



Council for the Advancement of Standards in
Higher Education

Housing and Residence Life Final Report

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8/31/2020

CAS Program Review and Self-Assessment

Revised 7/3/2020 1

Final Report

Housing and Residence Life

Executive Summary of Review Process

During the months of May and June, a review team met to conduct a self-study using the Housing and Residence Life *Self-Assessment* developed by the Council for the Advancement of Standards in Higher Education (CAS) organization. The CAS self-assessment guide (SAG) was chosen by Alicia Newell, Assistant Vice President for Student Affairs, as the tool to assess the departments within Student Affairs. The SAG consists of standards and guidelines used to evaluate the strengths and deficiencies of Housing and Residence Life and to plan for improvement opportunities within the Housing and Residence Life (HRL) department.

Katie Austin, Assistant Director of Marketing and Assessment for HRL, collected information and data regarding the goals, programs, services, policies and procedures to be evaluated for the assessment process. The CAS SAG consists of a total of twelve parts that all departments within Student Services would. The CAS Standards and Guidelines used for the review of Housing and Residence Life are as follows:

- Part 1. Mission
- Part 2. Program and Services
- Part 3. Student Learning, Development, and Success
- Part 4. Assessment
- Part 5. Access, Equity, Diversity, and Inclusion
- Part 6. Leadership, Management, and Supervision
- Part 7. Human Resources
- Part 8. Collaboration and Communication
- Part 9. Ethics, Law, and Policy
- Part 10. Financial Resources
- Part 11. Technology
- Part 12. Facilities and Infrastructure

The review team for Housing and Residence Life consisted of four members. Members were recommended by the Assistant Director for Marketing and Assessment and approved by the Assistant Vice President for Student Affairs. The review team consisted of the following individuals:

- Dr. Chelsea Redger-Marquardt, Assistant Teaching Professor in the College of Applied Studies and Director of Honors Service-Learning and Leadership in the Dorothy and Bill Cohen Honors College
- Dr. Eric Wilson, Associate Educator in the Elliot School of Communication
- Jacob Mendez, Student Engagement Coordinator in the College of Engineering Dean's Office
- Dr. Christopher Leonard, Associate Director of Counseling and Prevention Services/Clinical Director

All team members were given training for the CAS review and then supplied provided access to a shared drive which held the following:

- CAS Program Review for Raters (slideshow presentation & notes).

- CAS Housing and Residence Life Self-Assessment Guide (SAG): Introduction and Instructions.
- CAS SGA for Housing and Residence Life.
- Describe how data and evidence was supplied to the rating team.
- CAS Work Forms.

The team met for three half-day sessions to discuss the ratings, answer questions, determine the priorities, and create an overall plan for assessing the 12 sections of the assessment. The following rating scale was used during the assessment.

CAS Raters Definitions

- Not Done - Does not apply
- 0 – Insufficient Evidence/Unable to rate
- 1 – Does not meet
- 2 - Partially Met
- 3 - Meets
- 4 - Exceeds
- 5 - Exemplary

Summary of Initial Findings

- The initial findings of the Review Team was that while there were many best practices in place within the department’s functional areas, it was not always well documented and considered readily available evidence, particularly in the area of Facilities. There is a great need for our department to take the time to develop its own 5 Year Master Plan, in order to set a clear course for accomplishing our goals.
- A few limitations occurred throughout the evidence gathering phase and review process. The first occurred when HRL was unable to bring in an outside review team member who works in Housing at Kansas State University. Brooks Hetle was planning on participating on our review team but due to the COVID-19 pandemic, was furloughed and no longer able to participate in the June review process. Brooks would have served as a content expert, as someone who currently works in this functional area at a different institution in Kansas. We were able to add Jacob Mendez to the team, and with his background as a Housing staff member at Emporia State University, he was able to partially fill that vacancy with his previous residence life knowledge. The second limitation we faced was gathering evidence related to our facilities. This was in part because the Facilities team was extremely busy from March to July, first with the early release of residents and need for increased cleaning and sanitation services to combat the COVID-19 virus. The other factor was due to an extreme shortage of staff as several facilities team members ended their employment for a variety of reasons. The third limitation revolved around HRL’s decision to complete a Reduction in Force process due to the unexpected financial burden we absorbed when residents were required to leave the residence halls in March and return home. Refunds were given to all residents and 3 staff member positions were cut to shore up our departmental budget after the loss of that expected Spring revenue. This left remaining staff members to cover additional responsibilities and the CAS project/evidence gathering process got lost in some of that chaos.
- One of the primary strengths of HRL, according to the Review Team, is its mission and recently developed service standards. These overarching goals and aspirations for the department are woven throughout the three functional areas (Residence Life, Business Operations, and Facilities) in many

ways, including onboarding, training, evaluations, and communication about departmental priorities. There is a culture of transparency and empowerment that starts at the Director-level and was noticeable to the review team in our evidence and led to high marks in Part 6: Leadership, Management, and Supervision and Part 9: Ethics, Law, and Policy. This is a positive change for our department as we have grown and evolved over the past 8 years. In regard to innovative programs and services, this will be Year 6 of our Living Learning Communities and this keystone program has evolved greatly to better align with national best practices. HRL has also shown a commitment to assessment through our consistent financial investment in the ACUHO-I Benchmarks Resident Assessment, a nationally recognized survey instrument that allows for regular benchmarking and longitudinal comparisons. HRL has utilized this assessment for over 11 years, giving us good data for important decisions that have been made over the past decade. The last strength that was recognized was related to our brand-new buildings, with all of our facilities being less than 6 years old. This gives us a distinct advantage as we have state-of-the-art residence halls built with the latest technology, architecture, and today's modern student in mind.

Recommendations

Below is the list of improvements, with the highlighted items being a top priority.

Part 1. Mission

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- Create a timeline for regular review of mission & values. Determine who should 'own' this process.
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Part 2. Program and Services

- Update annual report on website
 - Create 5 year master plan for department
 - Newly Created Resident Engagement Model still needs linkage to research/theory and a method for assessment. How will we measure learning outcomes?
 - Create a report that summarizes assessment related to ACUHO-I standards and if we are reaching that target
 - Expand HRL Handbook to include pandemic plan, isolation procedures, hostage/active shooter, mental health crises, CARE Team
 - Ensure all campus partner phone numbers are reviewed semi-annually in case they change mid-year like CAPS and Student Health did.
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Part 3. Student Learning, Development, and Success

-
- Develop learning outcomes and assessment tools based on CAS standards
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Part 4. Assessment

- Create cycle/timeline of assessment activities
- Include section in annual report on how data is being used to inform decisions/planning
- Determine new ways to show how we are informing our decisions in data driven manners
- Create external marketing that incorporates data points for new or potential students

- Find out about IRB approval process and if we need to go through that process for annual Resident Assessment survey
- Creation of an Assistant Director Level staff member to oversee assessment
- Seek clarity on what our strategy should be (recruitment vs. retention) so we know what to assess and benchmark

Part 5. Access, Equity, Diversity, and Inclusion

- Create a schedule for review of operational manual and materials- include review for inclusive language and procedures. Be clear on our thought process and what steps we took to come to the policies that we currently have in place and continue to work to identify gaps in policy, actions, and structures that perpetuate systems of privilege and oppression
 - Develop a plan which outlines what HRL is currently doing and the strategy for this work. Include frequency of trainings and how HRL is staying informed based on our data.
 - Review data and create a report of our standing in these areas of Diversity, Equity, and Inclusion
 - Get our benchmark data from the Pride survey administered by ODI
 - Within the 5-year plan, create a diversity focused goal to provide a strategy for work in this area and to centralize relevant data and external processes.
 - Create a full-time staff hiring/ onboarding/ training checklist.
-

Part 6. Leadership, Management, and Supervision

- Add a section to our Professional Development/travel guidelines that includes an expectation of staff presenting information gained at conference back to HRL staff and students
 - Develop a technology life cycle/ replacement plan.
 - Create a created formalized manual for management functions such as HR, procurement, etc
-

Part 7. Human Resources

- Create a more in-depth Strategic Plan (5 year plan)
 - Implementation of Service Standards to explain rationale of policies and relationship to your mission
 - Create Training checklist which covers all required trainings (EAP, Safe Zone, Green Zone, Gender Identity, Accessibility...)
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Part 8. Collaboration and Communication

- Create a social media plan/master calendar
- Add a policy or procedure for media contact to student employees
- Add a training for student staff on university visual standards

Part 9. Ethics, Law, and Policy

- Create a catalog of personnel serving on committees or UP/ USS Senate.
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Part 10. Financial Resources

- Provide clear evidence which explains budget priorities and rationale outside of COVID-19.
- Request feedback from Purchasing, Payroll, Accounts Receivable, and Budget Office annually to ascertain our alignment of our practices with the administration's overall vision

Part 11. Technology

- Recommend creating a life cycle/replacement plan for technology.
- Determine ownership of technology functional area now that we no longer have a dedicated position
- Add closed captioning to all website videos
- Create a social media plan

Part 12. Facilities and Infrastructure

- Create a 5-year master plan
- Create life cycle and/or replacement plans with regards to sustainable practices.
- Ensure inventories or property (tools or common area furnishing) are updated for the entirety of the operations.
- Develop of long-range planning, maintenance and renovation plans.

Below is the action plan with specific tasks assigned to key staff members to move the plan forward.

Current Practice Description	Corrective Action Needed	Task Assigned To	Timeline/ Due Dates
<p>Master Planning. Very little work has been done to create an HRL master plan that incorporates our long term IT, furniture, facility upgrades, facility repair, and construction.</p>	<p>Create a 5 year housing master plan that will incorporate all of the following to better document our long term plans and help us strategically allocate our financial resources:</p> <ul style="list-style-type: none"> • Mattress replacement • Computer hardware replacement cycle • RLC apartment furniture replacement cycle • Carpet replacement cycle • Construction plans • WiFi enhancements • Painting cycle • Renovation planning if 	<p>Scott</p>	<p>February 1, 2021</p>

	<p>needed</p> <ul style="list-style-type: none"> • Door hardware enhancement <p>Master plan will articulate our budget priorities for the next five year.</p>		
Skyfactor Survey/ IRB Requirements	Determine requirements of IRB as it relates to our annual Resident Satisfaction Survey	Katie	December 1, 2020
Lack of documented follow through on HRL adherence to university policy and procedure related to purchasing and budgeting.	<p>Annually request feedback from the following offices to ensure HRL is following all WSU policies and procedures required related to financial affairs:</p> <ul style="list-style-type: none"> • Purchasing • Travel • Student Accounts • Financial Operations • Purchase Card Office • Budgeting Office 	Mandie	Annually in May
Staff are engaged in work on university committees, but we are not telling that story	Create a space on the About Us section of our website that chronicles our staff's involvement on university committees	Katie	December 1, 2020
There is a Communication and Outreach plan, but it does not have a detailed social media plan or training schedule for educating others on university brand standards.	Complete and enhance our HRL communication and outreach plan to include how we will connect with students via print, email, social media, and online. This plan will also lay out guidelines to ensure we are following university branding requirements in all of printed materials and a plan to train all staff on those requirements.	Katie	May 1, 2021
Review of mission, values, and service standards occurs on an irregular basis	Calendar a time annually to review, edit, and update all relevant guiding principles for our department	Scott	December 1, 2020

Annual report (with department updates and a breakdown of each functional area's year in review) is created and disseminated to key partners	<ul style="list-style-type: none"> • Ensure our annual report is updated each year to the most current edition on the About Us section of website. • Create a space to catalog older editions. • Add a section about Diversity and Inclusion topics so we can document what work has been done each year and progress made toward our Diversity goals/improvements or declines on key data points 	Katie	October 1, 2020
HRL lists Inclusion as one of its core values but does not have a stand-alone goal within our Strategic Plan regarding Diversity and Inclusion.	Within the 5-year plan, create a diversity focused goal to provide a strategy for work in this area.	Scott	February 1, 2021
Creation of onboarding checklists are already underway, but not complete	Complete the hiring/onboarding/training checklists and began implementation with new staff hires	Mandie/Tracy	January 1, 2021
HRL Service Standards were created in Spring 2020 and implementation will begin at RA Training this fall	Complete implementation of Service Standards to explain rationale of policies and relationship to your mission	Carley	January 2021
Room selection videos do not contain closed captioning	Add closed captioning to room selection demonstration videos before selection in the Spring	Mandie	March 2021

Self-Assessment

The following pages represent the review team’s collective responses and serves as the initial report.

HOUSING AND RESIDENTIAL LIFE PROGRAMS

CAS Self-Assessment Guide

Part 1: MISSION

Suggested Evidence and Documentation for Part 1:

1. Current mission statement, brief description of how it was developed, and date of last review
2. Additional goals, values, and statements of purpose
3. Description and copies (if applicable) of where mission statement is disseminated (e.g., included in operating and personnel policies, procedures and/or handbook, hanging in office common space, on website, in strategic plan, and other promotional materials)
4. Institutional/divisional mission statements (e.g., map program mission to broader mission statements)
5. Any additional professional standards aligned with program/service (e.g., standards promoted by functional area organizations)
6. Institutional demographics, description of student population served, and information about community setting

1.1 Program and Services Mission

- The mission of Housing and Residential Life Programs (HRLP) is to provide for a living environment that promotes learning and development in the broadest sense and an emphasis on supporting the academic mission of the institution.
- The mission of HRLP addresses reasonably priced living facilities that are clean, attractive, well-maintained, comfortable, sustainable, and which include contemporary safety features.
- The mission of HRLP addresses programs, services, and experiences occurring in living facilities.
- HRLP develops and defines its mission.
- The HRLP mission is consistent with the mission of the department, college, division, institution, and applicable professional standards.
- HRLP standards apply to residence halls, apartment communities, and other facilities that are managed or owned by private operators whenever there is a formal relationship with the institution.
- The HRLP mission is appropriate for the institution’s students, designated clients, and other constituents.
- HRLP advances its mission.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 1.1 Rating: Mission statement is in alignment with CAS standards, website notes revision and review dates. Pricing is clearly articulated, marketing materials both print and web. Management is clear for all three buildings/complexes.

1.2 Mission Statement

- HRLP implements, disseminates, regularly reviews, and updates its mission statement.
- The mission statement references student learning, development, and success.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 1.2 Rating: Mission statement is in alignment with CAS standards, website notes revision and review dates. All elements are clear, mission and values clearly articulate student learning and development, goals of student success and academic achievement.

Overview Questions:

1. How does the mission embrace student learning and development?
2. In what ways does the HRLP mission complement the mission of the institution?
3. To what extent is the mission used to guide practice?

Part 2: PROGRAM AND SERVICES

Suggested Evidence and Documentation for Part 2:

1. List of program goals and objectives
2. List of current collaborations across the institution
3. Map of program activities
4. Map or report of outcome assessment activities, including results
5. Strategic plans program design and enhancement
6. Specifications or requirements (if applicable)
7. Organization Chart

2.1 Program and Services Goals

- Housing and Residential Life Programs (HRLP) is guided by a set of written goals and objectives that are directly related to the stated mission.
- The HRLP goals are aligned with institutional priorities and expectations of the functional area.
- HRLP regularly develops, reviews, evaluates, and revises its goals.
- HRLP communicates goals and progress toward achievement to appropriate constituents.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 2.1 Rating: Goals are clearly outlined, clear connection to Student Affairs goals, SEM Goals, goals for collaboration, innovation and student experiences. Additional LLC goals that are alignment. Outcomes broken down for both new students and returning students. Review date noted on goal documents. Reporting evident (internally- submitted updates to Dean of Students).

Suggestion: Annual Report available on website is from 2017-2018 (most current available). Just need to update the report to most recent (About Us page on website).

2.2 Program Information and Services

- HRLP provides relevant information, services, and resources consistent with its mission and goals.
- HRLP develops and implements strategies for outreach and promotion.
- HRLP provides educational and community development programming, advising and counseling, and administrative activities.

2.2a Community Development Programming

- HRLP introduces and orients residents to community expectations, facilities, services, emergency protocols, and HRLP personnel.
- HRLP documents institutional and residential living policies, procedures, and expectations including the potential consequences for violation.
- HRLP provides educational programs that focus on awareness of cultural differences, social justice, and self-assessment of possible bias.
- HRLP offers social, recreational, educational, cultural, spiritual, and community service programs.
- HRLP promotes and provides education about the effects and risks of drug and alcohol use, and other high-risk behaviors.
- HRLP encourages residents to exercise responsibility for their community through confrontation of inappropriate or disruptive behavior.
- HRLP encourages residents to participate in mediating conflict within the community.
- HRLP encourages residents to learn about their rights as students, tenants, residents, and consumers.
- HRLP promotes appropriate student use of technological resources

2.2b Advising, Counseling, and Crisis Intervention

- HRLP provides individual advising or counseling support within the scope of their training and expertise and makes appropriate referrals to student support services.
- HRLP fosters relationships with students that demonstrate genuine interest in students' educational and personal development.

2.2c Administrative Activities

- HRLP provides policies and procedures to support special populations.
- HRLP provides information on safety, security, and emergency procedures.
- HRLP creates and maintains an environment and atmosphere conducive to educational pursuits.
- HRLP provides emergency response and crisis intervention management in coordination with relevant campus and community resources.
- HRLP ensures that the safety and security of the residents and their property are taken into consideration as policies are developed.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 2.2 Rating: Evidence of training RAs for conflict resolution, LLC communities provide supportive and educational success. Website articulates conflict resolution under life skill outcomes. Community responsibilities (Roommate/Suitemate Rights & Responsibilities- HRL Handbook). CAPS is part of training and support, clear collaboration is evident. Handbook outlines procedures for safety/emergency (fire, inclement weather, bomb, chemical). Consumer/ housing pricing and cancellation policies are clearly articulated on the website.

Suggestions: HRL Handbook (student facing) could be expanded to include pandemic/illness (possibly expand Isolation procedures), hostage/active shooter, mental health/mental health crisis/CARE. The CAPS and Student Health phone numbers are out of date in the handbook. We noted that the Emergency Response Procedure Manual covers much of these areas/concerns.

2.3 Program Structure and Framework

- HRLP has clearly stated, current, relevant, and documented goals and outcomes; policies and procedures; responsibilities and performance expectations for personnel; and organizational charts demonstrating clear channels of authority.
- HRLP provides a clear and complete written agreement between the resident and the institution that conveys mutual commitments and responsibilities. The agreement includes: contract eligibility and duration; room assignments and changes; rates and payment policies; dining options; procedures for canceling, subleasing, or being released from the housing and/or dining agreement; room entry and inspection procedures; pertinent rules and regulations.
- HRLP is purposefully structured and resourced to balance efficiency and effectiveness.
- HRLP is purposefully structured and resourced to achieve programmatic and student learning and development outcomes.
- HRLP works with institutional leadership to establish and maintain productive working relationships when the management of the HRLP is divided among different agencies within the institution.
- HRLP works in close consultation and collaboration with others with expertise and resources to meet the needs and interests of students and designated clients.
- HRLP collaborates with colleagues and departments across the institution to promote student learning, development, and success.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1.5

Justification for 2.3 Rating: Org chart and handbook, manuals for resident assistants, front desk staff, student programming positions. Student Handbook covers contractual agreement, housing/dining. Structure clearly articulates roles and responsibilities/ advising. Partnerships apparent for University Police, Student Health, CAPS, and CARE team. Collaborations with programming and admissions/ recruitment events.

2.4 Program Design

- HRLP is intentionally designed to achieve predetermined student learning and development outcomes.
- HRLP is intentionally designed to incorporate research and theories on student learning, development, and success.
- HRLP is intentionally designed to respond to the needs of individuals, constituents, and populations with distinct needs.
- HRLP is intentionally designed to ensure access for students and designated clients.
- HRLP involves students in programming, policy development, and self-governance.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 2.4 Rating: Roompack provides a catalog of predetermined learning outcomes (work to increase outcomes for all programs, inconsistent dependent upon which RA submitted). Website provides statement that the department strives for ACHUO-I standards (suggestion to provide a report that summarizes assessment related to these standards). Residential Curriculum exists, however there is no clear linkage to research/theory. This should be updated to include information and connections. Evidence of self-governance apparent through residence hall associations however no clear evidence of policy development or review amongst students.

Overview Questions:

1. What are the goals and objectives of HRLP?
2. To what extent does the HRLP structure allow it to be effective?
3. What are the key programs, services, and resources offered by HRLP?
4. How does HRLP contribute to the student experience?

Part 3. STUDENT LEARNING, DEVELOPMENT, AND SUCCESS

Suggested Evidence and Documentation for Part 3:

1. Program student learning and development outcomes, and brief description of how they were developed
2. Program student learning, development, and success outcomes and related assessment data
3. List of current collaborations across the institution that facilitate student learning, development, and success
4. Map of program activities and ways they connect to student learning, development, and success outcomes

3.1 Program Contribution to Student Learning, Development, and Success

- Housing and Residential Life Programs (HRLP) contributes to students' formal education, which includes both curricular and co-curricular experiences.
- HRLP offers purposeful programs, which may include living-learning communities, designed to integrate curricular and co-curricular experiences that complement and extend classroom learning.
- HRLP contributes to students' progression and timely completion of educational goals.
- HRLP helps students and designated clients prepare for their careers and meaningful contributions to society.
- HRLP works with the institution to identify relevant and desirable student success outcomes.
- HRLP identifies relevant and desirable student learning and development outcomes.
- HRLP implements strategies and tactics to achieve the student learning, development, and success outcomes.
- HRLP provides students with access to opportunities, experiences, and services that facilitate seamless learning environments
- HRLP provides students with access to opportunities, experiences, and services that facilitate development of a sense of identity through educational opportunities
- HRLP provides students with access to opportunities, experiences, and services that facilitate independence and self-sufficiency through activities and educational opportunities
- HRLP provides students with access to opportunities, experiences, and services that facilitate development of mature styles of relating to others and living cooperatively with others
- HRLP provides students with access to opportunities, experiences, and services that facilitate appreciation of cultural differences, perspectives, lifestyles, spirituality, and other forms of diversity
- HRLP provides students with access to opportunities, experiences, and services that facilitate opportunities for analyzing, forming, and confirming values
- HRLP provides students with access to opportunities, experiences, and services that facilitate personal growth, reflection, and development
- HRLP provides students with access to opportunities, experiences, and services that facilitate development of balanced lifestyles embracing wellness
- HRLP provides students with access to opportunities, experiences, and services that facilitate respect for self, others, and property
- HRLP provides students with access to opportunities, experiences, and services that facilitate appreciation of new ideas
- HRLP provides students with access to opportunities, experiences, and services that facilitate development of a sense of justice and fairness
- HRLP provides students with access to opportunities, experiences, and services that facilitate leadership development, problem-solving, and decision-making
- HRLP provides students with access to opportunities, experiences, and services that facilitate interaction between students, faculty, and staff
- HRLP provides students with access to opportunities, experiences, and services that facilitate formation of study groups

- HRLP provides students with access to opportunities, experiences, and services that facilitate access to academic resources through technology
- HRLP provides students with access to opportunities, experiences, and services that facilitate acquisition and use of knowledge, skills, and values
- HRLP provides students with access to opportunities, experiences, and services that facilitate educational and career choices
- HRLP provides students with access to opportunities, experiences, and services that facilitate learning life skills.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 3.1 Rating: Recommend developing learning outcomes and assessment tools based on CAS standards. This is the first time the department has connected with or participated in a CAS review. HRL is using Skyfactor which is using the ACHUHO-I/ Benchworks, which has been used and clearly documented since 2008.

3.2 Student Learning and Development Domains and Dimensions

- HRLP aligns predetermined student learning and development outcomes with the CAS learning outcomes model or other recognized student learning and development models.
- HRLP aligns predetermined student learning and development outcomes with the institutional framework for student outcomes.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 3.2 Rating: Using ACUHO-I/ Skyfactor. Clear assessment and reports (notebooks and website). Alignment with university, divisional goals.

3.3 Assessment of Student Learning and Development

- HRLP assesses the student learning and development outcome domains and dimensions relevant to the functional area.
- HRLP provides evidence of the extent to which student learning and development outcomes are achieved.
- HRLP provides evidence of the extent to which student success outcomes are achieved.
- HRLP uses evidence to create strategies for improving student learning, development, and success.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 3.3 Rating: Using ACUHO-I/ Skyfactor. Clear assessment and reports (notebooks and website). Reports are available and can be broken down based on responses/ relevant demographics (new/ returning students, etc.).

Overview Questions:

1. What are the most significant student learning, development, and success outcomes of HRLP?
2. What is the demonstrated impact of HRLP on student learning, development, and success?

Part 4. ASSESSMENT

Suggested Evidence and Documentation for Part 4:

1. Functional area goals, key indicators, outcomes, and related assessment data
2. Assessment data related to student learning, development, and success outcomes
3. Assessment plans and annual reports
4. Minutes of meetings at which assessment activities and results are discussed
5. Professional development activities to improve assessment competence

4.1 Establishing a Culture of Assessment

- Housing and Residential Life Programs (HRLP) develops assessment plans and processes that document progress toward achievement of mission, goals, outcomes, and objectives.
- HRLP designs assessment plans that incorporate an ongoing cycle of assessment activities.
- HRLP assesses needs of the housing population annually, specifically addressing the needs for special interest programming and for upgrading or modifying facilities.
- HRLP has fiscal, human, professional development, and technological resources to develop and implement assessment plans.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 4.1 Rating: Suggestion- create or more clearly articulate the cycle/timeline of assessment activities. It is clear that assessment is occurring (there are a number of reports with various results that occur annually). Facilities report, last completed in 2019.

4.2 Program Goals, Outcomes, and Objectives

- HRLP identifies goals, outcomes, and objectives to guide its work.
- Evaluation of the HRLP is based upon progress toward the achievement of short-range and long-range organizational goals. Planning is adequate to project and accommodate both immediate and future needs.
- HRLP identifies assessment methods that will allow for the collection of relevant data on its goals, outcomes, and objectives.
- When collaborating with other departments on assessment activities, the activities are consistent with the HRLP mission and assessment plan.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 4.2 Rating: HRL provides goals, values, and a vision to guide their work. Annual report provides progress towards achievement. Planning is in progress for The Suites and The Flats for both the short term (purchase) and long term (expansion). Without an assessment plan (as mentioned above) it is hard to determine consistency.

4.3 Assessment Plan and Process

- HRLP sets program goals, outcomes, and objectives.
- HRLP develops and implements an assessment plan.
- HRLP reviews and interprets findings of assessment initiatives.
- HRLP develops a plan for data use, continuous improvement, and reassessment.
- HRLP implements an improvement.
- HRLP reviews and monitors changes that have been made based on assessment results.
- HRLP implements the assessment process with methods that reflect universal design principles.
- HRLP employs ethical practices in the assessment process.
- HRLP implements assessment processes in a way that is culturally responsive, inclusive, and equitable.
- HRLP engages students, faculty, staff, administrators, and other relevant constituents in assessment activities.
- HRLP encourages residents to participate in evaluating HRLP.
- At least once annually residents are invited to anonymously evaluate the performance of their resident assistants and other student staff members who serve in their residences.

DNA	IE	0	1	2	Rating:

Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	0
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Justification for 4.3 Rating: Assessment plan (or cycle of activity needs to be created as noted above). Also need to develop a report or a section of the annual report that outlines how data is being used/informing decisions or planning. Assessment could be broadened to seek feedback from faculty, staff, administrators, and relevant constituents (i.e. parents). It is suspected that you are using data, but we are unable to see that this is being done (meeting minutes, agendas, sections of annual reports, or assessment reports). How are you informing your decisions in data driven manners? Consider external marketing with data informing new or potential students.

4.4 Gathering Evidence

- HRLP identifies priorities for assessment, including both formative and summative approaches.
- HRLP employs multiple methods and measures of data collection.
- HRLP develops manageable processes for gathering, interpreting, and evaluating data.
- HRLP adheres to institutional policies related to data access and management.
- HRLP ensures measures and methods are rigorous and reflect characteristics of validity, reliability, and trustworthiness.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	0

Justification for 4.4 Rating: Suggestion- either gaining or providing IRB approval evidence for Skyfactor. Is what you are doing for assessment warrant the need for IRB approval, did you go through an internal process to determine the need? Or did you gain IRB exemption? (considerations particularly for Skyfactor-use of data for national benchmarking) The committee noted that Skyfactor uses methods that are in alignment with quality data collection.

4.5 Review and Interpret Findings

- HRLP uses methods to analyze and interpret data that correspond with objectives and questions considered within overall assessment goals.
- HRLP disaggregates data to address the objectives and questions considered in the assessment project.

DNA	IE	0	1	2	Rating:
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Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	0
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Justification for 4.5 Rating: There is no assessment plan with clear objectives and questions. We did review your Strategic Plan and a suggestion would be to connect this plan to your Assessment cycle/timeline of activities. We would also suggest providing data that shows progress for your metrics/targets and how you are using your data to show progress for your Strategic Plan. We did review the national benchmarks and progress that is show in your Skyfactor reports (which provides comparison to like universities and gives year to year progress). Skyfactor provides a great foundation of data, but with those results and any other data/reports we are unable to determine what your plan of action might be as a result of reviewing that data.

4.6 Reporting Results and Implementing Improvement

- HRLP uses assessment results to demonstrate learning, development, and success.
- HRLP uses assessment results to demonstrate effectiveness and continuous improvement.
- HRLP uses evidence from assessment activities to inform decision-making and planning for continuous improvement.
- HRLP monitors improvements implemented based on assessment results.
- HRLP applies results for future planning.
- HRLP informs constituents of assessment results and how data have been used for continuous improvement.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	0

Justification for 4.6 Rating: The committee feels that you have a good amount of data that yields both quantity and quality of data. We do not feel that you are telling your story through data, data driven decision making, and planning. You are doing a lot of assessment, but we are unsure of what your strategy is overall. You could have a strategy for expansion, retention, satisfaction, growth of staff, safety, inclusiveness...

Overview Questions:

1. What is the comprehensive assessment strategy for HRLP?
2. What are priorities for assessment of HRLP and how are those developed?
3. How are tangible, measurable learning, development, success, and program outcomes determined to ensure achievement of mission and goals?

5. How does HRLP use assessment results to inform improvement? What changes, adjustments, or improvements have been made as a result of assessment activities?
4. How does HRLP share assessment results with relevant constituencies?
5. How does HRLP support ongoing development of assessment competencies for personnel?

Part 5. ACCESS, EQUITY, DIVERSITY, AND INCLUSION

Suggested Evidence and Documentation for Part 5:

1. Vision statements, goals, and objectives related to access, equity, diversity, and inclusion
2. Training plans and agendas for personnel and/or students
3. Lists of programs and curriculums related to access, equity, diversity, and inclusion
4. Policies, procedures, and/or handbooks (specifically statements against harassment or discrimination)
5. Facilities accessibility audit
6. Assessment results such as participation rates, demographics, campus climate, and student needs

5.1 Inclusive and Equitable Educational and Work Environments.

- Housing and Residential Life Programs (HRLP) creates and maintains educational and work environments that are welcoming, accessible, inclusive, equitable, and free from bias or harassment.
- HRLP does not discriminate on the basis of race; color; national origin; sex; disability; age; cultural identity; ethnicity; nationality; citizenship; family educational history; political affiliation; religious affiliation; sexual orientation; gender identity and expression; marital, family, social, economic, place of residence, or veteran status; or any other basis included in codes, laws, and institutional policies.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 5.1 Rating: Significant policies evident, non-discrimination statements established.

5.2 Organizational Aspects of Access, Equity, Diversity, and Inclusion

- HRLP provides equitable access to facilities and resources for all constituents.
- The location and layout of HRLP facilities are sensitive to the needs of transgender individuals.
- HRLP responds to the needs of all constituents when establishing hours of operation and developing methods for delivering programs, services, and resources.
- HRLP identifies and addresses actions, policies, and structures within its operation that perpetuate systems of privilege and oppression.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1.5

Justification for 5.2 Rating: ADA/ age of buildings, gender inclusive policy. Suggestion: create a schedule for review of operational manual and materials- include review for inclusive language and procedures. Resources and programming for diversity is evident. What is your thought process and what steps did you take to come to the policies that you currently have in place and continue to work to identify gaps in policy, actions, and structures that perpetuate systems of privilege and oppression (from contracting to living- think about the full process for an individual student).

5.3 Advocating for Access, Equity, Diversity, and Inclusion

- HRLP advocates for accessible facilities and resources and addresses issues that impede access.
- HRLP advocates for inclusion, multiculturalism, and social justice within the institution.
- HRLP enacts culturally responsive, inclusive, respectful, and equitable practices in the provision of services.
- HRLP develops plans for ongoing professional development on cultural competence and workplace inclusion.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 5.3 Rating: Requirement of ADA is meet and documented. Diversity messaging on social media and evident in programming. Skyfactor assessment provides data relevant to student perceptions of inclusion. Suggestion to develop a plan which outlines what you are currently doing and the strategy for this work. Be sure to include frequency of trainings and how you are staying informed based on your data.

5.4 Implementing Access, Equity, Diversity, and Inclusion

- HRLP establishes goals for access, equity, diversity, and inclusion.
- HRLP addresses the characteristics and needs of diverse constituents when establishing and implementing culturally relevant and inclusive programs, services, policies, procedures, and practices.

- HRLP ensures that personnel are trained in diversity, equity, access, and inclusion and are held accountable for applying the training to its work.
- HRLP has an established protocol for, and fosters expectations of, bias incident reporting.
- Personnel within HRLP cultivate understanding of identity, culture, self-expression, and heritage.
- Personnel within HRLP promote respect for commonalities and differences among people within their historical and cultural contexts.
- When educational and/or workplace accommodations are requested, HRLP provides individuals with an interactive process to determine reasonable accommodations.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 5.4 Rating: Goal #5 of your strategic plan articulates some steps under the umbrella of well-being. Committee found evidence of some training and development activities, policy statements, and procedures that are relevant to access, equity, diversity, and inclusion. Suggestion to create a diversity focused goal to provide a strategy for work in this area and to centralize relevant data and external processes. Additional suggestion would be to create a full-time staff hiring/ onboarding/ training checklist.

Overview Questions:

1. How does HRLP ensure constituents experience a welcoming, accessible, and inclusive environment that is equitable and free from harassment?
2. How does HRLP identify barriers to and advocate for access, equity, diversity, and inclusion?
3. How does HRLP address imbalances in participation among selected populations of students?
4. How does HRLP address imbalances in staffing patterns among selected populations of program personnel?
5. How does HRLP ensure cultural competence of its personnel to foster inclusion in the program?

Part 6. LEADERSHIP, MANAGEMENT, AND SUPERVISION

Suggested Evidence and Documentation for Part 6:

1. Periodic reports, contracts, and personnel memos
2. Annual reports by program leaders
3. Program leader resumes, including additional professional involvement
4. Strategic and operating plans
5. Needs assessment of program constituents

6.1 Leadership

- Housing and Residential Life Programs (HRLP) leaders model ethical behavior and demonstrate alignment with institutional mission, goals, and ethical practices.
- HRLP leaders provide management and supervision as well as lead strategic planning and program advancement.
- HRLP leaders create a vision for the functional area.
- HRLP leaders communicate goals.
- HRLP leaders model and expect commitment.
- HRLP leaders build teams, coalitions, and alliances.
- HRLP leaders influence others to contribute to the effectiveness and success of the unit.
- HRLP leaders advance diversity, equity, access, and inclusion goals in the workplace.
- HRLP leaders incorporate data and information in decision making.
- HRLP leaders develop a risk management plan for the organization.
- HRLP leaders incorporate sustainable practices in the design of programs, services, and facilities.
- HRLP leaders develop and empower new leaders from within the organization.
- HRLP leaders collaborate with colleagues and departments across the institution.
- HRLP leaders adhere to organizational constraints.
- HRLP leaders advocate for and actively promote the functional area's mission and goals.
- HRLP leaders communicate with constituents about current issues affecting the profession.
- HRLP leaders identify and address individual, organizational, and environmental conditions that foster or inhibit mission achievement.
- HRLP leaders facilitate discussion and decisions regarding program advancement.
- HRLP leaders advocate for representation in strategic planning processes at departmental, divisional, and institutional levels.
- HRLP advocates for membership on critical committees, especially those related to crisis response, threat assessment, emergency operations, and business continuity.
- HRLP ensures that student housing construction project planning is responsive to the current and future needs of residents.
- HRLP personnel advocate to be involved in the design and development of new housing construction.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 6.1 Rating: Evidence of leadership development, participation in trainings and representation in the national level, contributing to the professional knowledge of your field. Hosting conferences/ meetings, etc. The committee noted that of course, more can always be done. We liked seeing the attendance at a conference and then hosting a training back on campus for staff (Disney example).

6.2 Management

- HRLP managers are empowered to demonstrate effective management.
- HRLP managers plan, allocate, and monitor the use of fiscal, physical, human, intellectual, and technological resources
- HRLP managers develop plans for scholarship, leadership, and service to the institution and the profession.
- HRLP managers engage diverse perspectives from within and outside the unit to inform decision making.
- HRLP maintains well-structured management functions, including planning, human resources, property management, procurement, contract administration, financial control, and information systems.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 6.2 Rating: Evidence of process for feedback related to the direction of HRL (Leadership Team, Full Time/ Student Staff). Communication (email) or plans for purchase of The Flats, The Suites. Financial Reports monitoring fiscal expenditures/ revenue.

Recommendation: Develop a technology life cycle/ replacement plan for hardware in facilities. Continue to expand feedback loops for external perspectives. Work to formalize plans for management functions (final bullet point). We know that they must be occurring but do not see actual plans that outline the actions. Consider how and when you can trickle training down to student staff as well.

6.3 Supervision

- HRLP supervisors incorporate institutional policies and procedures in the development of strategies for recruitment, selection, professional development, supervision, performance planning, succession planning, evaluation, recognition, and reward of personnel.
- HRLP supervisors consult with institutional HR personnel to access and receive education and training that influence successful performance of personnel.
- HRLP supervisors provide feedback on personnel performance.
- HRLP supervisors identify and resolve workplace conflict.
- HRLP supervisors follow institutional policies for addressing complaints.
- HRLP supervisors provide reports and activity updates to management.
- HRLP supervisors work with personnel to develop plans for scholarship, leadership, and service to the profession and institution.
- HRLP supervisors provide supervision and support so that personnel may complete assigned tasks.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 6.3 Rating: Clear connection to HR practices at the departmental level and connections to university HR department. Plans and examples provided for personnel development and support.

6.4 Strategic Planning

- Strategic planning processes facilitate continuous development, implementation, assessment, and evaluation of program effectiveness and goal attainment congruent with institutional mission and ongoing planning effort.
- Strategic planning processes support ongoing assessment activities that improve student learning, development, and success.
- Strategic planning processes utilize philosophies, principles, and values that guide the work of HRLP.
- Strategic planning processes promote environments that provide opportunities for student learning, development, and success.
- Strategic planning processes develop, adapt, and improve programs and services in response to the needs of changing environments, populations served, and evolving institutional priorities.
- Strategic planning processes engage many diverse constituents and perspectives from within and outside the unit to inform the development and implementation of the planning process.
- Strategic planning processes result in a vision and mission that drive short- and long-term planning.
- Strategic planning processes set goals and objectives based on the needs of the population served, intended student learning and development outcomes, and program outcomes.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 6.4 Rating: The committee made note that the department has a Strategic Plan. The plan does show an ongoing assessment process nor does it highlight connects to national best practices trends, principles, or philosophies. Plan does not outline resources or partnerships in depth. Strategic Plan could be improved by providing more in-depth rationale and purposefully engagement with diverse constituents.

Overview Questions:

1. To what extent are HRLP leader(s) viewed as and held responsible for advancing the departmental mission?
2. What opportunities and barriers are present for HRLP leader(s) as they seek to fulfill the functional area mission?
3. How do HRLP leaders advance the organization?
4. How do HRLP leaders encourage collaboration across the institution?
5. How are HRLP leaders accountable for their performance?
6. How have HRLP leaders empowered personnel and engaged stakeholders?

Part 7. HUMAN RESOURCES

Suggested Evidence and Documentation for Part 7:

1. Operating policy and procedure manuals/statements for program and institution
2. Organizational chart(s)
3. Personnel handbook, position descriptions (including student employees, volunteers, and graduate students), expectations, and performance review templates
4. Annual reports, including data on student utilization and staff-to-student ratios
5. Association or benchmark reports on operations and staffing
6. Student and staff personnel profiles or resumes, including demographic characteristics, educational background, and previous experience
7. Reports on personnel, including student employees and volunteers, employment experiences
8. Training agendas and schedules
9. Statement of staffing philosophy
10. Professional development activities
11. Minutes from staff meetings at which human resources related standards were discussed and addressed

7.1 Staffing and Support

- Housing and Residential Life Programs (HRLP) identifies the level of staffing necessary to achieve its mission and goals.
- HRLP is staffed by individuals qualified to accomplish its mission and goals.
- HRLP has access to technical and support personnel to accomplish its mission.
- HRLP professional personnel either hold an earned graduate or professional degree in a field relevant to their position or possess an appropriate combination of educational credentials and related work experience.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 7.1 Rating: HRL has made staffing adjustments and changes balancing budget concerns and meeting the goals and mission of the department. They have worked to provide appropriate rations for student staff to student residents. Graduate/Professional degrees are obtained to full time staff as needed.

7.2 Employment Practices

- HRLP establishes procedures and expectations for personnel recruitment, selection, training, supervision, performance, and evaluation.
- HRLP leaders ensure that all personnel have written position descriptions.
- HRLP leaders regularly review position descriptions.
- HRLP leaders maintain copies of up-to-date resumes/curriculum vitae for all currently employed personnel.
- HRLP leaders implement recruitment and selection/hiring strategies that demonstrate a deliberate effort to diversify the workforce.
- HRLP leaders develop promotion practices that are fair, inclusive, proactive, and non-discriminatory.
- HRLP position descriptions include adequate time for planning as well as for program implementation.
- HRLP routinely evaluates conditions of employment for all HRLP personnel.
- HRLP leaders, in partnership with personnel and aligned with institutional policies, establish work arrangements that achieve department objectives.
- Personnel have written performance goals, objectives, and outcomes for each performance cycle and are used to plan, review, and evaluate work and performance.
- Performance plans are updated regularly and reflect changes during the performance cycle.
- Results of individual personnel evaluations are used to recognize personnel performance, address performance issues, implement individual and/or collective personnel development and training programs, and inform the assessment of HRLP.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 7.2 Rating: The department maintain appropriate records (position descriptions, resumes). Consider providing evidence of interview questions, rubrics, evaluations. Utilizes myPerformance process which provides for written performance goals, outcomes, and feedback.

7.3 Personnel Training and Development

- HRLP personnel receive training when hired and professional development throughout their employment.
- HRLP personnel engage in continuing professional development activities.
- HRLP provides personnel with appropriate professional development opportunities or resources.

- HRLP personnel have access to resources and receive specific training on policies, procedures, and laws related to the programs and services they support.
- HRLP personnel have access to resources and receive specific training on policies, procedures, and laws related to privacy and confidentiality.
- HRLP personnel have access to resources and receive specific training on policies, procedures, and laws related to student records and sensitive institutional information.
- HRLP personnel have access to resources and receive specific training on policies, procedures, and laws related to systems and technologies necessary to perform their assigned responsibilities.
- HRLP personnel have access to resources and receive specific training on policies, procedures, and laws related to sexual misconduct, harassment, and workplace violence.
- HRLP professional personnel have a working knowledge of all relevant policies and procedures, the rationale for policies and procedures, and the relationship of policies and procedures to the HRLP's mission statement, goals, and objectives.
- HRLP professional personnel are knowledgeable about and remain current with respect to the obligations and limitations placed upon the institution by law and institutional policies.
- HRLP personnel are trained on how to recognize and address systems of oppression in the workplace and facilitate a welcoming, inclusive work environment.
- HRLP personnel are trained on how and when to refer those in need of additional assistance to qualified personnel and have access to a supervisor for assistance in making these judgments.
- HRLP personnel receive adequate training to make appropriate and timely referrals regarding any escalating behavior problems.
- HRLP leaders ensure that personnel are knowledgeable about and trained in safety, emergency procedures, identifying threatening conduct or behavior, crisis prevention, response, and reporting.
- HRLP ensures that comprehensive planning documents and protocols exist and that annual training occurs for all personnel for crisis-related residential circumstances.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 7.3 Rating: Evidence of many of the above-mentioned policies exists. Training checklist should be expanded to cover all required trainings (EAP, Safe Zone, Green Zone, Gender Identity, Accessibility...). Furthermore, how do you ensure that your staff understands all relevant policies including the RATIONALE for those policies and the RELATIONSHIP to your mission.

7.4 Paraprofessional Personnel

- Paraprofessionals working in HRLP are enrolled in an appropriate field of study and/or have relevant experience.
- Paraprofessionals working in HRLP are carefully selected, trained, supervised, and evaluated by personnel who possess applicable educational credentials, work experience, and have supervisory experience.
- HRLP trains resident/community assistants and other paraprofessionals to contribute to the accomplishment of community development, educational programming, administration, group and activity advising, leadership development, student conduct, role modeling, individual assistance and referral, providing information, crisis intervention, facilities management.

- HRLP leaders accommodate the dual roles paraprofessionals may have as both student and employee.
- HRLP leaders adhere to parameters of paraprofessionals' job descriptions.
- HRLP leaders articulate intended student learning and development outcomes in student employee job descriptions.
- HRLP leaders adhere to agree-upon work hours and schedules.
- HRLP leaders offer flexible scheduling options as needed by the student employee.
- HRLP leaders work with paraprofessionals to determine suitable compensation if circumstances necessitate additional hours.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 7.4 Rating: Handbook, selection process, meeting agendas, student staff information forms provide evidence of student employment process and support.

Overview Questions:

1. In what ways are personnel qualifications examined, performance evaluated, and recognition provided for exemplary performance?
2. How are professional development efforts designed, how do they support achievement of the HRLP mission, and how do they prepare and educate staff on relevant information?
3. How has the staffing model been developed to ensure successful functional area operations?
4. How does HRLP engage graduate interns and assistants, student employees, and volunteers?

Part 8. COLLABORATION AND COMMUNICATION

Suggested Evidence and Documentation for Part 8:

1. Promotional material (brochures/sources of information about the program, catalogs, brochures, staff and student handbooks)
2. Media procedures and guidelines
3. List and description of relationships with internal and external partners
4. Minutes from meetings/interactions with key constituents

8.1 Collaboration

- Housing and Residential Life Programs (HRLP) personnel collaborate and consult with institutional leaders, faculty, individuals, and departments essential to the success of the program.
- HRLP personnel develop and maintain professional relationships in a climate of mutual respect, support, trust, and interdependence in recognizing the strengths and limitations of each colleague.

- HRLP collaborates with individuals, groups, communities, and organizations.
- HRLP collaborates to garner support and resources.
- HRLP collaborates to meet the needs of students, designated clients, and other constituents.
- HRLP collaborates to achieve program and student outcomes.
- HRLP collaborates to engage diverse populations to enrich the educational environment.
- HRLP collaborates to disseminate information about programs and services.
- HRLP collaborates to solve problems pertinent to the student population, designated clients, or the organization.
- HRLP refers students, designated clients, and other constituents to appropriate resources when assistance is needed beyond the functional area's scope.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 8.1 Rating: Clear evidence of programs and services that are provided in collaborative relationships (Student Health, Career Development, Campus Rec, Student Involvement, CAPS). Utilize Strategic Communication guidance.

8.2 Communication

- HRLP provides relevant information, services, and resources that explain its mission and goals.
- HRLP develops and implements strategies for outreach and promotion.
- HRLP promotional and descriptive information is accurate and free of deception and misrepresentation.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1.5

Justification for 8.2 Rating: Materials are well produced, contain mission statement as appropriate. Outreach and promotion is clear. The committee would suggestion expanding plans for more outreach. We would encourage expanding the communication plan for new residents (it was great but only one population that you serve and one form of outreach). What is your social media plan? What is your plan once residents are not "new" anymore?

8.3 Procedures and Guidelines

- HRLP has and follows procedures and guidelines consistent with institutional policy for communicating with the media.
- HRLP has and follows procedures and guidelines consistent with institutional policy for distributing information through print, broadcast, and online sources
- HRLP has and follows procedures and guidelines consistent with institutional policy for the use of social media.
- HRLP has and follows procedures and guidelines consistent with institutional policy for contracting with external organizations for delivery of programs and services.
- HRLP has and follows procedures and guidelines consistent with institutional policy for developing relationships with donors.
- HRLP has and follows procedures and guidelines consistent with institutional policy for dissemination of relevant information in a timely manner to all constituents.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	0

Justification for 8.3 Rating: Print pieces in the evidence were inconsistent with use of university lock-up/visual standards. Continue to utilize and review university provided policies and guidelines to ensure brand alignment. Develop a policy or procedure for media contact to student employees.

Overview Questions:

1. With which relevant individuals, campus offices, and external agencies must HRLP maintain effective relationships? Why are these relationships important, and how are they mutually beneficial?
2. How does HRLP maintain effective relationships with program constituents?
3. How does HRLP assess the effectiveness of its relations with individuals, campus offices, and external agencies?

Part 9. ETHICS, LAW, AND POLICY

Suggested Evidence and Documentation:

1. Program code or statement of ethics
2. Ethics statements from relevant functional area professional associations
3. Personnel policies, procedures, and/or handbooks
4. Codes of conduct

5. Operating policies and procedures
6. Operating policies and procedures related to human subjects research (i.e., Institutional Review Board)
7. Minutes from meetings during which staff reviewed and discussed ethics
8. Emergency procedures
9. Contracts and memoranda of understanding (MOUs)
10. Copies of related laws and legal obligations

9.1 Ethical Statements

- Housing and Residential Life Programs (HRLP) reviews and adopts appropriate standards of ethical practice including those of applicable professional associations.
- HRLP has clearly defined and documented ethical statements addressing conflicts of interest, or appearance thereof, by personnel in the performance of their work.
- HRLP has clearly defined and documented ethical statements addressing management of institutional funds.
- HRLP has clearly defined and documented ethical statements addressing acceptance, in gratis, of cash or merchandise in accordance with institutional advancement reporting policies.
- HRLP has clearly defined and documented ethical statements addressing research and assessment with human participants or animal subjects.
- HRLP has clearly defined and documented ethical statements addressing confidentiality of research and assessment data.
- HRLP has clearly defined and documented ethical statements addressing personnel, student, and other designated clients' rights and responsibilities.
- HRLP has clearly defined and documented ethical statements addressing disclosure of information in student, personnel, and other designated clients' records.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

*Justification for 9.1 Rating: **Plentiful evidence of ethical statements, policy and procedures, partner statements (Chartwell's, Aramark), handbooks, trainings, and manuals for both the department and the university.***

9.2 Ethical Practice

- HRLP personnel employ ethical decision making in the performance of their duties.
- HRLP personnel recognize and avoid conflicts of interest that could adversely influence their judgment or objectivity and, when unavoidable, recuse themselves from the situation.
- HRLP personnel are honest, objective, and impartial in their interactions.
- HRLP demonstrates responsibility for sound and ethical assessment, research, evaluation, and program review.

- HRLP encourages and provides a forum for personnel to address and report unethical behavior.
- HRLP addresses issues surrounding scholarly integrity.
- HRLP personnel perform duties within the scope of their position, training, expertise, and competence.
- HRLP personnel make referrals when issues presented exceed the scope of their position.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 9.2 Rating: Trainings to inform personnel, IRB is provided, performance expectations and scope of positions are outlined.

9.3 Legal Obligations and Responsibilities

- HRLP complies with laws, regulations, policies, and procedures that relate to its respective responsibilities and that pose legal obligations, limitations, risks, and liabilities for the institution as a whole.
- In accordance with governmental laws, institutional policy, and standards of good practice, HRLP personnel who are concerned about student’s well-being ensure that they are referred to appropriate resources.
- HRLP has a process for accessing legal advice needed for personnel to carry out their assigned responsibilities.
- HRLP does not discriminate based upon institutional policies, codes, or governmental laws.
- HRLP purchases or obtains permission to use copyrighted materials and instruments. References to copyrighted materials and instruments include appropriate citations.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 9.3 Rating: Policies and procedures are articulated, university legal is consulted as needed.

9.4 Policies and Procedures

- HRLP has written policies and procedures on operations, transactions, or tasks that have legal implications.
- HRLP has and follows a timeline for reviewing policies and procedure. The creation and revision of policies and procedures are informed by available evidence, and policies and procedures that inform the management of higher education.
- HRLP has policies and procedures consistent with institutional policy for responding to threats, emergencies, and crisis situations.
- HRLP has a well-developed Business Recovery/Continuity Plan, and HRLP fully participates in campus crisis management and evaluation.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 9.4 Rating: Strong evidence of operations manuals and procedures, connection to university policy for emergency and crisis situations. Uses WSU Ready BCP planning process.

9.5 Communication of Ethical and Legal Obligations

- HRLP educates new personnel to relevant ethical standards, statements of ethical practice, and related institutional policies and procedures.
- HRLP informs its users of ethical and legal obligations and limitations emanating from codes and laws or from licensure requirements.
- HRLP personnel provide students, designated clients, and constituents with information about student privacy rights and personnel’s disclosure obligations.
- HRLP creates ongoing opportunities to explore and examine basic ethical beliefs important to the functional area.
- HRLP informs personnel about internal and external governance organizations that affect the functional area.
- HRLP informs personnel about professional liability insurance options and refer them to external sources if the institution does not provide coverage.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 9.5 Rating: New hire checklist outlines review/ training for policies and procedures, FERPA training. Department is represented on university committees. Suggestion create a catalog of personnel serving on committees or UP/ USS Senate.

9.6 Addressing Harassment and Hostile Environments

- HRLP personnel neither participate in nor condone any form of harassment or activity that demeans persons or creates an intimidating, hostile, or offensive environment.
- HRLP adheres to institutional policies and procedures regarding sexual misconduct, harassment, and workplace violence

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 9.6 Rating: Multiple trainings exist, non-discrimination policy, training checklist provides evidence for this work.

Overview Questions:

1. What is the HRLP strategy for managing student and personnel confidentiality and privacy issues?
2. How are ethical dilemmas and conflicts of interest identified and addressed?
3. How are ethics incorporated into the daily management and decision-making processes of HRLP?
4. What are the crucial legal, policy and, governance issues faced by HRLP, and how are they addressed?
5. How are personnel instructed, advised, or assisted with legal, policy, and governance concerns?
6. How are personnel informed about internal and external governance systems?

Part 10. FINANCIAL RESOURCES

Suggested Evidence and Documentation for Part 10:

1. Budgets and the budget process
2. Financial policies and procedures
3. Financial statements and audit reports
4. Student fee administration and allocation process (if applicable)
5. Financial statements for grants, gifts, and other external resources

10.1 Funding

- Housing and Residential Life Programs (HRLP) has the funding that is necessary to accomplish its mission and goals.
- HRLP ensures that a portion of fees collected is dedicated to the immediate support and long-term improvement of housing and residential life programs and facilities.
- HRLP has funding for the continuous upkeep of facilities, equipment and furnishings, on-going repairs, educational programming, and services to residents.
- HRLP has reserves available for major maintenance and renovation of housing facilities, replacement of equipment, and other capital improvements.
- HRLP determines with administrative leadership what funding is necessary.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 10.1 Rating: The committee could see that there is a clear process for financial stewardship, policies and procedures for budget expenditures and revenue, clear pricing structures. Budget provides plans for ongoing repairs and upkeep. Evidence was also available communicating unexpected budget cuts/shortfall due to COVID-19. The committee did not feel they were able to determine is the funding is at the necessary levels.

10.2 Financial Planning

- In establishing and prioritizing funding resources, HRLP conducts comprehensive analyses to determine unmet needs of the unit; relevant expenditures; external and internal resources; and impact on students and the institution.
- HRLP uses the budget as a planning tool to reflect commitment to the mission and goals of the functional area and of the institution.
- HRLP financial reports provide an accurate financial overview of the organization and provide clear, understandable, and timely data upon which personnel can plan and make informed decisions.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 10.2 Rating: Evidence of budget, financial tools utilized. There is not clear evidence which explains budget priorities and rationale outside of COVID-19.

10.3 Financial Management

- HRLP manages funds in accordance with established governmental laws and institutional policies, procedures, and guidelines.
- HRLP demonstrates responsible stewardship and use of fiscal resources.
- HRLP has procedures and guidelines consistent with institutional policy for applying to and managing funds from external resources.
- HRLP is provided with the institutional and financial resources to assist with professional development of personnel.
- HRLP procurement procedures are consistent with institutional policies.
- HRLP procurement procedures ensure that purchases comply with laws and codes for usability and access.
- HRLP procurement procedures ensure that the institution receives value for the funds spent.
- HRLP procurement procedures consider information available for comparing the ethical and environmental impact of products and services purchased.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	IE

Justification for 10.3 Rating: University policy and departmental practice exist, however the committee did not feel they were able to understand the connection and overall vision for funding.

Overview Questions:

1. What is the funding strategy for HRLP, and why is this the most appropriate approach?
2. How does HRLP ensure fiscal responsibility, responsible stewardship, and cost-effectiveness?
3. If applicable, how does HRLP go about increasing financial resources?
4. What structures exist to ensure compliance and responsible stewardship, management, and use of fiscal resources? How are limitations or gaps in these structures mitigated?

Part 11. TECHNOLOGY

Suggested Evidence and Documentation for Part 11:

1. Information technology policies and procedures
2. Equipment and hardware inventory and replacement cycle
3. Software inventory and update cycle

4. Back-up plan and systems failure emergency protocol(s)
5. Contracts, manuals, and user guides for internet, telephone, database, application, and other systems vendors
6. Technology needs assessment; usage and access data

11.1 Systems Management

- Housing and Residential Life Programs (HRLP) has current technology to support the achievement of its mission and goals.
- HRLP incorporates accessibility features into technology-based programs and services.
- HRLP ensures that personnel and constituents have access to training and support for technology use.
- HRLP backs up data on a cycle established in partnership with the institution’s information technology department.
- HRLP implements a replacement plan and cycle for all technology with attention to sustainability.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 11.1 Rating: Clear overview and outline of technology/ apps used to enhance the delivery of programs and services (including StarRez, Roompact, SchoolDude, Maxient). Recommend creating a life cycle/replacement plan for technology.

11.2 User Engagement

- HRLP uses technology to enhance the delivery of programs and services for all constituents.
- HRLP ensures that technology addresses constituent needs.
- HRLP employs technologies that facilitate user interaction.
- HRLP provides secure remote access.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 11.2 Rating: Evidence of collaborative technology (GroupMe, Slack, Microsoft Teams, StarRez).

11.3 Compliance and Information Security

- HRLP has policies on the appropriate use of technology that are clear and easily accessible.
- HRLP complies with governmental codes and laws and with institutional technology policies and procedures.
- HRLP provides a secure platform when conducting financial transactions, in accordance with industry best practices.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 11.3 Rating: Evidence of VPN, policies and procedures for technology use. A good amount of the evidence in this section was provided by a position that is no longer staffed, unaware of the degree in which WSU can provide support, and technological support from contracted vendors (i.e. StarRez, RoomPact, etc.).

11.4 Communication

- HRLP has updated websites that provide information to all constituents in accessible formats.
- HRLP uses technology that allows users to communicate sensitive information in a secure format.
- HRLP evaluates relevant social media platforms and techniques for communication, and implement those that best meet constituent needs.
- HRLP evaluates multiple modes of communications including, but not limited to, phone, text, and web chat.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 11.4 Rating: Department is using best practices for technology/ vendor contracts (StarRez, RoomPact). Website provides extensive information to students (videos on website in some areas are lacking closed captions). As a noted previously, a social media plan could be developed that clearly outlines platforms and techniques.

Overview Questions:

1. How is technology inventoried, maintained, and updated?
2. How is information security maintained?
3. How does HRLP ensure that relevant technology is available for all who are served by the program?
4. How does HRLP use technology to enhance the delivery of programs, resources, services, and overall operations?
5. How does HRLP utilize technology to foster its learning, development, and success outcomes?

Part 12. FACILITIES AND INFRASTRUCTURE

Suggested Evidence and Documentation for Part 12:

1. Facilities and equipment inventory and usage data
2. Facilities audit and plans for renovations, additions, and enhancements
3. Facilities use agreements or memoranda of understanding (MOUs)
4. Capital projects, if applicable
5. Structural designs or maps to show space allocation
6. Images of the space

12.1 Design of Facilities

- Housing and Residential Life Programs (HRLP) facilities are located in suitable spaces designed to support the HRLP mission and goals.
- HRLP facilities are intentionally designed to engage various constituents, promote learning, and provide accessible and safe spaces.
- HRLP ensures that the physical environment is attractive, conducive to academic success and other learning outcomes, functional, in compliance with codes, and adequately equipped with safety features.
- HRLP implements a system of access control to provide for frequent monitoring of all associated hardware and identifying potential security hazards related to key/card inventory by stringently controlling the use of master keys/access cards.
- Grounds, including streets, walks, recreational areas, and parking lots, are attractively maintained, with attention given to safety features.
- HRLP furnishes and equips individual rooms and apartments to accommodate the designated number of occupants.
- HRLP provides adequate space for student study, community development, and group meetings. Public, common, study, recreational areas, fitness rooms, and computer labs, when provided, are adequately furnished and maintained to accommodate the number of users.
- HRLP provides laundry facilities within or in close proximity to living areas. Laundry facilities are well-maintained and reasonably priced.
- HRLP provides acceptable accommodations and amenities for professional live-in personnel with appropriate consideration for: adequate living space for the staff member and any family, furnishings and equipment; telecommunications package; appropriate access; and parking.
- HRLP facilities are designed to protect the security and privacy of records and ensure the confidentiality of sensitive information and conversations.
- HRLP incorporates universal design principles.

- HRLP facilities are designed and constructed to be energy-efficient and sustainable.

12.1a Facilities Planning

- HRLP has a master plan for maintaining and renovating all facilities, including timelines for addressing specific needs.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	0

Justification for 12.1 Rating: The committee did not feel that the evidence provided constituted a master plan.

12.2 Work Space

- HRLP personnel have equipped and well-maintained workspaces designed to support their work and responsibilities.
- HRLP provides sufficient space for custodial equipment and storage in close proximity to the assigned custodial area.
- HRLP personnel are able to safeguard the privacy of their work.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	2

Justification for 12.2 Rating: Evidence provided of office spaces existing, floorplans demonstrate custodial and storage spaces.

12.3 Equipment Acquisition

- When acquiring capital equipment, HRLP takes into account expenses related to regular maintenance and life cycle costs.
- HRLP has systematically planned equipment replacement programs for furnishings, mechanical, and electrical systems; maintenance equipment; carpeting and other flooring; window coverings; and dining equipment where applicable.
- HRLP incorporates sustainable practices when purchasing equipment.

- HRLP maintains an up-to-date inventory of housing property and furnishings.

DNA	IE	0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 12.3 Rating: Evidence of life cycle and/or replacement plans with regards to sustainable practices is missing. Inventories of property (tools or common area furnishing) were found for some areas but not the entirety of the operations.

12.4 Facilities and Equipment Use

- HRLP facilities and equipment is inspected on an established cycle and is in compliance with codes, laws, and established practices for accessibility, health, safety, and security.
- HRLP conducts periodic inspections and audits to: ensure compliance with fire and safety codes; identify and address potential safety and security hazards; and adhere to campus efforts to improve energy efficiency.
- Data from inspections is used for repair and replacement schedules.

12.4a Maintenance and Renovation

- HRLP implements maintenance and renovation programs in all housing operations.
- HRLP maintenance and renovation programs include a preventive maintenance program designed to realize or exceed the projected life expectancy of the equipment and facilities.
- HRLP maintenance and renovation programs include a program designed to repair or upgrade equipment, facilities, and building systems as they become inoperable or obsolete.
- HRLP maintenance and renovation programs include a renovation program that modifies physical facilities and building systems to make them more sustainable, flexible, accessible, effective, attractive, efficient, and safe.
- HRLP maintenance and renovation programs include a program designed to provide emergency response 24 hours a day.
- HRLP physical plant renovations are scheduled to minimize disruption to residents and diners. During the academic and summer terms, adequate communication regarding closings is coordinated and provided to users.
- HRLP implements pest management practices in all housing and food service areas.
- HRLP conducts painting on the basis of current need and a preplanned cyclical schedule.

12.4b Custodial Services

- HRLP requires custodial services programs to provide a clean and orderly environment in all housing facilities and to minimize the introduction of hazardous or toxic materials into the residential environment. All community bathrooms, as well as public areas, are cleaned and sanitized at least daily on weekdays.
- HRLP conducts waste disposal, recycling, and handling and storage of chemicals and hazardous materials in compliance with laws and regulations for health, safety, and environmental protection requirements. HRLP personnel identify work-place hazards and strive to minimize risk to employees through education, training, and provision of personal protective equipment.

- HRLP promptly reports broken, malfunctioning, defective, unusable, or faulty facilities and equipment to the entity responsible for maintenance.
- HRLP develops sustainable practices for facilities use.
- HRLP assesses the effectiveness of its facilities to ensure they are meeting facilities and equipment goals.
- HRLP personnel advocate for appropriate, consistent, and fair assignment of facilities and equipment.

DNA		0	1	2	Rating:
Does Not Apply	Insufficient Evidence/ Unable to Rate	Does Not Meet	Partly Meets	Meets	1

Justification for 12.4 Rating: Due to the age of the buildings (oldest building 2014), maintenance and renovation plans are not plentiful. It is evident that buildings were designed to accommodate flexibility, accessibility, and provide comfortable access to dining, laundry, etc. Spaces are clean and in great working order. There are processes for work requests and work orders. Daily and yearly cleaning plans are provided. The committee would recommend the development of long-range planning, maintenance and renovation plans.

Overview Questions:

1. How are facilities inventoried and maintained?
2. How does HRLP integrate sustainable practices?
3. How does HRLP ensure that facilities, workspaces, and equipment are considered in decision-making?

How is HRLP intentional about space allocation and usage?

Part 1: Mission

Overall average **(2)**.

Housing and Residence Life is committed to providing a positive student experience by creating a safe and inclusive community that promotes personal and academic success.

Areas Requiring Follow-Up:

- Evidence of review process

Action Item:

- Create an annual review process of mission statement, core values, service standards

Achievements:

- Creation and training of all staff on new service standards this year (Spring 2020)

Part 2: Program and Services

Overall average (1).

https://www.wichita.edu/student_life/housing/Residential_Curriculum.php

Areas Requiring Follow-Up:

- Our Learning Outcomes were recently created and are not being assessed yet.
- We assess learning through the ACUHO-I Resident assessment but cannot tie those results directly to our current Learning Outcomes
- Our department needs to create a Master Plan

Action Item:

- Creation of a 5-year Master Plan for Housing and Residence Life

Achievements:

- Creation of Resident Engagement Model this Summer (2020) which will serve as a precursor to a new Residential Curriculum

Part 3: Student Learning, Development, and Success

Overall average **(2)**.

Areas Requiring Follow-Up:

- Development of assessment tools to attached to each learning outcome based on CAS Standards

Action Item:

- Review current Learning Outcomes for LLC residents, non-LLC first-year residents, and returning residents and create assessment tools for each group.

Achievements:

- Worked with each LLC this summer to write their goals, which will be worked into Learning Outcomes with assessment tools attached to them by end of Fall 2020.
- Current use of ACUHO-I Resident Assessment aligns with university and divisional goals.

Part 4: Assessment

Overall average **(.5)**.

Areas Requiring Follow-Up:

- There is not a clear cycle/timeline of assessment activities

- HRL is not communicating out about the ways we use data to inform decisions

Action Item:

- Create an Assessment plan that includes our comprehensive assessment strategy, as well as an annual timeline of assessment activities
- Include a section in Annual report regarding assessment activities and what results have led to which decisions being made in the department

Achievements:

- We have consistent data from a nationally recognized source (Skyfactor ACUHO-I) that can be assessed longitudinally as well as benchmarked against other institutions.
- This data has been used to make important decisions over the years.

Part 5: Access, Equity, Diversity, and Inclusion

Overall average **(1.5)**.

Areas Requiring Follow-Up:

- HRL lacks a comprehensive plan/strategy for moving the department forward in these areas.

Action Item:

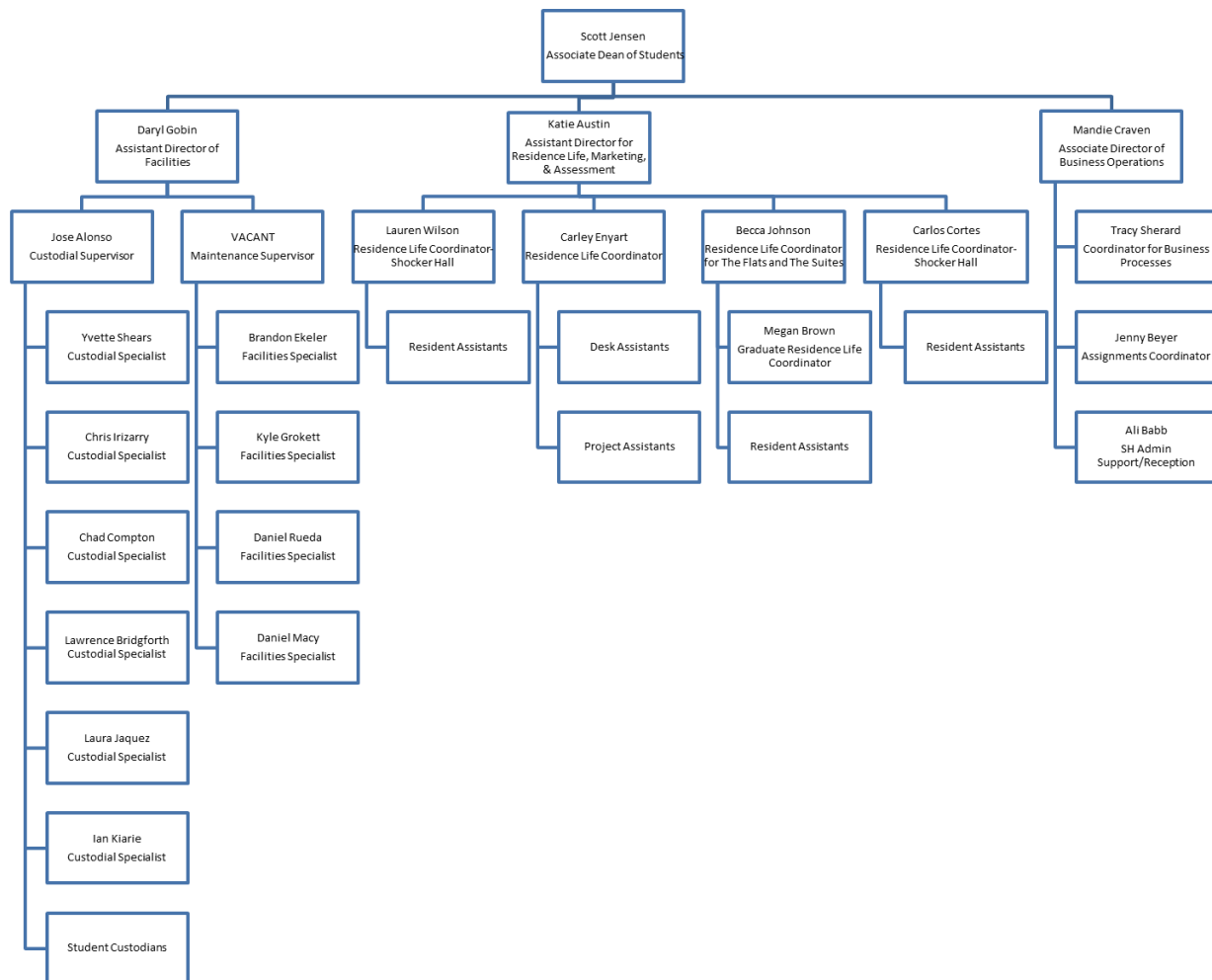
- Create a schedule for review of all manuals and policies to ensure inclusive language, best practices, and identification of any gaps in policy or structures that perpetuate systems of privilege and oppression
- Create an onboarding checklist for all full-time staff that include all university-offered diversity trainings
- Include our plan for what HRL is currently doing and our strategy for this work in our Annual Report

Achievements:

- HRL reworked entire student staff selection process to be more inclusive and ensure a more diverse pool of candidates (Spring 2020)
-

Part 6: Leadership, Management, and Supervision

Director: Scott Jensen, Associate Dean of Students



Overall average **(1.5)**.

Areas Requiring Follow-Up:

- HRL does not have a technology replacement plan. A recent inventory of all technology occurred, but replacement dates were not established.
- Need to create more HRL-specific manuals for management functions such as HR, procurement, etc. We have WSU general procedures manual but need to write out a manual with HRL-specific information.

Action Item:

- Add a formal expectation to the HRL Professional Development/travel guidelines that all staff who travel to conferences present information gained back to HRL staff and student staff.

- Create a technology life cycle/replacement plan.

Achievements:

- HRL has ample of evidence of leadership development, participation in trainings and representation at the national level.
- HRL sent a staff member to the Disney Institute and then hosted a training back on campus that became the inception for the creation of our new HRL Service Standards.

Part 7: Human Resources

(Include copy of the job descriptions of all employees in the program and a copy of their resumes.)

Overall average **(1.75)**

Areas Requiring Follow-Up:

- Onboarding checklist needs expansion to cover all the required trainings
- Lack of evidence on how HRL ensures that our staff understands all relevant policies including the rationale for those policies and their relationship to HRL's mission

Action Item:

- The creation of our HRL Service Standards helps to convey the WHY for what we do. Continue work on educating staff on Service Standards and how they show up in daily tasks.
- HRL will expand Onboarding Checklist to include newly required trainings that were not previously listed, included diversity trainings provided by the university.

Achievements:

- HRL utilizes myPerformance process for employees to document performance goals, outcomes, and feedback
- HRL can demonstrate that the department makes staffing adjustments and changes to balance various budget concerns with the goals and mission of the department.
- Staff have the appropriate education and experience for the positions they hold
- Ample evidence of our student employment process and support for these positions

Part 8: Collaboration and Communication

Overall average **(1)**.

List of departments and agencies most important to the success of the department

- Office of Undergraduate Admissions- recruitment and promotion of housing to prospective students
- Office of International Education- recruitment and promotion of housing to prospective students, working together to assist arriving students and manage student issues, concerns
- Counseling and Prevention Services- CAPS trains our staff on topics surrounding mental health and confrontation, assists our staff with students in crisis, offers prevention programming in our buildings.
- Student Health Services- Partners with HRL to manage COVID-19 testing, quarantining, and isolation protocols.
- Athletics- Partners with HRL to assign housing and manage any issues related to residential athletes.

- University Police Department- Trains our staff, partners regularly to respond to student incidents, policy violations
- Chartwells/University Dining Services- services our residential students through the management of residential meal plans, operation of Shocker Dining, Groundhouse, retail RSC food options
- Information Technology Services- assists with residential building access, Shocker Card/meal plan issues
- CARE Team- assists with residential students of concern
- Student Conduct and Community Standards- manages conduct process for all WSU students, trains RLCs on adjudicating residential conduct cases, oversees all hearing officers
- External Relations: HRL works closely with Koch Industries, Spirit Aerosystems, Textron Aviation, and several other Wichita companies to provide summer lodging to their college interns. We also provide lodging for summer camp groups such as Envision, TRIO programs, and WSU Athletics sport camps.

Institutional committees that are served by the members of the department:

- CARE Team: Scott Jensen
- Campus Recruiters Network: Katie Austin
- Student Affairs Assessment Committee: Katie Austin
- UP Senate: Allison Babb
- University Health and Safety Working Group: Scott Jensen
- Prevention Services Advisory Board: Carley Enyart
- University Reintegration Committee- Scott Jensen
- Student Community Center + Clinton Hall Student Success & Services Planning Committee- Katie Austin
- Student Affairs Professional Development Committee- Alison Babb
- Campus Communicators committee- Katie Austin
- LGBTQ Task Force- Becca Johnson
- WSU Reads Committee- Becca Johnson

Areas Requiring Follow-Up:

- There is not a comprehensive social media plan
- Student staff are not trained on usage of university visual standards, procedures for media contact

Action Item:

- Add training session regarding media and brand policies and procedures
- Create a social media plan/master calendar as part of the 5-year master plan that includes social media engagement plan for not only prospective students but current residents as well

Achievements:

- HRL has clear evidence of strong collaborative relationships and high levels of participation on institutional committees.

Part 9: Ethics, Law, and Policy

Statement of Ethics:

Wichita State University and Housing and Residence Life do not discriminate in their programs and activities on the basis of race, religion, color, national origin, gender, age, sexual orientation, marital status, political affiliation, status as a veteran, genetic information or disability.

ACUHO-I Standards and Ethical Principles

<https://www.acuho-i.org/resources/standards?portalid=0>

Overall average **(2)**.

Areas Requiring Follow-Up:

- Suggested that HRL create a catalog of personnel serving on committees or UP/USS Senate

Action Item:

- HRL will add committee involvement to each staff profile in the Staff Directory online

Achievements:

- Strong evidence of operations manuals and procedures, connection to university policy for emergency and crisis situations.
- Uses WSU Ready BCP planning process.

Part 10: Financial Resources

See Appendix I. for copy of departmental budget.

Overall average **(1.5)**.

Areas Requiring Follow-Up:

- Lacking evidence of budget priorities and rationale outside of COVID-19
- Lack of evidence surrounding university policy and its connection to departmental practice

Action Item:

- Provide clear evidence which explains budget priorities and rationale outside of COVID-19.
- Request feedback from Purchasing, Payroll, Accounts Receivable, and Budget Office annually to ascertain our alignment of our practices with the administration's overall vision

Achievements:

- There is a clear process for financial stewardship, policies and procedures for budget expenditures and revenue, clear pricing structures. Budget provides plans for ongoing repairs and upkeep. Evidence was also available communicating unexpected budget cuts/shortfall due to COVID-19. The committee did not feel they were able to determine if the funding is at the necessary levels.

Part 11: Technology

Overall average **(1.5)**.

Areas Requiring Follow-Up:

- No comprehensive social media plan
- No comprehensive technology life cycle/replacement plan

Action Item:

- Create social media plan
- Create technology replacement cycle

Achievements:

- Department is using best practices for technology/ vendor contracts (StarRez, RoomPact)
- Evidence of VPN, policies and procedures for technology use
- Evidence of collaborative technology (GroupMe, Slack, Microsoft Teams, StarRez).
- Clear overview and outline of technology/ apps used to enhance the delivery of programs and services (including StarRez, Roompact, SchoolDude, Maxient).

Part 12: Facilities and Infrastructure

Overall average **(1.5)**.

Areas Requiring Follow-Up:

- HRL does not have a Facilities Master plan

Action Item:

- Work with Facilities Planning to create a Facilities Master plan as a part of our 5-year Master Plan.

Achievements:

- HRL has newer buildings with sufficient office, custodial, facilities, and storage spaces.

List Actions Taken with Completion Dates

Current Practice Description	Corrective Action Needed	Task Assigned To	Timeline/ Due Dates
<p>Master Planning. Very little work has been done to create an HRL master plan that incorporates our long term IT, furniture, facility upgrades, facility repair, and construction.</p>	<p>Create a 5 year housing master plan that will incorporate all of the following to better document our long term plans and help us strategically allocate our financial resources:</p> <ul style="list-style-type: none"> • Mattress replacement • Computer hardware replacement cycle • RLC apartment furniture replacement cycle • Carpet replacement cycle • Construction plans • WiFi enhancements • Painting cycle • Renovation planning if needed • Door hardware enhancement <p>Master plan will articulate our budget priorities for the next five year.</p>	<p>Scott</p>	<p>February 1, 2021</p>
<p>Skyfactor Survey/ IRB Requirements</p>	<p>Determine requirements of IRB as it relates to our annual Resident Satisfaction Survey</p>	<p>Katie</p>	<p>December 1, 2020</p>
<p>Lack of documented follow through on HRL adherence to university policy and procedure related to purchasing and budgeting.</p>	<p>Annually request feedback from the following offices to ensure HRL is following all WSU policies and procedures required related to financial affairs:</p> <ul style="list-style-type: none"> • Purchasing • Travel • Student Accounts • Financial Operations • Purchase Card Office 	<p>Mandie</p>	<p>Annually in May</p>

	<ul style="list-style-type: none"> Budgeting Office 		
Staff are engaged in work on university committees, but we are not telling that story	Create a space on the About Us section of our website that chronicles our staff's involvement on university committees	Katie	December 1, 2020
There is a Communication and Outreach plan, but it does not have a detailed social media plan or training schedule for educating others on university brand standards.	Complete and enhance our HRL communication and outreach plan to include how we will connect with students via print, email, social media, and online. This plan will also lay out guidelines to ensure we are following university branding requirements in all of printed materials and a plan to train all staff on those requirements.	Katie	May 1, 2021
Review of mission, values, and service standards occurs on an irregular basis	Calendar a time annually to review, edit, and update all relevant guiding principles for our department	Scott	December 1, 2020
Annual report (with department updates and a breakdown of each functional area's year in review) is created and disseminated to key partners	<ul style="list-style-type: none"> Ensure our annual report is updated each year to the most current edition on the About Us section of website. Create a space to catalog older editions. Add a section about Diversity and Inclusion topics so we can document what work has been done each year and progress made toward our Diversity goals/improvements or declines on key data points 	Katie	October 1, 2020
HRL lists Inclusion as one of its core values but does not have a stand-alone goal within our Strategic Plan regarding Diversity and Inclusion.	Within the 5-year plan, create a diversity focused goal to provide a strategy for work in this area.	Scott	February 1, 2021

Creation of onboarding checklists are already underway, but not complete	Complete the hiring/onboarding/training checklists and began implementation with new staff hires	Mandie/Tracy	January 1, 2021
HRL Service Standards were created in Spring 2020 and implementation will begin at RA Training this fall	Complete implementation of Service Standards to explain rationale of policies and relationship to your mission	Carley	January 2021
Room selection videos do not contain closed captioning	Add closed captioning to room selection demonstration videos before selection in the Spring	Mandie	March 2021

Describe Lessons Learned that Can Be Applied to the Next Program Review Cycle

1. Housing and Residence Life will work to have a Master Plan in place by the next program review cycle, as that was our main deficiency that this review brought to light. As the Division of Student Affairs continues to create its Strategic Plan, that will assist us in our planning so that we can closely align our goals and objectives with those of the division.
2. Housing and Residence Life can also begin to take minutes as key departmental meetings in order to provide more sufficient evidence of discussions had around topics such as budget planning, funding priorities, service standards, etc.

List Student Learning Outcomes and Program Outcomes to be Measured in the Next Two Years in Anticipation of the Next Program Review Cycle

1. See Appendix II, HRL Objective Overview

Final Comments

Housing and Residence Life is committed to the CAS Review process and sees great benefit in this continuous improvement cycle.