Department of Residential Life
2013/2014 Strategic Plan & Assessment Initiatives

MISSION
The mission of the Department of Residential Life is to create educational environments emphasizing learning and development.

Our mission statement is supported by three department tenets: service, education, and leadership. These tenets echo the span of functional responsibilities within the department and inform daily practice.

VISION
The Department of Residential Life seeks to promote a vibrant and collaborative living-learning community that embodies the highest standards of campus housing. Mission, vision, and values compliment the four critical themes identified by the Division of Student Affairs:

1. Healthy, engaged students
2. Career ready graduates
3. Inclusive environments promoting long-term engagement
4. Customer focused services and facilities

VALUES
The Department of Residential Life values inclusivity, collaboration, and open communication. Student learning and assisting students to graduation are our highest priorities. In all efforts, staff members are expected to promote department values to articulate the purpose of residential education and ensure decision making is done in consideration of these values.

EXECUTIVE SUMMARY
The Department of Residential Life is entering a period of substantial change and transition. As the geothermal project comes on line, this strategic action plan reflects preparations for the replacement of the Quadrangle complex. Programs, services, and facilities are under review and departmental leadership is challenged to look at operations and service delivery in non-traditional means until new construction can be completed. Further complicating this dynamic are rapidly changing trends in student enrollment, particularly within transfer, graduate, and international student populations. Consequently, the following strategic action plan reflects a series of new benchmarking activities as students transition to university-managed properties in the local rental market and then back to campus-owned facilities within a period of three years.

The attached goals will assist us in meeting the challenges mentioned above. Three repeated themes are noted in the following pages: student learning, collaboration and partnership, and development of best practice. Examples include enhance existing living and learning programs to foster student success and enhance retention (student learning, collaboration and partnership, and best practice), creating a residential curriculum (student learning and best practice), and connecting students to university resources (collaboration and partnership and best practice). It is our intent to keep these themes in mind as we move forward while still remaining open to the evolutionary nature of departmental needs.

ASSESSMENT INITIATIVES
Continual improvement requires systematic assessment and evaluation practices. In addition to goals, actions, and key performance indicators, the following plan lists assessment strategies and initiatives intended to measure outcomes and establish new benchmarks for evolving programs and services.
Department of Residential Life
Strategic Action Plan & Assessment Initiatives
December 2013

THEME 1: HEALTHY, ENGAGED STUDENTS
Residential Life recognizes our unique opportunities to engage students in a wide range of extracurricular opportunities to build leadership, nurture talents and interests, and promote academic success and learning.

Goal 1.1: Implement a residential curriculum designed to enhance learning and student success initiatives in undergraduate housing units owned and operated by the Department of Residential Life [Aligned with S&T Success Strategy Levers 1.1, 1.4, 4.7, 4.9].

Action: Develop curriculum model and outcomes to align programming, staffing, and administrative resources

Target Date: Spring 2014
KPI: 1. Existing Coordinator position reclassified to Assistant Director
2. Coordinator position created to support expanded living-learning programs
3. Programming Resource Assistant (PRA) position extended
4. Residential curriculum model drafted
5. Advising support and resources for student leaders reviewed and identified

Target Date: Summer 2014
KPI: 1. Curriculum outcomes for student leadership training initiatives developed
2. Curriculum outcomes for student programming model(s) developed

Target Date: Summer 2015
KPI: 1. Curriculum outcomes for hall government leadership programs developed
2. Curriculum outcomes for hourly student employees developed
3. Student populations, needs, and enrollment trends assessed

Target Date: Fall 2015
KPI: 1. Academic support enhanced by increasing contact with under-enrolled students
2. Utilization of residential LEAD centers increased

Target Date: Spring 2016
KPI: 1. Curriculum outcomes reviewed; prepare for realignment in new housing areas

Assessment Tools & Initiatives
- Professional staff position review and realignment (Spring 2014; reassessed bi-annually)
- Administrative staff position review and realignment (Spring 2015; reassessed bi-annually)
- Paraprofessional staff position review and realignment (Fall 2013; reassessed annually)
- Hourly student staff position review and realignment (Summer 2014; reassessed bi-annually)
- EBI survey administered to residential students once every other year (Spring 2015)
- Review of entering and exiting student surveys (Fall 2013; reassessed annually)
- “Under-enrolled” reports generated to identify academically at risk (Spring 2014, bi-weekly, on-going)
- Usage data collected for residential LEAD centers (Spring 2014, reassessed each semester)
**Goal 1.2:** Enhance existing living and learning programs to foster student success and enhance retention [Aligned with S&T Success Strategy Levers 1.1, 1.4, 4.7, 4.9].

**Action:** Establish cornerstones for living-learning program activities through a review of existing programs and needs.

**Target Date:** Spring 2014

**KPI:**
1. Connection statement for residential learning communities developed
2. Training and staff development plans for learning community oversight created
3. Application guidelines and materials for 2014 communities created
4. 

**Target Date:** Fall 2014

**KPI:**
1. Second Year Experience (SYE) community piloted
2. Remote Voyager/First Year Experience (FYE) community piloted
3. Miner Connections Community (student directed living-learning area) piloted
4. Scholarship Hall piloted

**Target Date:** Fall 2016

**KPI:**
1. Increase SYE community participation
2. Demand for Scholarship Hall reviewed

**Target Date:** Fall 2017

**KPI:**
1. SYE location for Fall 2018 identified
2. Voyager location for Fall 2018 identified
3. Miner Connections location for Fall 2018 identified
4. Staffing realigned to support transitions from extended campus to main campus

**Assessment Tools & Initiatives**
- Learning community assessment plans (focus groups, surveys, success data) created (Spring 2014; administered and reassessed annually)
- Triangulate training satisfaction evaluations, performance reviews, and SLI data to assess learning outcomes specific to learning community staff (Fall 2014; reassessed annually)
- Learning community participation numbers tracked (Fall 2014; reassessed annually)
- Learning community satisfaction surveys administered (Spring 2015; reassessed annually)

**Goal 1.3:** Promote communication and collaboration among university stakeholders [Aligned with S&T Success Strategy Lever 1.1, 1.4, 4.7, 4.9].

**Action:** Develop a comprehensive communication plan for internal and external audiences, marketing the residential learning experience to appropriate audiences

**Target Date:** Spring 2014

**KPI:**
1. Housing reapplication process reviewed to include extended campus housing options
2. Communication/marketing efforts realigned to reflect extended campus housing options
3. Living options promoted in collaboration with Enrollment Development & International Affairs

**Target Date:** Spring 2016

**KPI:**
1. Complete planning to transition from extended campus to on-campus living areas
2. Communication/marketing realigned to reflect new campus housing options

**Target Date:** Fall 2017  
**KPI:** 1. New and traditional living options promoted with Enrollment Development & International Affairs

**Assessment Tools & Initiatives**
- Returning student reapplication satisfaction survey (Spring 2014; reassessed annually)

**Goal 1.4:** Develop an assessment tool to measure program and learning outcomes within the residence halls [Aligned with S&T Success Strategy Levers 2.4, 2.6, 3.7].

**Action:** Identify evaluation and assessment strategies for collecting data pertaining to student learning through residential education initiatives

**Target Date:** Spring 2015  
**KPI:** 1. EBI Resident Assessment Administered  
2. EBI Apartment Assessment Administered

**Target Date:** Summer 2015  
**KPI:** 1. Program evaluation tool created  
2. Learning community evaluation plans implemented  
3. Internal evaluation surveys developed for annual distribution  
4. Focus group protocols developed and facilitated annually  
5. Tactical plan revised based on EBI Resident & Apartment Assessment results

**Target Date:** Spring 2017  
**KPI:** 1. EBI Resident Assessment administered  
2. EBI Apartment Assessment administered

**Target Date:** Summer 2017  
**KPI:** 1. Tactical plan revised based on EBI Resident & Apartment Assessment results

**Target Date:** Spring 2019  
**KPI:** 1. EBI Resident Assessment administered  
2. EBI Apartment Assessment administered

**Target Date:** Summer 2019  
**KPI:** 1. Tactical plan revised based on EBI Resident & Apartment Assessment results

**Assessment Tools & Initiatives**
- Learning community assessment plans (focus groups, surveys, success data) created (Spring 2014; administered and reassessed annually)
- Triangulate training satisfaction evaluations, performance reviews, and SLI data to assess learning outcomes specific to learning community staff (Fall 2014; reassessed annually)
- Learning community participation numbers tracked (Fall 2014; reassessed annually)
- Learning community satisfaction surveys administered (Spring 2015; reassessed annually)
- EBI Resident and Apartment Assessment administered (Spring 2015; reassessed every two years)
**Action:** Create a three year review process for living-learning programs

**Target Date:** Summer 2015  
**KPI:**  
1. Professional staff training provided for learning community activities and programs  
2. Standardized reporting formats created  
3. Learning community advisory team formed  
4. Direct and indirect assessment methods identified for 2015, 2016, and 2017 academic years

**Assessment Tools & Initiatives**  
- Learning community assessment plans (focus groups, surveys, success data) created (Spring 2014; administered and reassessed annually)  
- Triangulate training satisfaction evaluations, performance reviews, and SLI data to assess learning outcomes specific to learning community staff (Fall 2014; reassessed annually)  
- Learning community participation numbers tracked (Fall 2014; reassessed annually)  
- Learning community satisfaction surveys administered (Spring 2015; reassessed annually)  
- Direct and indirect assessments administered for each learning community (Spring 2015; reassessed annually)

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**THEME 2: CAREER READY GRADUATES**

Residential Life aims to advance students’ participation and performance in a rigorous academic program connecting students to career aspirations and goals.

**Goal 2.1:** Connect residents to university resources to help students overcome barriers and ensure the successful transition from high school to college and again from college to the work force *[Aligned with S&T Success Strategy Levers 1.4 & 3.5]*

**Action:** In conjunction with COER, continue to expand programming initiatives emphasizing career exploration, development, and readiness

**Target Date:** Fall 2014  
**KPI:**  
1. Cross-train and utilize Programming Resource Assistants to serve as COER employer ambassadors

**Target Date:** Spring 2015  
**KPI:**  
1. In collaboration with COER, Pilot “Behind the Scenes” Career Fair tours

**Target Date:** Summer 2015  
**KPI:**  
1. Create comprehensive parent resources (to be distributed at move-in) highlighting professional development programming opportunities;  
2. Cross-train Resident Director team with COER to assist with resume critiques

**Assessment Tools & Initiatives**  
- Triangulate training satisfaction evaluations, performance reviews, and SLI data to assess learning outcomes specific to Programming Resource Assistant staff (Fall 2014; reassessed annually)  
- Utilize EBI Resident Assessment (institutional questions) to assess access to professional development programming (Spring 2015; reassessed every two years)
**Action:** Collaborate with COER, Undergraduate Studies, and Technology Transfer & Economic Development to further integrate living-learning programming and professional development outcomes.

**Target Date:** Fall 2014  
**KPI:** 1. Increase Residential College and extended campus housing participation with Career Fair Boot Camp activities  
2. Maintain Thomas Jefferson participation with Career Fair Boot Camp activities  
3. Integrate the “Four Year Professional Development Plan” into Voyager programming  
4. Host SYE series featuring undergraduate research opportunities

**Target Date:** Spring 2015  
**KPI:** 1. Initiate “Brand U” programming for the Second Year Experience community

**Target Date:** Summer 2015  
**KPI:** 1. Explore opportunities for VENTURE living-learning program (to launch in 2016)  
2. Explore opportunities to feature the Student Business Incubator through residential programming opportunities

**Assessment Tools & Initiatives**
- Learning community assessment plans (focus groups, surveys, success data) created (Spring 2014; administered and reassessed annually)  
- Learning community participation numbers tracked (Fall 2014; reassessed annually)  
- Learning community satisfaction surveys administered (Spring 2015; reassessed annually)  
- EBI Resident and Apartment Assessment administered (Spring 2015; reassessed every two years)

**Action:** Collaborate with COER and Alumni Affairs to further promote student engagement with employers and alumni.

**Target Date:** Fall 2014  
**KPI:** 1. Cross-train and utilize Programming Resource Assistants to serve as COER employer ambassadors

**Target Date:** Spring 2015  
**KPI:** 1. Engage alumni with the SYE community through “Leadership in the Work Place” series

**Assessment Tools & Initiatives**
- Triangulate training satisfaction evaluations, performance reviews, and SLI data to assess learning outcomes specific to Programming Resource Assistant staff (Fall 2014; reassessed annually)  
- Learning community participation numbers tracked (Fall 2014; reassessed annually)  
- Learning community satisfaction surveys administered (Spring 2015; reassessed annually)  
- EBI Resident and Apartment Assessment administered (Spring 2015; reassessed every two years)

**Goal 2.2:** Enhance the student employment experience for hourly and paraprofessional positions employed by Residential Life highlighting co-curricular learning and application of transferrable skills [*Aligned with S&T Success Strategy Levers 1.4 & 4.7*]

**Action:** Collaborate with Enrollment Development and Financial Aid to provide students with additional academic and professional mentoring through the internal work study program.
**Target Date:** Spring 2014  
**KPI:** 1. Departmental opportunities/positions for students in the S&T internal work-study program identified

**Target Date:** Summer 2015  
**KPI:** 1. Training provided to professional staff supervisors to ensure expectations for internal work-study supervision are met  
2. Internal assessments for work-study student participation and satisfaction created

**Assessment Tools & Initiatives**
- Triangulate training satisfaction evaluations, performance reviews, and SLI data to assess learning outcomes specific to internal work-study participants (Spring 2015; reassessed annually)  
- Internal work-study participation numbers tracked (Fall 2014; reassessed annually)  
- Internal work-study participation GPAs tracked (Fall 2014; reassessed each semester)

**Action:** Create a professional development training series for hourly student workers.

**Target Date:** Summer 2014  
**KPI:** 1. Hourly staffing competencies identified  
2. Semester training initiatives centralized for Fall 2014/Spring 2015 semesters

**Target Date:** Summer 2015  
**KPI:** 1. Centralized training sessions expanded to include monthly staff development activities and meetings  
2. Training activities revised to include an emphasis on transferrable skills and professional development

**Assessment Tools & Initiatives**
- Training satisfaction evaluations collected (Fall 2014; reassessed monthly)  
- Triangulate training satisfaction evaluations, performance reviews, and supervisor feedback to assess learning outcomes specific to hourly student employment (Spring 2015; reassessed annually)

**Action:** Review paraprofessional staffing positions and align departmental needs with professional development needs of students.

**Target Date:** Summer 2014  
**KPI:** 1. Desk supervision centralized  
2. Plan for service provision in extended campus housing areas developed

**Target Date:** Spring 2015  
**KPI:** 1. Centralized hiring process established

**Target Date:** Spring 2017  
**KPI:** 1. Service area needs reviewed and amended to meet student needs as residents are transitioned back to traditional campus housing units

**Target Date:** Fall 2019  
**KPI:** 1. Opportunities for performance recognition and merit identified
Assessment Tools & Initiatives
- Triangulate training satisfaction evaluations, performance reviews, and SLI data to assess learning outcomes specific to service area staff (Fall 2014; reassessed annually)

THEME 3: INCLUSIVE ENVIRONMENTS PROMOTING LONG-TERM ENGAGEMENT
Residential Life will provide comprehensive and integrated academic, social, psychological, health, recreational and residential support services to meet student needs.

Goal 3.1: Recognizing the importance of a sense of belonging and ownership, Residential Life will promote social integration in the S&T community through community standards and programming opportunities
[Aligned with S&T Success Strategy Lever 1.4]

Action: Provide programs and services designed to meet the changing needs of the student population

Target Date: Summer 2014
KPI:
1. Living-learning programs (FYE, SYE, Scholarship Hall, & Campus Connections) expanded to extended campus areas
2. Programming model amended to reflect “transitional housing” needs
3. Residential curriculum model implemented with an emphasis on community development, student success, and professional development

Target Date: Summer 2015
KPI:
1. Programming model amended to reflect changing trends with international student populations

Target Date: Summer 2017
KPI:
1. Programming model amended to reflect students transitioning back to traditional campus housing units

Assessment Tools & Initiatives
- Learning community assessment plans (focus groups, surveys, success data) created (Spring 2014; administered and reassessed annually)
- Triangulate training satisfaction evaluations, performance reviews, and SLI data to assess learning outcomes specific to learning community staff (Fall 2014; reassessed annually)
- EBI Resident and Apartment Assessment administered (Spring 2015; reassessed every two years)

Action: Via the Residence Hall Association, create systematic means for obtaining student input concerning substantial departmental decisions

Target Date: Spring 2014
KPI:
1. Ad-hoc committee created to assist with extended campus housing marketing and student representation
2. Hall government organizational structure reviewed; changes implemented to prepare for Quadrangle closing and utilization of extended campus housing areas

Target Date: Summer 2014
KPI:
1. Hall leadership drive-in workshop amended to include time to discuss relevant policy, programming, and facility needs
2. Student priorities identified through drive-in workshop; supporting training
developed for hall government advisors to facilitate student input

**Target Date:** Fall 2015  
**KPI:** 1. “Director’s Forum” initiated (platform for student leaders to regularly meet with Director of Residential Life to provide input, ask questions, etc.)

**Target Date:** Summer 2016  
**KPI:** 1. HIRC (Hall Improvement & Retention Committee) charge evaluated and clarified

**Assessment Tools & Initiatives**
- Triangulate training satisfaction evaluations, performance reviews, and SLI data to assess learning outcomes specific to hall leadership executive board members (Fall 2014; reassessed annually)

**Goal 3.2:** Enhance partnerships with Undergraduate Studies and Enrollment Management to encourage campus engagement *(Aligned with S&T Success Strategy Levers 1.4, 4.6, & 4.9)*

**Action:** Align “Rhythm of the Year” programming with Student Success Center initiatives

**Target Date:** Spring 2014  
**KPI:** 1. Fall 2014/Spring 2015 program coordination with the Student Success Center  
2. FE10 credit sought for Fall 2014 programming  
3. Relationship with Missouri College Advising Corps representative developed; programmatic support for contact with at-risk, first generation students provided

**Assessment Tools & Initiatives**
- Program participation numbers tracked (Fall 2013; ongoing)  
- EBI Resident and Apartment Assessment administered (Spring 2015; reassessed every two years)

**Action:** Increase outreach to at-risk students

**Target Date:** Spring 2014  
**KPI:** 1. Resident Director contact with under-enrolled students initiated  
2. Utilization of Starfish Retention Solutions explored

**Assessment Tools & Initiatives**
- Qualitative feedback solicited from Resident Directors about effectiveness of Starfish Retention Solutions (Summer 2015; reassessed annually)

**Action:** Explore feasibility of an overnight housing program for June PRO participants

**Target Date:** Summer 2016  
**KPI:** 1. Proposal for an overnight PRO program explored  
2. Programmatic needs identified for PRO participants and families  
3. Staffing resources identified for an overnight PRO program

**Target Date:** Summer 2017  
**KPI:** 1. Overnight summer program piloted
Assessment Tools & Initiatives
- Qualitative feedback and program design input solicited from New Student Programs (Summer 2016; reassessed annually)
- Customer satisfaction surveys created and administered to guests (Summer 2017)

Goal 3.3: Provide systematic opportunities for faculty involvement in the residence halls [Aligned with S&T Success Strategy Levers 1.3, 1.4, 4.6, & 4.9]

Action: Create a “faculty fellows” program

Target Date: Fall 2016
KPI:
1. Faculty programming increased by 25%; benchmark 12 programs per year
2. Database of faculty programming interests created
3. Faculty Fellows program description created

Target Date: Fall 2017
KPI:
1. One Faculty Fellow recruited for every 250 students living on campus
2. Website revised to reflect faculty involvement in residential programming
3. Training for professional staff provided to support faculty programming efforts

Assessment Tools & Initiatives
- Participation data collected including number of faculty programs presented and student attendance (Fall 2016; reassessed annually)

Theme 4: Customer Focused Services and Facilities
Residential Life will use assessment, evaluation, and implementation for continuous improvement of our people, programs, facilities, and services.

Goal 4.1: Enhance safety and security measures within all residential communities [Aligned with S&T Success Strategy Levers 2.6 & 3.3]

Action: Monitor safety measures and policies specific to the residence halls.

Target Date: Summer 2014
KPI:
1. Assess and attend to safety concerns related to extended campus housing areas (i.e. key control, lighting, emergency phones, etc.)

Target Date: Fall 2014
KPI:
1. Provide Title IX training for paraprofessional and professional staff; distribute Title IX information via floor meetings

Target Date: Fall 2015
KPI:
1. Implement electronic door locking systems on residentially-owned facilities (exterior)

Target Date: Fall 2016
KPI:
2. Implement solutions for pedestrian safety between Miner Village/Scholarship Hall and main campus
Assessment Tools & Initiatives
• EBI Resident and Apartment Assessment administered (Spring 2015; reassessed every two years)

Goal 4.2: Improve staffing patterns, development, and training to enhance staff effectiveness [Aligned with S&T Success Strategy Levers 2.6 & 3.3]

Action: Amend staffing and professional development practices to reflect the transition to extended campus areas in 2014 and back to campus in 2017.

Target Date: Spring 2015
KPI:
1. Professional staffing needs reassessed following transition to extended campus housing; training revised to reflect extended campus housing dynamic
2. Paraprofessional staffing needs reassessed following transition to extended campus housing; training revised to reflect extended campus housing dynamic
3. Custodial and maintenance staffing patterns reassessed

Target Date: Summer 2016
KPI:
1. Professional staffing needs reassessed prior to transitioning students back to university owned properties
2. Paraprofessional staffing needs reassessed prior to transitioning students back to university owned properties
3. Custodial and maintenance staffing patterns reassessed

Assessment Tools & Initiatives
• Professional staff position review and realignment (Spring 2014; reassessed bi-annually)
• Custodial and maintenance staff position review and realignment (Spring 2015; reassessed bi-annually)
• Paraprofessional staff position review and realignment (Fall 2013; reassessed annually)
• EBI survey administered to residential students once every other year (Spring 2015)

Goal 4.3: Develop processes and procedures to optimize control, management, and use of resources [Aligned with S&T Success Strategy Levers 2.6 & 3.3]

Action: Implement Housing Master Plan

Target Date: Fall 2017
KPI:
1. Design and construction to address Quad replacement
2. Explore demands for short-term, faculty/guest housing

Action: Develop long-term planning strategies to address aging facilities

Target Date: Fall 2016
KPI:
1. “Best in class” standards established for residential facilities and programs (per ACUHO-I and CAS Standards)

Target Date: Fall 2017
KPI:
1. Comprehensive replacement schedule and budget created for existing facilities (carpet, furniture, paint, etc.)

Assessment Tools & Initiatives
• EBI survey administered to residential students once every other year (Spring 2015)
Goal 4.4: Evaluate internal and external customer service practices to establish best in class standards for residential facilities and programs [*Aligned with S&T Success Strategy Levers 2.6 & 3.3*]

**Action:** Create a comprehensive assessment plan to measure process and program effectiveness

**Target Date:** Spring 2014  
**KPI:** 1. Assessment plan and strategic initiatives aligned

**Target Date:** Summer 2014  
**KPI:** 1. Assessment training opportunities provided to professional staff

**Target Date:** Summer 2016  
**KPI:** 1. Self-study/departmental review completed (per CAS Professional Standards) for housing

**Target Date:** Summer 2017  
**KPI:** 1. Self-study/departmental review completed (per CAS Professional Standards) for residential life

**Assessment Tools & Initiatives**
- EBI survey administered to residential students once every other year (Spring 2015)
- CAS Housing Operations Self-Study (Spring 2016)