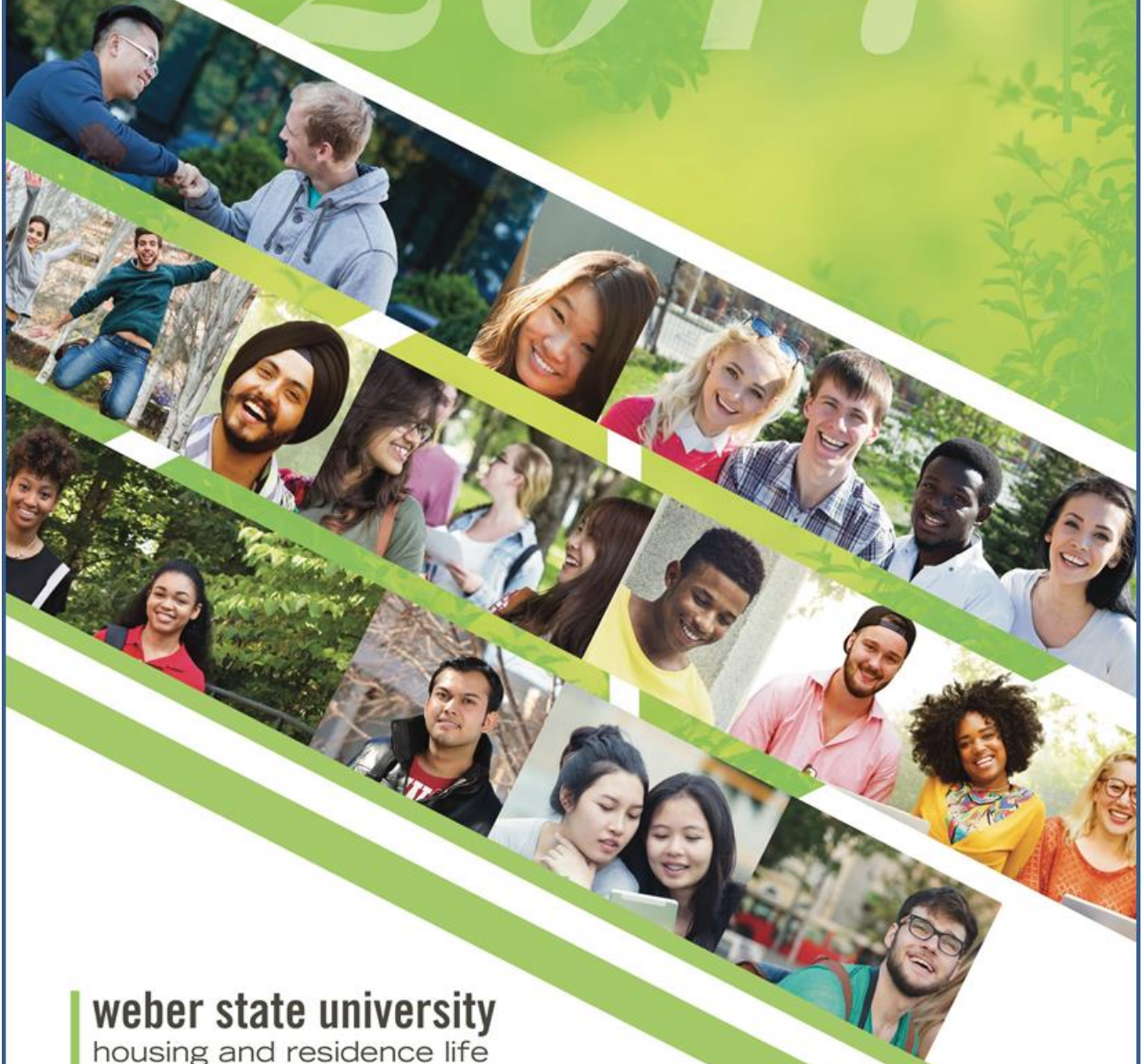


# 2017 PROGRAM REVIEW



**weber state university**  
housing and residence life



**WEBER STATE UNIVERSITY**  
Housing & 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 residents 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. Housing & Residence Life is 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 holding approximately 350 residents. In 1968, an 11 story housing building was constructed that brought the total resident population up to approximately 700. In the early 1990s, occupancy was extremely low and decisions were made to convert residence hall rooms into offices. 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 Dean of Students at WSU 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. CLV staff are seamlessly integrated into the campus (serve on committees, chair employee searches for other departments, etc.) and most people on campus are not aware that Housing is managed by a private company.



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). Only the tower and University Village were facilities available for student use. The total capacity for student housing was 644.



In 2008, a master building plan was created for the expansion and replacement of the older 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 opened. 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. Capacity for student housing is now 1,001 beds.

Since the completion of the new residence halls, Housing & Residence Life has not filled to capacity. The last several years we have hovered around 80%. The office works to market in all aspects possible and the University as a whole is committed to Housing's success. The past 7-10 years, the University has tied a large out of state scholarship to a live on requirement (Weber Edge scholarship). In Fall 2018 this

scholarship will be replaced with all students who choose to live on campus will receive \$1,000 off tuition. In addition to a general University commitment, Housing has relationships with key areas such as International Student Services Office, ROTC, and Athletics.

# 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, social media, 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 Counsel) 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 throughout the year, the housing office sets up a display table and backdrop providing information about upcoming housing availability. The Weber Block Party is an annual event held at the end of the first week of school. It highlights 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. In the 2016-2017 Academic year, Weber State Housing also provides temporary rooms for prospective students to stay in (free of charge) while they come and visit Weber State's campus.

Housing and Residence Life works closely with the International Department to bring international students into housing. There are, on average, about 130 students from the international department that stay in housing for the academic year. For the 2017-2018 Academic year approximately 38% of the international students, from countries such as China, Saudi Arabia, and many others, lived in housing.

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

100 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.

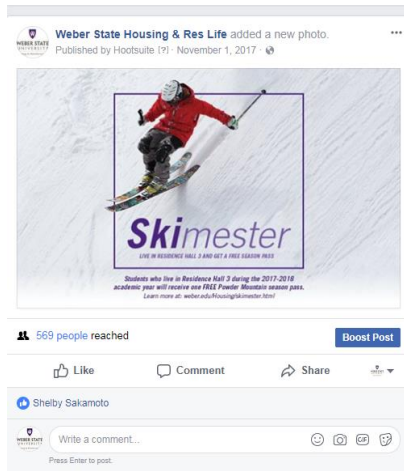
Beginning Fall 2018 the Weber Edge award will no longer be offered for new students of Weber State. In conjunction with Recruitment there will be a new scholarship opportunity for housing residents. All new students living on campus will receive a \$1,000 scholarship toward tuition. In 2016, the housing department opened its doors to potential Weber State students to allow those coming to tour the campus a place to stay in Wildcat Village in our suites in Stewart Wasatch Hall. In 2017, the housing department worked closely with the recruitment office for a Siblings Weekend event. This allowed siblings of current residents to come to stay with their siblings on campus for a weekend. The housing department held programs and activities in Wildcat Village throughout the event so that the siblings could experience what living in the residence halls would be like.

The three major changes in the marketing and leasing area over the last 10 years are the room assignment system, leases online, and the new housing facilities. Within the last 10 years 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. Throughout the summer, 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. In Fall 2017 there have been requests to update this software to allow for information, such as, room assignment notifications and payment information, to be sent out automatically to residents.



The housing website will be adding video tours of each room type and building. In the Summer of 2018 housing will be working with facilities management to use a 3D scanner to take pictures of each of the buildings and room types so that students can virtually walk themselves through the suites and





apartments to get an idea of what room type would best accommodate their wants and needs. Live tour rooms are available in both Wildcat Village and University Village for potential residents to tour while visiting campus. In addition to the use of the housing website, marketing occurs on three social media platforms: Twitter, Instagram, and Facebook. Through these platforms we can market programs put on by the housing staff, inform students of when the contracts become available for the next year, or to put out notices to residents about snow removal or health and safety inspections.

The housing marketing coordinator answers emails daily about questions or concerns current or potential residents may have about living on campus. For those individuals that have participated in a live tour of housing, our staff follows up with those individuals through email to provide them with more information of availability and the steps to apply for housing. For the current residents the housing staff provides resident appreciation days such as: free laundry day and breakfast during finals week. The marketing coordinator hosts renewal parties in the spring of each year, such as the annual Casino Night, which began in March of 2015. This allows programming and incentivizes residents to renew their contract for the next academic year with Weber State Housing.

Beginning in the Fall of 2017 Weber State University Admissions department began including a housing tour as a mandatory portion of the campus tour. On average in the Fall 2017 semester, housing would provide 3 tour times per day with which would facilitate the campus tours and housing added a Wednesday night and Saturday morning tour. This is a total of 17 scheduled tour times per week. Each tour would average 3 prospective students and their families totaling 51 prospective WSU students taking tours of the Weber State University Housing & Residence Life facilities. The 17 tours per week continuing into the Spring 2018 semester through the admissions campus tours. We also provide walk in tours for those that would like to take a look at the housing facilities without taking a full campus tour.



The Marketing Coordinator also represents Weber State by attend college fairs in other states, such as, Pennsylvania, New Jersey, and New York. The recruitment office covers the cost of the booth at the college fair while housing covers the travel and hotel expenses for the trip. University Recruitment is not able to attend as many out of state college fairs as they would like, so using some Housing resources to attend additional college fairs is a win-win for both departments.

In the Fall of 2016 housing partnered with Outdoor Programs and Powder Mountain ski resort and created the Skimester marketing campaign to provide season passes to all residents living in Residence Hall 3. In Fall 2017 the Skimester offer was extended to those individuals who are in the Outdoor Adventure Living Learning Community.

The Marketing Coordinator creates a strategic marketing plan at the beginning of each year. Within the strategic marketing plan, the coordinator creates programs, marketing campaigns, and resident appreciation activities for each month. The Marketing Coordinator also creates and distributes various campaigns online and in the community. These campaigns are ways to get students and prospective students interested in living on campus. These marketing campaigns utilize newspaper ads, flyers in local businesses, social media, Webersync, our website, email, and personal flyers. The Marketing Coordinator also works closely with the Admissions office and International office to distribute housing information to new students in the mail.

The Marketing Coordinator will begin new incentive programs beginning in January 2018. For those individuals who stay in a guest rooms and have an overnight experience in housing while visiting Weber State University they will be able to have their application fee waived if they apply for housing while on their visit, which is a \$50 value. Another incentive will be a "Refer a Friend" program where current residents who refer a friend that signs a contract with housing will receive a \$25 gift card to the Weber State bookstore for the first three friends they refer. For an individual that refers more than three friends to sign a housing contract those individuals will be entered to win an iPad from the Weber State bookstore. Lastly, those individuals that sign a new contract for a future semester while still living in housing will have their application fee waived for the new contract they sign (if signed by a certain deadline). These incentives will be used in hopes to get future and current residents excited about signing up with housing and to share their on campus experience with friends and family.

The Marketing Coordinator is a customer service representative within the housing department. The Marketing Coordinator does this by providing gifts and personalized notes to residents that may have issues during their stay within housing as a way to apologize for a negative experience they may have had. Similarly, the coordinator also creates gifts and notes to departments to express gratitude for assistance those departments gave throughout the year. This allows housing to have positive relationships to those they serve. Throughout the academic year the housing department provides a Sky Factor/EBI survey to residents. As a result, the Marketing Coordinator creates a newsletter to inform residents about changes that the housing office implements to address concerns the residents may have brought to light in the Sky Factor/EBI survey.

## **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 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 term has ended. Weber State's Information Technology Division builds the programs and web pages for administrative and student use. Housing & Residence Life has good relationships with staff in this department however getting things updated or fixed is sometimes a difficult process. The internally created system has some drawbacks. A lot of the charges and/or adjustments are having to be done manually by the accountant, due to formulas and/or coding being incorrect in the housing system. Our view of the student account screen is limited to only see Housing charges. This makes it very difficult to reconcile and explain the account to the student or parent when there are other factors going on that are not visible to Housing staff.

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 1<sup>st</sup> for fall semester, December 1<sup>st</sup> 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**

The Assistant Director of Housing & Residence Life works together with the Student Affairs Maintenance Coordinator and team that 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 Associate Director of the Shepherd Union but works closely with the Director and Assistant Director of Housing. The AD 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. 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. The maintenance department created a user friendly work order system for the residents to fill out online.

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, Housing staff uses a

Weber Sync Form to request a key and only the Assistant Director can approve and submit to SA Maintenance. If the Assistant Director is out then the Director will be approving any requests. Then SA Maintenance changes the locks on the entire dwelling unit and posts a sign on the door for the resident to come to the designated housing to pick up for new keys. Any charges for rekeys are forwarded to the Business Manager. Card swipes are used for access to the exterior of the buildings. Housing adds and removes access for swipe cards at the beginning and the end each academic semester.

Separate from the maintenance staff is the custodial staff. The AD supervises the housing custodial staff. Currently there are five custodians with the anticipation of an additional half time or full time staff member when we see an increase in occupancy. At University Village, we have one full time custodian who also takes the lead over the summer on getting apartments deep cleaned. This is completed with an external cleaning company. Wildcat Village has currently 4 full time custodians, 1 part time worker, and 1 PT student worker to assist with cleaning on the weekends.

In addition, the AD coordinates with Conferencing Department and SA Maintenance for make-readies (completing the maintenance and cleaning needs in a room) for summer conferences.

The AD works with residents on facility related issues and initiatives so that there is open communication and residents feel they can contact someone in the office for facility problems or questions.

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 and Weber State Purchasing Office:

- PHILO has been used for the last 2 years as Weber's new way to watch TV. With Philo, you can watch and record live TV on your computer or mobile device, over the campus data network. It also includes HBOGO and MAXGO online.
- CSC Service Works- This is the new laundry vendor for student laundry. Beginning May 2018 we will receive new machines and we will go to a card only service and remove the ability to use coins.

- Sustainability Initiatives- The Housing office has worked very closely with the Sustainability office to improve our community to be more eco-friendly.

The core purpose of these programs is to provide the residents of Weber State University a comfortable and enjoyable experience that includes clean and well-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.

One initiative this upcoming year is to create a housing online orientation that will need to be completed before check in and will allow residents to be more prepared for a successful residential experience.

Housing & Residence Life participates in the ACUHO-I Internship Program and different internship opportunities within the current RA or OA staff who are prepared to take more responsibilities. 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 academic school year and summer.

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 dining contract was rebid and awarded again to Sodexo in Summer 2017 (5 year contract).

### **Residence Life**

Residence Life encompasses all aspects of a student's living experience within the residence halls including: student engagement (belonging), student development (learning), and student accountability (responsibility). It is endeavoring to provide these aspects in highly impactful and intentional ways which acts as the catalyst for a holistic examination and re-composition of the Residence Life Program.

Like most Residence Life Programs, we employ student staff as Resident Assistants; we have Living Learning Programs; we have a Residence Hall Association; we hold Student Conduct Meetings; and provide opportunity for leadership and involvement through housing internships and senior resident assistant positions. In past years, our residence life program was managed and facilitated primarily by one professional staff member which led to the development of a one-dimensional program. With a new staff we have recommitted the department to providing our residents with an environment conducive to academic and social wellness.



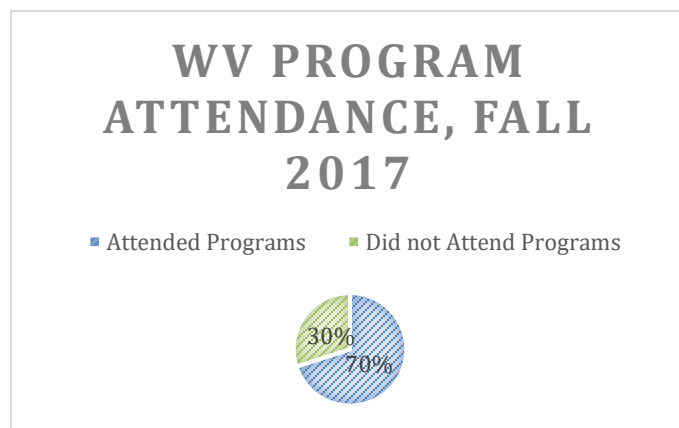
Below is a more detailed description of the different aspects of our Residence Life Program as it stands:

**Resident Assistants (RAs)** are an integral piece to the programs and services, which are provided by the Department of Housing and Residence Life. The purpose of RA's are to be a constant foundation within the community whom 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 30 RA's on campus in addition to two Senior Resident Assistants (SRAs) who serve in an elevated supervisory position. Each year approximately 50-60% of the RA staff return; with most leaving because of graduation or marriage. The role of RA's is not only to provide programming opportunities, but to also provide structure and order to their community. The average student to RA ratio is 30:1

**Resident Assistant Training:** New and Returning Resident Assistants are required to attend a two-week training during the summer and a brief two-day training in the winter before the start of the Spring Semester.

In the summer of 2017, Resident Assistant Training was structured in order to provide the Resident Assistants with the expectations and procedural understanding of their position during the first week. The second week worked on practical application where resident assistants received presentations from offices with in student affairs. The Counseling and Psychological Services conducted trainings on QPR: Suicide Prevention and Healthy Coping Skills. Paige Davies, Women's Center Advocate, and Barry Gombert, Title IX Coordinator/Executive Director of Affirmative Action and Equal Opportunity, conducted a training responding to and receiving reports of Sexual Assault. Andrea Hernandez, Coordinator for Diversity and Inclusive Programs facilitated a conversation on respecting difference and honoring people's stories. Rochelle Creager, Coordinator of the Student Wellness office conducted a training drug and alcohol abuse prevention. For each of these trainings, Resident Assistants received learning outcomes and were asked deliberate follow-up questions.

Winter Training, took place in January 2018, and was planned and executed by a committee of Resident Assistants. This training included a refresher on incident response and programming expectations. Resident Assistants also received a refresher from the Women's Center and WSUPD.



**Resident Assistant Programming:** A primary part of the Resident Assistant role is community building. Resident Assistants build community through one-on-one interactions, passive programs, and active programs. In Fall of 2017, Wildcat Village Resident Assistants put on more 41 events with 70% of residents coming to at least one program. In Fall of 2017, at University Village, the number of programs held were similar but saw significantly less program attendance

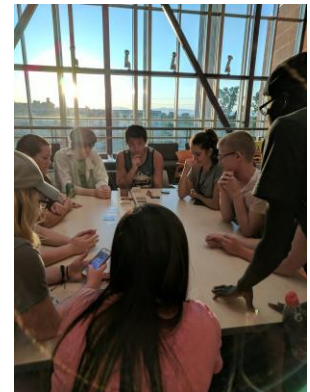
which has led to a test pilot of a new programming structure in University Village. In Spring 2017, University Village Resident Assistants will put on two large scale events a month. This change in structure will hopefully better service students who have a more independent lifestyle.



**Structured Programming:** The Department of Housing & Residence Life provides our residents with an environment in which they live, learn, and grow. This is achieved through our structured programming model, which requires each Resident Assistant to host two active and one passive program a month. Each of these programs must touch on one of 8 motifs (Intellectual, Diversity, Financial, Service, Social, Emotional, Environmental, and Physical) which fit into our tenets of Live, Learn, Grow. Below you will find a description of the tenets, motifs that fall under each tenet, as well as programming examples for each

motif:

- Live: This tenet is concerned with the facilitation of a fun, friendly, vibrant, diverse community and a memorable student experience while helping build relationships between residents.
  - Social: Programs in this motif connect residents to each other emphasizing the importance of interpersonal relationships. Through attending these social programs, it our hope that our residents will be able build relationships based on interdependence, rather than co-dependency, mutual trust, and respect.
    - Programming Example(s): Board Game Nights, S'more's at the Fire Pit, and Karaoke Night.
- Learn: This tenet is concerned with supporting students' academic success by providing them with valuable information that they will be able to use in and outside of the classroom, in some capacity, for years to come.
  - Intellectual: Programs that fit into this motif emphasize the value of lifelong learning. Through Intellectual Programming, residents are challenged to think critically and actively seek new information, ideas, and experience.
    - Programming Example(s): Jeopardy and Will you Escape?
  - Financial: Programs that fit this motif provide residents with information on how to successfully manage their finances. By attending these programs, residents become aware of the



importance of financial wellness, budgeting, as well as how to set and reach financial goals.

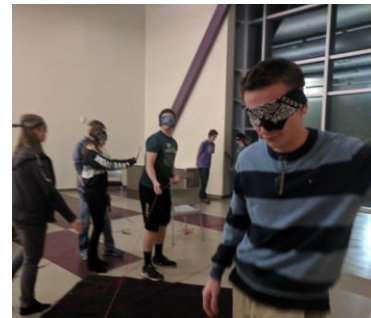
- Programming Example(s): Budgeting 101 and Holidays on a Budget.

- Physical: Programs that fit into this motif focus on Physical activity and wellness. These programs introduce and encourage residents to make healthy habits, avoid unhealthy/destructive habits, and learn how to pay attention to their bodies in order to identify signs of illness.



- Programming Example(s): Blame it on the Boogie (Just Dance), Health Promotions Scavenger Hunt, and Naked in the Dark.

- Emotional: This motifs' programs provide residents with information, resources, and tools needed to support their emotional wellness including coping with stress and negative emotions, building healthy relationships, and knowing when to seek help.



- Programming Examples: The Roommate Game, Paint & Sip, and Will you Escape?

- Grow: This tenet is concerned with encouraging residents' personal growth, empowerment, and transition to independence by introducing and promoting the examination of their own identities, societal structures, and the world around them.
  - Diversity: In this motif, programs will explore the uniqueness of human characteristics, ideas, cultural practices, beliefs that residents may encounter during their life. These programs will challenge residents to stay open-minded and reflect on their own identities.
    - Programming Examples: Dia De Los Muertos, Multicultural Festival, and Chomp and Chat.
  - Service: This motifs' programs emphasize the importance of being an actively engaged community member and citizen. By attending these programs, residents will participate in experiential learning and establish connection to internal and external service opportunities.

- Programming Examples: Hall Food Drive and Tie Dye for YCC Supplies.
- Environmental: This motifs' programs focus on the interconnectedness that resident's share with their natural and created (living space, work, etc.) environments.
  - Program Examples: Bathroom Etiquette, Snake River Rafting, and Ben Lomond Hike.



We, Housing & Residence Life, hope that by providing our residents with regular, intentional, and substantive programs we will be ensuring that our residents' time here as Weber State University students is not only memorable but also impactful. In the coming months, we will be reviewing and possibly changing our programming model to more closely reflect student development theory and evidence-based community development models.

In addition to the structured programming provided by Resident Assistants, the Department of Housing & Residence Life offers residents the opportunity to join or participate in one of our four Living Learning Communities (LLC's) and the Residence Hall Association (RHA).

1. **Living-Learning Communities (LLCs)** provide an additional structure to the group living experience in order to deliver added support and community to help ensure student success. LLC's provide students an environment which is either constructed around a common major and/or a shared non-academic interest, allowing these students to live together within a designated space. This shared space allows students to easily study together and build relationships with their neighbors around a common interest. The research behind LLCs show that "Living-learning communities have a significant positive effect on a number of student outcomes, including: student gains in autonomy and independence, intellectual dispositions and orientations, and generalized personal development" (Pascarella & Terenzini, 1991). Each of the following LLC's provided by Housing & Residence Life are assigned a Resident Assistant (RA) who oversees the community:
  - Health Professions (academically focused): This LLC is based in both University and Wildcat Village. Programs and services specifically designed for this community include organized study groups for students taking classes within the health professions department. The RA overseeing this LLC works closely with a member of the faculty/staff from the department to correlate extra advising and support within the residence halls. Specific programs and activities are designed to help students get to know each other and build stronger associations with other students in the LLC.
  - Global Village (non – academically focused): This LLC is based in University Village and is designed to assist students from across the world in building relationships with students from other cultures and backgrounds. Ideally, international and domestic students are placed in apartments together to allow students to get to know one another and build stronger support systems. The RA works closely with the Director of the International

Student Services Center to help support students and provide guidance. Additionally, the RA hosts at least one program per month that is a designated cultural interaction between American students and International Students. For example, they may host a potluck dinner, take the students to an event which is unique to one culture (a football game or the Chinese New Year celebration), or host a panel based around a featured current event.

- Latter-Day Saint Student Association (LDSSA) (non-academically focused): This LLC is hosted in Wildcat Village within Residence Hall 3 and is designed to allow students with a common interest to live around and near each other. The RA works closely with the LDSSA Student President on campus and with the Director of the nearby LDS Institute of Religion to provide a wide array of programs and activities for students to attend. There are monthly dances, community service events, movie nights, cultural events, concerts, etc. specifically designated for members of the LLC, but which are also open to all other students in order to strengthen the community in general.
- Outdoor Recreation (non-academically focused): This LLC is based in Wildcat Village and provides traditional programming activities mixed with programs designed for students who love the outdoors. The RA works closely with a specific member of the Outdoor Recreation Staff to design programs and activities so students can make the most of the outdoor environment surrounding Weber State University. Included are hiking, white water rafting, skiing & snowboarding, among a multitude of options.

Members of the Department of Housing and Residence Life recently completed (Fall 2017) an online course through ACUHO-I to strengthen and re-invent the LLC Program at Weber State University for the upcoming 2018-2019 school year. The department desires to build a strong foundation through understanding the history and data behind the idea of Living-Learning Programs in order to build stronger connections with Weber State University in general. This foundation will allow for a strengthened and long-lasting Living-Learning Program, which will allow for a more positive impact on students to allow for higher quality academic and residential experiences

NEW Living Learning Program:

Housing & Residence Life is working to create a First Year Experience (FYE) Program/LLC in Fall 2018. It will be designed to help incoming students make a successful transition into the university community by offering a three-credit hour, elective course called Foundations of College Success (UNIV 1105).

2. The Residence Hall Association (RHA) is a student-led government within the residence halls. The primary purpose of RHA is to empower resident student voices by surveying the needs and wants of resident students and advocating for those needs and wants by engaging university departments and administrators to assist in making the necessary changes.



RHA is made up of a Cabinet (executive board) of 5 resident students who hold one the following positions: President, Director of Business Administration, Director of Programming, Director of Marketing, and National Communication Coordinator. RHA is currently operating with a President, Director of Marketing, and National Communication Coordinator. In order to increase the efficacy of Cabinet members, we will be implementing mandatory trainings centered around leadership, community organizing, and advocacy. These students are working to brand, recruit, and inform resident students of the purpose of RHA.



In the future, we are looking at instituting trainings for the Cabinet centered on community organizing and advocacy in order to emphasize that tenet of RHA.

**Student Conduct Process:** The purpose of the student conduct is to review social discipline with each student who violates the community standard policies. The purpose of the conduct meeting is to review the following topics: Safety, Accountability, Consideration of others, Fair Hearing, Well-being for the whole community. Then the second piece is to talk to the student and review their personal goals and how they can connect with the WSU community and the different resources on campus. Student Conduct Officers are the AC's (Area Coordinators- one per village) Primary Officer, AD (Assistant Director) Evictions or in absence of the AC, Director (Receiving of an Appeal and allowing residents to stay in the halls during the process). Incident Report System that is used is Weber Sync to report and compile incidents reports. One area we have changed in the form is adding the Dean of Student Office and WSU Police to notify them when a Clery Act Violation has occurred in the areas of alcohol, drugs and weapons. AC/AD staff are responsible for notifying the Clery Officer of the other type of Clery violations.



In addition, the team serves on the Student Affairs Intervention Team who reviews any students of concerns. This team meets on a monthly basis.

The rotating on-call team is made up of Senior Resident Assistants (2), Area Coordinators (2), and Marketing Coordinator who all live in the halls. The Director and Assistant Director are the senior level on call if major incidents occur.

The team dynamic over the years have shown that the residents and staff needed more professional staff presence. In the last year we have increased one Area Coordinator to 2 Area Coordinators who can assist in RA education, Community Programming/ Involvement and the overall Management Operations of each village. These professional staff members have been selected for their experience and masters education to make our communities engaging, educational, and purposeful for the residents' experience.

Housing and Residence Life staff is aware of issues which affect residents and the campus community and, if necessary, takes active steps to resolve and address the issues. An example of such action took place early in the Fall 2017 semester when posters with racially charged statements were posted around campus. Housing and Residence Life staff initiated a meeting with the Diversity and Multicultural Excellence Office in order to come up with a plan to appropriately respond. As a result of this meeting, Housing & Residence Life Office distributed a letter to each resident informing them of our commitment to diversity and inclusion. We also hosted a discussion in each Village to provide residents with an opportunity to share their experiences of exclusion and how we can all work to come together with respect and civility. In previous years, the Housing & Residence Life Office has addressed other issues in a similar manner.

**Committee Work/Conference Attendance:** All of the Housing & Residence Life staff serve on various University and Student Affairs Committees.

- Student Engagement Task Force
- Student Wellness
- Student Employment
- Diversity
- Hispanic Heritage Programs
- Student Success/ Transitions: Mental Health
- Sustainability
- Student Intervention Team
- ASAP ( Alcohol and Substance Abuse Prevention Program)
- Peer Mentor
- Strengths Quest
- Emergency Operations Command
- Pandemic Planning
- Scholarship and Waivers Committee
- University Scholarship Committee

Housing & Residence Life staff have also chaired several committees:

- Student Engagement Task Force
- Scholarship and Waivers Committee
- Peer Mentor

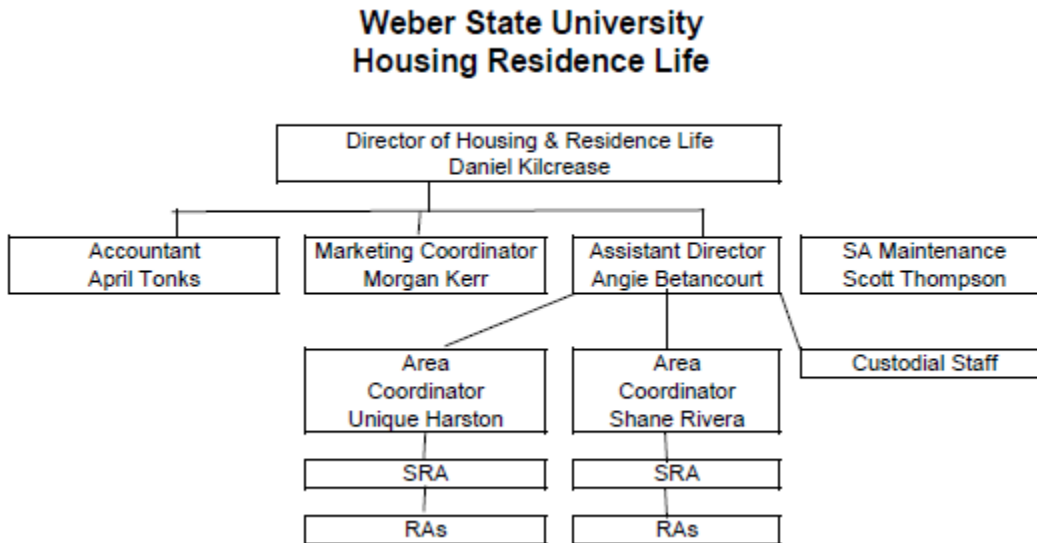
Housing & Residence Life staff also serve on University hiring committees, including chairing several.

Housing & Residence Life staff have attended various conferences over the years and served on several regional committees. Primarily ACUHO-I and AIMHO.

# leadership and staffing

## Introduction

The current staff structure for Housing & Residence Life is shown below. There are a total of 30 RAs.



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.

## Recruiting

Recruiting for professional staff is done in various ways. For the marketing coordinator and accountant, local searches have been the most successful in the past 10 years. These local searches are advertised through the internet 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 director, resident director, 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 8 years The Placement Exchange (a hiring fair held before the annual NASPA conference) has been used in recruiting ADs and ACs.



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 \$5 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 and Residence*- The AD oversees two teams: 2 Area Coordinators and a Custodial Team of seven. The first area includes the residential and education of the community of student leaders and residents in each village. This also includes the management of the Student Conduct Process within the department. The second includes the cleanliness and operational components in keeping the facilities as best as possible. The AD 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 and operations.

*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 also ensures payroll and residential records of the office are managed efficiently. She also oversees office supply and office equipment ordering,

*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. The marketing coordinator receives queries via phone and email and communicates directly with residents to ensure accommodations are satisfactory. She also completes room assignments, provides card swipe access to the halls. The marketing coordinator also oversees and directs the Office Assistants in their job duties including: training, tours, mail service function in the residence halls, and office filing. Overall her main objective is to get and keep the housing facilities at 100% occupancy.

The Marketing Coordinator also acts as the assignments coordinator for all room assignments within housing. As the assignments coordinator, the marketing Coordinator sorts through contracts and takes special requests to find a space that best suits the residents wants and needs. The marketing coordinator supervises a marketing intern to assist with the social media accounts, answering housing emails, and assisting with sending roommates assignments to the residents.

The Marketing Coordinator in a live on position and serves as a professional staff member that is on duty several times throughout the semester to assist the residents and participates in activities traditionally associated with live in staff with a background in Residence Life. The Marketing Coordinator has two offices, the main office in Wildcat Village with a secondary office in University Village. She spends one day each week in University Village to be more accessible to the residents within that Village.

The Marketing Coordinator maintains relationships with departments on campus including Athletics, International Office, Outdoor Programs, Peer Mentor Program, Admissions, and Recruitment. In 2016, the Housing and Recruitment departments began a partnership where the Marketing Coordinator attends college fairs in states, such as, Pennsylvania, New Jersey, and New York to represent the University and provide information about the University to prospective student.

The Marketing Coordinator a Strategic marketing plan at the beginning of each year to create goals with programming, resident connections, and marketing campaigns for the upcoming year. The coordinator utilizes social media, email, WeberSync, local businesses, flyers, signs, WSU admissions mailers, news papers, and online ads to market on campus housing through the various campaigns. The Marketing coordinator also works with the marketing team in Weber State University to create the yearly housing brochures and marketing material.

*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 and Residence Life. Also, they are on a duty rotation schedule for weekends to assist with additional weekend needs and emergency clean up scenarios. Housing custodians are a team of 5 full time, 1 part time, and 1 part time student worker who make the 7 day operation cleaning necessities. 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 throughout the year.



*Student Staff* – Housing has two main student staffs: resident assistants (RA's) and office assistants (OA's). Housing office assistants duties include sorting village mail, answering main office phones, assisting residents with lock outs, and provide tours of the halls for potential residents. There are approximately 6-8 office assistants each year. 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. RA's were described in detail in a previous section.

### **Departmental Collaborations**

*SA Maintenance* - Student Affairs Maintenance works closely with the housing office. The Assistant Director 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.

*SEC Office* - Scheduling, Events, and Conferencing (SEC) 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. Two years ago Housing transitioned back to running the entire summer program (for about 5 years, the SEC attempted to run the summer program, but it was determined that Housing would be a better fit to run everything). All supplies that are needed for the summer months are purchased by the Housing & Residence Life office. 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, key chains, and other supplies needed for the operations of the whole summer.

Currently the staffing needs for the summer months is made of the AD (Assistant Director) AC (Area Coordinator) team, SRA's (Senior Resident Assistant), cleaning assistants, RA's, ACUHO-I interns, custodial and maintenance staff. The summer is a huge challenge because the demand of summer stay for conference groups have increased in the last 2 years dramatically. In addition the need to renovate and deep clean is also increased and so the staff struggles to get each village ready for conferencing and back for fall term in a very short period of time. Summer and fall term start dates needs to reevaluated for the demands of each village.

To have a more efficient summer, Professional staff will be revamping the conference staff and creating more structure to the function for each team: logistics, cleaning/ turnovers, facility renovations, an overall providing a great experience to each group. AD is working with the Associate Director of the Student Union early this fall semester to establish a better schedule for all summer groups.

# financial resources/budget

## Introduction

Housing & Residence Life functions as an Auxiliary. The 2017-18 budget and actuals over the past four years are listed below.

	Actual 2013-14	Actual 2014-15	Actual 2015-16	Actual 2016-17	Budget 2017-18
<b>BEGINNING AUXILIARY BALANCE</b>	821,580	727,161	851,305	1,275,154	1,265,373
<b>SUMMARY OF AUXILIARY OPERATIONS</b>					
A. Revenues	4,193,462	4,734,669	5,560,488	5,148,749	5,150,000
B. Expenditures	2,664,139	2,919,338	3,138,705	3,276,351	3,280,000
C. Net Operating Income	1,529,323	1,815,331	2,421,783	1,872,398	1,870,000
D. Transfers					
1. Mandatory	1,623,742	1,691,187	1,997,934	1,664,666	1,645,037
2. Net Non-Mandatory	-	-	-	217,513	-
E. Net Change in Fund Balance	(94,419)	124,144	423,849	(9,781)	224,963
<b>ENDING AUXILIARY BALANCE</b>	727,161	851,305	1,275,154	1,265,373	1,490,336

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 \$150,000-\$200,000 annually for capital improvements. Also, at the end of the fiscal year, if Housing has additional money, funds are contributed to capital accounts.

The 2016-17 budget above shows a \$9,781 loss, but it was due to an accounting error by the Union and Accounting Office. A \$100,000 payment from dining services was deposited in a Union Building account and not in Housing. Dining Services is a separate 3rd party vendor and is managed through the Union Building, but Housing accounts are tied to dining services for funds received and paid to Dining Services.

Below is a chart of the future projected R&R expenses.

**Housing and Residential Life R&R and Capital Expenditures**  
 Five-Year Plan: 2017-18 through 2021-22  
 24 May-17

Expense or Activity	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Painters	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Maintenance Vehicles					
Slurry Seal UV parking lot					
UV CC West sidewalk and wash out		75000			
UV general sidewalk repair/replace	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
Matresses					
UV Sofa and Sofa Chair repair/replace	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
UV Common Area Carpeting		\$ -	\$ 50,000	\$ 50,000	\$ -
Apartment floor coverings (17 apts)	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
Cabinet and counter top replacement	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
UV Appliances, A/C, Hot Water Heaters	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
UV Heater Coils	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
IP TV					\$ 75,000
Wireless hubs (upgrade 2 UV bldgs a yr)	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 10,000
WV (unexpected stuff)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Misc.	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
UV Handrails	\$ 14,000				
UV IP camera conversion	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Annual Projected Expense:	\$ 211,000	\$ 277,000	\$ 282,000	\$ 282,000	\$ 282,000

# facilities, equipment, and technology

## **Introduction**

The Housing & Residence Life office currently has two offices. One is located at University Village the other at Wildcat Village. The primary housing office is located in Wildcat Village because of the closer proximity to campus. However, an office is also maintained at University Village as well. The Director and Accountant only maintain offices at Wildcat Village. The Assistant Director, WV Area Coordinator, and Marketing Coordinator primarily office in Wildcat Village but spend one day a week at University Village. The Area Coordinator at University Village offices at Wildcat Village once a week. 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 has utilized a fleet vehicle for the past three summers and is requesting a permanent vehicle this Fall.

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.

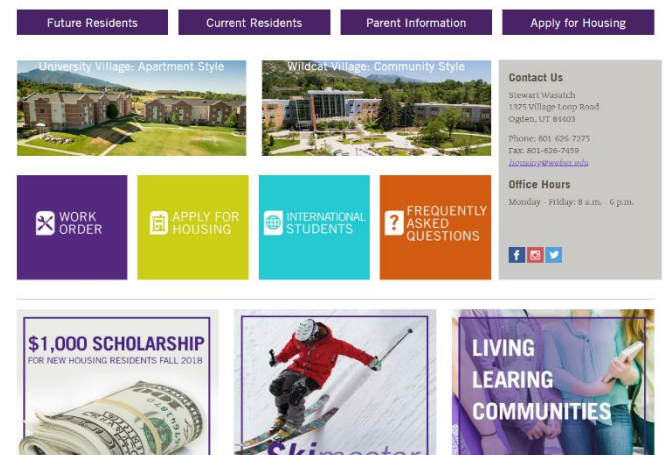
## **Technology**

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 and laptops 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 and Weber Sync constantly to communicate to the residents about upcoming events and deadlines. The use of three social media outlets: Instagram, Twitter, and Facebook, are also tools which the Housing & Residence Life staff utilizes to keep residents aware of programs and special announcements.

All late notices are hand delivered to the residents room, and placed in their room if they are unavailable. All move out reconciliations are electronic copies and sent to their email addresses. 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 a 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.



# 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 Tenant-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. To help ensure that our staff is trained correctly, all housing professional and student staff go thru the Campus Security Authority training with the Clery Coordinator to ensure we can assist with the needed guidance for reporting correctly in the halls. The police then include these crimes in their statistics and it can be found on the WSU Police Website. Overall the report from 2014 thru 2016 displays an increase in drug usage; particularly marijuana. Other areas of concern were underage drinking, stalking, dating violence, sex offenses, and burglary. All these numbers were under 25 incidents in the past 2 years. The campus tries to work collaboratively in all incidents that occur in the halls but at times the incident requires a time sensitive investigation and the housing staff is not called to the scene.

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

## Introduction

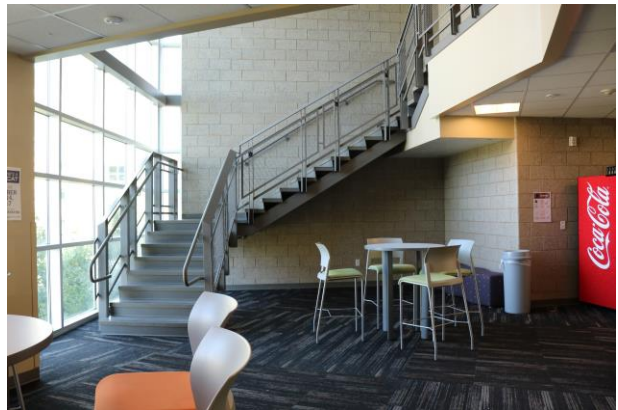
Housing and Residence Life assesses our programs and practices in many ways. We create measurable goals each year to examine various aspects of our department, we conduct an annual Resident Satisfaction Survey administered by Skyfactor/EBI, we look at discipline recidivism, and we look at persistence/graduation rates.

## Program Goals

Housing & Residence Life strives to fulfill our mission to provide clean, well maintained facilities, and provide a great experience for our residents. Each year Housing & Residence Life also outlines 3-5 specific goals that given year. This year Housing & Residence Life outlined four specific program goals. The four goals were: RA's will have a graduation plan and be on track with it; Housing and Residence Life will use inclusive language and communication practices in all aspects of our department; Students will be aware of resources on campus; and mentored residents will be retained at a higher rate than general housing students.

The Area Coordinators noticed that many of their RAs had a general idea of when they might graduate, but not a specific plan. One of the goals for this year is for the ACs to work with their RAs to help them develop a graduation plan so they can know where they are and where they need to get to for graduation.

Each year Housing & Residence Life develops a goal that focuses on diversity and inclusivity. Most years we look at initiatives for our RA staff or for residents to engage in around diversity. This year we are attempting something different. We are going to work with others on campus to review our print and on-line materials and give us recommendations on areas in those publications where we can be more diverse or inclusive.



On campus residents have access to numerous resources on campus. We will work to make new students aware of these resources early on in the semester. The areas include Women’s Center, Health Center, Career Services, and others.

So much research has been done in the area of mentoring and student success. The Housing Professional Staff agreed to take two residents each and offer to mentor them. We worked in the summer to identify these students, but were unable to start that soon, but as the semester began many of the professional staff have at least one student they are mentoring.

**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 2015 RA cohort showed an average cumulative GPA of 3.27 while the SA cohort and WSU cohorts showed cumulative GPA’s of 3.19 and 3.06 respectively. Additionally, the students who use our services are retained at a greater rate than students who do not use our services. Fall 2015 to Fall 2016 housing students were retained at a rate of 65.9% while the overall WSU student cohort was retained at a rate of 57.4%.

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.

Comparing Groups	Comparison Year Group	Init Cohort	Ret. Spring Sem.	Ret. 2nd Year	Ret. 3rd Yr
Was in Housing during First Year	Fall 2013	100.0% 244	85.2% 208	51.6% 126	42.6% 104
	Fall 2014	100.0% 333	92.5% 308	71.2% 237	51.7% 172
	Fall 2015	100.0% 293	91.5% 268	65.9% 193	
	Fall 2016	100.0% 268	84.7% 227		
Was not in Housing during First Year	Fall 2013	100.0% 968	79.4% 769	55.8% 540	41.8% 405
	Fall 2014	100.0% 1,136	77.6% 881	56.3% 640	43.1% 490
	Fall 2015	100.0% 1,075	79.5% 855	57.4% 617	
	Fall 2016	100.0% 1,130	78.8% 891		

## Student Needs & Satisfaction

Fall 2016, Housing & Residence Life conducted its annual Resident Satisfaction Survey through Sky Factor (formally know as EBI). Two factors were of “Top Priority” and “High Impact” on “Overall program effectiveness: Full residence experience”. These two factors were:

### Factor 14: Learning: Self-Management

Five questions from the EBI survey make up this factor. The two lowest rated questions were related to student’s ability to “manage their money” and “live a healthy lifestyle”. These questions and the overall factor still fell in the “high” status regarding performance.

### Factor 15: Learning: Alcohol and Drug Use

Two questions from the EBI survey make up this factor. The two questions ask if a student’s on campus experience helped them understand the negative consequences of alcohol and drug use. These questions and the overall factor still fell in the “high” status regarding performance.



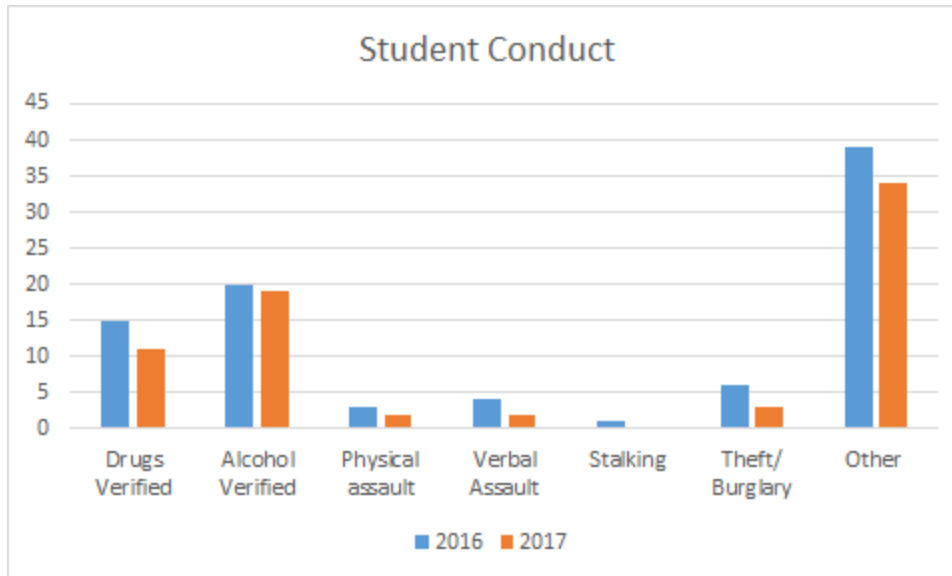
All sixteen factors on the EBI survey improved slightly from last year to this year except Dining Services. Housing passed along the information to Dining Services about the student’s concerns.

In early Spring semester, Housing responded to students regarding concerns that students had brought up during the EBI survey. Correcting some issues and letting students know what had been done to better some services was communicated to them.

In addition to the EBI Survey, Housing also conducted a parent survey. Parents provided feedback regarding food concerns and roommate/discipline issues.

## Student Conduct Information

Some statistics of the number of incidents that have occurred the past 2 years are listed below. These numbers are measured on a calendar year and are current through mid-November. While there is a slight decrease, there is one more month of data for 2016 so the numbers are similar. We strive to keep educating students on different levels of learning from their mistakes. All our first offenses of alcohol and drugs are sent to the student wellness coordinator to complete the ASAP Program. If residents are then found a second time for a drug violation, residents will be served an eviction letter for being in default of their housing contract, since no illegal drug activity is allowed in the halls. In the past years we were evicting residents for their first time offense but found that the increase of marijuana use and legality in other states created a huge increase in marijuana. As a team we decided to support education first and then no tolerance second so that students felt supported and guided through some of their decision making.



### Basic Student Information

Housing & Residence Life served over 800 students in 2016-2017. University Village was at 99% occupancy. Wildcat Village, at a current capacity of 525 was 82% full an improvement from 78% the previous year. In Fall 2017, occupancy at University Village is the same and fell 2% at Wildcat Village.

Over the past year, Housing & Residence Life initiated 214 programs for students. 2,440 students attended these programs. The programs were balanced with three focus areas which make up the Residence Life programming model – Live, Learn, Grow. Housing & Residence Life tracked specific student usage of services and interactions.

Housing demographics were examined in the Fall semester. Some of the highlights were that 58% of our students were freshmen, 55% female, 55% white, 9% African American, 11% Hispanic, 15% international, 92% are less than 23 years old. Through examining this information over time Housing & Residence Life has used it to better our programs and services. First, with our large international population, Housing has continued 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 26, yet our resident population is at a historically younger average age. Housing & Residence Life recognized that many of our students desire a 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.



# 2013 action plan review

## **Introduction:**

In 2013, when Housing conducted its first Program Review, the Program Review committee produced a document that outlined their findings. From that document, Housing & Residence Life created an action plan. Below are the action items, comments from the review team, and a review of where we are today.

## **Action Items:**

Strategic Plan and goals – review and articulate a strategic plan and definable outcomes for the department. Involve housing staff, students, and SA personnel.

*Comments from review team:*

*The three primary departmental goals are functional, but perhaps simplistic and could be expanded. Specifically, having a program model is important but goals are the items contained in the bullets. And the item listed as the third goal is a repeat of the previous items. Reviewing the department's overarching goals through a departmental retreat might be in order and could help galvanize the current team moving forward.*

*The Housing department should consider writing some more definable outcomes for the department. For example, if academic success is something Housing hopes to impact, write an outcome such as - students living in Weber State University (WSU) housing will achieve x.yz average GPA. Or maybe an outcome about freshman to sophomore retention? These are more specific outcomes that can lead to more focused efforts in programming, staff time and other department priorities. With specific identifiable outcomes, the department can focus its resources and staff in very intentional ways and can ultimately better support the University's mission while enhancing the value of Housing and Residence Life at Weber State University.*

*The reviewers recommend that a five year strategic plan be developed. As construction wraps up on the final phase of new housing, this is the ideal time to have a plan that sets the priorities for the department, priorities for each position as well as detailed goals and action plans. We recommend that campus partners and students be involved in creating the strategic plan.*

*EBI results showed areas of strength and areas for improvement. The important thing is that these*

*evaluations are happening and the results are being used to shape decisions. The reviewers would recommend that annually the staff retreat to review the evaluations and identify annual goals and work tasks.*

### **2017 Update**

Since 2013, Housing has had a 5 year plan. We meet at least annually to review our plans and map out new plans for the coming year. With turnover in several positions, we have been more successful in some areas than others, but we are moving forward with our annual planning.

Review Staffing Model – With a strategic plan, examine staff roles and dollars spent and strategic initiatives related to reaching goals.

*Comments from review team:*

*CLV divides into four areas of Marketing/Leasing, Accounting, Facilities and Residence Life.*

*This is not unexpected but raises the question of what is most the important aspect of what Housing does. Two functional areas are all about one goal - occupancy. The Facilities area contributes to basic needs of students, and occupancy, but only minimally to student growth and learning. For being a relatively small department, the department may want to look at organizational structure in order to enhance those programs and services that best enhance the student experience by living in Housing and Residence Life buildings.*

*Finally the reviewers recommend that the Housing and Residence Life team find ways to better utilize the talents of WSU students. For example, hiring an intern in marketing or strategic communications, or hiring an accounting student to assist with some business functions. These recommendations are designed to shift personnel resources to the residence life function with in Housing and Residence Life.*

*As a consideration, entry level staff could take on some of the other departmental responsibilities including marketing/leasing. The reviewers therefore recommend that a plan be developed to add either 2 graduate positions or one additional live-in position to support the residential program for WSU students.*

*Based on the size of the department, the use of student employees in more areas may present opportunities to replace some full-time, benefited positions through attrition. This would require a thorough analysis of job responsibilities and departmental needs. It also might provide opportunities to look at 30 hour/week jobs in some instances if work can be successfully completed. Internships and apprenticeships are also opportunities to continue to explore and enhance.*

### **2017 Update**

At the recommendations of the previous review committee, many staffing changes took place in our department. We had an Office Manager and two Assistant Directors and no Resident Directors/Area Coordinators. We now have no Office Manager, one Assistant Director, and two Area Coordinators. These changes reflect an ideal that getting staff 'out of the office' and connected with residents is where we want to be.

Review sanctioning and compliance requirements – Find creative or alternative methods of motivation for students.

*Comments from review team:*

*The reviewers are not in favor of a reliance on fines, and we recommend that educational sanctions and a focus on restorative justice as the predominant model. Finally, there was some feedback from students that safety checks were just a way to fine students. While we believe that this is not in fact true, it represents an area for improvement. We recommend that safety checks be done in a way such that students are almost always present when checks are done. We also recommend that checks always have an educational outcome, and as much as possible a focus on another way for staff to get to know students and have positive personal contact with residents.*

*The review team also recommends that the Housing and Residence Life staff evaluate all business practices, involve students in a review, and then finds ways to eliminate any unnecessary paperwork or perceived bureaucracy.*

*The conduct process is working well. It might be advisable to review the conduct sanctioning and the use of fines as often these do not associate with behavior changes. Fines also are inherently inequitable to students from upper-class versus lower-class socio-economic status families. The reviewers do believe that fines are appropriate in some instances but should not be used as an overall solution to conduct sanctioning.*

### **2017 Update**

Judicial sanction are restorative in nature. Fines are a last resort option. Most students complete community service within the Residence Halls to give back to the community. Health and Safety Inspections are done in an educational way, and while it's not always possible for students to be present during the checks, we are working with the students after the fact to get their rooms cleaned, not fine or punish them. Paperwork is always reviewed to see what can be consolidated or eliminated.

Customer service focus - Do customer service exercises and find ways to implement.

*Comments from review team:*

*The review team did believe that some level of customer service training might be in order for some staff throughout the department in order to provide outstanding customer experiences each and every time. It would also provide staff with mechanisms and strategies to respond to requests without simply saying "no".*

### **2017 Update**

Some of the staff in 2013 had some lack of connection with students and basic customer service skills. Through staff changes and a "say yes" campaign from the Director, the customer service and personal connection between the residents and staff has greatly improved.

Summer conferences – Find ways to expand.

*Comments from review team:*

*...opportunity to find additional revenue, but summer conferencing represents one area to investigate.*

**2017 Update**

Summer Conference business has exploded. The Director was tasked one year to go out and get new summer conference business, and the Union's Conference Office stepped up efforts to gain new conferences. We went from running around \$100,000 in conference revenue to now over \$200,000.

Review rental rates – Make sure rates are competitive.

*Comments from review team:*

*Housing and Residence Life should conduct a market research analysis of the Ogden market to determine how it might be able to find some additional revenues through rates without chasing customers away.*

**2017 Update**

Housing rental rates are reviewed annually. We compare prices with local competition and other in-state universities to make sure we are competitive.

Evaluate the CLV/Weber relationship – Student Affairs Vice President (SAVP) level review.

*Comments from review team:*

*While this may be true, those numbers should be carefully reviewed to be sure that the actual amount of money being saved is providing value to the University. The university may find it can exercise more control in job descriptions and allocation of personnel dollars if Housing is operated by the University, which might be a consideration for the future.*

**2017 Update**

An RFP for Housing at Weber State will go out next year (2018-19).

LLC Strategic planning – gather a University wide team to develop strategic plan for LLC's.

*Comments from review team:*

*The reviewers recommend that an LLC team be led by the Provost or designee. If there is good support from Academic Affairs then WSU should try to collaborate with academic units from the beginning to create desired outcomes, and then a plan to achieve those outcomes.*

**2017 Update**

With our low percentage of on-campus students finding a critical mass of students in the residence halls for an LLC has proven to be challenging. The Provost Office has expressed some interest in supporting our efforts, but faculty involvement is very low.

Programming Model – Review the programming model in light of the new strategic plan that is developed.

*Comments from review team:*

*The reviewers recommend that a programming model that focuses on systematic and intentional plans to get to know students be established. It is not sufficient to simply have a programming checklist for RAs. Rather, a well-designed plan to have contact with all students (those who attend programs and those who do not) is needed to make a sustainable impact on a residential community. Most students living on campus were first year students, so this is a great way to build the connection with students and ideally find a way to keep those students engaged as they matriculate through their four or five years at WSU.*

### **2017 Update**

A more robust programming model and plan has been developed over the past few years, and resident connections have been the key focus of these plans as described in many sections in this document.

Examine Software System – This was examined and we are many dollars and years down the road to change at this point. There is always integration issues with Banner regardless of the software purchased, and getting those fixed will take more time and more resources in addition to the start up costs and yearly maintenance costs from a software package.

*Comments from review team:*

*WSU Student Affairs should investigate methods to support the marketing and accounting functions. The reviewers recommend that an enterprise software system such as Star Rez, or E-Rez Life or other be purchased to help automate some of the assignment, billing and reporting functions. The time saved in those areas can then be shifted to more programmatic items that promote student leadership, student growth and student's connection to campus.*

### **2017 Update**

Financial restraints continue to prevent us from purchasing a more robust software system. We are working with University Programmers to make our current system more functional.

CLV support – Examine ways that CLV can offer additional marketing support for WSU Housing. For years CLV supplied marketing systems, website support, and pre-packaged programs; however, several years ago Weber found better success with integrating into the Recruitment Office campaigns.

*Comments from review team:*

*The reviewers also recommend that CLV offer more support from its national office for marketing. If CLV*

*is bringing their expertise in these areas, then marketing strategies and materials should be used by the team on campus at WSU.*

**2017 Update**

Student Affairs IT has added positions that have helped greatly in marketing efforts for Housing. CLV branded material was determined to not be the best option, but rather Weber branded materials that matched other University communication that was sent to students.

# 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 improved, RHA has been prosperous, 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.

## Recommendations

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

The use of technology for better efficiency of many of our housing processes would be greatly beneficial to our department. It could enhance accuracy, timeliness, and customer service. Looking at ways to:

- Streamline on-line access to student bills
- make forms available on our website for items like move outs, appeals, and room changes
- provide more information on Village types to residents on-line and allow residents to do own room assignments
- create online check in for residents - would help with communication, billing, and assignments
- create an online orientation for residents - room stuff, work orders, and mandatory floor meetings



We are working with IT and others to enhance what our Housing software can do, but because we use a homegrown system it is challenging to get a lot of the ideal things we would desire.

Currently we have a Live, Learn, Grow model for programming, and we use sociograms for accountability for RA's interacting with their residents. We would like to make both of these areas as well as RA training more robust. We are striving to create high standards and creative ways to train and teach the RA staff. We also want to examine the expectations of RA's at our apartment style Village and consider creating different standards for each of the Villages.

As we work to redesign how Living Learning Communities manifest themselves in our Residence Life Program, we have surveyed our students, had conversations with our campus partners, and reviewed how we utilize student staff in creating community amongst participants, as well as the overall structure



of the program including living arrangements and programming. From this review we have decided at this stage Housing & Residence Life should focus our efforts on defining and supporting Themed Communities. These communities will be Outdoor Adventure, First Year Experience, Latter Day Saints Student Association, and Health Professions. While each of these communities will vary, there are elements that will be present in each: students who indicate interest in a themed community will have to fill out an application before being accepted into the community; students who are accepted will be placed in the same living community (hallway and Suite); communities will have a Peer Mentor who is not a Resident Assistant; and each community will receive exclusive, frequent (twice a month), and intentional programming built the around the communities' focus and student development.

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. We have petitioned again this year to receive clearance to get a state license for a vehicle. We rent one from fleet services for the entire summer, it would be convenient to have one all 12 months.

Housing Office Assistants (student staff) spend 10-25 hours a week sorting mail and packages. A new service we are considering is Amazon Hub which would be set up by Amazon outside or inside, and the mail center and other delivery services would deliver mail directly to these boxes. Freeing up our staff to work on other projects.

With a dining hall inside Wildcat Village and with the responsibility to clean the Dining Hall, Housing has become a 7 day operation. Our current staffing of 5 to 5.5 custodians that mostly work a typical 5 day a week schedule isn't the best model for keeping the facilities as clean as the could be. Looking at Dining Services taking over the cleaning of the kitchen instead of our staff or re-designing our staffing model needs to be considered.

With lower school year occupancy of 80% or so, we rely heavily on summer conference revenue so we accept as many conferences as we can, however, the maintenance and upkeep of the facilities sometimes suffers because there are many units that aren't off line all year, and other units that are only off line for 1-3 weeks.

At University Village, one of the 5 buildings we market as luxury apartments. These apartments include a large shower head, 42 inch TV, Roku player, prox card access (not swipe), a curved shower curtain bar and shower curtain (other units just a shower bar), and new bar stools. We are looking at different flooring, couches, and accent walls in the future.

We have cameras in all of Wildcat Village interiors and all the entry ways of University Village. We are looking to add cameras to the parking lots in the future.

# appendix

## Housing Demographics Fall 2017\*

Class	University Village		Wildcat Village		Overall	
	Count	Percent	Count	Percent	Count	Percent
Freshman	227	49.24%	235	63.00%	462	55.40%
Sophomore	96	20.82%	63	16.89%	159	19.06%
Junior	74	16.05%	36	9.65%	110	13.19%
Senior	54	11.71%	33	8.85%	87	10.43%

	Count	Percent	Count	Percent	Count	Percent
First Generation		0.00%		0.00%	0	0.00%

Gender	Count	Percent	Count	Percent	Count	Percent
Male	203	44.03%	181	48.53%	384	46.04%
Female	251	54.45%	189	50.67%	440	52.76%
Unspecified	7	1.52%	3	0.80%	10	1.20%

Ethnicity	Count	Percent	Count	Percent	Count	Percent
White	256	55.53%	222	59.52%	478	57.31%
African American	34	7.38%	34	9.12%	68	8.15%
Hispanic	46	9.98%	40	10.72%	86	10.31%
Alaskan/Native American	2	0.43%	4	1.07%	6	0.72%
Asian	9	1.95%	16	4.29%	25	3.00%
Native Hawaiian/Pacific Islander	3	0.65%	2	0.54%	5	0.60%
International	64	13.88%	37	9.92%	101	12.11%
Two or more races	28	6.07%	13	3.49%	41	4.92%
Unspecified	12	2.60%	2	0.54%	14	1.68%

GPA			
Freshman Average GPA	3.10	2.93	3.02
Soph Average GPA	2.60	2.68	2.64
Junior Average GPA	2.76	2.86	2.81
Senior Average GPA	2.97	3.05	3.01
Overall Average GPA	2.86	2.88	2.87

Majors	Count	Percent	Count	Percent	Count	Percent
Applied Science & Tech.	69	14.97%	59	15.82%	128	15.35%
Arts & Humanities	49	10.63%	54	14.48%	103	12.35%
Business & Economics	67	14.53%	30	8.04%	97	11.63%
Education	64	13.88%	34	9.12%	98	11.75%
Health Professions	65	14.10%	55	14.75%	120	14.39%
Science	37	8.03%	37	9.92%	74	8.87%
Social & Behavioral Science	66	14.32%	66	17.69%	132	15.83%
Undeclared/Continuing Ed	17	3.69%	24	6.43%	41	4.92%
General Studies	20	4.34%	18	4.83%	38	4.56%

Age	Count	Percent	Count	Percent	Count	Percent
16	1	0.22%	0	0.00%	1	0.12%
17	5	1.08%	7	1.88%	12	1.44%
18	135	29.28%	150	40.21%	285	34.17%
19	103	22.34%	80	21.45%	183	21.94%
20	76	16.49%	64	17.16%	140	16.79%
21	60	13.02%	28	7.51%	88	10.55%
22	26	5.64%	15	4.02%	41	4.92%
23	21	4.56%	12	3.22%	33	3.96%
24	9	1.95%	5	1.34%	14	1.68%
25+	18	3.90%	9	2.41%	27	3.24%
Average Age	20		19			

Residency	Count	Percent	Count	Percent	Count	Percent
In State	190	41.21%	160	42.90%	350	41.97%
Out of State	205	44.47%	180	48.26%	385	46.16%
International	59	12.80%	29	7.77%	88	10.55%

<b>TOTAL STUDENTS</b>	<b>461</b>	<b>373</b>	<b>834</b>
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