

Program Review 2012



weber state university
housing and residence life

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unit mission, goals, and outcomes

Introduction

Housing and Residence Life Mission Statement

The mission of Housing and Residence Life is to provide Weber State students with an exceptional on-campus housing community by providing a comfortable and inclusive living environment, outstanding personalized customer service, and attractive, well-maintained facilities. Our residential environments are conducive to educational and social growth through collaboration, both inside and outside the department.

Housing & Residence Life has several overarching goals. These include:

- 100% Occupancy
- Programming Model of Live, Learn, Grow

Through this model, we strive to achieve the following:

- Live - facilitating the creation of a fun, friendly, vibrant, diverse community and a memorable student experience while helping build relationships between residents
 - Learn – supporting students' academic success. Help them learn valuable information that will carry on for the rest of their lives
 - Grow - encouraging residents' personal growth, empowerment and transition to independence; To help educate resident's about the environment as well as finding ways to help out the community.
- Provide students with learning opportunities outside the classroom

Division Mission Statement

The Division of Student Affairs promotes student learning, well-being and success through comprehensive services and programs provided in an inclusive environment. Student Affairs serves the needs of a diverse student population by offering educational experiences, leadership opportunities, and academic support which advances the social, intellectual, cultural, and civic development of students.

University Mission Statement

Weber State University provides associate, baccalaureate and master degree programs in liberal arts, sciences, technical and professional fields. Encouraging freedom of expression and valuing diversity, the

university provides excellent educational experiences for students through extensive personal contact among faculty, staff and students in and out of the classroom. Through academic programs, research, artistic expression, public service and community-based learning, the university serves as an educational, cultural and economic leader for the region.

As evidenced by the similar word usage in all three mission statements above, the Housing & Residence Life mission statement is well aligned with the Division and University mission statements and goals. Housing & Residence Life aligns with the core theme of “Learning” as outlined by the [University Core Themes](#). Through general programs related to “Learn” in the Residence Life model of “Live, Learn, Grow,” Housing provides students with opportunity to attain study skills and develop good study habits. In the new building project (Wildcat Village), Housing & Residence Life was very intentional about creating spaces for students to learn throughout the facility with study rooms, internet access, and other features. Learning also occurs in Housing & Residence Life through the student code of conduct process and the Living Learning Communities that will be discussed in detail later.

Housing & Residence Life functions as an auxiliary, requiring income to exceed expenses. Occupancy is the most important factor in reaching this requirement. Through marketing and customer service, Housing & Residence Life strives to meet the goal of 100% occupancy each semester. Because summer occupancy hovers around 15%, Housing & Residence Life works closely with Conference Services to provide maximum utilization of the housing space by having summer conferences.

Brief History

Housing was introduced on campus in the late 1950s with three residence halls (Stansbury, LaSal, and Wasatch Hall) holding approximately 350 residents. In 1968, an 11 story housing building (Promontory Tower) was constructed that brought the total resident population up to approximately 700. In the late 1980s and early 1990s, occupancy was extremely low and decisions were made to convert half of



Promontory Tower into office spaces. This resulted in an on campus population of approximately 500.

In 1998, the University hired a consultant to examine the existing housing facilities and make recommendations about future growth/change. The recommendation from the consultant was to build new housing adjacent to the existing structures and to then tear down the existing housing. The reason to build new was due to seismic and asbestos concerns in the existing facilities. The other recommendation from the

consultants was to allow them (a privatized student housing company) to take over the management. In 2000, the privatized student housing company (now known as Campus Living Villages-CLV) entered into a management agreement with the University. The management agreement continues to this day. The relationship is management only. WSU built and owns all the facilities. All monies that come in and go out of the auxiliary are University monies. WSU pays CLV expenses and an annual management fee for CLV managing the property. The Director of Housing & Residence Life reports to the Associate Vice President of Student Affairs as well as the Assistant Vice President at CLV. The relationship has worked

well over the years and has evolved over time. Originally, Housing collected rent independent of the University, but several years ago discussions were had to include rent with tuition payments. CLV staff continue to hold residents accountable and ensure rent and meal plans are paid, but the funds are physically collected by the University.

In 2002, in conjunction with the Olympics, Housing & Residence Life opened University Village, a 476 bed apartment style complex. The facility was not built adjacent to the existing facilities; instead, it is located one mile South of the center of campus.

In 2002, when University Village opened, the three oldest halls closed for student occupancy (they were still maintained and used for summer conference guests). Promontory Tower and University Village were the two facilities available for student use. The total capacity for student housing was 644. During the first several years after University Village opened, occupancy suffered greatly. There were several contributing factors – a drop in international enrollment due to Homeland Security, a lack of out of state recruiting, and scholarship recipients with housing stipends were not required to live on campus. The worst year, University Village was 70% leased and Promontory Tower had less than 30% occupancy. Since that year, the University has come together and taken some enormous strides to bolster occupancy.



Occupancy concerns have since been alleviated due to three initiatives including two scholarship programs and our international student population. The Weber Edge program is a scholarship waiver that gives out of state students in state tuition as long as they live in the halls (the program started with 30 waivers and is currently providing 135 new waivers each year). In addition, all scholarship student athletes are now required to live on campus, giving Housing & Residence Life 70 students annually. In recent years, the international student population has more than doubled which has resulted in a greater level of occupancy. These three initiatives as well as consistent quality marketing and customer service delivery, has allowed student housing to have 100% occupancy for four years now. Because of the increased demand for housing, the three closed residence halls were reopened to accommodate the students making the decision to live on campus.



In 2008, a master building plan was created for the expansion and replacement of student housing. The master plan was finalized, and construction on the first new hall began in the summer of 2010. The three oldest residence halls were torn down, and the new Wildcat Village began to emerge. Residence Hall 1 opened in Fall 2011, and in Fall 2012 Stewart Wasatch Hall opened. Promontory Tower was demolished during the summer of 2012, and in Fall 2013 Residence Hall 3 will open. This will complete the master plan for Wildcat Village. Residence Hall 1 and Stewart Wasatch Hall are

suite style units where four students share a suite in double and single rooms. The suites have private bathrooms, and although there are kitchens on the floors, meal plans are required in all of Wildcat Village.

programs and services

Introduction

Housing & Residence Life has four core areas. Marketing/Leasing, Accounting, Facilities, and Residence Life. Each area plays a unique and important role in the overall success of Housing & Residence Life.

Marketing/Leasing

Housing is responsible to market to students in its aim to lease all beds (Wildcat Village and University Village) through orientations, mailers, emails, public events and tours. The administrative functions of leasing are also core functions of the department (i.e., fully completed contracts, room assignments, notification and check in).

Marketing programs and campaigns are created in the office or in conjunction with Campus Living Villages corporate assistance. Lease changes come from within the Housing & Residence Life office, University personnel, and Campus Living Villages. Both the University administration (Student Affairs VP Office and University Legal Council) and Campus Living Villages approve all contract changes. The housing office's primary source of marketing is through the website. Brochures/mailers are also used and distributed with the Weber State University admittance packages, distributed at housing tours, and provided by the ambassadors on school tours. Housing & Residence Life attends all orientations during the summer, the housing office sets up a display table and canopy providing information about upcoming housing availability and the building of our new facilities. The Weber Block Party is an annual event held at the end of the first week of school. It showcases all of the programs and amenities that the students can use while attending Weber. We set up the same display that we use at orientation. Housing also places advertisements in the Signpost (student newspaper) throughout the year. The ambassadors and the recruitment office visit high schools and present the Weber State Housing information both in verbal and printed format. Weber State Housing provides guided tours of the housing facilities and answers student questions.

Housing and Residence Life works closely with the International Department to bring in the international students to the school housing facilities. There are, on average, about 130 students from the international department that stay in housing for the academic year, these students are from China, Saudi Arabia, and many other countries.

Housing & Residence Life works with several departments outside the Division, including but not limited to: Athletics, ROTC, Continuing Education, and the Scholarship Office. Athletics brings in approximately 80 students each year through their live-on scholarship requirement program. The Director and Marketing Coordinator meet throughout the



year with coaches and the Associate Athletic Director to determine the students' housing enrollment and what Villages they will reside in. The Marketing Coordinator works closely with ROTC and meets quarterly to assure placement for 8-12 cadets each year. The Weber Edge Program, which provides in-state tuition rates to out of state students as long as they stay in campus housing, brings in a large portion of the housing residents. Approximately 200 Weber Edge students (110 new and 90 returners) live at University Village every year. Continuing Education and the College of Business have developed an international economics exchange program that brings students from China to complete their junior and senior year at Weber State, and these students (30-60) live in the halls during the academic year (they are counted as international students in the demographic data).

The three major changes in the marketing and leasing area over the last five years are the room assignment system, leases online, and the new housing facilities. Housing & Residence Life implemented a room assignment system through the Banner/Self-service system that eliminated the need for spreadsheets and pencil and paper assignments. At the end of July the Marketing Coordinator sits down and assigns the rooms based on requests and needs for medical, athletic, military or other special groups that need to be considered. Then assignments are made through a system that was developed by Weber State to facilitate this function. Now the housing department can quickly look up a student's room, make changes when necessary and see a detailed history of their residency. In the past, housing contracts were paper and it was difficult to get students to fill out and submit prior to moving in. Now everything is done online through a Weber State developed program, which streamlined the time and process tremendously. Students log into their student portal and go to the student services tab; there they click on the housing application and fill it out. At the end of the application that has been submitted it asks for the deposit to be paid which can be done on-line or over the phone to the cashier's office. Once the payment is received then the system notifies the marketing coordinator that this particular student has filled out the application, paid the deposit, and is ready to be accepted. Wildcat Village is a prime marketing property. This village will increase available housing from 768 students to 1001 residents starting in the fall of 2013. This provides Housing & Residence Life an opportunity to expand the number of residents and to provide top notch modern services to the housing residents.

Accounting

Housing & Residence Life has one full time staff member that handles accounting for the department. The accounting area works to ensure correct, timely, and efficient billing and account reconciliation for students while also keeping bad debt and accounts receivable minimal for the University. The accountant works closely with University Accounting. No money is collected in the Housing Office; it is all collected at the Cashier's office. The accountant is responsible for applying charges, adding additional charges, following up on non-payment and sending files to loan services or legal counsel for eviction as needed.

The accountant collaborates with many departments on campus. The Bursar's and Accounting offices provide students different avenues for payment—financial aid, automatic payment plans, third party payments, and direct payments through the Cashier. Loan Services takes over collection procedures after a resident has moved out or a term has ended. Weber State's Information Technology Division builds the programs and web pages for administrative and student use. Housing & Residence Life has very good relationships with these departments and can easily initiate projects with a phone call or email.

In addition to basic accounting principles, most structure comes from the Housing licensing agreement that all residents sign. This gives the dates rent is due, charges that may be applied to a resident's account, and remedies the Housing Office may use to collect receivables (e.g., late fees, evictions, academic holds). Most contracts are signed for the academic year (fall thru spring), but there are situations in which students may terminate their contract before its end (e.g., graduation or withdrawal from school). Students may enter into a contract for the spring only as well. Rent is due on the first of each month starting the month before the student moves in (August 1st for fall semester, December 1st for spring semester). In order to accommodate Weber State's billing systems, rent for an entire semester is added to a student's account, which they then pay off in full or in payments on the first of each month. The Housing Office also follows policies set by the University such as late financial aid disbursement and length of time before a student is turned over to Loan Services (in-house collections).

Facilities

Housing & Residence Life has one full time professional staff member devoted to operations/facilities (Assistant Director of Housing – Operations) and an entire Student Affairs Maintenance Team. Student Affairs Maintenance oversees facilities related issues in both Villages as well as the Union Building. Strategic partnerships have been developed with WSU Facilities Management (FM) in regard to providing landscaping services, snow removal, and preventative maintenance of some of the larger equipment and systems.

The Coordinator of Student Affairs Maintenance oversees the Student Affairs maintenance staff, which consists of 4 full time maintenance personnel, 2-5 part time personnel, and a part time administrative assistant. The SA Maintenance team has its office at Facilities Management, and the team works at both Villages and the Shepherd Union. The Coordinator of SA Maintenance reports to the Director of the Shepherd Union but works closely with the Housing Director and AD. The AD of Operations does not supervise the Coordinator of Student Affairs Maintenance. However, the relationship has been running well because both employees meet weekly to discuss any concerns, outstanding maintenance requests and projects that need to be conducted in the villages. There is constant communication between the two offices. The Assistant Director of Housing meets with Coordinator of SA Maintenance weekly. On a semester basis they coordinate walk-throughs of the housing facilities to determine the renovations, repairs, and other needs of the housing areas.



Student Affairs Maintenance processes maintenance requests from students and staff through the FM work order system that was recently adapted. Before that, SA Maintenance used an independent system utilized by other CLV properties. The FM work order system has much more functionality with regards to reports, preventative maintenance scheduling, capital project planning, time keeping functions, and historical data. Many of the functions are still getting programmed and set up, but the capability is there.

Student Affairs Maintenance oversees locks/keys in the Housing Office. Master keys are kept locked in a cabinet and are checked out by employees when needed with a formal process. Residents are issued

and sign for keys at check in. If a key is lost or missing, SA Maintenance changes the locks on the entire dwelling unit, and the residents of that unit sign for new keys. Card swipes are used for access to the exterior of the buildings. Housing adds and removes access for swipe cards.

Separate from the maintenance staff is the custodial staff. The AD Operations supervises the custodial staff. Currently there are four custodians with the anticipation of a 1 to 1.5 full time staff increase after all construction is completed. The AD Operations coordinates with Conferencing and SA Maintenance for make-readies (completing the maintenance and cleaning needs in a room) and summer conferences. The AD Operations works with residents on facility related issues and initiatives.

Housing & Residence Life provides many amenities to residents internally and through vendors including those listed below. Each of these amenities is arranged through the AD of Operations and Weber State Purchasing Office:

- IPTV: Weber State provides internet television (IPTV) to the Weber State University community through personal computers and in public areas. Service is provided free-of-charge on campus (including the residence halls) and a range of popular channels are available. The service is easy to use from any computer with a Java-enabled browser. Housing & Residence Life entered into a five year contract with a company to provide IPTV, with upfront costs of close to \$200,000 and annual service charges of around \$90,000.
- Mac-Gray Laundry Services: Mac-Gray offers residents an innovative technology to make their laundry experience better with a change point debit and credit system and laundry view monitoring system.
- Micro-Fridge Services: This is a new amenity offered to residents beginning Fall 2012 which provides the convenience of renting an energy saving unit that includes a freezer, fridge, and microwave in one unit.
- Sustainability Initiatives: Weber State University is beginning an educational campaign on sustainability initiatives which include: wildcat village energy consumption screen, sensor lighting in Wildcat Village, programmed thermostats in the halls, green buildings on campus and more. One project that housing will be working on this year is a more structured and educational recycling program for the residents.

The core purpose of these programs is to provide the residents of Weber State University a comfortable and enjoyable experience that includes clean and maintained halls as well as offering amenities that allow for a smooth transition into the collegiate experience. Housing and Residence Life continually strives to support the learning, well-being, and success of our students just as the Division mission statement proclaims.

Housing & Residence Life participates in the ACUHO-I Internship Program. The internship program is announced through the ACUHO-I website to all undergraduate and graduate students in the USA who are interested in a career in Student Affairs. A selection process is conducted and once the candidate is selected, the position is announced on the ACUHO-I website. The housing intern collaborates with the sustainability office, facilities management, student affairs maintenance, summer conferencing and

other housing staff employees to complete projects over the summer. The AD Operations supervises this position.

The University contracts with Sodexo for food service operations on the campus. Students living at Wildcat Village are required to have a meal plan. A new dining concept was introduced with the opening of Stewart Wasatch Hall in Fall 2012. A restaurant was opened inside the Hall known as Food on Demand (or FÖD for short, pronounced "FOOD"). For evening and weekend meals, residents eat where they live. The concept is that students walk up to a kiosk, swipe their meal card, use a touch screen to order their meal, then the back kitchen begins preparing the food once it is ordered. In 5-7 minutes the food is hot and ready, having been freshly prepared. The concept has been well received by students and Sodexo has been responsive to new menu ideas and other suggestions with the new concept.

The new dining hall in Wildcat Village will create new challenges since the restaurant is open Monday thru Sunday, yet the custodial staff only work Monday through Friday. The main challenge will be keeping up with the demands of cleaning a restaurant 7 days a week. A new program for the upcoming year will be recycling education.

Residence Life

The department of Housing & Residence Life provides Living Learning Communities (LLC's), the Residence Hall Association (RHA), structured programming within the villages, Resident Assistants (RA's), and a structured discipline process for students who violate housing policy and/or the student code of conduct.

1. **LLC's** provide an additional structure to the group living experience for students. LLC's provide students that are either in a common major and/or have a shared interest, to live together within a designated space. This shared space allows students to easily study together and build relationships with their neighbors around common interest. The LLC's that Housing & Residence Life provides include
 - **Health Professions (academically focused):** This LLC is based in University Village. Programs and services specifically designed for this community include Supplemental Instruction (SI) for either Biomed Core 1110 or 1111 each semester. Additionally students in this community are provided with a list of all other students in the building that are taking core classes that are required by the college (i.e. chemistry, math, introduction to health professions etc.). We have seen a fair amount of success with both of these options. Our residents generally scored as well as, if not better than, students enrolled in the class that do not live on campus.
 - **Global Village (non – academically focused)** This LLC is based in University Village. All students that live within the community are placed with one other student of their status (American or International) and the other two students within the apartment are of the opposite status (American or International). Additionally, the Resident Assistants (RA's) host at least one program per month that is a designated cultural interaction between American students and International Students. For example, they may host a pot luck dinner, take the students to an event that is unique to one culture (a football game or the Chinese New Year celebration), or host a panel based around a featured current event.
 - **Art Appreciation (both academically and non-academically focused):** This LLC is based in Wildcat Village. This year we worked with the Cultural Affairs Director and the Director of the Elizabeth Dee Shaw Gallery to provide residents interested in the arts free or low cost

options to feed their passion. Currently there has been one planned program so far, it was not well attended but we are hopeful for future programs

- **Outdoor Recreation (non-academically focused):** This LLC is based in Wildcat Village. This year we offered a partial scholarship for students to attend the Snake River Rafting Trip with Outdoor Recreation prior to school. We had three students attend the trip. Additionally we are currently working with the Outdoor Recreation staff to conduct a Winter Safety Skills program that will be followed by the screening of a ski film. Additionally, the RA's took all interested students to participate in the challenge course on-campus. The cost of the challenge course was covered by the Outdoor Recreation staff. In the future we are planning a kayak roll class and a Spring/Summer Safety Skills program.

The department of Housing and Residence Life works closely with the sponsoring departments to provide programming opportunities and academic support (where appropriate) to the students living within the LLC. The Director and Assistant Director have meetings throughout the year with Health Professions, Career Services, Arts and Humanities faculty, International Student Services Office, and others to plan the LLC for the coming year as well as make adjustments or add services.

2. **RHA** is designed to be a student-led student government within the residence halls. The purpose of the Residence Hall Association (RHA) is to give residents power and a voice within their living community and the campus community overall.



There is an executive board, which votes and makes decisions on behalf of the community they represent in addition to the on-campus population as a whole. This past year, the department of Housing & Residence Life received input from the RHA about how we can improve our current TV service, the new dining options through Sodexo, and the RHA president attended construction meetings to assist with some of those decision making processes. In the past there has been a group of about 2 – 3 students who gave their input but this year there is an elected/appointed board of eight students and there is a commitment from at least one member of each village RA staff to participate in each meeting. Furthermore there are eleven students attending the IACURH (Intermountain Affiliate of College and University Residence Halls) conference in Albuquerque, NM. At this conference we hope to help the students gain a better grasp of what RHA can look like and then transfer that knowledge for use on our campus.

3. **Structured Programming:** Through our programmatic efforts the department of Housing & Residence Life strives to meet the needs of residents by focusing on the areas of Live, Learn, Grow. Below is a small description of each area.

Live - facilitating the creation of a fun, friendly, vibrant, diverse community and a memorable student experience while helping build relationships between residents.

Learn – supporting students' academic success. Help them learn valuable information that will carry on for the rest of their lives.

Grow - encouraging residents' personal growth, empowerment and transition to independence. To help educate resident's

about the environment as well as finding ways to help out the community.

Housing and Residence Life's programming model serves the purpose of providing structured, regular activities for residents to interact with their neighbors, to build relationships, and to increase student engagement within the communities. The department of Housing & Residence Life programs both actively and passively to meet its goals. Every month the department strives to program equally in each of the areas so residents have the opportunity to receive a well-rounded experience while living on-campus. On average residents have the opportunity to attend at least two programs per week in each village.

Some examples of LIVE programming include a Super Bowl party, Neon party, and dance after homecoming football game.

Under the Learn area, Housing & Residence Life provided programs such as campus photo scavenger hunt, tutoring 101, and resume writing workshops.

With regards to Grow, Housing & Residence Life offered programs such as microwave cooking and stress relief flour fight.

4. The **RA's** are an integral piece to the programs and services the department of Housing and Residence Life provides. The purpose of the resident assistants (RA's) is to be a constant person within the community that the residents can count on for support and advice. Additionally, the RA's provide support in regard to student wellbeing by performing nightly rounds and enforcing policy. There are currently 26 RA's on campus and there will be an additional 3 added with the



third phase of Wildcat Village in the Fall of 2013. Each year approximately 70 – 75% of the RA staff return; with most leaving because of graduation or marriage. The RA's are there to, not only provide programming opportunities, but to also provide structure and order to their community. The department of Housing & Residence Life has an average RA to student ratio of 1:30. In University Village, our apartment style community, the RA to resident ratio is 1:28. In Wildcat Village, Residence Hall 1 is 1:34 and Stewart Wasatch Hall is 1:37.

5. The **discipline process** is essential to all of the above programs and services the department of Housing & Residence Life provides. The core purpose of the discipline process is to provide structure and to hold students accountable for their actions in regard to the department of Housing and Residence Life's community policies and the University student code of conduct. Through the discipline process the department of Housing & Residence Life affords students who have violated University and/or Housing policy an opportunity to learn from their previous decisions, so they are able to make better decisions for the future.

The main theories that guide the department of Housing & Residence Life are rooted in student affairs and student development. They are as follows:

- Chickering's Theory of Identity Development
 - Chickering's theory focuses primarily on identity development. It examines this by means of seven vectors of development which contribute to the development of identity.

- By speaking with students, and assisting them through their concerns, we can assess where a student is in their developmental process. When we know where a student falls along this process we can assist them in moving on to the next step through interactions with staff and their peers.
- Schlossberg's Transition Theory
 - Schlossberg defined a transition as any event, or non-event, that results in changed relationships, routines, assumptions, and roles. In order to understand the meaning that a transition has for a particular individual, the type, context, and impact of the transition must be considered.
 - Schlossberg identified four major sets of factors that influence a person's ability to cope with a transition: situation, self, support, and strategies (or coping responses), which are also known as the 4 S's.
 - Students can go through any number of transitions during their time in college. Most notably is the transition from living with family to living with total strangers. Our goal is to assist students through this transition by both challenging and supporting them to develop social skills, outlets for their stress, and other coping mechanisms.
- Perry's Theory of Intellectual and Ethical Development
 - William Perry claimed that college students (but others, too) "journey" through 9 "positions" with respect to intellectual (and moral) development. These stages can be characterized in terms of the student's attitude towards knowledge. The 9 positions, grouped into 4 categories, are:
 - Dualism/Received Knowledge
 - Multiplicity/Subjective Knowledge
 - Relativism/Procedural Knowledge
 - Commitment/Constructed Knowledge
 - As discussed in the previous two theories our residents are constantly developing as individuals. We work with our residents, especially through the conduct process, to develop their personal values and moral compass. With each bit of knowledge our students gain, they inform their base, and take the knowledge for use in their future.
- Kohlberg's Theory of Moral Development
 - The theory holds that moral reasoning, the basis for ethical behavior, has six identifiable developmental stages, each more adequate at responding to moral dilemmas than its predecessor.
 - Kohlberg determined that the process of moral development was principally concerned with justice, and that it continued throughout the individual's lifetime.
 - Much like Perry's theory, Kohlberg's theory informs students in regards to how their decisions can impact their future. This theory is also addressed through the student conduct process, especially through the student post – reflective statement and the pre – hearing rubric students complete.
- Maslow's Hierarchy of Needs
 - Maslow's hierarchy of needs is often portrayed in the shape of a pyramid, with the largest and most fundamental levels of needs at the bottom, and the need for self-actualization at the top. The most fundamental and basic four layers of the pyramid contain what Maslow called "deficiency needs":

esteem, friendship and love, security, and physical needs. With the exception of the most fundamental (physiological) needs, if these "deficiency needs" are not met, the body gives no physical indication but the individual feels anxious and tense.

- Maslow's theory suggests that the most basic level of needs must be met before the individual will strongly desire (or focus motivation upon) the secondary or higher level needs.
 - Maslow's theory is easily most applicable to student housing. When our residents do not feel a sense of security within their most basic needs, they are not able to focus on other aspects of their life; which threatens their success within the institution. This is why we must address concerns, especially maintenance issues and roommate conflicts, as quickly as they are brought to our attention.

Program and Service Initiation within the Department

New programs and services, such as new Living Learning Communities (LLC's), are initiated through communicating with colleagues on the campus, by examining regional and/or national trends, in addition to communicating with students about their needs and desires for their community.

On-Campus Collaborations

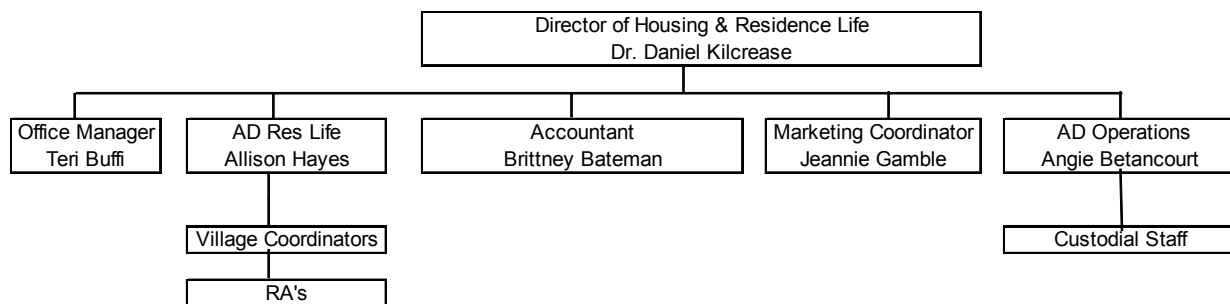
The department of Housing & Residence Life partners with organizations on-campus and in the community through programming. This past year the department of Housing & Residence Life took part in a food drive where over eight hundred (800) pounds of food were collected for the local food bank, and the department of Housing & Residence Life partnered with Project Linus to create blankets for children in local hospitals. Projects are initiated through a charge from the Campus Living Villages (CLV) corporate offices or through a need seen by either the Housing and Residence Life staff or an office on – campus that would like to partner with Housing and Residence Life.

The assistant director of Residence Life is a part of the Student Employment, HEDA (Health Education and Drug Awareness), and SAIT (Student Affairs Intervention Team) committees. Additionally the Assistant Director of Residence Life reaches out to several colleagues inside and outside the Division to collaborate on programming and other aspects of student customer service.

leadership and staffing

Introduction

The current staff structure for Housing & Residence Life is shown below. All professional staff in the office report to the director. Four custodians report to the Assistant Director of Housing-Operations. Two Village coordinators report to the Assistant Director of Residence Life and 26 RAs report to the Village Coordinators. The village coordinators are senior level student staff.



The director of Housing & Residence Life holds weekly staff meetings. Within those meetings ideas are discussed and many times decisions are made on day to day issues such as assignment concerns, move out notice procedures, and issues within the halls. Housing & Residence Life holds a staff retreat annually in the summer. The staff reviews various policies and procedures within the department, discusses annual planning, and prepares for the new year. Campus Living Villages and Weber State University also create policy that Housing & Residence Life works with, such as license agreement changes or HR related issues. Company or University policy are generally communicated to staff through the weekly staff meetings, daily interaction, and electronically.

Appendix includes chart of staff, degrees, etc.

Recruiting

Recruiting for professional staff is done in various ways. For the marketing coordinator, office manager, and accountant, local searches have been the most successful in the past 10 years. Two nationwide searches were done for a marketing coordinator, but local success was the outcome in both searches. These local searches are advertised through the newspaper and word of mouth. WSU Human Resources is not able to list the job postings on their website because the employees work for Campus Living Villages.

Recruiting for assistant directors and the director are conducted using a nationwide search. Listings are placed on such websites as studentaffairs.com and higheredjobs.com. Also, for the past 3 years The Placement Exchange (a hiring fair held before the annual NASPA conference) has been used in recruiting ADs.



To recruit the position of resident assistant (RA) and other student staff positions, the department of Housing & Residence Life takes a multi-faceted approach. The position information is posted on the Housing website, e-mails are sent to all housing residents detailing the position, and information sessions are held for those interested to seek additional information. The department of Housing & Residence Life also uses media campaigns in the form of posted flyers in all of the residence halls and around campus, in addition to the use of the TV screens in the Shepherd Union building.

Staffing

Director of Housing & Residence Life – The director oversees all aspects of department including facilities, residence life, marketing, and accounting. The director is responsible for the development and monitoring of the \$3.1 million dollar annual operating budget as well as capital R&R forecasting. The director oversees all personnel issues and is responsible for reports submitted to both CLV and WSU. The director serves on several University committees. The director is expected to have a master's degree and several years of experience in residence life.

Assistant Director of Housing (AD Operations)- The AD Operations oversees the maintenance and custodial needs of the housing facilities. She has direct supervision of the custodians and collaboration with the maintenance office to complete any maintenance needs. Also, she is the direct contact for vendors and on campus offices that offer any amenities to the residents for the housing community. The AD Operations is a live on, senior level on call position, and she serves on several University committees. The assistant director is expected to have a master's degree and several years of experience in residence life.

Assistant Director of Residence Life (AD Res Life) – The AD Res Life hires, trains, and supervises 2 undergraduate hall directors (village coordinators) and 26 resident assistants (RA). The assistant director of residence life oversees all student conduct hearings within the department and works closely with the Dean of Student's Office in the instance of more severe cases. Regardless of the individual within the position, the assistant director of residence life serves on the following committees within Student Affairs: Student Employment, SAIT, and HEDA. Currently the Assistant Director serves on the StrengthsQuest committee to serve her current personal interests. The AD Res Life is a live on, senior level, on call position. The assistant director is expected to have a master's degree and several years of experience in residence life.

Business Manager/Accountant-The accountant oversees billing and accounts receivable including turning accounts over to Loan Services and forwarding evictions to the University's attorney. She reconciles all resident accounts upon termination of the contract or move out. She does the day to day finances of the department—requisitions/purchase orders, reconciliation of p-cards, interdepartmental billing, reconciliation of Housing accounts, requests refunds to student accounts etc. She works with Weber's IT and Accounting departments to ensure that the billing systems (i.e. Banner, collections,

payment plans) are accurate, up-to-date, and working correctly. The business manager is expected to have a bachelor's degree in business or accounting.

Marketing Coordinator - The marketing coordinator is responsible for marketing Housing & Residence Life and managing the leases from start to finish and making sure all is done in a smooth fashion. The marketing coordinator provides some programs for renewals and resident appreciation and events during the holidays. Overall her main objective is to get and keep the housing facilities at 100% occupancy. The marketing coordinator is expected to have a bachelor's degree.

Office Manager – The office manger oversees and supervises the work of the student office staff and ensure payroll and residential records of the office are managed efficiently. She completes a variety of duties including payroll for hourly employees, receives queries via phone and email, and communicates directly with residents to ensure accommodations are satisfactory. The office manager also oversees office supply and office equipment ordering, mail services functions in the residence halls, and card swipe access for the halls.

Housing Custodians- Custodians keep up with the cleanliness of the housing facilities. The custodians are full time staff members that work directly under the Assistant Director of Housing-Operations. Also, they are on a duty rotation schedule for weekends to assist with additional weekend needs and emergency clean up scenarios. To assist with the new demands of Wildcat Village, a custodial coordinator has been promoted to assist during heavy cleaning months and to help with the upkeep of the inventory of supplies. Housing custodians are a team of 4 full time members who work M-F with an on call duty rotation for the weekends. They keep the halls clean and make the community comfortable and inviting for residents and staff. They collaborate with Student Affairs Maintenance and Summer Conferencing.

Student Staff – Housing has two main student staffs: resident assistants (RA's) and office assistants (OA's). During the school year 1-3 RA's are also used as technicians to aid residents in basic computer or TV issues within the halls. During the summer 4-5 RA's are used on the work crew to do various minor projects like sand sifting in the volleyball pit, moving furniture around for conferencing, etc.

Housing Technicians are resident assistants who are selected to help with new initiatives in the department. This past year technicians helped with the new cable TV system and programmed thermostats that were installed at University Village. This group collaborates with the Student Affairs Maintenance and IT networking department.

The Work Crew is resident assistants who apply for the summer term to help with housing projects. This group collaborates with Student Affairs Maintenance, Campus Recreation and Summer Conferencing.

Departmental Collaborations

Student Affairs Maintenance works closely with the housing office. The Assistant Director of Housing meets with the Coordinator of Maintenance weekly. Once per semester, these individuals conduct a walk through of the housing facilities to determine what renovations, repairs, or other needs of the housing areas exist.

Scheduling, Events, and Conferencing is a department that collaborates with the Housing & Residence Life office to offer housing for summer groups. Housing assures that the rooms and apartments are ready for every group. All supplies that are needed for the summer months are purchased by the Housing & Residence Life office. Summer Conferencing is another department that collaborates with the

Housing & Residence Life office to offer housing for summer groups who choose to stay as guests during the summer months. The Housing & Residence Life office assures that the rooms and apartments are ready for each group. All supplies that are needed for the summer months are purchased by the housing office. These supplies include pillows, garbage bags, toilet paper, disinfectant, etc.

Currently the staffing needs of the department are adequate and no additional staffing is needed.

financial resources/budget

Introduction

Housing & Residence Life functions as an Auxiliary. Budgets over the past five years are listed below.

Weber State University Housing & Residence Life Historical Budgets					
	2008-09	2009-10	2010-11	2011-12	2012-13
Room and Conference Rental	2,186,727	2,290,166	2,389,493	2,720,064	3,102,077
Other Rental Income	333,113	566,568	587,036	453,004	112,436
TOTAL REVENUE	2,519,840	2,856,734	2,976,529	3,173,068	3,214,514
Personnel Costs	(677,441)	(539,561)	(566,704)	(564,874)	(548,798)
Utilities	(260,040)	(282,528)	(294,521)	(305,660)	(412,185)
Services	(284,472)	(601,020)	(639,260)	(687,367)	(310,485)
Repairs and Maintenance	(108,920)	(331,036)	(394,649)	(437,978)	(568,631)
Provisions	-	(45,688)	(46,586)	-	-
Marketing	(40,267)	(34,300)	(37,200)	(40,267)	(43,977)
Management Fees	(48,000)	(48,000)	(48,000)	(48,000)	(50,928)
Travel	(12,191)	(8,000)	(8,000)	(12,191)	(11,856)
Admin Exp (credit card fees, staff meal plans...)	(56,823)	(73,050)	(86,650)	(158,255)	(136,622)
TOTAL OPERATING COSTS	(1,488,154)	(1,963,183)	(2,121,570)	(2,254,594)	(2,083,483)
NET INCOME BEFORE BOND PMTS	1,031,686	893,551	854,959	918,474	1,131,031
BOND PAYMENTS	(825,028)	(828,778)	(826,853)	(824,134)	(1,076,363)
NON-OPERATING ITEMS	(825,028)	(828,778)	(826,853)	(824,134)	(1,076,363)
NET INCOME	206,658	64,773	28,106	94,340	54,668

On the above spreadsheet it should be noted that there is a decrease of almost \$300,000 in Other Rental Income. However, there is also a \$300,000 decrease in Services. The meal plan payment flow through from students to Housing to Food Service has changed, and no longer flows through the Housing budget.

With enormous changes in facilities and occupancy over the past 5 years and with additional changes still to come, the budgets for Housing & Residence Life have fluctuated greatly. On the following page is a forecast budget for the full build out of Wildcat Village. The forecast budget is two fiscal years away

Weber State University	
Housing & Residence Life	
2013-14 Projected Budget	
2013-14	
Room and Conference Rental	3,611,481
Other Rental Income	112,417
TOTAL REVENUE	3,723,898
Personnel Costs	(587,968)
Utilities	(468,568)
Services	(310,485)
Repairs and Maintenance	(467,692)
Provisions	-
Marketing	(44,177)
Management Fees	(70,346)
Travel	(8,061)
Admin Exp (credit card fees, staff meal plans...)	(136,161)
TOTAL OPERATING COSTS	(2,093,458)
NET INCOME BEFORE BOND PMTS	1,630,440
BOND PAYMENTS	(1,696,449)
NON-OPERATING ITEMS	(1,696,449)
NET INCOME	(66,009)

from the actual budget year, so projections of utilities and other rental income is difficult to predict. While the conservative assumption shows a loss, the belief is that Housing will break even each year with an assumed occupancy of 96% during the academic year.

When developing a budget, many factors are considered and priorities are examined. Rental rates are set each fall for the following Fall semester. Money is allocated to student programs and marketing as a priority. Money is also allocated for facility needs, such as repairs, supplies, and capital expenses. Staffing is a large component of expenses related to the budget.

Future budget projections do not capture Capital R&R funds that are given to Housing through the refinancing of the bond payments. Housing receives about \$100,000 annually for capital improvements. Also, at the end of the fiscal year, if Housing has additional money, funds are contributed to capital accounts. Below is a chart of the future projected R&R expenses.

Housing and Residential Life R&R and Capital Expenditures

Five-Year Plan: 2011-12 through 2016-17

19-Jan-12

Expense or Activity	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Painters	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Sidewalk ramp by UV Building 4			\$ 40,000			
Maintenance Vehicles			\$ 30,000			
Slurry Seal UV parking lot		\$ 45,000				
UV Sofa and Sofa Chair repair/replace	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
UV Common Area Carpeting (\$50k in 2019)						
Apartment carpet replacements (24 apts)	\$ 40,000	\$ 60,000	\$ 60,000	\$ 60,000		
Cabinet and counter top replacement	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
UV Appliances, A/C, Hot Water Heaters	\$ 23,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 50,000	\$ 30,000
IPTV						\$ 100,000
Wireless hubs (upgrade 2 UV bldgs a yr)	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
UV building door reinforcement	\$ -	\$ -	\$ 5,000			
New Hall 1 cell phone booster	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Hall 1 (unexpected stuff)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
New Hall 2 (unexpected stuff)		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
New Hall 3 (unexpected stuff)			\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Misc.		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
UV Handrails		\$ 10,000	\$ 12,000	\$ 14,000	\$ 16,000	
UV Hoses under kitchen sink replacement	\$ 8,000					
UV CC Office A/C	\$ 11,000					
New Lock Box system for New Halls	\$ 15,000					
UV IP camera conversion	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	
Annual Projected Expense:	\$ 159,000	\$ 242,000	\$ 284,000	\$ 211,000	\$ 173,000	\$ 232,000

facilities, equipment, and technology

Introduction

The Housing & Residence Life office currently has two offices. One is located at University Village the newest one at Wildcat Village. The primary housing office is located in Wildcat Village because of the closer proximity to campus. However, an office will be maintained at University Village as well. The director, accountant, marketing coordinator, and office manager will only maintain offices at Wildcat Village. The assistant directors will utilize both offices. One challenge faced is going back and forth from each village throughout the day. At times, it can be difficult to go back and forth as the needs of each village change in the day. Housing & Residence Life looked into a vehicle to support staff on transporting back and forth, but this request was denied.

A detail of the office inventory is located in the appendix.

Housing & Residence Life works to provide a safe living environment. While Housing can never promise safety or security, steps are taken to minimize risk. When Housing & Residence Life is made aware of threats (either physical or verbal) or bias events, the department makes every attempt possible to mediate the conflict. If mediation is not appropriate or is not effective, Housing & Residence Life moves the affected party(s) to a place where they may feel safer, and the department of Housing and Residence Life processes the party(s) accused of the alleged act through the student judicial process in conjunction with the Dean of Students Office. Additionally the resident assistants (RA's) perform nightly rounds and respond to all noise complaints or possible policy violations in progress. All buildings have limited access with swipe cards.

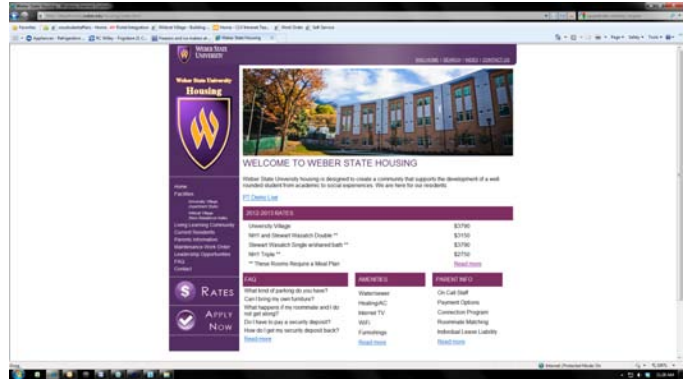
Technology

Housing & Residence Life's goal in incorporating technology into the organization includes systems that ensure communication with our residents using postal mail, email, phone calls and our website. One aspect of successful recruitment is a dynamic web presence. Having a housing website is a very important part of the business. Housing & Residence Life strives to utilize different mediums in order to assist users in shifting the focus from mundane day-to-day tasks to more creative and rewarding information they can actually use. This includes written as well as oral communication with residents and potential employees by updating website content while creating appealing job advertisements. Technology is also used to run reports through Crystal and Argos (our system that pulls reports from Banner).

A large portion of the marketing and leasing is done on-line. Our website provides detailed information for both new and current students. Housing contracts are filled out online within the Banner/Self-service system. Housing and Residence Life uses iPads at orientations and other events for students to fill out

their applications or for housing staff to check the status of student contracts. The Housing and Residence life staff uses e-mail constantly to communicate to the residents about upcoming events and deadlines.

All late notices and reconciliations that are sent to a resident's room/home have electronic copies sent to their email addresses as well. Payment options are made available online through the Cashier's Office. Students can sign up for automatic payment withdrawals or pay manually through their Weber portal. There are a large portion of students that do not use their university email although it is the campus standard to use this email address for all university communications. Students have the option to add an alternative email address to their information in Banner, and they are also provided with information on how to forward their Weber email to an alternative email address.



All technology (computer, printers, fax, and copiers) is replaced as needed. The Housing & Residence Life Office rotation policy is every three years for computers. Currently, University Village has a computer lab that is managed by the Student Affairs Technology team and the new printing station at Wildcat Village is co-managed by the housing and student affairs technology staff. These locations are rotated on a four year cycle. To assist with the demands of students signing up for housing, a kiosk computer will be located at the new housing office in Wildcat Village.

A new initiative for this upcoming year is to have forms online for easy access for residents. These forms will be microfridge rental contract, IPTV converter box rental contract, and a form for the end of the year check out process. Also, the housing office will be transitioning into the WSU FM Work Order System. This new system is being converted to be more user friendly for the residents. This new work order system is already in place for Weber State University's Facilities Management team and will tie Student Affairs Maintenance closely to FM. The new system can track preventative maintenance projects, inventory supply lists, and has consistency with FM practices.

ethical and legal responsibilities

Introduction

Like the rest of the University, the Housing & Residence Life office must abide by the Family Educational Rights and Privacy Act (FERPA). The employees cannot give outside parties any information on students without the student's written consent, whether they are a resident or not. When students sign a license agreement, they waive FERPA rights for their guarantor (usually a parent or someone who is paying the bill). This allows the department to communicate with the guarantor and assists in collections efforts. The Housing Office must also abide by various state and federal laws such as the Federal and Utah Fair Housing Acts, Utah unlawful detainer code, and Utah Tennant-Landlord codes.

The Clery Act requires all higher education institutions to report crime statistics to current and prospective students and employees. The Housing & Residence Life office and its employees involve the police in any criminal act that occurs at the residence halls. The police then include these crimes in their statistics. The crimes rates on campus are very low with less than 3 violent crimes occurring in the halls for the past 5 years.

The Housing & Residence Life office strives to deal with residents in an ethical manner. Legally, if a resident does not pay their rent, they can be evicted. However, Housing strives to work with delinquent students on an individual basis. This may include working with Financial Aid to wait for funds to come through, setting up payment plans with students to bring their account current, or moving a student to another facility that better fits into their budget. Housing & Residence Life tries to grant requests made by residents on their applications and match students up with others with similar interests. Housing offers roommate mediation for those having conflict in their apartments and, if a resident violates community rules, staff offer them programs and services that will help residents make better choices.

All payments for the Housing & Residence Life office are handled by the University's Cashier's Office. In the event that a check is mailed directly to the office, it is picked up by police in a locked bag and delivered to the Cashier's Office. Three housing employees have access to a program that allows one to see payments made on a student account. The software for this application requires a strong password that is changed every 90 days.

Housing & Residence Life adheres to all parts of the Information Security Policy. The electronic student information that housing has access to is fed to the Banner self-service site. All computers in the office have the appropriate security settings, and no student information is loaded onto personal computers. Upon termination, the University is notified to remove access to all programs for an employee. The

physical files that are on hand are locked in large filing cabinets that are then locked in rooms within the offices.

Housing & Residence Life follows the University PPM procedures for appeals. If a discipline sanction is made by the Assistant Director of Housing, an appeal can be made to the Director of Housing & Residence Life. Major housing contract related issues are dealt with at the Director level. A resident may appeal the Director's decision, and that appeal would go before the Housing and Dining Appeals Committee. As per University PPM, both staff and students sit on the committee, sessions are recorded, and formal decisions are documented. All appealed decisions are final except after the appeal process, residents also have the right to appeal to the University Due Process Officer. The Due Process Officer only reviews if due process was followed.

assessment and evaluation

Educational Goals

Living and Learning Communities

Housing & Residence Life outlined specific educational goals for the residents living in the Health Professions Living Learning Community (LLC) and those students who participated in the student conduct process. Both of these goals support the core theme of education.

The goal of the Health Professions LLC is to support the academic success of students living within that community on-campus. When considering the core theme of LEARNING, this goal falls beneath the core theme objectives of Support and Engagement. Students living within the community were provided with supplemental instruction (SI) on their floors covering the subjects of BioMedical Core 1110 and 1111. Additionally, the resident assistants of the building held a program to make the students aware of other students within the building that were enrolled in the same courses; thus giving approximately 20 students the opportunity to create spontaneous in – person study groups. This goal was examined by taking the letter grade of all students enrolled in the course that were not living on campus and comparing them to students who live on campus. Housing & Residence Life purposefully sought to both support and engage the student, therefore achieved the desired outcome of higher course grades for residents.

An SI was held for BioMedical Core 1110 in the Fall of 2011. The students living within the LCC earned scores that were higher than the class average. An SI was held for BioMedical Core 1111 in the Spring of 2012 with grades reporting higher than class average; no students in housing had a grade of "UW" or "W" in the class this semester. Regarding lessons learned for future years, Housing & Residence Life will include another SI section for BioMedical Core 1110 and the AD will work with Academic Advising to assist the students who are not having success, find another major that may work better for them.



The Health Professions LLC was created in 2009. Students living at University Village that declared Health Professions as a major were placed together in Building 4 at UV. By the spring semester, Housing had implemented a Supplemental Instruction (SI) program for Biomedical Core. In Fall 2010, Housing

began a second SI for another class, but found the other class sparsely attended and discontinued the second SI.

Student Conduct Goals

The goals of the student conduct process were:

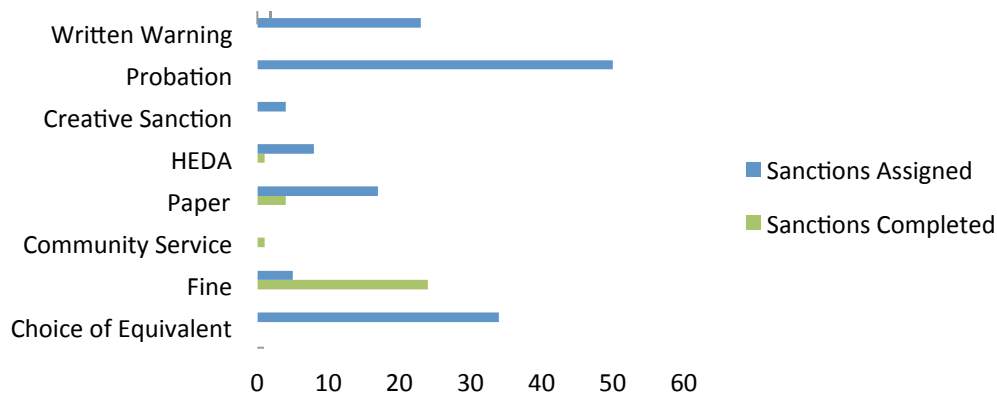
- Enhance content knowledge of critical thinking, complex reasoning, and written communication.
- Demonstrate awareness of their effect on others, the university community, and/or society.
- Demonstrate awareness of their effect on personal well-being, future, and strong deterrence.

These goals fulfill core theme objective of Success as they seek to assure that the student is successful beyond their time within the student conduct process and their time as a student at Weber State University. These methods were examined through the conduct officer completing a rubric after the hearing and by examining the students rates of recidivism. The rates of recidivism were examined by looking at the students who completed their sanctions 100% and the students who completed either some or none of their assigned sanctions.

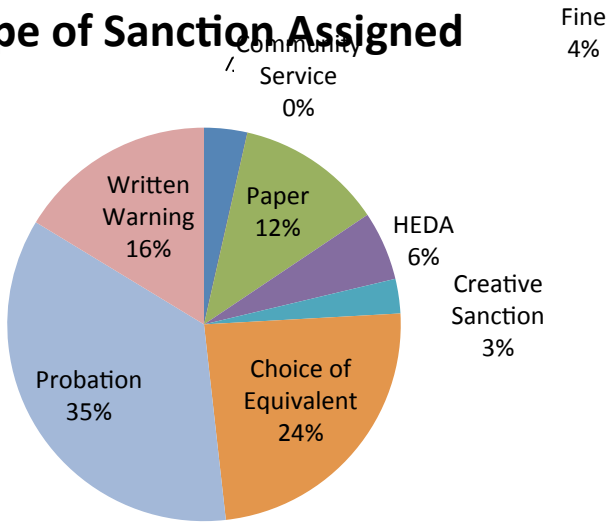
In the Fall 2012 semester a number of factors were examined including what percentage of assigned sanctions are actually completed, what types of sanctions are assigned, and the type of offense committed. Please see the charts below.

□

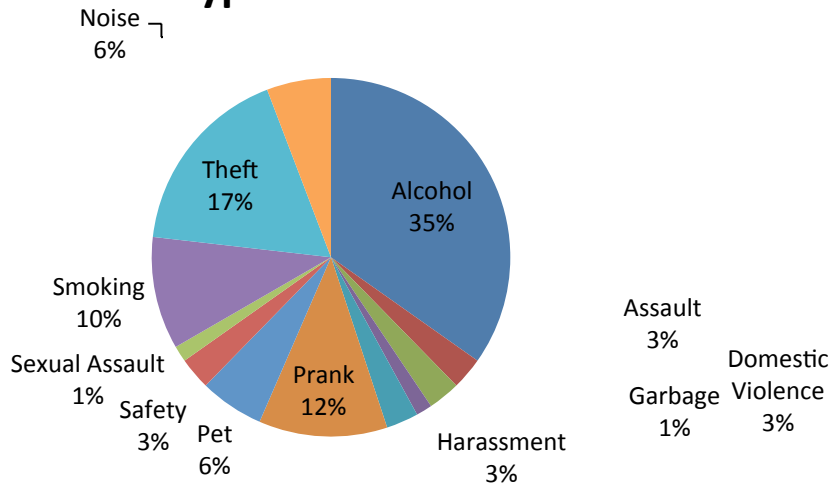
Sanctions Assigned vs. Sanctions Completed



Type of Sanction Assigned



Type of Offense



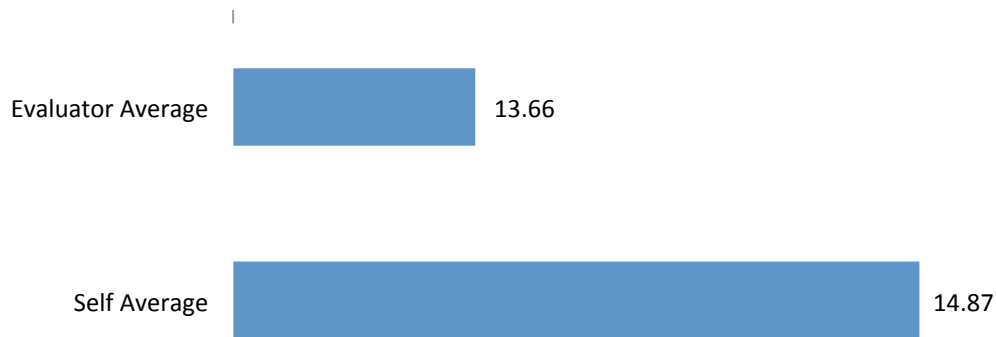
During the 2011 – 2012 academic year the department discovered that approximately 90% of students who completed the written portion of the assigned sanctions did not have any additional offenses. Additionally the students that completed the writing assignment were able to effectively state the impact that they had on the community and how their actions could impact both their current and future life situations.

The student conduct process has evolved greatly in the past year. Four years ago, about the only sanction a student received was community service or a computer based alcohol awareness class. Three years ago, the decision was made to bring community service into the halls. Before that time, students could complete community service outside the halls, but given that in many housing policy violations a student is taking away from the student community, the in house community service gives back to the community the student took from.

With this information the department of Housing & Residence Life continues to perform the post-meeting rubric, the writing assignment sanction, and successfully implemented a pre-meeting rubric for the student to complete as a self-assessment. Please see a chart based an average of all student and conduct officer averages of the Fall 2012 rubrics.

□

Self Assessment Average vs. Conduct Officer Average



Program Goals

Housing & Residence Life outlined three specific program goals for the past year. The three goals were: provide an environmental learning experience for New Hall 1 residents; foster a diverse and inclusive campus environment; and establish an RHA Executive Board and gain affiliation with IACURH.

The three program goals support the core theme objective of “engagement”. WSU Student Affairs defines Engagement as “...students participate in learning experiences, other forms of experience-based learning...students experience extensive contact with faculty, staff and other students.” The environmental learning experience helped students learn about recycling and interact with staff. Fostering a diverse and inclusive campus environment met the core theme objective of engagement by giving students the experience-based learning opportunity to live with students from other cultures. RHA had intentions to create learning opportunities for students in decision making in the residence halls.

Students were engaged by Facilities Management staff and Housing staff in the environmental learning experience in Residence Hall 1. By Housing & Residence Life striving to provide a diverse and inclusive campus environment students were engaged by Housing staff. Through the work to establish RHA, Housing & Residence Life was engaging students.

The goals for providing an environmental learning experience were to use the energy monitors for each suite to reward residents with low energy usage; recycling efforts were greatly encouraged in New Hall 1 through: trash stations, educational information to residents, and dumpster bins for household and recycle trash. The goal was for residents to have an increased environmental consciousness through

observation of student interest and use. The recycle program was utilized, but other measures were not observed.

Trash stations and dumpster bins were provided to residents. The energy monitor display was not operational until November and was not utilized this year. Housing partnered with Energy & Sustainability in Facilities Management and WSU's student U.S. Green Building Council Chapter for New Hall 1 to compete in the Campus Conservation Nationals Competition. However, due to late planning, WSU did not enter the competition.

The goals of an environmental learning experience were new this year. Other than recycle bins in the halls, no other initiatives existed before this year.

The second program goal to foster a diverse and inclusive campus environment proved to be successful. Specifically, Housing wanted to provide diverse cultural and educational programming for residents to gain an appreciation of experiences outside of a student's normal paradigm. Housing desired for students to have a greater understanding of diversity issues. To measure success Housing examined the EBI satisfaction results related to diversity and inclusive environment (Factor 10 and 13).

Fall EBI results related to diversity and inclusive environment were reviewed. EBI Factor 10 (Fellow Residents are Respectful) showed a mean improvement of .26 over last year's already high rating. EBI Factor 13 (Diverse Interactions) showed a mean improvement of .02 over last year's already high rating. Breakdown by race/ethnicity for both factors 10 and 13 showed non-significant results related to any specific race/ethnicity.

Given the positive results of Housing providing a diverse and inclusive campus environment, the Global Village LLC will continue. Other factors may be examined in coming years since Housing has consistently seen success regarding the EBI factors.

The Global Village LLC was established in 2009. The first year a focus group was done in the LLC and while the students reported a positive experience in the halls, they were unaware they were in an LLC. Steps were taken the next year to present the LLC to students in both passive and active programming at the start of school, so they had a conscious awareness they were involved in a Global Village LLC. With heavy workloads and staffing issues, historically Housing has not connected with Services for International students on as many joint programs as Housing would desire.

Housing & Residence Life's third program goal was to establish an RHA Executive Board and gain affiliation with IACURH. Specifically, Housing desired to identify and train an RHA President; take the RHA President and other RHA members to IACURH; help RHA provide 1 program per month; and 1 large program per semester that can partner with WSUSA. The goal being that students participating in the RHA Executive Board will demonstrate leadership skills and students will report an enhanced experience through living on-campus

An RHA President was identified and trained late in the Fall semester. IACURH was not attended last year because the area council did not exist. RHA President participated in selection details regarding new dining area and set up for the new Residence Hall. RHA President also helped get students together to make meal selection offerings for next year. No partnered programs were done with RHA and WSUSA. A new RHA President has been elected and collaboration and connections have begun for this year.

The RHA President needs better direction and encouragement. The Assistant Director of Residence Life began this summer working with the new RHA President to set high expectations and work closely with him to ensure that an Area Council is established by the first two weeks of the semester and that consist meetings are held throughout the year.

In the past RHA has struggled to exist. Four years ago, Housing and WSU Student Senate worked together to make the Residence Hall Senator for Student Senate also the RHA President. This move allowed a tuition waiver to be tied to the RHA President position. Each year with a new RHA President and Housing professional staff turnover, consistent meetings were not held. However, over the last two years, the RHA President has gathered students on several occasions to make decisions related to the new housing construction projects.

Cohort Information

Through the examination of housing cohort groups , 1) resident students and 2) resident assistants (RA's), it can be determined that on average students who use our programs have as good or better GPA's than students who do not use our services. For example, the 2010 RA cohort showed an average cumulative GPA of 3.29 while the SA cohort and WSU cohorts showed cumulative GPA's of 3.10 and 3.15 respectively. Additionally, the students who use our services are retained at a greater rate than students who do not use our services. Using the 2010 housing student cohort, housing students were retained at a rate of 67.32% while the overall WSU student cohort was retained at a rate of 58.08%.

Through this information we will continue to provide services to our residents in the same manner. Additionally, we will continue to provide students with the option to select Living Learning Communities, which are known nationally to bolster retention, GPA, and student engagement.

Student Needs & Satisfaction

In Fall 2011, Housing & Residence Life conducted its annual Resident Satisfaction Survey. Two factors were of "top priority" and "high impact" on "overall program effectiveness: full residence experience". The two factors were:

Factor 14. Learning Outcomes: Manage Time, Study, Solve Problems

Factor 5. Satisfaction: Services Provided

Housing & Residence Life performed "good" in both of these categories. However, with the "high impact" rating these two categories were examined in more detail. Below are some of the findings within these two categories.

Factor 14. Learning Outcomes: Manage Time, Study, Solve Problems

Three questions from the EBI survey made up this factor. The mean responses in 2011 were slightly better than in 2010 and about the same as 2009. The factor was examined by category (ethnicity, gender, class standing, etc.) and no significant differences were found. The lowest mean of the three questions was: "To what extent has living in on-campus housing enhanced your ability to: Studying more effectively".

Factor 5. Satisfaction: Services Provided

Nine questions from the EBI survey made up this factor. The questions asked about the following services (notes on each also below):

- Internet connectivity – slightly better than previous year
- Laundry room facilities – slightly better than previous year
- Study facilities in the halls – slightly better than previous year
- Computing facilities in the halls – slightly better than previous year
- Cable TV services – 2011 mean 3.53; 2010 mean 4.93; 2009 mean 5.70
- Telephone services – 2011 mean 4.50; 2009 mean almost 1 point higher
- Postal services – about the same as previous years
- Vending services – 2011 mean 4.87; 2009 mean almost .5 higher
- Information desk services – about the same as previous years

The factor was examined by category (ethnicity, gender, class standing, etc.) and no significant differences were found.

Cable TV services were progressively worse over the last three years. In 2009, Housing & Residence Life had Comcast analog cable with no cable boxes required. In 2010, Comcast cable required a cable box for students to watch TV. These boxes had to be checked out at the Housing Office. In 2011, Housing & Residence Life moved to IPTV, which required students to use their computer to watch television and required special cables to connect their computer to their TV.

Telephone services are progressively worse over the last three years. In 2010, Housing & Residence Life eliminated phones from Promontory Tower (except for the common area), only provided a living room phone line in University Village, and with the addition of Residence Hall 1 in Fall 2011, no phones were provided in the rooms. There will be no phone lines in suites at Wildcat Village. The impact of this on leasing and student satisfaction has been close to zero, with no requests or even concerns from parents or students during Fall 2012 move in. Cell phone usage is at or near 100% for students.

Housing & Residence Life used the feedback from the Satisfaction Survey Data to make several decisions:

Factor 14 indicated that Housing needed to examine ways to enhance resident's ability to "study more effectively". Housing's Live, Learn, Grow program contains a balance of programs that include "learn", but Housing worked in the Spring semester to target "study more effectively" as part of the "learn" initiative. For example, in Fall 2012 Housing introduced the "Writing Center Express" where the Writing Center has a staff member that does office hours in the residence halls to help students edit their papers.

Factor 5 indicated that residents were not satisfied with IPTV services currently offered. In conjunction with the University IT department, several issues were resolved regarding student satisfaction with IPTV.

Issue 1: Students that brought a non-LCD TV did not have a way to connect their computer to their TV. Solution: Converter switches are now stocked at the University Bookstore and information was provided for students to order from on-line retailers.

Issue 2: Students did not know how to configure their computer/TV to watch TV. Solution: In addition to Computing Support, Housing hired 2 techs that came to student rooms and helped configure their devices.

Issue 3: Reception of channels was difficult in Promontory Tower on the wireless network. Solution: We upgraded the wireless AP points in the building to provide better coverage. Also, Housing worked to 'up' the signal feed for the wireless application of IPTV.

Issue 4: Some students did not have a computer or students did not have a fast enough computer that would allow them to watch TV. Solution: IPTV boxes were set up with a rental agreement and students could rent a box.

Basic Student Information

Housing & Residence Life served more than 800 students in 2011-2012. University Village was at almost maximum capacity the entire year at 476, Residence Hall 1 held 165 students, and Promontory Tower held 160 students.

Over the past year, Housing & Residence Life initiated 204 programs for students. 4,868 students attended these programs. The programs were balanced within three focus areas which make up the Residence Life programming model – Live, Learn, and Grow. Housing & Residence Life did not track specific student usage of services or interactions, but will examine doing so in the future.



Housing demographics were examined in both the Fall and Spring semester. Some of the highlights are that 76% of our students were freshmen, 3.5% first generation (as defined by WSU Institutional Research), 55% female, 54% white, 6% African American, 8% Hispanic, 16% international, 91% are less than 23 years old. Through examining this information over time Housing & Residence Life has used it to better programs and services. First, with the large international population, Housing has created the Global Village Living Learning Community. This community not only gives international students an opportunity to explore other cultures, but it also gives domestic students an opportunity to explore international cultures. Second, Housing & Residence Life recognized that the average age of Weber State students is 23-24, yet our resident population is at a historically younger average age. Housing & Residence Life recognized that many of our students desire a historical traditional college experience that include such things as attending programs offered on campus, getting involved in

student activities and government, attending school sporting events, and participating in intramurals. Housing & Residence Life works with most all departments within Student Affairs and Athletics to help bring these services/opportunities to its students.

Student/Staff Accomplishments

Housing & Residence Life ushered in a new era for Weber State with its first new Housing in a decade. Residence Hall 1 in 2011 and Stewart Wasatch Hall in 2012 were opened with much pomp and circumstance including a ribbon cutting and celebration.

Campus Living Villages recognized the collaboration with Weber State by awarding the CLV on campus team and Weber State the Outstanding Partnership Award at the annual CLV Awards Banquet.

Allison Hayes is serving as the State/Provincial Representative for the Association of Intermountain Housing Officers (AIMHO). Angie Betancourt has served as an active member for the Student Engagement Committee since September 2010. Working along with the group, Angie Betancourt received the Student Affairs Team Award in 2012. Jeannie M. Gamble was the academic advisor for the Delta Chi Nu Sorority, and they received the Volunteer Organization of the Year award.

summary

Summary

Dramatic changes have occurred in Housing over the past five years. With regard to the physical spaces, occupancy has soared to its highest levels ever. Fifty year old buildings have been torn down, and new facilities have opened. Programs, services, and goals have also seen major changes over the last five years. Living Learning Communities have been created and improved, sustainability efforts have been prioritized, and student learning in the judicial process has been enhanced.

The self-study reflection process has been very valuable. The Housing staff has been able to articulate the many areas our department provides services as well as taking a look at best practices for those areas. It was discovered, in the area of student discipline, Housing is on the cutting edge of best practices regarding the use of rubrics and creative sanctions. RHA continues to be a constant struggle each year to get a consistent group of students to attend. The sustainability efforts continue to be refined with the University backing all sustainability efforts throughout campus. In the reflection process with LLC's, successes and areas of improvement have been seen. Housing & Residence Life have used the self-study reflection process to articulate the academic and non-academic balance of LLC's. Annually Housing reviews its customer service, student satisfaction, and our diverse and inclusive environment using our EBI surveys, but we looked at all of these factors in detail during the reflection process.



Recommendations

The self-study reflection process also led to various recommendations from the department.

Housing & Residence Life should continue to pursue additional ways to measure student learning. Housing & Residence Life is doing great work regarding student learning in the area of student discipline. Additional measures can be instituted in the LLC's to show student learning with regard to the use of cultural competency and other rubrics that were developed by the Student Affairs Assessment Committee.

Housing & Residence Life should continue to refine and enhance on-line services to students. Many on-line services are currently provided such as license agreements, bill paying, and website content. In the future Housing & Residence Life would like to provide roommate selection, more detailed billing data, and roommate matching options.

With regard to the lack of students checking their Weber e-mail, Housing & Residence Life should find additional ways for official communication to residents. With students using twitter, facebook, texting, and personal e-mails, Housing & Residence Life must find new ways to communicate with residents. Communicating with residents is important for vital information such as late rent, discipline hearings, or water shut off notices. It is also useful to make the students aware of activities and events.

Housing & Residence Life should continue to monitor the impact of IPTV verses cable for the residents. Early indications in Fall 2012 seem to show that students are watching less of conventional television, and most students are no longer bringing analog televisions. However, EBI survey results have not been received yet.

Housing & Residence Life should look at additional ways to connect the two Villages both in staffing, transportation between the two, and services offered at each. With the small staff that exists, the department is doing well to balance time and effort between the two villages. However, transportation between the two villages is only done in personal vehicles. One day a trail may exist to connect the villages and the department can consider a golf cart, but presently that is not an option. Wildcat Village, which is located closest to the heart of campus, will have the main housing office since students are in the heart of campus during the day. Student services such as SI, computer labs, and RA programming are being provided at both facilities.

Facilities related issues include keeping up with large common spaces such as the dining hall which demand after hours and weekend cleaning.

Living Learning Communities will continue to be a vibrant part of Housing & Residence Life. New academic LLCs will be introduced in the coming years, which may include STEM, Civic Engagement, and Community Involvement. Focus groups and demographic information will be used to determine what LLCs will be viable options for the future.

Residence Hall Association can be an annual challenge to continue consistently. Looking ahead, a strong association to the regional conference, a shared vision for students, consistent meetings, and empowerment of students to make decisions that impact them and their peers will be important for the success of RHA.

appendix

The housing office has the following inventory:

Inventory of Computers

Computer Number	Type of Technology	Years of Usage	Quantity
WSU 0030442	Dell Laptop	2	
WSU 0030480	Dell Desktop	1	
WSU0030481	Dell Desktop	2	
WSU010072100	Dell Desktop	> 3	
WSU010076746	Dell Laptop	3	
WSU0030519	Dell Desktop	2	
WSU0010066993	Dell Desktop	> 3	
WSU0010069806	MAC Computer	> 3	
WSU010076921	Copier/Scanner/ Fax	> 3	
WSU0002150670	Laminator	> 3	
Not Tagged	IPAD	2	2
Not Tagged	Dell Desktop	< 1	2
Not Tagged	Dell Laptop	< 1	1
Not Tagged	Copier	> 3	1
Not Tagged	Small Dell printers	> 3	5
Not Tagged	Fax	> 3	1
Not Tagged	Go Pro Camera	1	1
Not Tagged	Brother Color Printer	2	1

Inventory of Furniture and Equipment:

UV Office Inventory	
1	Electronic time clock
8	Desks
	10064205
	10053430

	10053420
18	Chairs
2	Metal file cabinets
3	Legal filing cabinets
	10053440
2	Shelving units
2	Bookcases
1	Stool
1	Minifridge
2	End tables
1	View Sonic 32" monitor
7	Telephones
6	Computer monitors
7	Keyboards
7	Mice

<u>UV Great Room Inventory</u>	
5	Round Tables
18	Stools
3	Garbage cans
1	Coffee table
2	End tables
1	50" TV
7	Small couches
2	Large couches
1	Fireplace
<u>UV Recreation Room Inventory</u>	
2	High round tables
1	Short round table
12	Stools
1	Pool table

1	Ping Pong table
1	50"TV
1	Coffee table
2	End tables
15	Arm chairs

UV Gym Inventory	
3	Bicycles
2	Ellipticals
1	Stair stepper
1	Fold-down table
1	desk
2	Chairs
2	32" TVs
2	Speakers
1	Stereo
1	Punching bag
1	Metal garbage can

UV Gym Inventory	
3	Bicycles
2	Ellipticals
1	Stair stepper
1	Fold-down table
1	desk
2	Chairs
2	32" TVs
2	Speakers
1	Stereo
1	Punching bag
1	Metal garbage can

Housing Demographics Fall 2012*

	University Village		Wildcat Village		Overall	
Class	Count	Percent	Count	Percent	Count	Percent
Freshman	296	64.07%	328	90.11%	623	75.52%
Sophomore	104	22.51%	21	5.77%	125	15.15%
Junior	48	10.39%	7	1.92%	55	6.67%
Senior	14	3.03%	8	2.20%	22	2.67%

	Count	Percent	Count	Percent	Count	Percent
First Generation	10	2.16%	5	1.37%	15	1.82%

Gender	Count	Percent	Count	Percent	Count	Percent
Male	158	34.20%	201	55.22%	357	43.27%
Female	304	65.80%	163	44.78%	467	56.61%
Unspecified	0	0.00%	0	0.00%	0	0.00%

Ethnicity	Count	Percent	Count	Percent	Count	Percent
White	246	53.25%	223	61.26%	467	56.61%
African American	34	7.36%	37	10.16%	71	8.61%
Hispanic	39	8.44%	41	11.26%	80	9.70%
American Indian	8	1.73%	10	2.75%	18	2.18%
Asian or Pacific Islander	21	4.55%	17	4.67%	38	4.61%
Native Hawaiian/Pacific	5	1.08%	14	3.85%	19	2.30%
International	93	20.13%	10	2.75%	103	12.48%
Unspecified	16	3.46%	12	3.30%	28	3.39%

GPA			
Freshman Average GPA	2.91	2.49	2.71
Soph Average GPA	3.20	3.11	3.20
Junior Average GPA	3.40	3.06	3.35
Senior Average GPA	3.35	3.30	3.33
Overall Average GPA	3.12	2.68	2.98

Majors	Count	Percent	Count	Percent	Count	Percent
Applied Science & Tech.	50	10.82%	60	16.48%	110	13.33%
Arts & Humanities	52	11.26%	48	13.19%	100	12.12%
Business & Economics	99	21.43%	37	10.16%	135	16.36%
Education	56	12.12%	42	11.54%	98	11.88%
Health Professions	80	17.32%	55	15.11%	134	16.24%
Science	20	4.33%	22	6.04%	42	5.09%
Social & Behavioral Science	82	17.75%	86	23.63%	168	20.36%
General Studies	23	4.98%	14	3.85%	37	4.48%

Age	Count	Percent	Count	Percent	Count	Percent
17	5	1.08%	10	2.75%	15	1.82%
18	123	26.62%	176	48.35%	298	36.12%
19	103	22.29%	74	20.33%	176	21.33%
20	97	21.00%	47	12.91%	144	17.45%
21	55	11.90%	18	4.95%	73	8.85%
22	45	9.74%	13	3.57%	58	7.03%
23	9	1.95%	10	2.75%	19	2.30%
24	6	1.30%	5	1.37%	11	1.33%
25+	19	4.11%	11	3.02%	30	3.64%
Average Age	20		19		20	
TOTAL STUDENTS	462		364		825	

*Based on Week 3 of Fall 2012

**Appendix D
Department Staff Profile**

STANDARD THREE αSTUDENTS TABLE 2 STUDENT AFFAIRS STAFF PROFILE Form used in NWCCU Accreditation				
	Professional	Support	Student	Other
Female	4	1	34	
Male	1			
Degrees: PhD, EdD	1			
MD, JD, MSW				
MA, MS	3			
BA, BS	1			
AA, AAS, Certificate, etc.				
Years Experience in field:				
None				
Less than 5	1	1		
5 α10	2			
11 α15	1			
16 α20	1			
More than 20				
Full-time: 9/10 months				
12 months	5	1		
Part-time: 9/10 months				
12 months				

