



ANNUAL REPORT 2018-19

Office of Residence Life

Division of Student Affairs

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FOUNDATION & STRUCTURE

Mission Statement

We develop living environments to enhance the academic mission of the UWL through creating inclusive communities, supporting experiential learning and building meaningful relationships. We are student centered, we care and we have fun!

Guiding Principles

- We enthusiastically believe living on campus enhances each student's college experience.
- Undergraduate students are our central focus and student input guides our decision making.
- Inclusivity is intertwined throughout our work and we continue to educate, while improving our cultural humility.
- Ensuring safe, clean, and visually appealing residence halls with timely response to repairs and facility improvements is a foundational component in meeting our students' needs.
- We demonstrate responsible fiscal management and good stewardship of student monies.
- Our ability to support and develop student leaders is enhanced by our collaborative partnerships with professionals from across campus.
- We strive for radical hospitality. We work hard to provide outstanding service to our students during the academic year and our conference guests in the summer.
- Our processes and systems of service are organized, efficient, and effective.
- Our staff, in all positions, add value to our department. They are respected, their identities are embraced, and they are empowered to be creative, and therefore flourish, in their positions.

Department of Residence Life Organizational Chart

Jacque Bollinger
Director of Residence Life

Development & Education



Operations & Facilities



OPERATIONS AND FACILITIES

The 2018-19 year was a busy and productive one with many accomplishments. This report will summarize selected accomplishments, issues, and initiatives. The Office of Residence Life operational effectiveness is a departmental effort lead by the Operations Team consisting of Carol Beckerjeck, Michelle Edge, Tony Hansen, and Troy Richter. This year, Allyson Plattner, Hutchison Hall Director joined us as a special assignment. The Operations Team and the ORL office are under the direction of Troy Richter. This structural change has continued to provide a more consistent and efficient approach to communication and operations.

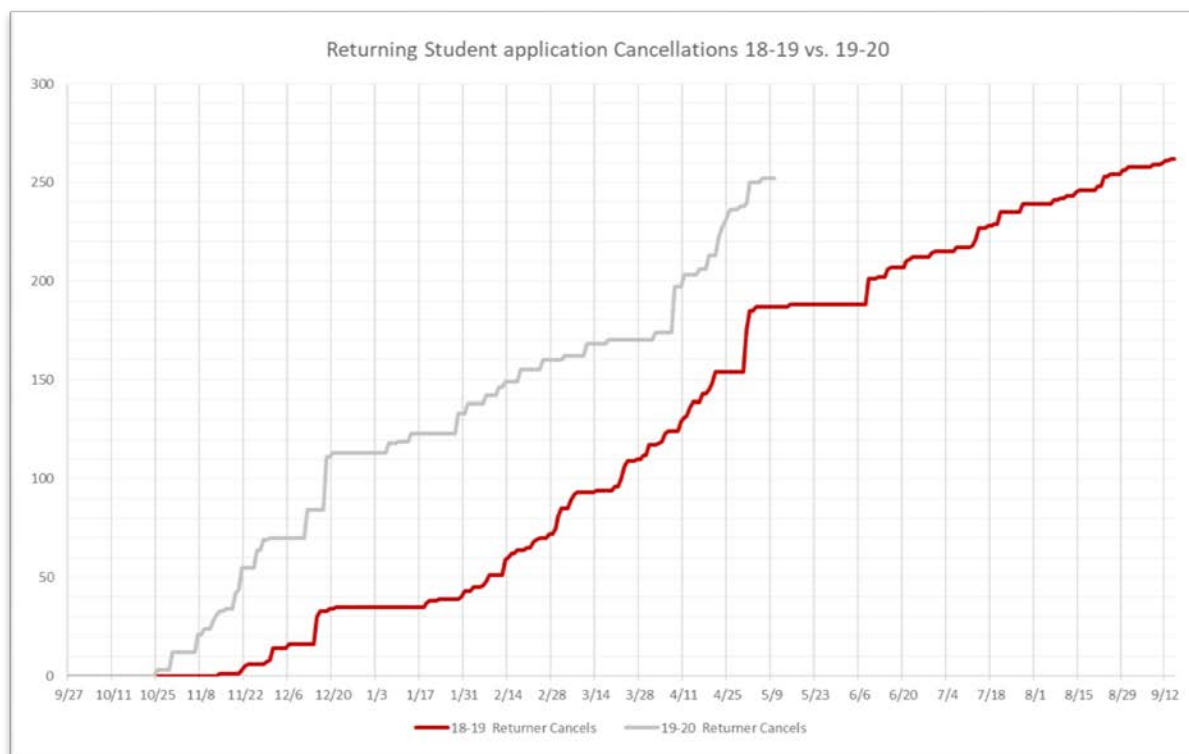
Occupancy Management

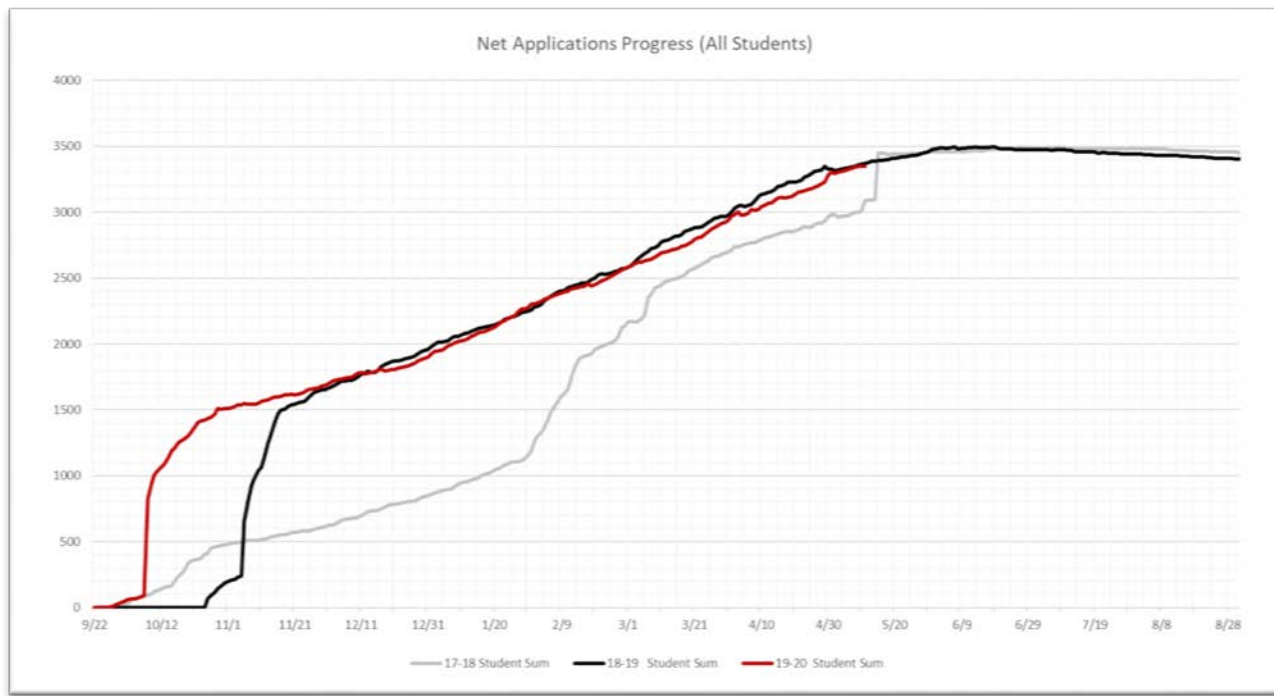
Accomplishments

- Significantly increased use of StarRez messaging, including enhancement and standardization of email design.
- Implemented a variety of StarRez data subscriptions which have assisted in automating numerous student notifications that would otherwise require manual email messaging.
- Through the use of a data subscription, all students who are imported into the StarRez occupancy database are automatically emailed a welcome message that includes a link to the housing application portal. Students typically wait 24-28 hours after paying their enrollment deposit before being able to access the housing application, which resulted in many students calling the Office of Residence Life asking why they could not immediately apply for housing. The data subscription effectively removed this issue, which had previously been one of the most common student calls to the office.
- Budgeted occupancy goals for the 2019-20 academic year were planned well in advance of the housing application opening in late September. The result of this year's planning process produced user-friendly spreadsheets that made it easier for other Residence Life staff to understand the assumptions and decisions made regarding occupancy.
- Study lounges and guest rooms that account for a total of 76 bed spaces were, through budget reductions, removed from the occupancy target for fall 2019. These extended housing rooms will truly be back-up spaces for late housing applicants, instead of permanent spaces for students to occupy all year. This is a significant enhancement to the residence hall student experience.
- The Laux Hall pre-renovation process went well overall for the fall 2019 semester. Almost all male students originally assigned to Laux Hall were in extended-housing spaces due to record fall enrollment. All Laux Hall residents were successfully reassigned to a different residence hall by the end of fall semester.
- All residence halls remained open over break, allowing students to stay on campus over winter break. This service will be provided again for the 2019-20 winter break.

- Through some changes to the student information interface between PeopleSoft (WINGS) and the StarRez occupancy management software all student preferred names are now automatically populated in the “First Name” field within StarRez. Students and staff no longer have to reference a separate preferred name field in order to correctly address someone as they wish to be addressed.
- The residence hall online room inventory process was streamlined in order to provide a more efficient way for students to comment on the condition of their room upon check-in. All students now receive an automated message once checked-in to a new room and are prompted to provide feedback, which will be referenced by Residence Life staff at the time of their check-out.
- While Residence Life has been providing a Gender Inclusive Housing option to students for a number of years, for the 2019-20 Housing Application which launched in fall of 2018 students were allowed to self-select into GIH as part of the application. Students who elected to participate in GIH could also connect with other students who selected the same option within the Roommate Group process. 214 new and returning students (6.6% of on campus students) chose to participate in Gender Inclusive Housing.

Returning student cancellation rates





Occupancy By The Numbers

- 1,111 Unique Roommate Groups Formed for room assignments
- 2,342 students joined roommate groups
- 896 returning students selected their own room
- 129,865 emails sent via the StarRez platform
- 3,685 applications processed as of last day of classes
- 3,608 housing deposit payments processed via PortalX, \$541,200 collected

Issues

- As with the Laux Hall renovation last year, the planned closing of O. White Hall for renovation in January 2020 required us to limit the number of returner contracts. It continues to be difficult to shut off the returning student housing application process and transition to a wait list, as some students tend to wait later to apply for housing.
- The returning student 2019-20 contract cancellation rates exceeded predicted rates between October 2018 and May 2019. Before May 1, students can cancel their 2019-20 housing contract without penalty. At points in the early spring,

returning student cancellations were coming in at over twice the rate of the previous year. By May 1 returning student cancellations exceeded 250, which was not anticipated to be reached until August 30, based on previous years' data. This aberration was, to some extent, addressed by accepting additional returning student housing applications from returning students who had been on the application wait list.

- While providing students the opportunity to opt-in to Gender Inclusive Housing within the housing application is a much easier process for students, this also led to more students than anticipated selecting the option. Based on communications received from some students, it appears that some sign-up for Gender Inclusive Housing while not fully understanding what GIH is. This is a complex situation that many housing operations are contending with across the country, and as we prepare the application process for 2020-21 we will be mindful of how we can continue to best serve students in a clear, efficient, and supportive manner.
- There was originally an intent to launch a LGBTQ+ Living Learning Community for Laux Hall by fall of 2019. The planning and coordination of this community was delayed and, along with low student interest, the project was eventually placed on hold.



- With closing down Laux Hall at the end of the fall 2018 semester, there were many unknowns. One of the most significant variables was the number of students we would have leave UWL mid-year. We typically have some students withdraw, transfer, or leave to participate in an internship or study abroad opportunity. Additionally, some students are determined to be academically ineligible to return for the spring semester. Because of the uncertainty regarding how many students we would lose mid-year, we were reluctant to immediately begin accepting new student housing applications for those starting courses at UWL in spring 2019. We kept students on a wait list and contacted them in January 2019 once we were more confident that there would be enough spaces for incoming transfer students. By that time most students on our wait list had secured off-campus housing. For next year, we will be more confident in our ability to accept those mid-year housing

applications earlier, knowing that even with a hall going offline in December we should have adequate space on campus to meet spring transfer student housing demand.

Initiatives

- With the UW System beginning the student admit process for the 2020-21 academic year as of August 1, 2019, it is the goal to have the new student housing application live by this date as well. Based on discussions with the Admissions Office, the roommate selection process, which is separate from the application, but hosted on the same web portal, will go live at a later date in fall 2019 for newly admitted students.
- The returning student contract cancellation rate will be closely monitored for the next application cycle. While the returning student housing application and room selection process is still likely to fall within the fall 2019 semester, other changes, such as an earlier contract cancellation deadline, are being considered to address the rate of cancellations. The cancellation rates for the 2019-20 housing application cycle will highly influence set application target numbers for returning students in the 2020-21 cycle.

"Offering support and autonomy is something that Res Life does well. I really enjoy having the flexibility and freedom to "get the job done" in the best way I feel is appropriate. Res Life instills a lot of confidence in their employees, allowing them to make lots of the decisions on our own, which is very rewarding. We are trusted, and that is working well. I hope you continue to invest a lot of time and energy into training, as it is much needed and very valuable."

- Collin Janssen, Angell Hall RA

- The housing application support materials created for both internal support staff and end-users were greatly enhanced during the 2018-2019 academic year; however, there is more work that can be done in this area. As our process through the StarRez PortalX platform becomes more standardized and set, we will seek to create instructional videos to help students navigate through the housing application and roommate selection processes.

- Continue to improve application support materials and instructions

Outreach

Accomplishments

- Participated in resource fairs and presentations on Scholar Day, Senior Visit Day, Transfer START, and START.
- Held a training session with members of the athletics coaching staff in the fall and additional information about the housing application and roommate group process were shared with coaches, so that they could guide and support incoming student athletes.
- Regular meetings with the admissions leadership were held throughout the year to assist in tracking admissions and housing applications numbers and to share updates from each office.
- The overall look of email communications sent via the StarRez software has been enhanced in the past year. Email templates include more intentional design and color, along with updated email signatures, which make messages easier to read and allow Residence Life staff to highlight the critical portions of messages that are sent out to students.
- A training session for Admissions staff was held in the fall semester, which included a full walkthrough of the housing application and roommate selection processes.

- Refined the Residence Life view book print marketing. Removed outdated or unnecessary information, updated statistics related to student satisfaction, and added in new instructions related to the housing application and roommate selection processes.
- Collaborated with campus partners to provide edits and updated Residence Life content in communications sent out to new students and families.
- In summer 2018 Residence Life purchased an updated display board for campus resource fairs. The design and content of the display board complimented the content of our Residence Life view books. This was a large improvement compared to our materials and resource fair materials from the previous year.

Challenges

- Putting on presentations for students and families can be challenging, as students can be in very different places in matriculation throughout the year. It is a challenge to strike the balance between providing specific content and direction within presentations while also keeping things open to address questions about other parts of our process, including student move-in, contract cancellation, room selection, and returning student housing. Presentations given this year were overall successful, but this is an area that will receive some additional time and preparation in the coming year.
- The housing application and roommate selection process has changed significantly over the past two years and while most campus partners have received training or information about the changes, there still tends to be some incorrect information that is provided to students. We work to not only assist students who have incorrect information about our processes, but also to connect with colleagues who may need a refresher or a user-guide for the housing application.

Initiatives

- We will plan to update our resource fair display with new information for the 2019-20 academic year. The display board is designed so that updated content can be easily created and added without needing to replace the entire board.
- Increase the amount of content about the returning student housing application process that is shared with Residence Life student staff. We have a robust student staff team and their capacity to support and guide new UWL students is immeasurable. It is a goal for fall 2019 to ensure that our student staff understand the basic outline of the returning student housing application process and are well-set to effectively inform and assist their residents on this topic.

Budget

Accomplishments

- A rate increase of 2.5% has been proposed for 2019-20 to continue to fund a proposed new residence hall and renovation of our 8 traditional halls.
- Ended FY 18 with an operating net that will be used for residence hall renovations. FY 19 will also end with an operating net.
- Continued to work with the Leadership Team to better understand the ORL budget and set departmental priorities for funding.

- Successfully worked with Jason Steiner, our Budget Office Analyst. He was instrumental in helping to identify necessary cuts to our budget (\$260K for reduced occupancy and \$65K for the coordinator position).
- Due to the under spending in many SE and Student Help categories and the \$500K in paint/carpet unexpended the balance for Res Life is projected to be \$6.8M at the end of this fiscal year.
- Overall this will leave Residence Life with slightly over \$3.5M in balances to end the year. These balances moving into FY20 will be utilized for the following project and one-time items that were previously planned:
 - a. Boiler Project - \$480K
 - b. Steam Infrastructure Project - \$159K
 - c. Security Cameras - \$292K (high end estimate - will have more accurate estimate later this summer)
 - d. FY20 Cash Funded Debt Service - \$203K
 - e. Sanford PR Cash and Design - \$1.7M

Issues

- Denied approval for a new residence hall and proposed renovations leads to difficulty in budget preparation and occupancy planning. The politics of the Legislature and State Building Commission has created chaos with our plans.
- Chargeback and maintenance costs continue to increase. These costs take up a portion of our increased revenue from rate increases.
- Significant increase in campus capital projects for FY20 creates budget difficulties.
- Need to evaluate the Service Level Agreement with Facilities, Planning, and Management to analyze the costs and service associated with this agreement.
- Need to encourage a full use of resources allocated to individual budgets.
- For Residence Life we have done a further review of balances and due to the under spending in many SE and Student Help categories and the \$500K in paint/carpet unexpended the balance for Res Life is projected to be \$6.8M at the end of this fiscal year.

Initiatives

- Complete monthly audits of all ORL accounts to better monitor expenses.
- Explore ways for new revenue generation. Winter break housing, potential contract cancellation fee structure, and additional conference revenue.
- Investigate options for increased renovations in the traditional halls.
- Work with Leadership Team to prioritize budget planning, especially as it relates to renovations.
- As a result in reviewing the upcoming PR Cash obligations for Res Life we worked with UWS and have shifted up the timing of a few of the transfers to bring down the ending balance by the end of the fiscal year and have moved forward with the following transfers to DFD;
- \$2,000,000 for White Hall Renovation - originally this was planned for FY20, by shifting this up to June we will lose out on a few months of interest earnings, but this PR cash payment is also higher than originally planned which will help reduce

“I like that I have been able to meet so many people so easily and it makes it easy to participate in so many things when you live right on campus. It does really make me feel like I belong to this school, rather than just go here.”

- *Student quote from Skyfactor EBI Survey*

the amount of bonding needed for the project which will be a positive benefit to future fixed costs in the Res Life budget.

- \$1,952,400 for the Heating Plant Fuel Reliability Project - originally this was planned for FY20 and was to be funded by \$274K in PR Cash and \$1M in PRSB. Due to the increased level of available balances this year, Res Life can fund their whole portion of the project through PR Cash. As a result we will not need to take out bonding for this project which was estimated to cost Res Life \$80K per year for 20 years.
- Also with the budget plan for FY20 and if occupancy meets those targets, Res Life is expected to have a positive operating net of \$1.6M to again help fund the ongoing low rise renovation projects and planning. As we move into next year we will continue to do more regular analysis of the cash balance standing of Res Life to determine if any benefits can be achieved from increasing PR Cash contributions for renovations and lowering the need for PRSB with these projects.

Conferences

Accomplishments

- Conference revenue increased due to hosting the NCAA Division III National Track Championships in May and Future Problem Solvers International Conference in June.
- Submitted bid to host the UMR-ACUHO Regional Entry Level Institute for the next four year. We were unsuccessful with our bid.
- This year marks the 30th year that UWL has hosted the WIAA State Track Meet. We house approximately 2500 athletes, coaches, and volunteers each year. This is a wonderful partnership with UWL Athletics and the WIAA.
- Rachel Ross, Jalon Falconer, and Megan Pierce will work with conferences and summer housing for summer 2019. They will lead a team of 10 Summer Assistants. This model will balance the workload of summer in a more equitable way.
- Increased pay rate for student workers for summer 2019 (\$.75/hour increase for Track Assistants and a \$.25/hour increase for Summer Assistants)

Issues

- Experienced several cancellations of smaller camps and conferences, mainly youth sport camps during summer 2018.
- Continued difficulty in recruiting student workers. This is especially impactful during large conferences like the WIAA State Track Meet.
- The challenge of increasing conference revenue is difficult. We have good partnerships on campus, but there aren't enough resources devoted to support this. We had to fight to get a coordinator position funded.
- Large conferences like the WIAA State Track Meet are good revenue generators, but take substantial planning to be successful.

Initiatives

- Create stronger partnership with UWL Athletics to create more opportunities for improving camp opportunities.
- Explore ways to generate more "Intern Housing" by reaching out to Mayo, Gundersen, Trane, etc.
- Create a new website highlighting conference lodging at UWL and explore ways to market our residence halls to guests.

Custodial and Facilities

Doug Keunn oversees the custodial and facilities area for Residence Life with the support of Jonathan Henry and LEAD Workers, Bob Maier and Karri Muellenburg. Skyfactor EBI data indicates our students are happy with the degree of cleanliness in the halls, as well as the response time on work orders. We continue to work closely with Campus Facilities on the maintenance and upkeep of our halls.

Custodial

Accomplishments

- The custodial area was restructured to include an additional LEAD custodian who reports under the Custodial supervisor. Due to this restructure staffing changes and hires were necessary.
 - New Wentz Hall Custodian, Don Jones on October 1, 2018
 - New Reuter Hall Custodian, Kelly Peterson on March 11, 2019
 - New Sanford Hall Custodian, Jeff Roningen in March 18, 2019
 - New Lead Custodian, Bob Maier on December 17, 2018
 - Newly created Lead Custodian (for ½ Float and ½ Drake), Karri Muellenberg on December 17, 2018
- Custodial Operations moved to the former IT space within the Residence Life Office. This move allowed Doug, Jonathan, Bob, Karri and student staff to work out of the same area. This has increased communication and teamwork.
- Hiring, training, and supervision of 40 academic year student assistant housekeepers (AHK), including after hour cleaning and snow shoveling in and around the residence halls was put back under custodial operations.
- Full-time Custodial Safety Training was conducted on the following topics: Blood borne pathogens, ladder safety, and teamwork
- Summer Student Facility Staff:
 - Interviewed 28 Summer 2019 Student Facility Staff Applicants
 - Hired 22 Summer 2019 Student Facility Staff
- Summer Student Staff Training included safe clothing/shoes, ear-buds, cell-phones, ergonomics, Safety Data Sheets, chemical safety, ladder safety, blood borne pathogens, accident reporting, electrical safety (GFCI), equipment usage, signage, customer service.
- Survived a very rough winter with snow removal.



Issues

- Snow removal continues to be a challenge especially given the large amounts of snow we received this year. Student crews have been inconsistent and unreliable in the evening and weekends which puts a burden on our custodial staff. It's also difficult to provide for the proper supervision of 10 residence halls.
- It's becoming harder and harder to find summer student employees due to our low pay.

Initiatives

- Will develop diversity and inclusion training for housekeepers.
- Clarification of "uniforms" policy.
- Working to retain present crew of housekeepers. They are a strong group.

Facilities

Accomplishments

- The following facility projects were completed:

AN	Abate/re-insulate Mechanical Room
AN	Replace PRV
AN	Room Steam Trap Replacement (FOE) (250@ \$80 + 5K)
AN	Building Steam Trap Replacement
AN	1C Shower- Replacing Shower Valves
AN	6 Unit Ventilators
AN	Steam Valve Replacement
CO	Abate/replace tile in 3 rooms (each room 170 Sq ft)
CO	Steam Valve Replacement
CO	Fence Replacement- Moe Fencing
DR	Replace HD Apartment 3 port with 4 port AC unit
DR	Abate/replace tile in 3 rooms (each room 170 Sq ft)
DR	Basement Hot Water Line Replacement
EA	AH2 Steam Coil Repair/Replace
HU	Replace 1st Floor Carpet (not front lobby)
HU	Abate/replace tile in 3 rooms (each room 170 Sq ft)
HU	Steam Valve Replacement
HU	Replace HD Apartment 3 port with 4 port AC unit
HU	AC2 Air Handler Control Upgrade
LA	Steam Valve Replacement
LA	7 Unit Ventilators
RE	Appliance Replacement in Student Suites
RE	Instantaneous Water Heater Work
SA	Gas Hot Water Heater Replacement
WE	4 Unit Ventilators
WE	Hot Water Heater Relief Valve
TRAD	8 Carpet Extractors
ALL	Roofing Repairs

Issues

- Communication regarding ongoing projects from Facilities Management needs improvement.
- Chargeback and maintenance costs continue to increase.

- Traditional halls are in dire need of renovation, however, progress toward renovation continues to be affected by state politics.

Initiatives

- *A project priority list has been established.*

Hall Renovations

Accomplishments

- The Laux Hall renovation of bathrooms and upgrades to electrical and fire alarm systems began (although delayed by months). This is the start of yearly renovations to improve the traditional residence halls.
- A report regarding the Laux renovation and move has been created that includes suggestions for the upcoming closing of White Hall.
- The fire alarm systems in Coate Hall and Angell Hall are in the process of being replaced and upgraded (summer 2019).

Issues

- The Laux Hall Renovation was delayed by a few months, but is currently close to schedule.
- Professional staff were required to move out of Coate and Angell for the summer due to safety concerns around renovation.
- Communication from Facilities Planning Office regarding renovations could be improved. But probably also true of our communication with them.

Initiatives

- White Hall renovation will begin in Spring 2020 (if all goes well with the state process).
- Coate & Sanford future renovation were not approved at the state level. The hope is to continue to move forward with bathroom upgrades through all agency projects for Sanford and Wentz (as have been done for Laux and White).
- Based on what was learned from the Laux Hall process, a timeline and process has been developed for the transition of White Hall at the end of Fall 2019 semester.
- Recently exploring options for Centralized Mailroom(s) to be located in Eagle and Reuter
- Renovation Master Plan is in progress and part of the 2019-20 goals.

"My experience as a Resident Assistant has really influenced me in college. It has helped shape me into who I am today through the hardships as well as fun times I was able to experience. I am forever grateful for this experience and I will always cherish and remember these two years. I am sad to close this chapter in my life, but I am also excited to see how I can use the skills I gained in this experience in the next chapter of my life."

- Zoe Hodges, Drake Hall RA

STAFF DEVELOPMENT

The ongoing development of staff is a priority for our department. This includes recruitment, selection, onboard and ongoing training. Lisa Weston and Patrick Heise lead our initiatives in this area with our in-hall student staff and professional staff. Our in-hall team is vital to our success as a department as they work most directly with students. The Leadership Team is responsible for the development of the employees that report under their supervision.

Student Staff (RA, DC, Sr. Staff)

Accomplishments

- Excellent academic success and role modeling from staff.
 - Student Staff GPA
 - Fall
 - 3.49 Average Semester; 3.46 Average Cum
 - 19 students 4.0 Semester GPA; 69 students with 3.5 or higher semester GPA
 - Spring
 - 3.48 Average Semester; 3.48 Average Cum
 - 17 students with 4.0 Semester GPA; 58 students with 3.5 or higher semester GPA
- Strong candidate pool from which to select outstanding staff.
 - Staff Selection Numbers for 19-20 Academic Year
 - Completed Applications
 - 203 total completed applications (113 Positions available)
 - 130 completed new applications
 - 73 completed returner applications
- Hiring Statistics
 - 22 Student Staff hired will be in their 3rd or 4th year as Student Staff
 - 1 offer declined the position
 - Orris White Staff was hired with all students who are only available Fall 2019
- Successful Student Staff Onboarding, Training, and Development
 - Added a Student Staff Class for Spring semester for any mid-year hired Student Staff
 - First year of shared meeting times of 8-10pm Tuesday night - Allowed for us to bring all Student Staff together 3-4 times during the year to do joint developments with everyone. Will continue for next year
 - 2nd year of offering Student Staff Exit interviews for those not returning to the position as a way to assess their experience
 - As part of the First 6 week initiative and an assignment already built into Student Staff Class, the RAs were instrumental in gathering data about the engagement of their residents. Lisa crunched the data to learn which students were not engaged on campus.
 - Community Development (6 I's) continues to be our Community Development Model with a few tweaks
 - Sent students to the White Privilege Conference (WPC) and MBLTCC

Issues

- Adjusted Student Staff Selection Process to be more inclusive.
- Determined to no longer participate in an overnight camp experience for Fall 2019. Daylong team building retreat will still occur.
- Using shared staff meeting times for Student Staff development.

Initiatives

- Restorative Justice and Social Justice will be themes during August Training.
- The Social Justice Curriculum is being developed and trialed in the Fall. (see Social Justice and Inclusion section).



Professional Staff (AHD, HD)

Accomplishments

- Continue to build strong Hall Director/Assistant Hall Director Team
 - 9 Returning HD, 1 New
 - Allowed many of them to step up when we were so short staffed in the Central Office this fall
 - Luke Visser left in January for University of Iowa, was able to hire Jalon Falconer
 - Tried to staff Laux by creating an Area Coordinator position filled by Amanda Abrahamson and an experienced undergrad student staff member as Laux Hall Coordinator. While this worked okay, we have determined it is best to have a Full Time Hall Director in each residence hall whenever possible.
- Ongoing development of professional staff allows them to thrive.

- Weekly Social Justice and Inclusion workshops occur and are planned and presented by the professional staff team.
- HDs/AHDs continue to attend and serve on regional committees
 - Klare attended Leadership365
 - Patrick, Matt, Klare, Lisa, Jo Arney, Kate Parker attended the ACPA Institute for the Curricular Approach
 - Hanah attended NAPSA IV East
 - Allyson serves as the Committee Chair for the UMR-ACUHO Sponsors and Exhibits Committee
 - Theresa serves as the Committee Chair for the UMR-ACUHO Programming Committee
 - Megan, Klare, Reg are on committees for UMR-ACUHO
- Committees allow professional staff to collaborate, problem solve and build quality programs and services.
 - Onboarding and Training
 - Theresa (Chair), Rachel, Luke, Shane, Hanah, Patrick, Lisa
 - Implemented developments during the shared staff meeting time
 - Filled the need of a mid-year hired student staff class
 - Refined and created the fall student staff training schedule with the shift in camp going away
 - Camp decision was made based on input from all student staff and reduced budget
 - Refined and created the July onboarding schedule for 5 new hall directors this summer
 - Social Justice and Inclusion
 - Waiting to Exhale Women's Retreat
 - Policy Review
 - Curriculum development
 - Student Staff Selection
 - Amanda and Klare (chairs), Kirsten, K Weinburg
 - See above for more information
 - Leadership Development
 - Shane (chair), Hanah, Luke, Ruben
 - See Matt's report
 - Special Assignment - Allyson sitting on the Operations Team
- Recruitment of a more diverse staff. Our selection processes have been updated and are much more purposeful and intentional in identifying candidates with passion to do Social Justice work.

Issues

- Due to the success of veteran returning staff finding their next professional position, there will be larger turnover of staff which will require more purposeful onboarding and transition efforts.

Initiatives

- Purposeful and intentional onboarding 5 new Hall Directors and 2 new Assistant Hall Directors
- Development and implementation a Social Justice Curriculum for professional staff, student staff, residents (see section below).

Awards and Recognition

- Carol Beckerjeck received the Division of Student Affairs / Division of Diversity and Inclusion Outstanding Staff Member (+5 years).
- Allyson Plattner served as the Committee Chair for the UMR-ACUHO Sponsors and Exhibits Committee
- Theresa Luensman served as the Committee Chair for the UMR-ACUHO Programming Committee
- Megan Pierce, Klare Armstrong, Reg Hawkins are on committees for UMR-ACUHO
- UMR-ACUHO Conference Top Ten Program - Lisa Westin
- Jonathan Henry was nominated for the ACUHO-I Support Staff Award

“I have had an overall positive experience living on campus at UWL. I feel that it has boosted my academic and social experience at UWL. I would recommend living on Campus at least a year for all and making sure to get involved on campus at UWL.”

-Student quote from Skyfactor EBI Survey

COMMUNITY DEVELOPMENT

Community is at the core of what we do. While our community development efforts go far beyond the programs outline below, these efforts are outlined here are among are best. Matt Evensen served as Advisor to The Embassy with assistance from Ruben Cervantes-Garibay, Patrick Heise and Jacque Bollinger. Efforts toward developing more High Impact Practices were minimal without someone to lead these efforts. Student Conduct numbers continue to decrease. We believe there is a correlation between our high community development Skyfactor scores and our low number of conduct.

The Embassy

Accomplishments

- Refocused the mission of the Student Embassy to centering the student voice.
- In a year of tough decisions, we eliminated Student Embassy's work with Links, student conferences, and large scale programming.
- Made strides in establishing a better relationship with Student Association and gained a temporary seat on student senate.

Challenges

- This was another transition year for the Student Embassy. Ambassadors took on a lot of work outside original position descriptions to create a more realistic and impactful vision for the group.
- We experienced some turnover as two individual members needed to move on to other areas at the end of Fall semester.

Initiatives

- Work to gain a permanent seat on student senate to further collaboration and communication with that group.
- Establish, market, and normalize a variety of outlets to collect student voice.
- Create channels to lift up and act on what students are telling us are priorities for them.

Residence Life Conduct Cases by Academic Year

- *Each case is 1 student*
 - 2013-14 - 1740
 - 2014-15 - 1454
 - 2015-16 - 1525
 - 2016-17 - 1440
 - 2017-18 - 1068
 - 2018-19 - 1065

Advocate Data

Student Conduct

Accomplishments

- Lisa and Patrick articulated on CARE Team. A few significant residence hall student issues were addressed throughout the year.
- Adjusted the policy for posting items on doors to restricting to blue tape only - better on our

facilities and reduced number of white boards therefore hate incidents associated with white board writing

Challenges

- There is work to be done in creating policies/procedures in the future.
- Working on shift in culture in policy development. We are moving toward changing policies to be just versus fair.

Initiatives

- Currently reviewing window posting policy (facing inwards and outwards).
- Collaborative work with Dean of Student Office is necessary as we switch over to Maxient and look at working together more closely.
- The Alcohol Task Force has made recommendations and Residence Life will need to be a part of implementation.

Restorative Justice

Accomplishments

- We revised our Mission and Vision to reflect restorative language.
- Materials were created for A/HD staff to use for Restorative circles and practices.
- Restorative Justice Training was implemented for all A/HDs.
- Some steps were made toward implementing restorative circles. Bias Incidents circles were planned and carried out.

Challenges

- Staff must believe in restorative practices and be able to role model the use of its principles before moving forward.
- Need to build buy-in of circling culture from students. There was low participation in those circles that were created this year.
- Must incorporate restorative practices more fully into our operation (not just seen as a conduct alternative) and connect to our SJI work.
- Have seen no campus movement in this area.

Initiatives

- Training of student staff and professional staff on Restorative Justice practices is planned for August. Plan include work toward a philosophical shift as a department.
- All campus efforts need to be planned and implemented.



*Waiting To Exhale Retreat
Creators and Coordinating
Committee*

High Impact Practices

Accomplishments

- We began developing relationships with Academic Partners including the College of Health and Science.
- Through the College of Health & Science we applied for National Science Foundation Grant that would have funded an FTE to work with the Health Sciences Community. We did not receive this grant.
- We began to explore with OMSS the possibility of developing the ASI Program into an Underrepresented Student LLC. We jointly realized the timing was not right for the timeline we developed.
- We will be housing 1st Scholars Program in Sanford Hall.
- We will be placing students interested in Health Sciences community on the same floor in Sanford.

Challenges

- No LLCs were fully realized by the deadlines outlined. We probably have more questions than solutions at this point.
- With Matt and Jacque out of the office for a good part of first semester our movement toward this goal was stalled during a key development time.
- Concerns have been expressed the about GLBT+ and Underrepresented student LLC. We are wondering if LLCs is the best high impact practice to pursue with these communities.

Initiatives

- Able to post the Coordinator for High Impact Practices and Conferences. With a person dedicated to high impact practices, we hope to be able to see progress in this area.
- Have developed a relationship with Jo Arney and plan to continue to partner with her for first and second year academic initiatives
- Focus will be on giving attention to our present high impact initiatives which include the Outdoor Recreation Community (ORC), the Transfer Community, the First Scholars Community and the floor in which Health Science majors were assigned.
- It will be necessary for the Coordinator for High Impact Practices and Conferences to work closely within our committee structure to acquire support.

MVP (Multi-Cultural Validation Program)

Accomplishments

- We experienced no turnover or academic issues with our 4 mentors and 10 mentees throughout the year.
- We experienced increased interest in students wanting to be MVP mentors. This year, we had 16 applications as compared to last year when we had 9.
- Mentee applications also held strong. We had 39 applications for 9 mentee spots.

Challenges

- Angela Birrittella, our partner from the Office of Multicultural Student Services, moved on from UWL in January, 2019. Andrew Roberts has been tremendous, and we've had to relearn some of the mechanics of the program.
- It was difficult to keep mentors engaged later in the spring. This is an issue we are seeing throughout our programs.
- The money we have for the program will remain static moving forward. As room rates increase, this will mean fewer students that are able to take part in the program.

Initiatives

- Examine how we make this program as sustainable as possible moving forward. Work with our campus partners to determine scholarship amount, solidify our process with admissions, and re-examine our selection tools.
- Explore what our current requirements are and make sure they are still meeting the needs of our students.
- Develop a more thorough assessment of the program so we can ensure that we make changes based on data.

SEEDs (Students Education and Embracing Diversity)

Accomplishments

- Collaborated with Kathy Thoen to provide a thorough assessment of the SEED program.
- Continued relationship building between Campus Climate and Residence Life with the SEED program.

Challenges

- It's important to acknowledge the work and emotional labor we ask our students, especially our students who hold marginalized identities, to bear in educating the faculty, staff, and students on this campus.
- The pay is awfully low for the work we ask our students to do.
- SEEDs are often creating educational opportunities from scratch, requiring a lot of effort and research on their own part. What could this look like from a curricular approach?

Initiatives

- Solidify explicit expectations between SEEDs, professional, and student staff members
- Explore an integrated curricular model where we ask SEEDs to facilitate established activities.
- Explore SEEDs as staff members in the Residence Halls for 2020 - 2021.



SEEDS

Students Educating and Embracing Diversity

2018-2019 SUMMARY

HALL EVENTS

100+
Events

Plant those SEEDs!

Who wouldn't want to attend "Cupcakes and Kahoot", "Ice Cream Town", "PGPs and Pancakes", "Social Justice Bingo" and "Life Size Monopoly" just to name a few! Our SEEDs worked hard to provide meaningful learning opportunities in our halls.

PARTICIPANTS IMPACTED

SEEDs reaching out!

Events reached anywhere from 1 to 140 people at a time! While we know numbers don't share a complete story, we hope that even one person reach sends a ripple throughout our campus community.

1550
People

PASSIVE RESOURCES

26

There are more ways than one...

While events are important, we know there are more ways to reach our residents! Over the course of the semester, SEEDs provided 26 different resources as passive learning opportunities. This will be a growth area for us next year!

CONTINUED CONNECTIONS



Thank you and let's continue to grow!

We appreciate your continued support AND let's continue to look for more ways to enhance our SEEDs program and our social justice and equity efforts as a whole.

THANK YOU FOR SUPPORTING SEEDS!!

Social Justice Curriculum

Accomplishments

- Developed common definitions of "community" and a "social justice philosophy" to help guide social justice work for the department in general.
- Established an educational priority and learning objectives that will serve as a foundation for the curriculum.
- Generated a lengthy list of activities, programs, and resources to begin building a curriculum.

Challenges

- Creating space for this to become a priority has been a challenge over the past few years.
- Implementing this curriculum will need full department buy-in.
- Determining who is responsible for the curriculum and how it is supported still has unanswered questions.

Initiatives

- Determine how current training needs to shift to accommodate the new curriculum model.
- Further develop and implement a finished ongoing social justice curriculum for the department.
- Establish ongoing assessment to ensure we get and act on feedback in a timely manner.

Community Development Model

For the past 3 years, the Department of Residence Life has adapted the 'Six I's of Community Development' as the goals we strive to achieve in each of our living communities.

Introduction

New members are welcomed to the community. Community stories, traditions, historical standards, expectations, and norms are shared. Rituals of orientation take place. Various ways to become more active members of the community are identified.

Investment

Community members begin to see themselves as a community that is different from other communities. Some members will be able to see times when the welfare of the community may supersede the needs of an individual. Effective conflict resolution techniques for community concerns are identified and used.

Involvement

Members begin to see they can have an impact on each other and that their individual actions can affect the community. Cultural norms begin to form for the community. Holding a formal role in the community translates to some level of authority and responsibility within the community. Community begins to face conflicts and tries to deal with them in general terms.

Interactions

A wide variety of activities frequently take place which foster new and/or strengthen pre-existing relationships in the community. Many opportunities for interpersonal bonding also occur naturally and intentionally.

Influence

Community members want to have control of, or at least input into, things that affect their community. Member actively reflects on what improvements could be made which would benefit the community. Community members have a strong sense of accomplishment.

Inclusion

Community members have and maintain a sense of belonging, feel safe, and include others within/into the community. Personal identity, exploration, and identity within the community plays a significant role in their development.

Schroeder, C.C. (1993) Creating residence life programs with student development goals. In R.B. Winston Jr., S. Anchors, & Associates (Eds.), Student housing and residential life.

Skyfactor EBI Benchmarking Data

Each year UW-LaCrosse participates in the Skyfactor Benchmarking Survey. This survey allows us to compare data from year to year and also allows us to benchmark against other colleges and Universities. This data is helpful to us in understanding where we should focus our energies. The next pages offer a quick snapshot of those results for 2018-19.

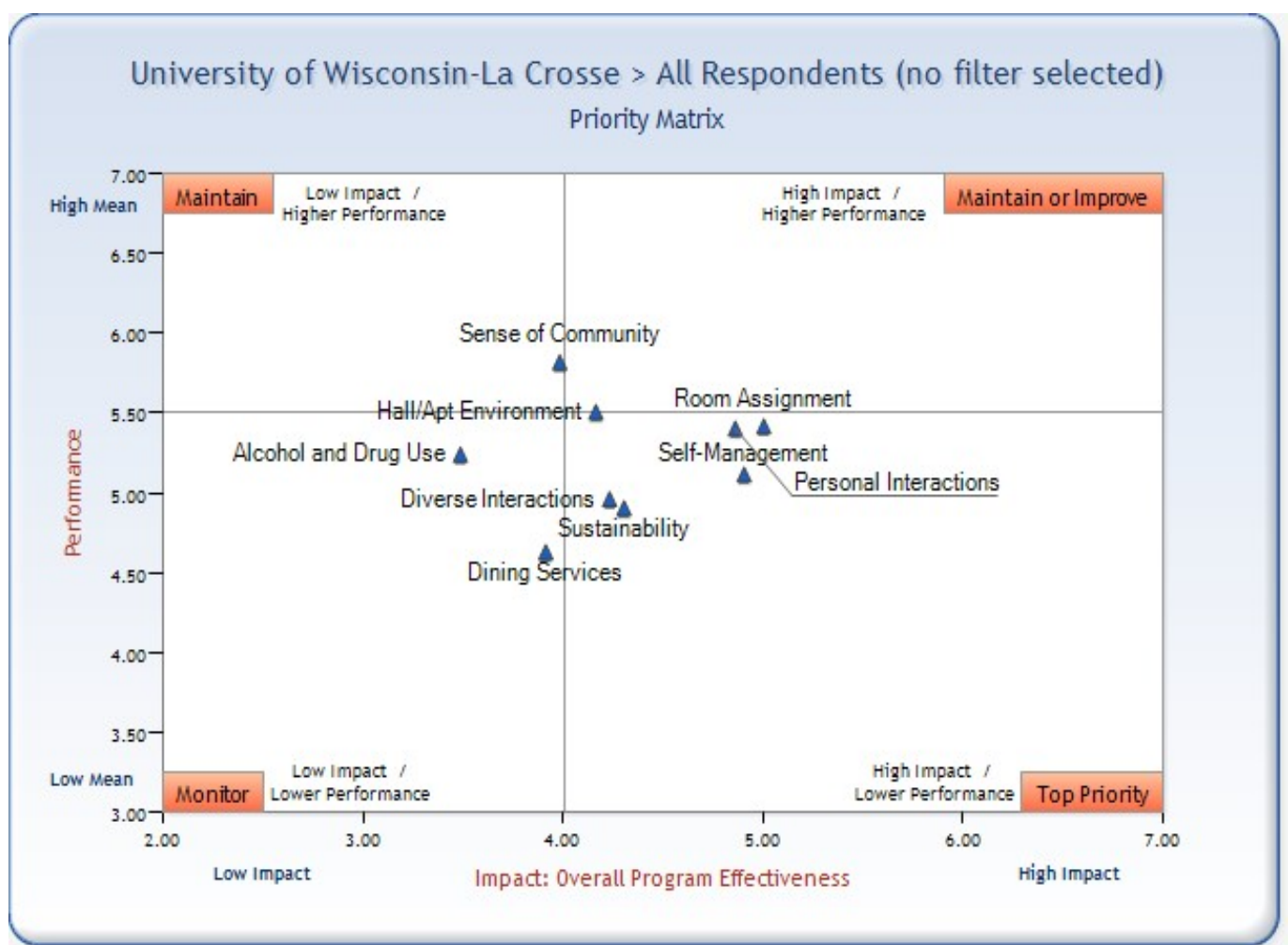
[Overview](#) [Priority Matrix](#) [Stat Table](#)



Priority Matrix for your institution

Order: 45157 > 2018-19 ACUHO-I/Benchworks Resident Assessment

Population: University of Wisconsin-La Crosse > All Respondents (no filter selected) (2588 responses)



Statistical details of the composition of the Priority Matrix

Order: 45157 > 2018-19 ACUHO-I/Benchworks Resident Assessment

Population: University of Wisconsin-La Crosse > All Respondents (no filter selected) **(2588 responses)**

Report Selections

[Close](#)

Sort Factors by Impact Value

in Descending Order

Factor	Regression Variables		Impact on Overall Program Effectiveness		Performance of Factors	
	R ²	ΔR^2	Value	Description	Mean	Description
Top Priority						
Factor 6. Satisfaction: Room Assignment	0.136	0.136	5.00	High Impact	5.42	Good
Factor 15. Learning: Self-Management	0.259	0.123	4.91	Moderate Impact	5.12	Good
Factor 12. Learning: Personal Interactions	0.377	0.118	4.86	Moderate Impact	5.41	Good
Factor 17. Learning: Sustainability	0.445	0.068	4.31	Moderate Impact	4.91	Good
Factor 14. Learning: Diverse Interactions	0.508	0.063	4.23	Moderate Impact	4.96	Good
Maintain or Improve						
Factor 3. Satisfaction: Hall/Apt Environment	0.567	0.059	4.17	Moderate Impact	5.51	Good
Maintain						
Factor 13. Learning: Sense of Community	0.616	0.049	3.98	Slight Impact	5.82	Excellent
Factor 1. Satisfaction: Hall/Apt Student Staff	0.000	0.000	0.00	No Impact	6.23	Excellent
Factor 4. Satisfaction: Facilities	0.000	0.000	0.00	No Impact	5.65	Excellent
Factor 5. Satisfaction: Services Provided	0.000	0.000	0.00	No Impact	5.65	Excellent
Factor 8. Satisfaction: Safety and Security	0.000	0.000	0.00	No Impact	6.20	Excellent
Factor 11. Satisfaction: Community Environment	0.000	0.000	0.00	No Impact	5.95	Excellent
Monitor						
Factor 10. Satisfaction: Dining Services	0.662	0.046	3.91	Slight Impact	4.63	Good
Factor 16. Learning: Alcohol and Drug Use	0.692	0.030	3.49	Slight Impact	5.24	Good
Factor 2. Satisfaction: Hall/Apt Programming	0.000	0.000	0.00	No Impact	5.43	Good

The dependent variable in this regression is the factor **Overall Program Effectiveness**. The factors above are categorized by **predictor status** and then sorted by **Impact Value**.

The **Top Priority** quadrant reflects those factors that are lower performing but have significant impact on Overall Program Effectiveness.

The **Maintain or Improve** quadrant reflects factors that are high performing and have significant impact on Overall Program Effectiveness.

The **Maintain** quadrant reflects factors that are high performing but have little if any impact on Overall Program Effectiveness.

Skyfactor - Copyright 2019

1 of 2

The **Monitor** quadrant reflects factors that are lower performing but have little if any impact on Overall Program Effectiveness.

Impact on Overall Program Effectiveness: Impact is a scaled value of the variance from a range of 0 (no impact on Overall Program Effectiveness) to 7 (an extreme impact on Overall Program Effectiveness).

Impact Description: Extreme: Impact > 6; High: Impact > 5; Moderate: Impact > 4; Slight: Impact > 3; Negligible:

Impact > 2; No Impact: Impact = 0

Performance Description: Superior: Mean >= 6.7; Excellent: Mean >= 5.62; Good: Mean >= 4.54;

Fair: Mean >= 3.46;

Poor: Mean >= 2.38; Very Poor: Mean >= 1.3; Extremely Poor: Mean < 1.3

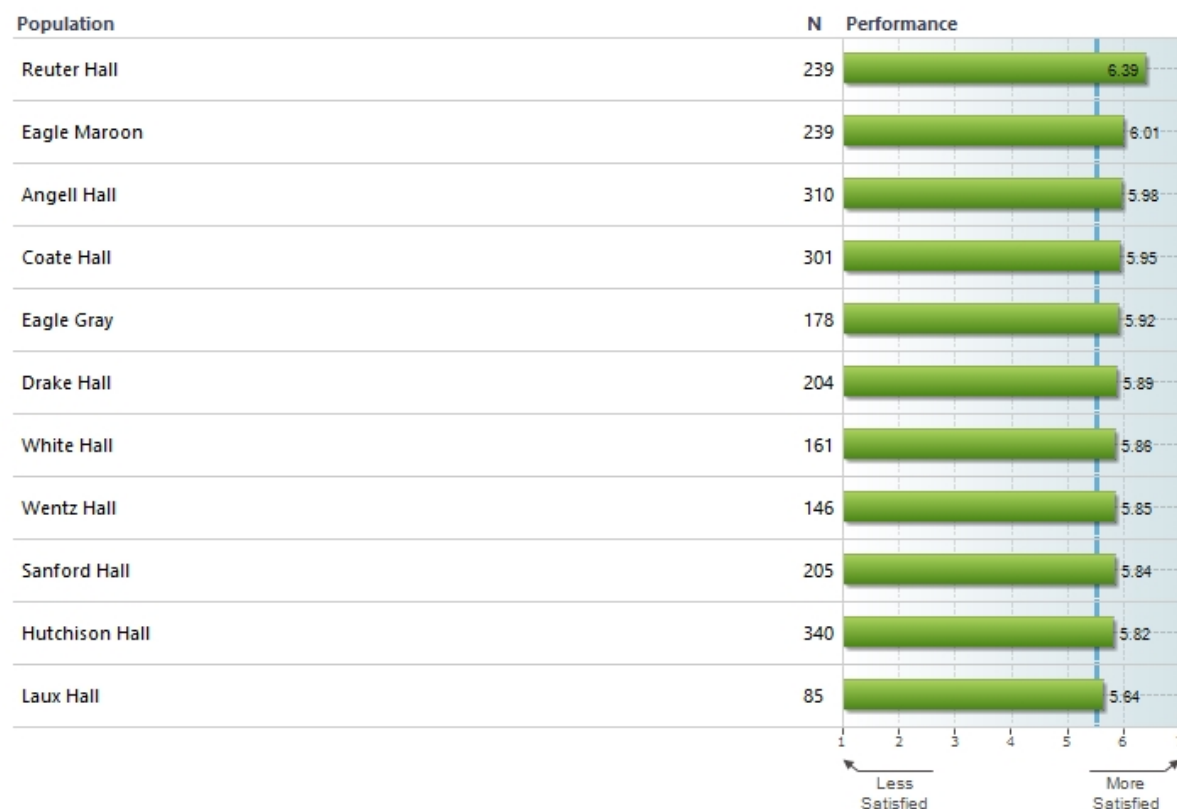
EBI Data (7 point scale)

Higher Scoring Areas	Lower Scoring Areas
Learning: Sense of Community - 5.82	Diverse Interactions - 4.96
Satisfaction: Hall/Apt Student Staff - 6.23	Learning: Personal Interactions - 5.41
Satisfaction: Facilities - 5.65	Learning Self-Management - 5.12
Satisfaction: Services Provided - 5.65	Room Changes - 5.11
Satisfaction: Safety and Security - 6.20	
Satisfaction: Community Environment - 5.95	
Satisfaction: Hall/Apt Environment - 5.51	

Our staff continue to exceed in their effort building community within the hall.

Satisfaction: Community Environment for U2. Demographics: Hall

Population: University of Wisconsin-La Crosse (Number Responding = 2588)

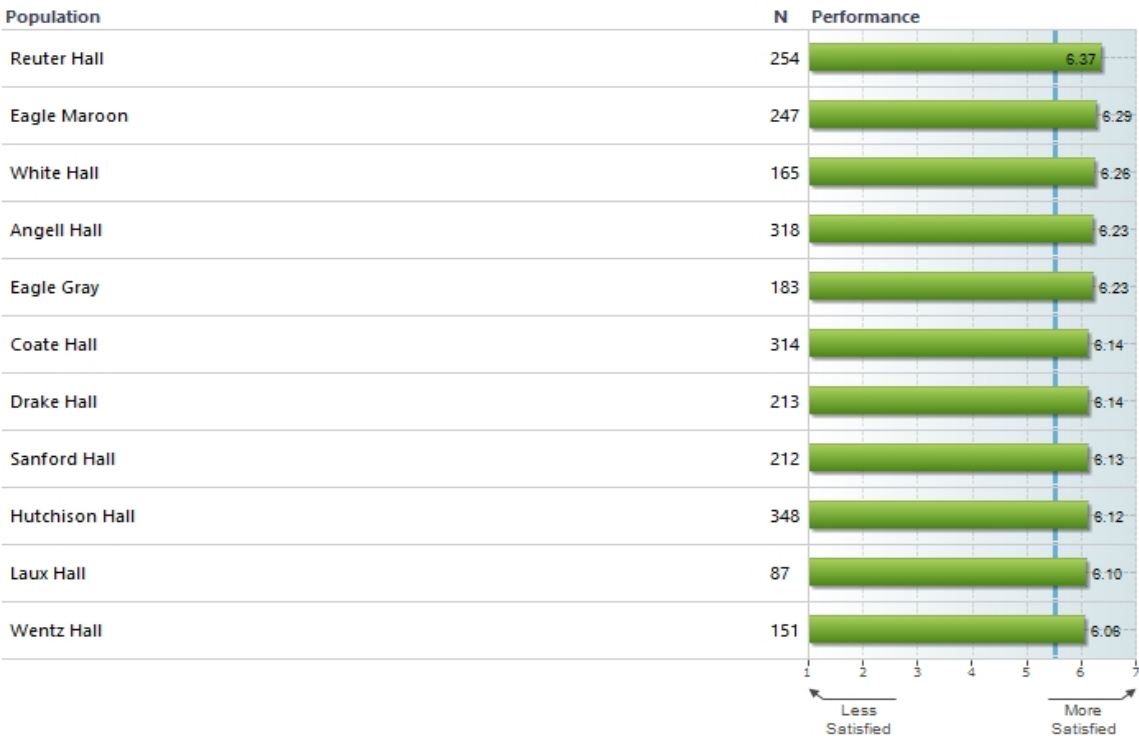


- = Your institution has a higher mean than the goal (5.5).
- = Your institution is within .25 of the goal (5.5).
- = Your institution has a lower mean than the goal (5.5) by more than .25.

Our students feel safe in their residence hall.

Satisfaction: Safety and Security for U2. Demographics: Hall

Population: University of Wisconsin-La Crosse (Number Responding = 2588)



- = Your institution has a higher mean than the goal (5.5).
- = Your institution is within .25 of the goal (5.5).
- = Your institution has a lower mean than the goal (5.5) by more than .25.

ACUHO-I/Benchworks Resident Assessment (Order: 45157)

- = your institution has a higher mean than the goal (5.5).
- = Your institution is within .25 of the goal (5.5).
- = Your institution has a lower mean than the goal (5.5) by more than .25.

* Absence of data implies (1) no responses, or (2) too few responses to report.

ACUHO-I/Benchworks Resident Assessment (Order: 45157)

Due to our lack of space, we continue to struggle in our scores regarding room changes. We have little ability to be offer many alternatives when it comes to roo

