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**HOUSING AND RESIDENCE LIFE  
PROGRAM NARRATIVE  
DIVISION OF STUDENT SUCCESS  
SUMMER 2021**

UNIVERSITY OF  
**Nebraska**  
Omaha



**TABLE OF CONTENTS**

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Table of Contents ..... 1

Introduction ..... 2

History of Housing and Residence Life at UNO ..... 4

Executive Summary of Recommendations ..... 13

Program Overview ..... 17

Department Organization Chart ..... 21

Assessment Agenda ..... 22

## INTRODUCTION

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This self-study of Housing and Residence Life (HRL) at the University of Nebraska at Omaha (UNO) has been completed during the spring 2021 academic semester as a part of a three-year cycle of assessment of our departmental alignment with the Council for the Advancement of Standards (CAS) in Higher Education.

HRL operates as a part of the Division of Student Success at UNO. There are two managing organizations that operate housing at UNO. The department of HRL oversees and operates the housing on Dodge Campus, while Scott Residential Management, LLC (SRM) – a private partner – oversees and operates housing on the Scott Campus. While HRL and SRM partner successfully in myriad ways to provide a supportive housing experience for students living on both campuses, this self-study focuses primarily on the function and organization of HRL on Dodge Campus. Accordingly, the recommendations included in this self-study are primarily made for HRL on Dodge Campus (though may have the impact of strengthening the relationship between HRL and SRM and contributing to a more robust experience for all students living on campus).

This self-study has two components: the program narrative and self-assessment rubrics. The self-assessment rubrics exist as a separate document that complements this program narrative. The assessment rubric was prepared utilizing the professional standards put forward by CAS. In that separate document, each of the twelve standard areas have been reviewed, scored, and considered through the lens of continuous quality improvement. This self-study program narrative includes the following:

- ***Executive Summary of Recommendations*** – The executive summary provides a snapshot of the most pressing recommendations identified through the self-assessment process.
- ***Program Overview*** – The program overview highlights the operations of HRL, as well as historical and contextual information about the department as a part of the University.

- **Department Organization Chart** – The department organization chart outlines the staffing structure of HRL and its reporting line to University leadership.
- **Assessment Agenda** – The Assessment Agenda provides an overview of the different assessments, satisfaction surveys, and data gathered on behalf of the HRL to inform its operations.

This self-study was completed with the input of staff at every level of HRL. The evaluation team was comprised of the following members:

- Trent Fredericksen, Assistant Dean of Students (Director of Housing and Residence Life, Director of Conduct and Community Standards)
- Marshall Kole, Associate Director, Housing and Residence Life
- Chloé Smith, Assistant Director, Residence Life and Conduct
- Le Racha Simon, Residence Life Coordinator, Maverick Village
- Nicole Haley, Residence Life Coordinator, University Village
- Denise Wiczorek, Assistant Director, Business Operations
- Hayley Frazee, Housing Operations Coordinator
- Kevin Hovendick, Maintenance Manager
- Caitlin Gerdes, Resident Assistant

## **HISTORY OF HOUSING AND RESIDENCE LIFE AT UNO**

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Prior to 1999, UNO was entirely a commuter campus. In 1983, only around 7% of students came from high schools outside of the four-county metropolitan area. By fall of 1990, this had changed to 17% (as reported by attendees' ACT profiles).

On November 14, 1990, the UNO Student Housing Committee, consisting of faculty, staff, students, and community members and established by then Chancellor Del Weber, met for the very first time. Charged with developing recommendations for housing on campus, the committee was split into two subcommittees: the Living/Learning Environment subcommittee and the Fiscal/Physical Planning subcommittee.

The Living/Learning Environment subcommittee was charged with making recommendations on the accommodation types (dormitory, apartments, suite design, etc.), staffing, populations served (internationals, athletes, etc.), and the quality of life within the residence halls. This subcommittee penned the first mission statement of UH which read:

The University Housing Program exists as an integral part of the educational program and academic support services of the University in order to provide students with the option of a secure, quality, living/learning environment on campus or in close proximity to campus in which to reside while pursuing their studies. It is the mission of University Housing to provide reasonably priced living environments which are safe and secure, clean, attractive, and well maintained; to provide food services and related programs which include a variety of nutritious and pleasing meals in pleasant surroundings at a reasonable cost; to provide a learning environment with related programs and services which support the educational goals of students and the intuition; and to provide developmental and social opportunities for students (Student Housing Committee Final Report, 1991).

The Fiscal/Physical Planning Subcommittee was charged with making recommendations on the financing, logistics, and operation of the residence halls. This included present and future building sites, how many students should be accommodated, how many buildings were needed, room sizes, maintenance, security access, bonds vs. private development, and payment structure for room charges. This subcommittee spent much of its time attempting to determine a plan for construction of facilities at a cost that could keep rent charges low for students.

The chief concern raised by the committee in their final report dated October 1, 1991 was the cost of the project. They believed that before any decision regarding housing was made, it must address the financing structure and the potential impact in terms of cost to students. They also concluded that, from data and information collected, building housing at UNO could be accomplished by offering students attractive accommodations and meaningful programming opportunities.

In 1993, UNO commissioned MPC Associates, Inc. to begin a market study and feasibility assessment on behalf of the University, ultimately with the goal of developing a housing project either on campus or adjacent to campus solely for use of UNO students. As stated in the final report, the primary objectives for this project were to “quantify total student demand...identify housing preferences...develop a program for student housing and determine the financial feasibility of constructing new student housing” (MPC Associates, Inc., 1994, p. 3). Findings from MPC Associates stated that “market research confirmed that there is a very high level of interest among UNO students for housing, with younger, full time (17-19 years of age), in-coming, athletes, and international students exhibiting the highest level of interest” (MPC Associates, Inc., 1994, p. i). The final report recommended that, if UNO did proceed with building housing, they build between 600 – 840 beds to meet demand, and could meet a debt ratio of 1.25 or better by the fourth year of operation in order to make the project financially viable. The underlining question raised by

MPC Associates was that initial capital to build a residence hall would need to be identified since the project in its entirety could not be bonded if UNO wanted to meet the debt ratio needed.

UNO Administration determined not to take any further action regarding housing until they received approval on the concept of building housing from the Board of Regents. With the research from MPC Associates, Inc., they went to the Regents in 1995, and on June 10, received approval to pursue housing on campus.

### **The First Build – University Village (1999)**

Following Board of Regents approval, UNO Administration determined that the most feasible strategy in pursuing on campus housing was to seek proposals from outside private companies to build and operate a residence hall with little or no obligation to the University. In 1997, UNO requested proposals and received seven formal responses from various companies to build housing on campus through a land lease arrangement with the University. The proposal submitted by Century Development from Houston, Texas, a company who operated privatized housing at eighteen other colleges and universities, was selected. The University would have no financial obligation for housing and received 25% of net cash flows from the project. Century Development committed to building four person apartments with private bedrooms, furnished kitchen and living rooms, and two complete bathrooms per unit and would accommodate 576 students. They also would supply residence life staff, maintenance staff, and committed to keeping the property well maintained. This proposal was approved by the Board of Regents on January 17, 1998 and construction began that spring on what would be called University Village. University Village officially opened in the fall of 1999.

### **Continuing Developments – Scott Residence Hall (2000), Scott Village (2003)**

With the establishment of the Peter Kiewit Institute (PKI) on UNO's Scott Campus in 1997, it was quickly realized that students in the University of Nebraska Lincoln's College of Engineering and UNO's

College of Information Science and Technology needed living space on Scott Campus. The Suzanne and Walter Scott Foundation, who had led fundraising efforts for the establishment and building of PKI, generously entered into a land lease of forty years with the University to build a residence hall with space for 164 students. In this arrangement, it was the understanding that students receiving the Scott Scholarship, which supports room and board, would have priority for room spaces. This build would be considered suite style, with students still having their own bedrooms and shared common space, but did not plan for full kitchens in each unit. College Park Management (later purchased by American Campus Communities) was the contracted property manager by the Scott Foundation, to provide residence life, leasing, marketing, and general property management. Also, important to note is that this land lease deal brought about Scott Conference Center and the Scott Café, which established on-campus dining for any student, faculty, or staff member who wanted to purchase a meal plan. These actions were approved by the Board of Regents in 1999, and the 164-bed facility named Scott Residence Hall opened in fall of 2000.

As campus enrollment continued to increase and University Village and Scott Residence Hall continued to operate at capacity, the need for additional campus housing was realized. The Suzanne and Walter Scott Foundation again approached UNO leadership with the proposal of building more housing on Scott Campus. The proposal called for 480 more beds. Like University Village, the plan called for four-bedroom apartments with full kitchens, two bathrooms, living rooms, and single occupancy bedrooms. The Scott Foundation facilitated the construction of this new residential community through 2003 and in 2004, they sold it to UNO. UNO bonded \$16 million and entered into a deferred purchase price agreement where 60% of any free cash flow each year (money remaining after bond payments and expenses) would go to the Scott Foundation, and 40% would be retained by UNO for a period of 30 years. In addition, College Park Management would operate this build as they operated the adjacent Scott Residence Hall property. Scott Village opened in the fall of 2003.



## **University Operated Housing – Maverick Village (2008), Purchase of University Village (2009)**

In early 2006, to meet the continued demand for on campus housing, UNO leadership began the conversation about creating a housing department and begin building housing that would be both owned and operated by the University. As stated in the Board of Regents minutes from January 19, 2007, “by constructing and owning the project themselves, projections show that UNO can achieve greater returns and better control student life aspects” (University of Nebraska, 2007, Addendum X-B-9). The Board of Regents approved the programming statement and funding necessary to build a residential facility on the Dodge Campus adjacent to University Village, as well as a parking structure to serve both residential students and the campus community. Maverick Village, based largely on the building plans for Scott Village, opened in fall of 2008 for 380 students. Again, apartment style accommodations were chosen with four single occupancy bedrooms per apartment, two bathrooms, full kitchens, and shared living room space. With the addition of Maverick Village, UNO now had on-campus living space for approximately 11% of its total student population.

With the opening of Maverick Village, UNO hired a director of housing, business assistant, residence hall director, maintenance assistant, and a custodian. With this arrangement, beginning in August 2008, there were now three housing management groups on campus: UNO operated Maverick Village, Century Development operated University Village, and American Campus Communities operated Scott Hall and Scott Village. Each operation had its own application process, policies and procedures, housing contracts/leases, staff, and method of collecting rent. Meanwhile, changes in management of University Village were taking place. In 2006, Century Development was purchased by Campus Living Villages – meaning Campus Living Villages took over management of the University Village facility. This change of ownership did not impact UNO’s original agreement, which meant the Board of Regents retained

the right to purchase the University Village property. The Board exercised this right in September 2009 after UNO determined “that it is the best interests of the Board of Regents and its students to exercise this right” (University of Nebraska, 2009, Addendum IX-B-8). With the Board of Regents purchase, UNO took over the operation of University Village officially in April 2010. In addition, \$1.2 million was approved to make some much-needed facility improvements.

Another change in management occurred in 2009 when the Suzanne and Walter Scott Foundation determined it was in their best interests to create their own management company. In 2009, Scott Residential Management, LLC was developed to provide residential services to Scott Hall and Scott Village as well as catering and food service through the Scott Cafe and Conference Center.

### **Scott Court (2011), Scott Crossing (2017) and Future Considerations**

At the January 22, 2010 Board of Regents meeting, UNO again proposed to partner with the Scott Foundation to build another 480-bed facility on Scott Campus. Much like Maverick Village and Scott Village, each individual apartment had four private bedrooms, two baths, a living room, and a kitchen. The agreement was to be the same as the arrangement for Scott Village; UNO purchased the building, Scott Management operated the facility, and a deferred purchase agreement with a 60/40 split of free cash flow was established. This facility was named Scott Court and opened in fall of 2011.

In January of 2014, UNO engaged Hastings-Chivetta Architects to develop a housing master plan (see Appendix A) that would operate in conjunction with the 2013 UNO Campus Master Plan, evaluate current campus housing, assess current housing demand for both on and off campus housing, and develop a roadmap for future housing expansion and recommendations. Many of the recommendations suggested will be discussed throughout this report. In addition, this master plan has identified potential locations for future housing builds as well as target numbers as UNO continues to increase in enrollment.

Most of housing on campus is considered apartment style. UNO currently does not offer many varied options for students who might want a single apartment, double, etc. Although student satisfaction runs high and this type of living space is highly desirable, this style does not facilitate community interaction and may not always be appropriate for the development of our learning communities and student groups. The Housing Master Plan recommends that UNO develop greater diversity of housing options besides the typical four-person apartment.

These recommendations have been taken into consideration with the latest housing development. Scott Crossing, a 425-bed mixed use residence hall, was approved by the Board of Regents on June 12, 2015 and opened its doors in August 2017. It provides single, double, triple, and quad occupancy suites; some with full kitchens and some without.

UNO does not currently have designated housing for Fraternity and Sorority Life, International Students, Athletics, or similar groups and learning communities. While there has been work towards themed housing communities (Wellness, Service, and Global) as well as Learning Communities (Honors, Engineering, Business), largely groups of students self-select their living space and groups are scattered throughout the various options around campus. The Housing Master Plan recommends strategic placement of student groups to better encourage community, connection, and greater student satisfaction.

Currently, the total bed-count on campus is 2,513, providing the capacity to accommodate 16% of the current total UNO student population (see Table 1).

Table 1. Residence Hall Capacities

<b>Property Name</b>	<b>Number of Beds</b>	<b>Year Opened</b>	<b>Campus Location</b>
Maverick Village	386	2008	Dodge Campus
University Village	576	1999	Dodge Campus
Scott Court	480	2011	Scott Campus
Scott Crossing	425	2017	Scott Campus
Scott Residence Hall	136	2000	Scott Campus
Scott Village	480	2003	Scott Campus

## **Contemporary Considerations**

The evaluation team believes that any reading of this self-study should be informed by some contextual knowledge about a couple of contemporary issues which have had unexpected and significant impact on HRL's typical operations since September 2019.

First, beginning in fall 2019, HRL experienced a significant amount of turnover amongst its professional and student staff. The Residence Life team began the 2019-2020 academic year with three staff members – one Associate Director and two Residence Life Coordinators (RLC). The Associate Director and one of the RLCs left the department in September and October 2019, respectively. At the same time, HRL created the Assistant Director of Residence Life and Conduct position which was filled by the remaining RLC. A new Associate Director began in November 2019. The Associate Director and Assistant Director performed all of the Residence Life tasks/duties (normally completed by a team of four people) for the remainder of the 2019-2020 academic year. Also in September 2019, the Housing Operations Coordinator left the department. A new Housing Operations Coordinator was hired and began in November 2019. The Maintenance staff also operated for nearly all of the 2019-2020 year with only one of the two Maintenance Assistant positions filled. This abnormally high level of staff turnover had a significant impact on the ability of HRL to be proactive with its work.

Second, beginning in March 2020, the COVID-19 pandemic caused the university to significantly shift its operations. This shift included all housing residents being encouraged to move off-campus if possible. All residents on Dodge Campus moved out of the residence halls by the end of March 2020. Any student who remained on campus stay on Scott Campus, though HRL and SRM ceased performing many of the programmatic functions that are typical of housing on a university campus (programming, events, community-development opportunities, etc.). HRL welcomed residents back to housing on Dodge Campus in August 2020 for the 2020-2021 academic year, but many university-wide restrictions remained in place

to ensure the health and safety of residents on campus. From March 2020 until mid-late fall 2020, HRL professional staff members in Residence Life and Business Operations primarily worked remotely, as well. These restrictions had a significant impact on the overall functions and offerings of HRL during this academic year.

These two contemporary issues caused HRL to operate from a position of focusing primarily on continuing to meet fundamental student needs, but not be able to focus on programmatic development and growth beyond that. For that reason, some of the areas of growth and recommendations identified in the 2018 HRL self-study may remain the same in this self-study. However, HRL is fully staffed as of the writing of this narrative (May 2021) and many of the COVID-related restrictions have been lifted or likely will be lifted/changed in the coming months prior to the 2021-2022 academic year. Housing and Residence Life is positioned well to make progress on implementing the recommendations of this self-study, and those which were noted in the 2018 self-study.

## **EXECUTIVE SUMMARY OF RECOMMENDATIONS**

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Through the self-assessment process, 23 recommendations were identified to improve the operations of HRL. These recommendations are documented fully in the assessment rubric document. This executive summary does not include every recommendation included in the rubric document. Instead, the most important and timely recommendations are highlighted here.

### **Summary of Recommendations**

#### ***COVID-19 Recovery-Related Recommendations***

When reviewing the rubric document and the recommendations under each criterion area, it is apparent that many of them relate to implementing typical processes/procedures that were suspended due to COVID-19. These recommendations rank highly on the priority list as they are “low-hanging fruit” for which support structure already exists within HRL. These recommendations also represent important operations that help HRL to more effectively tailor and deliver its programs to meet student needs.

- **Assessment Planning:** HRL has a robust assessment plan that has historically been executed well. The culture of assessment exists in HRL, but the last two years have limited HRL’s ability to carry out the assessment plan fully. HRL staff should revisit assessment plans and reports from past years to reinvigorate the culture of assessment for the 2021-2022 academic year and beyond.
- **Assessment Reporting:** The annual assessment report typically completed by HRL provides data and evidence demonstrative of student learning, development, and success. This report is typically shared with Divisional partners and leadership, as well as posted for public access on the housing website. This comprehensive report has not been completed for the past two years. HRL should focus on completing and sharing the assessment report following the 2021-2022 academic year.

- **Student Engagement and Leadership:** In most years, HRL supports student-run groups like hall council and/or the Residence Hall Association which provide student governance and oversight for programmatic offerings within HRL. These groups were dormant during the 2020-2021 academic year due to COVID-19 limitations on programming but should be restarted and rebuilt in the coming academic year to boost opportunities for student engagement. Doing so will also help to re-invigorate and establish an active community of students within housing.

### ***Other Recommendations***

The self-assessment process identified the following recommendations for HRL (presented here in rank order):

- **Collaborative Assessment:** HRL does not complete many assessment projects that are collaborative. This is an area of opportunity that fits nicely with the reintroduction of the assessment plan/report. Opportunities for collaborative assessment projects likely exist and should be pursued with many campus partners, including Multicultural Affairs (e.g., the experience of students of color/marginalized populations in housing), the Gender and Sexuality Resource Center (e.g., the experience of students living in Gender Inclusive Housing), and International Programs (e.g., the experience of international students in housing).
- **Diversity and Inclusion Efforts:** Despite making DEI issues a more intentional focus in past years and working to consider student needs in its offerings, it should also be noted that HRL does not have any formally established goals for access, equity, diversity, and inclusion. HRL can and should work to better understand the needs of its diverse student population and staff, determine what things would be culturally relevant to incorporate into its operation, and develop specific goals for how the department advocates and promotes access, equity, diversity, and inclusion. These goals should include the continuation of staff trainings focused

- on understanding these issues and applying that understanding to practice. This may include the development of a formal staff training curriculum with measurable goals and outcomes.
- **Staff Training/Resource Development:** The recommendations included multiple opportunities for HRL to develop and implement more robust training opportunities and resource materials for all staff members. This includes HRL seeking opportunities for all staff members (Maintenance and Business Operations included) to participate in ongoing training and development opportunities on cultural competence and workplace inclusion. Additionally, given the importance of having consistent and appropriate staff responses to critical situations, the development of an annual training for all HRL staff members regarding crisis-related responses and interventions may be helpful. Along with that, each area of HRL has its own functional manual (e.g., RA Manual, RLC Manual, Maintenance Manual, etc.). HRL should work to develop one consistent manual (or consistent language between manuals) to document response procedures and support resources for all areas.
  - **Facilities Assessments:** The facilities within HRL were not (or at least do not appear to have been) built with Universal Design principles in mind. As HRL works to conduct a facilities condition assessment in the coming years, these principles should be considered with any recommendations for future upgrades and renovations that will occur. Additionally, HRL should work to complete a comprehensive facilities audit focused on ADA compliance to better ensure that we are meeting student access needs.
  - **Risk Management Planning:** HRL does not currently have a risk management plan for the department. Leadership should investigate the need for such a plan, including what it should include, who should be involved, the scope of programmatic offerings it addresses, and other relevant components. Following that, a risk management plan should be written and put into



place. One piece of this risk management planning should be for HRL to develop and document a business recovery/continuity plan.

- **Strategic Planning:** HRL does not currently have a formalized strategic plan with short- and long- term goals for program advancement. HRL should work to develop a departmental strategic plan in the coming years so it can work to ensure that its offerings are responsive to student needs. Any recommendations that are made about updates to HRL's offerings should include a broad range of perspectives and voices (student, staff, etc.) in how they are developed.
- **Mission Statement:** To ensure that the mission statement is intentionally meeting the needs of the students on campus, HRL should determine a regular schedule and process by which the mission statement will be reviewed and updated. The mission should be reviewed and updated annually.



## **PROGRAM OVERVIEW**

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### **Current Operations**

Housing and Residence Life is coming out of an academic year during which it operated in a significantly reduced capacity due to COVID-19. Institutional safety protocols, restrictions on guests/gatherings, and reduced housing capacity – though all necessary – had a major impact on HRL’s ability to develop and sustain community and provide a residential experience that promoted personal and academic development. In some ways, the time between March 2020 and the present day has the feel of a lost year since so many of the programmatic offerings that would normally be occurring had to be put on hold. However, as the fall 2021 semester approaches, the campus and city communities appear to be on track to resuming much more typical operations. Housing and Residence Life will work to do the same.

From a staff perspective, HRL is operating at full capacity. All professional staff positions are filled with staff members who have at least one year of experience in their position and at UNO. The Residence Life team ran a successful student-staff selection process in spring 2021 and hired a full team of 20 Resident Assistants for the fall 2021 semester. The department has the personnel it needs to operate at the high level of service it typically provides.

During the 2020-2021 academic year, HRL took four full buildings (two in Maverick Village, two in University Village) offline to preserve space for quarantine and isolation housing needs throughout the year. These reserved spaces constituted a total of 192 residential beds (nearly 21% of all HRL spaces) that were unfilled during the last year. For the upcoming 2021-2022 academic year, HRL will be holding one building (48 total beds) offline for quarantine and isolation housing. This will leave 892 spaces for students to live on campus. As of May 28, 2021, HRL has 673 signed contracts – approximately 75% of available spaces - for the 2021-2022 academic year. The department will continue to push towards filling to capacity throughout the summer.

## Departmental Achievements

Despite many aspects of HRL operating at a reduced capacity during the past two academic years due to staff turnover and COVID-19, the department has continued to provide quality services to its students and the campus community. Some of HRL's accomplishments from the 2020-2021 academic year include:

- Quarantine and Isolation Housing: HRL accommodated over 300 students in quarantine and isolation housing. This work necessitated a lot of flexibility and adjustment from HRL, including allowing the Assistant Director for Residential Life and Conduct to work as a full-time staff member in the Office of Health Security during the year to support the needs of students in quarantine/isolation housing.
- On-going Partnerships: Despite limitations and restrictions, HRL was able to continue long-standing relationships and create new partnerships with a variety of offices and departments on campus. Many of the new partnerships involved COVID-related services (Office of Health Security, UNO Food Services), while many existing partnerships were also leveraged to support the University and HRL's COVID response. These included Counseling and Psychological Services, Student Involvement, Campus Recreation, Accessibility Services, Public Safety and Division of Student Success administrative leadership working with HRL staff to provide engagement opportunities for students who were along in quarantine and isolation housing spaces.
- Staffing and Training: HRL was able to hire and train a full staff for both the 2020-2021 and upcoming 2021-2022 academic years despite needing to do all interviewing, hiring, and training via Zoom teleconference. Residential Life staff also worked to develop a series of on-going trainings focused on issues of diversity and inclusion for professional and student staff members during the

2020-2021 academic year. HRL also made diversity and inclusion training available to all residential students through EVERFI during the academic year. Approximately 50% of all residential students on Dodge and Scott campuses completed the training, which was a completion increase of 22% from the previous year.

### **Challenges and Opportunities**

Rebounding from COVID-19 in the coming year is a notable challenge facing not only HRL, but the entire campus. Housing and Residence Life operated at approximately two-thirds capacity during the 2020-2021 academic year as beds were held offline for quarantine/isolation housing, and fewer residents remained on campus due to COVID concerns and restrictions. While CARES Act money helped to supplement the significant loss to HRL's operational budget for the past academic year, the budget concerns will carry forward into the coming years as students and their families slowly regain confidence in the option of living on campus. Beyond budgetary challenges, HRL is coming out of a year during which residents did not have the same opportunities to develop relationships, community, and connections to each other, HRL, and the UNO campus. The community that develops within HRL and, to a certain extent, carries over within on-campus housing from year to year does not exist in the same way (if at all) as it typically does. Perhaps the best example of this impact can be seen in the fact that while HRL currently has 673 signed contracts for the 2021-2022 academic year, those contracts include a sizeable deficit (around 115 for Dodge Campus only) in the number of "returner" contracts that have been completed. This presents HRL with multiple challenges in the upcoming year, including HRL Staff needing to work more intentionally to re-establish the sense of community within housing. It may also be true that the higher percentage of first-year students living on campus (or the lack of returning students) may necessitate more staff guidance/support to assist with issues related to the transition to college, roommate conflicts, etc.

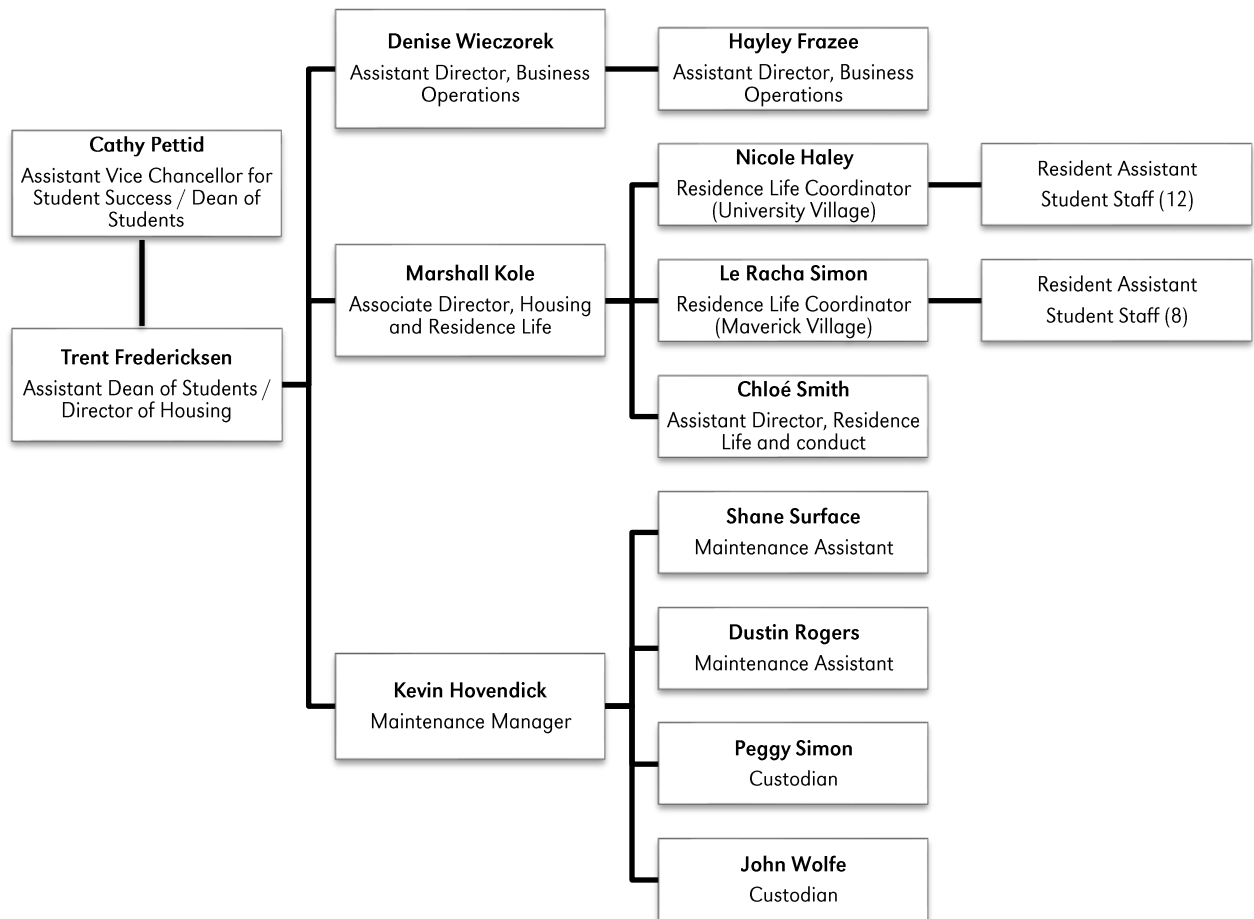
Looking through the list of recommendations and the anticipated challenges facing HRL, several unique and exciting opportunities can also be seen. Many of the recommendations relate to the re-establishment of or return to procedures and programs that have been non-operational due to COVID-19. While these recommendations may seem relatively simple, one opportunity to help ensure that they are all being met and implemented successfully is for HRL to create a master schedule for its annual operations and make sure that the recommendations are intentionally included in that timeline. This may help to avoid situations where the departmental focus on implementing these recommendations is overcome by other emergent issues/concerns.

As HRL works to re-establish the on-campus living community, it will be presented with the opportunity to invest staff time and energy into programmatic components that will provide the potential for a high-level of reward in the arena of student development and learning. Residence Life has the opportunity to prioritize individual student support and high-reward programming opportunities to ensure that residents are intentionally connected to staff members and other students in housing. This also presents numerous opportunities for HRL to partner with other departments on campus to bring more options for support and engagement into the HRL community.

## HOUSING AND RESIDENCE LIFE ORGANIZATION CHART

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Housing and Residence Life operates as a part of the Division of Student Success. As of May 28, 2021, HRL's staffing structure includes twelve (12) professional staff members and twenty (20) student staff members.



## ASSESSMENT AGENDA

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Housing and Residence Life has traditionally implemented a very robust and complete assessment agenda. Though the contemporary issues facing HRL and higher education over the past two academic years have limited the department's ability to complete most of the assessments included in the plan, HRL is positioned to implement the plan more fully starting again in fall 2021. The following is the assessment agenda that was in place in fall 2019, and which will be the basis for the assessment projects completed in the 2021-2022 year.

Title	Program Assessed	Description	Frequency	Method	Objective(s)
Annual Numbers Reporting	On-Campus Living	Report on numbers associated with conduct, programming, room switches, applications, renewals, work orders, past due balances, & occupancy/cancellations	Annually - every June	Various	2, 6
Exit Interview	On-Campus Living	Seeks information as to why residential students cancelled their contract before the end of their scheduled move-out	Monthly	Qualtrics	1, 2, 3, 6
GPA & Program Attendance Comparison	On-Campus Living	Compare program attendance to GPAs	Semesterly – every January and June	Engage	2
Housing Organization Programming Evaluation	Housing Organization Programming	Evaluates housing organizations' programming  (self-evaluation)	Annually – On-going	Smart Sheet	2
Maintenance Work Orders	Satisfaction Survey	Measures resident satisfaction with repairs made following the submission of a work order	Annually – every June	Qualtrics	6
Move-In Experience Survey	Move-In	Assesses the move-in experience for residents' families	Annually – every August	Qualtrics	6
Resident Assistant (RA) End-of-Year Report	RA Experience	RAs' reflection on the year	Annually – every May	Qualtrics	2, 6
RA ePortfolio	RA Experience	RAs' collection of learning experiences	Annually – every February	Weebly	1, 2, 3, 6



<b>RA Pre-/Post-Training Assessment of Knowledge and Skills</b>	RA Training	Measures advancement and comfort with job responsibilities	Annually – every August	Paper & Qualtrics	2, 6
<b>RA Programming Evaluation</b>	RA Programming	Evaluates RAs’ programming  (self-evaluation)	Annually – On-going	Smart Sheet	2
<b>RA Training</b>	RA Experience	Measures satisfaction and feedback on RA Fall and Winter formal training sessions	Semesterly – every September and January	Qualtrics	2
<b>Resident Feedback on HRL</b>	On-Campus Living	Seeks input from students on the degree to which HRL fulfills its mission	Semesterly – every November and April	Qualtrics	1, 2, 3, 6
<b>Resident Feedback on RAs</b>	RA Performance	Seeks input from students on the performance of their RA	Semesterly – every November and April	Qualtrics	1, 6
<b>Resident Video Interviews</b>	On-Campus Living	Seeks to provide information about on-campus living experience and students’ learning	Last conducted Spring 2018	In-Person	2
<b>Resident Assistant (RA) End-of-Year Report</b>	RA Experience	RAs’ reflection on the year	Annually – every May	Qualtrics	2, 6
<b>RA ePortfolio</b>	RA Experience	RAs’ collection of learning experiences	Annually – every February	Weebly	1, 2, 3, 6
<b>RA Pre-/Post-Training Assessment of Knowledge and Skills</b>	RA Training	Measures advancement and comfort with job responsibilities	Annually – every August	Paper & Qualtrics	2, 6
<b>RA Programming Evaluation</b>	RA Programming	Evaluates RAs’ programming  (self-evaluation)	Annually – On-going	Smart Sheet	2
<b>RA Training</b>	RA Experience	Measures satisfaction and feedback on RA Fall and Winter formal training sessions	Semesterly – every September and January	Qualtrics	2
<b>Resident Feedback on HRL</b>	On-Campus Living	Seeks input from students on the degree to which HRL fulfills its mission	Semesterly – every November and April	Qualtrics	1, 2, 3, 6
<b>Resident Feedback on RAs</b>	RA Performance	Seeks input from students on the performance of their RA	Semesterly – every November and April	Qualtrics	1, 6

<b>Resident Video Interviews</b>	On-Campus Living	Seeks to provide information about on-campus living experience and students' learning	Last conducted Spring 2018	In-Person	2
<b>RHA Executive Board Transition Report</b>	RHA Executive Board	Evaluates RHA executive board members (Self-evaluation)	Annually – every May	Qualtrics	2, 3
<b>RHA Town Hall</b>	On-Campus Living	Seeks input from residents about on-campus living	Semesterly	In-Person	3, 6
<b>Skyfactor</b>	On-Campus Living	External assessment of learning, satisfaction, and effectiveness of programs by Skyfactor (formerly EBI MAP-Works)	TBD – Last conducted Spring 2019	Web Link	1, 2, 3, 6
<b>Student Conference Wrap-Up Report</b>	MACURH/ NACURH Student Conferences	Evaluates learning and satisfaction (self-evaluation)	Annually – On-going	Qualtrics	2
<b>Unengaged Student Survey</b>	HRL Programming	Targeted survey for those who have not attended any HRL programs	Semesterly – every October and March	Qualtrics	1, 2, 6