreements are up to date; measure hybrid satisfaction as part of staff satisfaction assessment (Spring 2028).

To be Completed By: **Spring 2029**



Initiative 5

Staff Communication & Engagement:

- **Outcome:** Increase bottom to the top communication lines and opportunities that reduces friction between management levels, measurable increase of 25% in staff reporting positive perceptions of communication and recognition.
- **Deliverable:** Coordinate with HR to have trainings on how to evaluate staff members and supervisors and provide critical feedback (Fall 2026), Create listening sessions between HRL Leadership and staff/shared services (Spring 2027) , Include job retention based questions as part of annual evaluation process (Fall 2026) , Assess staff apprehension (Fall 2026), Establish annual staff satisfaction assessment during each Spring semester (Spring 2027).



To be Completed By: **Fall 2031**



Initiative 5

Cross-Unit Collaboration:

- **Outcome:** Continue to reduce silos between units leading to additional collaborative opportunities that increase staff satisfaction by 10%.
- **Deliverable:** Set supervisory expectations for collaboration and communication expectations when decisions can impact other units (Fall 26), sharing timelines on a broader scale to avoid process overlaps (Fall 26), assess HRL all staff meetings to ensure these are meeting their mark (Fall 2026), set unit wide expectations for staff involvement with process development and review (Spring 27)



Initiative 6

Housing Strategy Alignment:

- **Outcome:** Ensure representation on a university wide master housing plan that maintains a strategic approach to university housing growth.
- **Deliverable:** Representation on master housing plan (Fall 25); continued assessment for housing demand (Fall 2029)



Initiative 7

Strategic Partnerships:

- **Outcome:** Identify opportunities as part of the Student Journey process to inform and support sustainable housing growth across the university.
- **Deliverable:** Monitor UL unit goals to identify opportunities for HRL collaboration (Fall 27)







Section 4: Facilities

To be Completed By: **Fall 2026**



Initiative 1

Project Leadership Structure:

- **Outcome:** By the end of Fall 2025, the plan for designating project leads should be established. These leads will be responsible for oversight and ensuring adherence to deadlines.
- **Deliverable:** Assign project leads for each Facilities project to track progress and make sure deadlines are met.

To be Completed By: **Spring 2026**



Initiative 2

Project Planning & Tracking:

- **Outcome:** A document outlining facilities timelines and milestones for AY26-27 will be developed and ready by the end of Fall 2025, with confirmation in Spring 2026.
- **Deliverable:** Collect project information from Facilities teams and create a shared document that lists major projects, timelines, and milestones for AY26-27 (Spring 26). Review and confirm the document with Residence Life and Operations (Spring 2026). model (Spring 28) and make any necessary adjustments for AY 28-29.



To be Completed By: Summer 2026



Initiative 3

Facilities Communication:

- **Outcome:** Increase interactions between Residence Life and Mason Facilities
- **Deliverable:** Start monthly check-in meetings between Residence Life and Facilities to discuss maintenance concerns, upcoming projects, and ways to improve communication. Keep meeting notes and a shared list of action items.

To be Completed By: Fall 2027



Initiative 4

SLA Development:

- **Outcome:** Implement SLAs with Facilities to establish response times for common maintenance issues. SLAs should be established by the end of Spring 27.
- **Deliverable:** Designate group to create SLAs (Fall 26); Create SLAs outlining expectations (Spring 27); Assess whether SLAs are aligning with common maintenance issues (Fall 27)



Initiative 5

Facilities Systems:

- **Outcome:** By the end of Fall 2027, HRL and Mason Facilities will have worked collaboratively to identify a system that produces accurate quotes, project tracking, and billing for facilities projects.
- **Deliverable:** HRL Finance and Mason Facilities meet to determine system needs (Fall 26); Systems (both those already internal to Mason and external) will be reviewed (Fall 26); System will be selected (Spring 27); new system will be utilized (Fall 27)

To Be Completed By: **Fall 2028**



Initiative 6

Student Experience:

- **Outcome:** Ensure a student-centered approach to processes, timelines, and staffing. This should reflect a 15% increase in satisfaction on Skyfactor.
- **Deliverable:** Work with RHA and Staff Council to review all processes, timeline, and staffing (AY 26-27). Create proposal for recommendations (Spring 27). Implement approved changes (Fall 27). Assess satisfaction (AY 27-28) and make necessary corrections (Fall 28).

To Be Completed By: **Fall 2029**



Initiative 7

Service Standards:

- **Outcome:** Standardize and expand customer service experience for all HRL guests through pro-staff and student staff trainings, increased customer service assessment opportunities, and standardized communication.
- **Deliverable:** Create standardized communications from the front desk to students. Implement staff trainings focused on customer service for desk staff (AY 27-28) and make necessary corrections (Fall 28).



To Be Completed By: **Fall 2030**



Initiative 8

Facility Upgrades & Renewal:

- **Outcome:** Address modern concerns in old spaces.
- **Deliverable:** Review major maintenance projects to ensure furniture and flooring are regularly updated. Consider publishing the schedule with a strategic plan for transparency. Based off student feedback: Updates to buildings - furniture, flooring, etc. Eisenhower rebuild.







▼ Section 5:

Housekeeping

To be Completed By: **Fall 2026**



Initiative 1

Meeting Cadence & Coordination:

- **Outcome:** By the end of Fall 2026, a process restructure will be implemented to set regular meeting cadence for neighborhood meetings, and a proactive approach to meeting planning that includes facilities and housekeeping will take place to allow for advance team discussions
- **Deliverable:** Determine meeting attendance and cadence (Spring 26); Ensure proper meeting cadence through invites (Fall 26)



Initiative 2

Cross-Unit Meeting Alignment:

- **Outcome:** Increasing meetings with Res life (Summer team) and Facilities.
- **Deliverable:** Review who should be in meeting attendance and establish a weekly meeting schedule that begins in October with housing facilities and housekeeping teams to ensure that we are on same page for summer school, Interns and conference buildings turnover (Fall 26). Meeting cadence will be agreed upon by all units.

To be Completed By: **Fall 2027**



Initiative 3

Sustainable Housekeeping:

- **Outcome:** The housekeeping team will keep buildings clean, organized, and eco-friendly by using smart and sustainable practices. Better systems and planning help the team work efficiently and support housing growth.
- **Deliverable:** Check-ins with teams, time to completion reduction, assess student satisfaction with cleanliness.

To be Completed By: Spring 2027



Initiative 4

Workforce Development:

- **Outcome:** The housekeeping team builds skills and stays motivated through good training, support, and recognition. Strong leadership and teamwork help everyone do their best and keep high cleaning standards.
- **Deliverable:** Implementation of training (Fall 26); conduct assessment of skill knowledge (Spring 27)

To be Completed By: Spring 2028



Initiative 5

Training & Skill Building:

- **Outcome:** Improve efficiency in managing housekeeping work orders by reducing work order completion time by 25% and decreasing Salesforce case volume related to housekeeping issues by 30%.
- **Deliverable:** Separate facilities and housekeeping requests (Fall 27); create Salesforce dashboard that tracks housekeeping requests (Spring 28)





Section 6: Students

To be Completed By: Spring 2026



Initiative 1

Student Engagement:

- **Outcome:** Quarterly forums will be held with residents focused on housing and facility-related topics. These will occur during AY 25-26
- **Deliverable:** Create a student led body that can facilitate, monitor, schedule and manage these forums, similar if not like to an RHA chapter (see UMD as reference).

To be Completed By: Spring 2028



Initiative 2

Student–Staff Connection:

- **Outcome:** Improve the connection between students and CDs and information, resulting in a 15% satisfaction of residential students
- **Deliverable:** Coordinate semester meetings between RHA and CD representatives to explore connection concerns (Fall 25); utilize Skyfactor to identify weak connection points (Spring 26); increase CD open office hours (Fall 25); implement changes as indicated by Skyfactor analysis (Fall 27); conduct assessment to determine if changes have resulted in satisfaction change (Spring 28)





Appendix

2026–2031	Residential Services		2026–2031
Semester	Year	Outcome	Deliverable
Fall	2026	By the end of Spring 2026, HRL will collaborate with UL MarComm to update the values plan that was created in Fall 2024 to align with a new HRL strategic plan.	Provide final drafted strategic plan to UL MarComm (Fall 25); Design new values plan (Spring 26); Have new values reflected on website and other materials (Fall 26).
Fall	2027	By Fall 2027, Residential Services will have removed all outdated photos from marketing materials and website and replaced them with new images.	Conduct a website audit for old marketing materials/photos (Fall 2026); replace old/outdated materials (Spring 2027); complete second audit (Fall 2027).
		Increase transparency about on-campus housing that results in a 15% reduction in requests for room-specific information.	Examine current trends based on data in Salesforce dashboards (Fall 2026); develop recommendations for improvement (Spring 2027); implement recommendations.
			Assess internship group satisfaction (Summer 2026); research local businesses that offer internships (Fall 2026); monitor intern groups with agreements (Spring 2027); assess why some groups did not choose Mason Housing (Fall 2027).
		By Fall 2027, Summer Ops will have received a 25% response rate to the Summer Guest Satisfaction Survey.	Examine Summer Ops assessment for changes (Fall 2026); benchmark assessment efforts at other institutions (Fall 2026); determine best practices for boosting participation (Spring 2027); launch revamped survey and tactics (Summer 2027).
		By Fall 2027, Res Services will create and implement a new weekly report with Admissions for new incoming first-year students.	A completed report that reflects the number of students who have completed a housing application and other data points that inform Res Services and Undergraduate Admissions, including the date upon which the report will be sent.
		By Fall 2027, Res Services will update the first-year hold process, reducing the percentage of first-year students who fail to complete the process by at least 5% each fall.	During AY 26–27, Res Services will produce a proposal for Associate Dean/CHO review. The approved process will be implemented in time for the AY 27–28 application opening.
		Further integrate with Mason Student Services Center’s one-stop-shop customer service structure and establish a strong collaborative relationship between HRL and MSSC staff while maintaining expected levels of customer service.	Establish bi-weekly meetings with MSSC to discuss performance (Fall 27); utilize Salesforce dashboards to monitor response times and data trends (Fall 27).
Spring	2028	Student housing/facilities Improve the transfer student experience and increase transfer student population by 15%.	Partnerships with ADVANCE and assessment on transfer student needs (Fall 2027); assess the need or desire for an RLC for transfer students (AY 26–27); examine admissions event tabling or presentation opportunities (Fall 2026); create assessment to determine if efforts are meeting transfer student needs (Spring 2028).
Fall	2028	By Fall 2028, Res Services will have a virtual tour of every room style available online.	Completed virtual tours.
		Create full housing tour options for first-year traditional and suite-style and upper-level suite and apartment-style options in-person and online.	Prospective students and families will be able to take in-person room tours of all room styles and/or online room tours on the GMU website.
Fall	2029	By Fall 2029, HRL should be utilizing an evidence-based solutions approach for HRL processes, including training staff on assessment.	Assessment bootcamps for professional staff; align assessment standards with UL and the university; examine current processes for failures to compile; make adjustments to processes; implement new processes.

2026–2031	Residence Life		2026–2031
Semester	Year	Outcome	Deliverable
Fall	2026	During AY 25–26, a shift will occur and more HRL Community Director staff will live in the communities they oversee.	Changes to the model were made for AY 25–26. Conduct assessment of staff satisfaction (Spring 26) and adjust model accordingly. Lack of increase in CDs living outside of their communities.
Spring	2027	Assess areas with the highest levels of student dissatisfaction to understand the satisfaction landscape of residential students.	Identify areas of highest dissatisfaction and establish baselines as part of the Skyfactor 2027 residential student assessment.
		Establish quarterly feedback sessions between staff and leadership focused on departmental culture and workplace experience, with at least 70% staff participation.	Work with UL HR to explore resources to monitor and facilitate discussions between staff and Residential Life leadership (Fall 26); set feedback sessions (Spring 27); assess effectiveness of feedback sessions (Summer 27).
Summer	2027	Residential Life leadership will meet with Community Directors to better understand burnout and provide opportunities to reduce burnout among staff.	Create qualitative feedback groups to identify themes leading to burnout (Fall 26); Residential Life leadership reviews themes and designs response strategies (Spring 27).
Fall	2027	By the end of AY 26–27, a joint HRL–Facilities task force will be implemented to proactively address student concerns.	Designate team members (Fall 26 and Spring 27); establish a meeting schedule (Fall 27).
Fall	2028	By the end of Spring 2027, a new engagement model that addresses the needs of upper-level and graduate students will be produced, taking into account programs, engagement strategies, and further incorporation of Beacon Hall into Residence Life.	Establish a working group to examine existing data and engage residents through focus groups (Fall 26); create proposal for review (Spring 27); include modules for summer training and execution (Fall 27); assess model effectiveness.
Fall	2029	By the end of Spring 2027, a newly developed programming model will be created, taking into account quantitative feedback from residents on desired areas of engagement.	Establish a work group to examine existing data and conduct benchmarking (Summer 26); craft proposal for a new programming model (AY 26–27); design training modules aligned with the new model.

2026–2031		Lead Team	2026–2031
Semester	Year	Outcome	Deliverable
Fall	2026	By the end of Fall 2026, HRL will have a completed assessment calendar that includes assessment conducted by RLCs and other HRL units.	Completed assessment calendar that is available for HRL viewing (Fall 26).
		By the end of Spring 2026, HRL will collaborate with UL MarComm to update the values plan created in Fall 2024 to align with the new HRL strategic plan.	Provide final drafted strategic plan to UL MarComm (Fall 25); design new values plan (Spring 26); have new values reflected on website and other materials (Fall 26).
Fall	2027	HRL will continue to encourage staff to serve on executive boards and present at conferences while increasing the number of conferences hosted on Mason’s campus by 10%.	Identify and publicize local presentation and leadership opportunities (Fall 26); identify and publicize conference proposal opportunities (Fall 26); establish guidelines for presenting at conferences (Spring 27); utilize annual evaluations to encourage leadership involvement (Fall 27).
Spring	2027	Stabilize leadership to enhance collaboration and growth opportunities for staff through increased cross-unit collaboration and annual staff satisfaction assessment.	Create staff satisfaction assessment (Fall 26); examine opportunities for cross-unit collaboration (Spring 27); administer staff satisfaction assessment (Spring 27); establish satisfaction baseline.
		Improve integration with shared services (HRL/ITS) by having a designated liaison.	Evaluate workflow and demand with shared services (Fall 26); draft MOUs where needed (Fall 26); determine whether responsibilities or staffing should shift (Spring 27).
Spring	2028	Administrative staff will have a clear understanding of responsibilities and hybrid work expectations following MSSC integration.	Include telework and hybrid policies in the HRL manual; ensure telework agreements are current; measure hybrid-work satisfaction through staff satisfaction assessment (Spring 2028).
Spring	2029	Increase bottom-up communication and engagement opportunities, resulting in a 25% increase in positive staff perceptions of communication and recognition.	Coordinate supervisor evaluation and feedback trainings (Fall 26); create listening sessions between leadership and staff (Spring 27); include retention questions in evaluations (Fall 26); assess staff apprehension (Fall 26); establish annual staff satisfaction assessments (Spring 27).
Fall	2031	Reduce silos between units and increase collaborative opportunities that improve staff satisfaction by 10%.	Establish supervisory expectations for collaboration (Fall 26); share timelines broadly to avoid overlaps (Fall 26); assess effectiveness of HRL all-staff meetings (Fall 26); establish expectations for staff involvement in process development and review (Spring 27).
		Ensure representation on a university-wide master housing plan that maintains a strategic approach to university housing growth.	Representation on master housing plan (Fall 25); continued assessment of housing demand (Fall 2029).
		Identify opportunities through the Student Journey process to support sustainable housing growth across the university.	Monitor University Life unit goals to identify opportunities for HRL collaboration (Fall 27).

2026–2031		Facilities	2026–2031
Semester	Year	Outcome	Deliverable
Spring	2026	A document outlining facilities timelines and milestones for AY 26–27 will be developed and ready by the end of Fall 2025, with confirmation in Spring 2026.	Collect project information from Facilities teams and create a shared document listing major projects, timelines, and milestones for AY 26–27. Review and confirm the document with Residence Life and Operations.
Summer	2026	Increase interactions between Residence Life and Mason Facilities.	Start monthly check-in meetings between Residence Life and Facilities to discuss maintenance concerns, upcoming projects, and communication improvements. Maintain meeting notes and action items.
Fall	2026	By the end of Fall 2025, the plan for designating project leads will be established to ensure project oversight and adherence to deadlines.	Assign project leads for each Facilities project to track progress and ensure deadlines are met.
Fall	2027	Implement Service Level Agreements (SLAs) with Facilities to establish response times for common maintenance issues.	Designate a group to create SLAs (Fall 26); create SLAs outlining expectations (Spring 27); assess whether SLAs align with common maintenance issues (Fall 27).
		By the end of Fall 2027, HRL and Mason Facilities will collaboratively identify a system that produces accurate quotes, project tracking, and billing for facilities projects.	HRL Finance and Mason Facilities determine system needs (Fall 26); review internal and external systems (Fall 26); select system (Spring 27); implement system (Fall 27).
Fall	2028	Ensure a student-centered approach to processes, timelines, and staffing, resulting in a 15% increase in satisfaction on Skyfactor.	Work with RHA and Staff Council to review processes, timelines, and staffing (AY 26–27); create proposal for recommendations (Spring 27); implement approved changes (Fall 27); assess satisfaction and make adjustments (AY 27–28 and Fall 28).
Fall	2029	Standardize and expand customer service experiences for all HRL guests through staff training, assessment, and standardized communication.	Create standardized communications from the front desk to students; implement customer-service training for desk staff (AY 27–28); make necessary corrections (Fall 28).
Fall	2030	Address modern concerns in older residential spaces.	Review major maintenance projects to ensure furniture and flooring are updated regularly; consider publishing project schedules for transparency; address student feedback regar

2026–2031		Housekeeping	2026–2031
Semester	Year	Outcome	Deliverable
Fall	2026	By the end of Fall 2026, a process restructure will be implemented to establish a regular meeting cadence for neighborhood meetings and create a proactive approach to meeting planning that includes Facilities and Housekeeping.	Determine meeting attendance and cadence (Spring 26); ensure proper meeting cadence through scheduled meetings and invites (Fall 26).
		Increase meetings and coordination between Residential Life (Summer Team), Facilities, and Housekeeping.	Review meeting attendance needs and establish a weekly meeting schedule beginning in Fall 2026 to coordinate summer school, intern housing, conference housing, and building turnover operations. Meeting cadence will be agreed upon by all units.

Fall	2027	The Housekeeping team will maintain clean, organized, and environmentally responsible residential spaces through sustainable practices, improved systems, and strategic planning that supports housing growth.	Conduct regular team check-ins, reduce completion times, and assess student satisfaction with cleanliness.
Spring	2027	The Housekeeping team will build skills and remain motivated through training, support, recognition, leadership, and teamwork while maintaining high cleaning standards.	
Spring	2028	Improve efficiency in managing housekeeping work orders by reducing work-order completion time by 25% and decreasing Salesforce case volume related to housekeeping issues by 30%.	

2026–2031	Students		2026–2031
Semester	Year	Outcome	Deliverable
Spring	2026	Quarterly forums will be held with residents focused on housing and facility-related topics during AY 25–26.	Create a student-led body that can facilitate, monitor, schedule, and manage these forums, similar to an RHA chapter model.
Spring	2028	Improve the connection between students and Community Directors and increase residential student satisfaction by 15%.	Coordinate semester meetings between RHA and CD representatives to explore connection concerns (Fall 25); utilize Skyfactor to identify weak connection points (Spring 26); increase CD open office hours (Fall 25); implement changes indicated by Skyfactor analysis (Fall 27); conduct assessment to determine whether changes resulted in increased satisfaction (Spring 28).