

**Housing and Residential Programs
Action Update
May 2011**

2011 General Update - The department has experience significant changes since the Program Review was written in 2009. It also expected that the department will continue to undergo critical changes over the next year. Specific key changes include:

Staff Reduction - During the 2009 - 2010 academic year Housing staff was reduced to one (1) full time professional and three (3) part-time graduate students. This reduction was largely due to budget cuts but was also a result of staff transition. The current staffing level has gone up to 2.5 full time professionals and three (3) part-time graduate students.

Leadership - A new Director came on board in July 2010. This change in leadership has resulted in a shift in focus for the department that is different from the one used to provide action recommendations in the 2009 report.

Housing project - There is currently a new housing structure being built that is intended to add minimally an additional 100 bed spaces to the overall "stock" of on-campus housing at the University of La Verne. This building is slated to open in Fall 2012. Depending on occupancy levels, older housing structures may be taken off line.

Overall Impact - The overall impact of all these critical changes as it relates to the action recommendations in the 2009 Program Review are that:

- a. The changes have drawn attention/focus away from the recommendations and as such there has not been significant action or progress.
- b. Some action recommendations do not fit the new direction of the housing program and/or are no longer considered valid.
- c. Some action recommendations have taken on a different focus and or are being re-shaped to meet this new direction
- d. There are new action recommendations that have been added that are not part of the 2009 Program Review

What follows is an update of each recommendation as listed in the 2009 report.

Action Recommendations for Departmental Improvement set in 2009

1. Annually have some type of large gathering to present Housing diversity data and to disseminate housing diversity information.

Action: No update or action has been taken. It should be noted that is not clear whether this action recommendation is congruent with the new direction of the department. As the new direction of the department is clarified in Summer 2011, this action update may be shifted or left out from future action updates. More precisely, while diversity will continue to be a value and goal for the department, this strategy, may not fit the new diversity learning goals or outcomes of the department.

2. Change the current Academic Engagement Initiative to an “Academic Support Initiative” with the Faculty Fellow program being one goal of the academic support efforts of the department.

Action: No update or action has been taken. While this action update is in line with the new direction of the department, strategies to complement the Faculty Fellows program and build a more comprehensive "Academic Support Initiatives" have not taken place. It is anticipated that strategies, learning outcomes and assessment indicators will be developed in Summer 2011.

3. Change the current language from “perceived barriers” to “building bridges and relationships” so that a more positive flavor is introduced instead of a potentially negative experience.

Action: This language as it relates to the mission and goal of the Faculty Fellows program has been changed. A specific question in the Quality of Life Survey (QLS) "my experiences living on campus... have helped me build bridges/relationships with faculty and staff" were added for Spring 2011. However, this question needs to be refined to focus specifically on faculty and link the response to this question specifically to the Faculty Fellows initiative.

4. Utilize information already formulated from NSSE questions regarding faculty engagement to further measure this outcome.

Action: In progress. It is planned that data request will be made comparing students who live on campus vs. students who don't along "faculty engagement" measures in the NSSE. However a discussion needs to be had with the Director of institutional research to make sure desegregation of data at this level is possible.

5. Better define what is meant by “external” community vs. “internal” community so that assessment tools measuring these are more accurate.

Action: No update or action has been taken. The challenge with this recommendation is that with the change in leadership, there has been a loss in regards to what this recommendation was seeking to accomplish. As such, it has been difficult for new leadership to define these communities. It is expected that upon the clarification of mission and purpose that will be done in Summer 2011, this will no longer be an action update.

6. Housing and Residential Life might consider formulating “PA/RA Teaching Objectives.” The Teaching Objectives terminology might replace the current more generic programming model.

Action: This action recommendation is being modified. More precisely, the department is focusing on developing department wide learning outcomes that focus on a) building a sense of community; b) providing a safe and healthy living environment; c) promoting leadership development and engagement; d) promoting respect, understanding and appreciation for diversity; and e) promoting the academic success of all residents. Once refined the focus of the "programming" model will be guided by these learning outcomes. Currently, these learning outcomes are set to be developed in Summer 2011.

7. Construct a student leader “growth plan” to be used to measure learning outcomes affiliated with the residential student leadership objective. Housing might consider using the most recent iteration of the Human Resources A/P and Classified performance evaluation tool as a template.

Action: In progress. Learning outcomes are being developed for training initiatives for student leaders. However given the variety of student leader positions offered and the change in departmental focus, progress has been slowed to make sure the growth plans and related measures align with the new focus.

8. Add a section to the current QLS that mirrors the Sense of Community construct.

Action: Questions have been added to the QLS to measure sense of community. However because of concern for the length of the assessment tool and need to incorporate assessment questions related to other areas, the construct has been limited to a few questions. Specific questions include:

- "I feel like I belong"
- "I care about my living environment and the people who live around me"
- "I know my neighbors"

Additional initiative that have been introduced

2011- 1. Given all the transitions and changes it is important for the department to clarify its new focus and direction. This new focus and direction should have clear learning outcomes and assessment strategies linked to them.

- Update: Progress has been made to identify the key areas and time is being set aside during the summer of 2011 to develop learning outcomes and assessment strategies/indicators.

2011- 2. Given the functions of the department and the expected growth (addition of bed spaces), it is critical that resources (financial, human, space, etc.) be identified and allocated.

- Update: While some resources have been identified and allocated, there still other resources that need to be identified and allocated. The department is currently in the process of re-aligning current resources, identifying and prioritizing resources needed, and requesting those key resources still not available.

2011-3. With an anticipated grown in bed spaces, it will be critical for the department to evaluate and strengthen its current marketing strategies to ensure it will fill all bed spaces. Marketing strategies need to be aligned with the new focus of the department.

- Update: A new brochure was developed in Spring 2011. That said, there is still need for a more thorough and targeted strategies to be developed.

2011-4. While the department has an adequate assessment plan in place, it needs to develop a more comprehensive assessment plan that is aligned with its new focus to help it measure its effectiveness.

- Update: Strategies and key indicators have been and are being developed. Specific strategies already developed during the 2009-2010 academic year include:

- A) Doing a QLS twice a year. Once in the fall where the focus is on RA performance and one in the spring where the focus is on overall experience.
- B) Key University Stake Holder survey. Once a year, survey the offices/departments that Housing collaborates with to assess how Housing is doing and how it can improve its collaboration with those offices.
- C) Staff experience survey - Survey staff at all levels once year to measure learning that's taken place in the position, their experience with the department, and experience with supervisor.

- Key indicators still being developed include:

- A) GPA comparisons and tracking: Comparisons of average GPA of student's living on campus (desegregated by specific living communities) in comparison to general student body.
- B) Conduct Incident tracking: tracking of conduct incidents occurring throughout complex as a measure of types of incidents, magnitude and frequency. This will help housing shape its programming model to meet the needs of residents and identify issues or areas that residents are struggling with

-2011-5. Housing has experienced an increase in conduct incidents, both in severity and quantity. A review of incidents in December 2010 revealed that housing had experience what normally would be a yearly total of conduct incidents in one semester. It is important for housing to explore and develop strategies to assist in preventing and responding to increased of incidents.

- Update: Housing has started to focus on the following strategies

- A) Greater collaboration and interaction with Campus Safety, Student Health and Counseling Center
- B) Collaboration with Student Orientation to provide educational programs on key college transitional issues (i.e. alcohol abuse, sexual assault, etc.)
- C) Exploration of programming model to ensure consistent educational programs focusing on key college issues (i.e. substance use, healthy relationships, etc.) issues through-out the year.
- D) Re-developing conduct process so as to enhance student learning and accountability as well as to be more efficient.

Conclusion

While there has been very little action taken on the action recommendation outlined in the 2009 Housing Program Review, it is important to note that the department has been active. Specifically in re-shaping its focus, aligning resources, and identifying key areas of improvement /focus that were not present in 2009. The department is also active in collecting and identifying data to help it shape future actions.