



ANNUAL REPORT 2019-2020

RESIDENCE LIFE | DIVISION OF STUDENT AFFAIRS

FOUNDATION & STRUCTURE

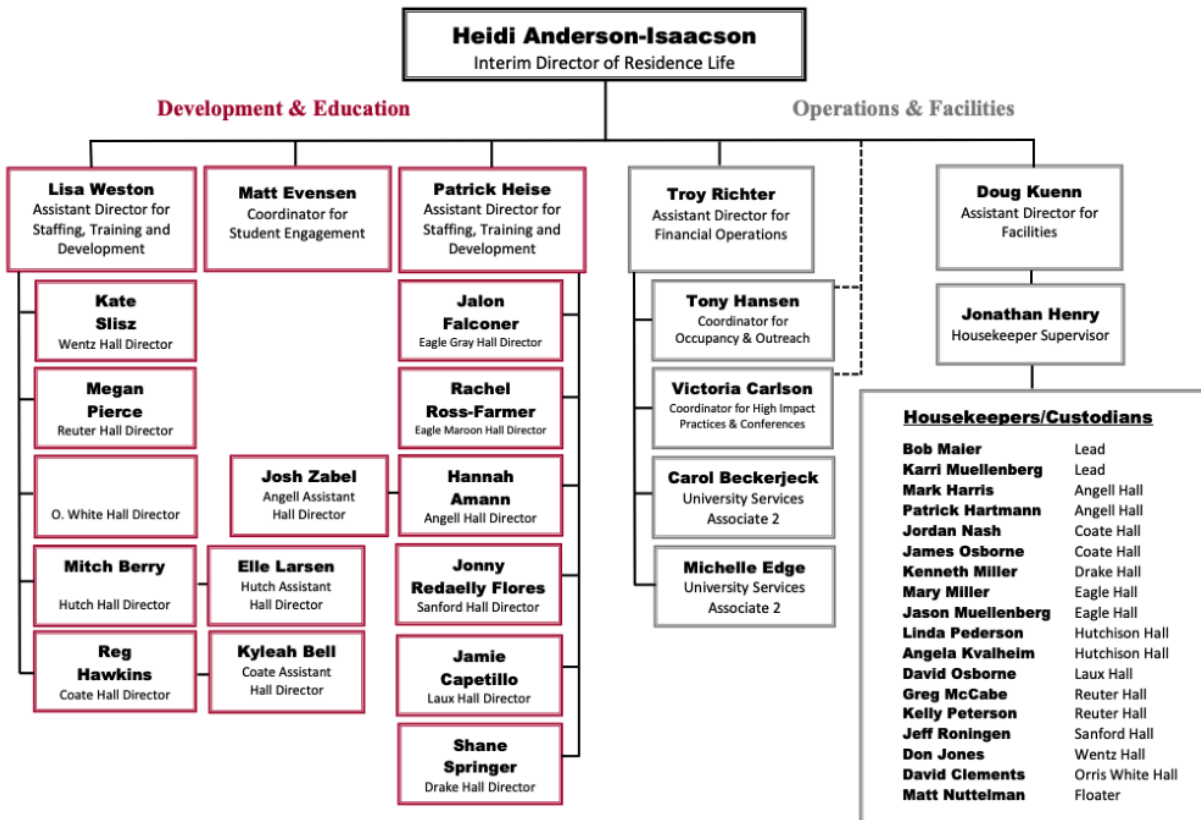
Mission Statement

We develop living environments to enhance the academic mission of 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



NOTEWORTHY EVENTS

External Review

In October 2019 an external review of our department was completed by consultants Charles Lamb and Jeff Janz. The goal of this review was to understand the strengths and limitations of the department, gather recommendations for improvement, prepare for transition and change, and leverage the strengths of the department. Upon assessing the external review, the Leadership Team identified the following goals for the future:

- Re-think hall director position description and role – re-brand
- Establish a housekeeper appreciation
- Develop a vision for the residence hall desks
- How do we receive student voice/re-think Student Embassy
- Process/Procedure Clarification
- Leadership team cross-training (succession & vacation)

Securing Lobby Doors

As residence life professionals, we take student safety very seriously. We also want to create a welcoming environment for all students to create community and get to know new people at UWL. As a result, for many years, the front doors of our residence halls have been open during the day allowing people to come and go and visit one another from across campus. Unfortunately, times have changed and events happening across our nation required us to evaluate the safety of our campus. Of all the things we do to support students, safety is of the utmost importance to us. As a result, we made the decision to lock our lobby doors and students will now use their student I.D. to access the lobby doors 24 hours a day. We know students enjoy the convenience of accessing these doors without their I.D.s but this change will improve the safety and security of our residence halls. We communicated this change to:

- Students
- Campus Partners
- Parents
- Residence Life Staff
- Campus Vendors

Covid-19 Response

Much of the focus of the department in spring semester was responding to the Covid-19 pandemic. To ensure the safety of our students we did the following:

- Created a new move-out process that allowed us to complete checkouts for the majority of our students the week of March 19-24. Students were able to safely leave campus with support of their families while physical distancing and following CDC guidelines.
- Established a health screening process for students who self-identified as sick. We housed one student in quarantine housing in O. White Hall during this time.
- Conducted travel screenings for students who traveled to hot spots over spring break. These students were in isolation housing in Reuter Hall and we conducted meal deliveries for the necessary 14 days.
- Consolidated the 80 remaining students who stayed on campus to Reuter Hall.
- Developed a fall reopening plan for all areas of our department that is responsive to university plans and CDC guidelines.

- Coordinated with the Business Services and Cashier's Office to process over 3 million dollars in student housing refunds.
- Collaborated with University Communications Office in the development of student communications and the posting of web content related to Covid-19 response.

OPERATIONS

2019-20 was a year of transitions and COVID-19. This report will summarize selected accomplishments, issues, and initiatives within the operations area. The Office of Residence Life operational effectiveness is a departmental effort lead by the Operations Team consisting of Carol Beckerjeck, Michelle Edge, Victoria Carlson, Tony Hansen, and Troy Richter. This year, Shane Springer, Drake Hall Director joined us as a special assignment. The Operations Team and the office are under the direction of Troy Richter.

Occupancy Management

Accomplishments

- 1,068 returning students self-selected their housing assignment for the 2020-21 academic year as part of the fall 2019 housing assignment process. This is up 172 students over last year.
- 2,496 students formed a total of 1,235 unique roommate groups within the UWL housing portal for the 2020-21 housing assignment process.
- One of the newest additions to the group of automated messaging systems set up within the StarRez database is a Booking Cancellation Notice. This notification is triggered when a student's future room assignment is cancelled. This is a common occurrence, related either to a room change or application cancellation. Once the notice is triggered, a message is sent out to any student who was assigned to live in the same room as the student whose assignment was cancelled. While this may seem like a standard notification, the mechanics of setting the system to identify the correct students to message are complex. With our high application cancellation rate for returning students, having this notification in place allows students to stay informed about their roommate situation.
- We have implemented more automated messaging related to student charges for room or hall damages. This has made the process of assessing charges to students much simpler and has improved communications between students and Residence Life staff, especially related to the appeal of charges.
- Created an updated residence hall change data subscriptions that helps with room changes.
- The Laux Hall pre-renovation process went well 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 the fall semester.
- All residence halls remained open over winter break, allowing students to stay on campus. This process will be continued for the 2020-21 winter break, and students will be charged a flat fee for break housing.
- With the residence hall door access schedule being changed for the spring semester, processes related to student room changes between residence halls were significantly impacted. The new process used for spring 2020 involves providing students temporary access through CBORD to their newly assigned hall until the student completes the check-out process for their old room. The card access is monitored and audited closely to ensure that students are completing room changes in a timely manner.

Highlighted Figures

- 1,235 unique Roommate Groups formed for room assignments
- 2,496 students joined roommate groups
- 1,068 returning students selected their own room
- 3,903 applications processed as of last day of classes
- 3,792 housing deposit payments processed via PortalX

Issues

- The close of O. White Hall mid-year, as with the closure of Laux Hall the year prior, caused many challenges for the occupancy management team. Due to limited availability of spaces across campus, we were unable to identify rooms for all O. White Hall residents by the end of the fall semester. Some students did not move out of O. White Hall until the end of winter break. Some students were required to move into extended housing spaces. Due to this process' reliance on spaces coming available at the end of the fall semester, along with the consolidation of student rooms, there is no way to control what options become available. It becomes very difficult to meet student requests for housing.
- The spring 2020 housing application was also negatively impacted by the O. White Hall closure. Losing 200 beds on campus mid-year creates a housing shortage. Because the assumed occupancy is dependent on students' cancelling, it is difficult to know how many new student applications can be accepted for the spring semester. As in years past, new spring transfer students were put on a housing wait list. While we were able to eventually contact all students from the wait list, some were not contacted until the week prior to spring classes starting. Many transfer students were transferring to UWL in the middle of their freshmen year of college and strongly preferred to live on campus.
- 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 housing application and room selection process took place in the fall of 2019. This was the third year with the same timeline for returning students and once again the returning student housing application rates were high. Data from the application and cancellation processes suggest that many returning students sign-up for campus housing in the fall semester, but end up finding off-campus housing sometime in the winter or early spring.

Initiatives for 2020-21

- The expansion of marketing materials for the Gender Inclusive Housing (GIH) options in the residence halls is one initiative for the upcoming year. Improved descriptive text and a video about the purpose of GIH will hopefully help new and returning students have a better understanding if Gender Inclusive Housing is the right choice for them.
- With no mid-year renovation planned for the 2020-21 academic year, we hope to move the returning student housing application and room selection process to January through March 2021 timeline. This should increase the access of the application process to students joining UWL mid-year. It will also allow for additional lead time for marketing the application process.

Outreach

Accomplishments

- Marketing materials for Residence Life have been updated during the spring semester. The new content includes more information about the different room types on campus, focusing more on the available style options instead of emphasizing each individual residence hall.

- Regular meetings with the Admissions Office leadership team continued throughout the year. This partnership has been critical for information sharing and ensuring great collaboration around first-year student housing.
- The StarRez email scheduler platform was utilized this year to send out follow-up emails to students who indicated a potential need for a housing accommodation in their housing application. Messaging was designed in collaboration with the UWL ACCESS Center, with the goal of encouraging students to contact the ACCESS Center as soon as possible to begin the approval process for an accommodation. So far this process has improved the flow of student communication regarding accommodation requests.
- The 2020-21 housing application was launched in mid-August 2019. The early updating of application content, support materials, and other application features required advanced planning in order to have this application released at such an early date.
- The roommate selection process, located in the housing portal alongside the housing application, was not opened to new students until January 2020. This was a change from previous years. The change was made in consultation with the Admissions team and was partially informed by student feedback as well.
- Aside from numerous email campaigns throughout the year related to the application and assignment process, an additional feature was added to the housing portal which allowed students to check their room assignment and roommates for the 2020-21 academic year at any time. This was a different approach for communicating our assignment information.
- A new FAQ section of the housing portal was created to provide additional support materials to students completing the housing application. The FAQ features a variety of sections on specific topics, and includes content for both new and returning UWL students. This feature was added as an effort to provide more advanced information to students in an out-of-the-way, but accessible location. It has resulted in less emails related to parts of the housing application process.
- The Residence Life website has been improved over the past year. Parts of the website have been consolidated or reorganized in order to better cater to the needs of students and families. In response to COVID-19 and the limitations of campus tours, a new web page was created which focuses on the different styles and layouts of residence hall rooms. This page has been added as a link in the standard room assignment notification email, and will help students learn more easily about their assigned residence hall.
- A new series of YouTube videos titled “Residence Life 101” was created by Hall Directors to help students learn more about the campus housing experience in a fun and engaging way. Videos provide insight into what comes with a residence hall room, what is the role of a Hall Director, and employment opportunities.

Challenges

- With housing application cycles that overlap, with the following year cycle beginning before the current year cycle is completed, the challenge of communications overlap is rising. We understand that too many emails to students will lead to a lower read or response rate for messages. As some students may apply for housing 12 months in advance and others many only apply weeks in advance, we are continuing to work on ensuring that students in all situations receive the same information and remain informed and engaged in the campus housing experience.

Initiatives

- In the coming year we have identified the need to gather updated images of our residence halls.
- Create additional interactive content for our website.
- Continue to expand support content for application and assignment process.

- 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 2.75% has been approved by the Board of Regents for 2020-21 to continue to fund proposed renovations of our 8 traditional halls.
- Paid out \$3.15M in housing refunds due to COVID-19. Received \$1.38M in CARES Act support.
- Projected to end FY 20 with an operating net that will be used for residence hall renovations.
- Provided WISDM access to Leadership Team members for use in monitoring their budgets.
- Continued to work with the Leadership Team to better understand the ORL budget and set departmental priorities for funding.
- Completed monthly audits of all accounts.
- Provided quarterly budget updates to encourage effective use of allocated budgets.
- Due to low interest rates, our bonds were refinanced and reduced our debt service.
- Paid off Chiller and Switchgear projects. Excess bonding from these two projects are being applied to upcoming Laux and O. White projects.
- Successfully worked with Jason Steiner, our Budget Office Analyst. He was instrumental in helping to respond to the COVID-19 financial issues.

Issues

- COVID-19 refunds resulted in a loss of \$1.76M in room revenue.
- COVID-19 impact on loss of revenue from pizza sales, laundry commissions, vending commissions, WIAA State Track Meet, conferences, and summer residents will be approximately \$230K.
- O. White Hall renovation project delayed for one year. Several issues prior to COVID-19 hampered this project. Better communication/cooperation is necessary with Facilities, Planning and Management (FPM).
- The delay of the Sanford project, originally scheduled for January 2021, means that we will not need to send \$1.5M to DOA in FY21.
- Laux Hall Phase II project delayed for one year due to COVID-19.
- Denied approval for a new residence hall and proposed larger renovations (including elevators) leads to difficulty in budget preparation and occupancy planning. The politics of the Legislature and State Building Commission has created chaos with our plans and our ability to properly serve student needs.
- Conducted a review of the Service Level Agreement with Facilities, Planning, and Management. Additional review is needed to analyze the costs and service associated with this agreement.
- Need to encourage a full use of resources allocated to individual budgets.

Initiatives for 2020-21

- Actively respond to budget issues related to COVID-19 and create a new schedule for renovations.
- Evaluate operational practices and policies to effectively respond to COVID-19 issues.

- Examine operational practices and policies to determine any existing barriers for students and create updated practices and policies that effectively remove the barriers for student success.
- Utilize the monthly projection report to forecast future revenue and expenses.
- Work with Leadership Team to prioritize budget planning, especially as it relates to renovations.

Conferences

Accomplishments

- Hired Victoria Carlson as Coordinator of High Impact Practices and Conferences. She started in July 2019 and was able to see the end of our conference season.
- Established a summer operations committee, which met bi-weekly to plan ahead for our summer housing season.
- Evaluated and improved our summer hiring timeline and process.
- Updated our [Conference Housing](#) website, and established more streamline process for conference housing requests.

Issues

- Due to COVID-19 all conference activity for summer 2020 was cancelled. This included the WIAA State Track Meet.
- No hiring took place for summer 2020, as all conference operations were cancelled.
- Limited number of applicants for Summer Assistant position - Summer 2019
- Limited interest in increasing summer residential conferences across campus.
- Turnover in Extended Learning.
- We released 8 of our 10 Summer Assistants in June 2019. Luckily, we found students to fill positions, but the overall training, communication, and supervision was lacking.

Initiatives for 2020-21

- Reestablish connection with conference clients, after a summer of no services offered.
- Continued improvement of training and processes for our summer assistant position.
- Evaluate the Strategic planning related to conference season and the changes and delays in renovation projects.

CUSTODIAL AND FACILITIES

Doug Kuenn oversees the custodial and facilities area for Residence Life with the support of Jonathan Henry and LEAD Workers, Bob Maier and Karri Muellenberg. 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 Facilities, Planning and Management (FPM) on the maintenance and upkeep of our halls.

Custodial

Accomplishments

- No new turnover in staff since March 18, 2019
- Karri and Bob are settling into new roles as Lead Custodians
- Assistant Housekeeper turnover was low
- New uniforms policy was implemented. Uniforms ordered, received and distributed.
- Full-time Custodial staff completed training in:
 - Heat Illness Prevention

- Coronavirus Awareness
- Back Injury and lifting
- Active Shooter: Run, Hide Fight
- Ladder Safety
- Bloodborne Pathogens
- Summer Student Help recruitment:
- Interviewed 20 students
- Hired 6 students, due to Covid-19
- Summer Student Staff training included:
- Expectations around clothing, shoes, earbuds and cellphones
- Bloodborne Pathogens
- Equipment usage
- Proper lifting techniques
- Accident reporting
- Evacuated 3,400+ students from 10 buildings due to Covid-19 with no reported injuries

Issues

- Getting into bathroom continues to be a challenge, due to students using the facilities
- It continues to be a struggle to find summer student employees due to low pay
- Snow removal continues to be a challenge. Student crews are unreliable in the evenings and on weekends, which further taxes our fulltime custodial staff.
- Working to retain present Housekeeper crew

Initiatives

- Working to retain present crew of Housekeepers. They are a strong group.
- Develop diversity and inclusion training
- Maintain cleanliness and quality of our residence halls
- Adapt practices as need to respond to Covid-19 on campus

Facilities

Accomplishments

- Doug Kuenn retired in June 2020, after serving the students and staff in Residence Life for 20 years. His care, fiscal responsibility, and expertise will be a significant loss to the facilities area of our department. Jonathan Henry has been named Interim Coordinator of Facilities and will take on significant responsibilities in addition to his work as Custodial Supervisor.
- FY20 finally saw the completion of the first of 8 planned renovations of our 1960s low rise residence halls. Laux Hall reopened in August 2019 after being closed in December 2018. This was an All Agency Project and was kept below the \$3M threshold. The project consisted of a new fire alarm system, fire suppression sprinkler system, upgraded electrical system, renovated bathrooms, an addition of 4 ADA compliant, single use bathrooms, and new data wiring. There were some issues with sprinkler pipes leaking and some wrong programming with the fire alarm system, but overall the project was a success. Phase II (carpet, painting, and new furniture) of the renovation was planned for summer 2020, but was cancelled due to COVID-19. This project is tentatively rescheduled for summer 2021. The current estimate is approximately \$1.2M.
- Fire alarm systems were replaced in Coate and Hutch Halls during summer 2019. Several programming problems caused issues into the school year.

- Planning for the renovation of O. White Hall commenced. Project was scheduled to start in January 2020. Due to some contract and planning issues, the project was delayed. Then COVID-19 happened and the project was shut down. Tentative planning has this project delayed until January 2022.
- The renovation of the O. White Hall Director apartment commenced. We had desired to get the project started in October/November. We received approval to use Reserve Funds for this project, but unfortunately the project got delayed into February. The renovation includes a complete remodel of the kitchen and bathroom, expansion into room 122 (making this a 2 bedroom apartment), adding laundry facilities, and new flooring. The renovation is approximately \$100K.
- The Sanford Hall renovation project that was scheduled for spring 2021 has been delayed due to COVID-19.
- Developed a process to review the Service Level Agreement (SLA) between FPM and Residence Life. Did a mid-year review with the Facilities team and a year-end review which included Residence Life, FPM, the Vice Chancellor for Administration and Finance and the Vice Chancellor for Student Affairs. This is the first time a review has been conducted in the three years of the agreement's existence.
- The following projects were completed:

AN	Replace Smoke Detectors
AN	Replace 6 Unit Ventilators (58 total, 14 in 2017, 17 for 2018, 6 for 2019, 21 remaining)
AN	Repair 3 air handlers controls NAMI
AN	Insulate the AHD Apartment Kitchen Pipes (froze up)
CO	Insulate the AHD Apartment Kitchen Pipes (froze up)
EA	Install Grab Bars in 4 Handicapp Bathroom Showers
EA	Shower Stall Replacement/Repair
HU	Insulate the AHD Apartment Kitchen Pipes (froze up)
HU	Insulate the HD Apartment Kitchen Pipes (froze up)
HU	Air Handler Control/Damper Upgrade
LA	Room Steam Trap Replacement (FOE) + Abatement
LA	Install microwave above Stove
LA	Replace track lighting with new lights
RE	Appliance Replacement in Student Suites
RE	Patch/Paint Shower Rooms
RE	Patch/Paint 4th floor
SA	Install Modulating Steam Zone Controls
SA	HD Office Remodel
WH	Controls Upgrade from pneumatic to Digital on AHU 1
WH	Replace HD AC unit
All Halls	Student Room Refrigerators (100 @ \$150 each)
All Halls	Patch/Paint Touch-ups

Issues

- Continued issues with communication with FPM. Improvement is needed. Strongly recommend meetings with both the facilities and planning staff in order to improve communication, knowledge, and planning.
- Maintenance costs continue to increase.
- Need to develop a comprehensive plan for creating project list and prioritizing projects.

- Lack of approval of enumerated funding for renovations stops the ability to add elevators to our traditional halls. This lack of accessibility is concerning and needs to be addressed.
- Cost of Phase II renovations is much higher than anticipated.
- Budget issues due to COVID-19 will impact our ability to renovate our halls
- Hiring Assistant Housekeepers was challenging this year.

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 were completed.
- Students were surveyed about the Laux Hall mid-year closing process from last year to inform changes which influenced changes to the O. White closing process which occurred this year.
- The O. White closing process was completed with a 3-phase plan to better meet students' needs and to allow for better management of housing occupancy.
- The O. White Hall Director apartment renovations are in process moving the department closer to their goal of offering 2 bedroom apartments to the Hall Directors.

Issues

- The O. White Hall renovation was delayed by a few months, which was frustrating due to the mid-year disruption of students. We had hoped that after experiencing the Laux Hall delay issues that O. White would have been on schedule.
- Due to Covid-19, the renovation of O. White Phase I and Laux Hall Phase II were put on hold. This required FPM to return all of the furniture and fixtures back into the building after everything had been removed.
- Communication from Facilities, Planning and Management regarding renovations needs to be improved. Residence Life needs to be at the table for all renovation discussions.

Initiatives

- New, more modern looking furniture was selected for the Laux Hall Phase II renovation plan. Unfortunately this purchase has been put on hold due to COVID-19.

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, Senior Staff)

Accomplishments

- Strong candidate pool from which to select outstanding staff
 - Staff Selection numbers for 20-21 academic year

- 257 total completed applications (113 positions available)
 - 199 completed new applications
 - 58 completed returner applications
- 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.
 - 3rd 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

- For the first year ever we did not have enough interest in the Senior Staff position (8 positions). We will spend the next year assessing the future of this position.

Initiatives

- We have moved the SEED position to be full staff members. SEED RAs have been successfully hired for the 2020-21 academic year.
- Adjusted Student Staff selection process to be more inclusive.
- First year doing a daylong team building retreat instead of Student Staff camp with success.
- Using shared staff meeting times for Student Staff development.

Hall Director Staff (AHD, HD)

Accomplishments

- 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.
 - Support for professional development and conference attendance with HDs/AHDs continues to be strong:
 - Kyleah Bell and Jamie Capetillo attended ACPA.
 - Reg Hawkins attended the ACPA Assessment Institute with campus partners
 - Megan Pierce, Reg Hawkins and Jonny Redaelly Flores attended the UW State Conduct Officers meeting.
 - Most of the professional staff team attended UMR-ACUHO in St. Paul.
 - Many of the professional staff team attended the Midwest Culturally Inclusive Conference in Platteville, WI.
 - Rachel Ross-Farmer and Hannah Amann are on committees for UMR-ACUHO.
 - Rachel Ross-Farmer and Shane Springer were going to ACUHO-I before the conference was cancelled.
 - Hannah Amann was selected for RELI: Regional Entry Level Institute.
 - Jonny Redaelly Flores received an Academic Staff Council grant to attend the National Conference on Race and Ethnicity. Conference was cancelled.

- Shane Springer, Jalon Falconer, Kate Slisz, and Jonny Redaelly Flores attended MBLGTACC: Midwest Bisexual Lesbian Gay Transgender Asexual College Conference.
- Jamie Capetillo and Megan Pierce attended WCPA: Wisconsin College Personnel Association.
- Megan Pierce, Shane Springer and Reg Hawkins are enrolled in an ACUHO-I online course "Supervising Full Time Staff."
- Jonny Redaelly Flores was a Cluster Leader at Leadershape.
- Committees allow professional staff to collaborate, problem solve and build quality programs and services.
 - Onboarding and Training:
 - Rachel Ross-Farmer (Chair), Hannah Amann, Elle Larsen, Tori Carlson
 - Implemented developments during the shared staff meeting time
 - Refined and created the fall student staff training schedule
 - Collaborated with SJI for trainings
 - Further developed an intentional Canvas course for students prior to face-to-face training.
 - Social Justice and Inclusion:
 - Jamie Capetillo, Kate Slisz, Kyleah Bell, Matt Evensen, Maddie Slayton, DeVonte Kuykendall, Cynthia Vang, Jessie Solberg, Madison Schutze, Erin Bowden, Caitlyn Leahy, Amber West, Davaria Dunson, K.C. Cayo
 - Affinity Spaces were created: Women of Color, LGBTQ, Students of Color
 - Collaborated with SEED advisors and Student Staff selection to craft and implement SEED RA initiative
 - Social justice training assessment completed and will inform Summer/Fall 2020 training topics.
 - Creation of an equity and inclusion statement outlining three main areas of focus: Climate, People, and Staffing Practices
 - Student Staff Selection:
 - Jalon Falconer, Mitch Berry, Kate Slisz, Hannah Amann, Jonny Redaelly Flores, Tony Hansen
 - See above for more information
 - Facilities:
 - Doug Kuenn, Jonathan Henry, Shane Springer, Reg Hawkins
 - Special Assignment:
 - Shane Springer sitting on the Operations Team

Issues

- Our attempt at a Social Justice Institute in August did not go well and created a rift in the relationships within the department that continue to exist.
- With so many new Hall Directors, there were many instances of "learning on the job" which created frustration and division.
- Hall Director selection was not able to have an on-campus interview, however, we were able to secure 2 extremely qualified Hall Directors for next year and 1 fantastic Assistant Hall Director.
- We currently have 1 vacant Hall Director position, which we are waiting to learn if we can fill.
- The external review process created a lot of anxiety and uneasiness among the live-in staff group.

Initiatives

- Refocusing on Hall Director onboarding for effectiveness for today's generation of entry level staff.

- Shift in how we think about professional development travel opportunities to offer high ticket conferences to first year hall directors.

Awards and Recognition

- Hannah Amann received the UMR-ACUHO Conference Top Five Program Award
- Hannah Amann received the UMR-ACUHO Award Best New Presenter
- Ky Bell was nominated and received the UMR-ACUHO Graduate Student Social Justice Action Award
- Michelle Edge was nominated and received the UMR-ACUHO Support Staff Award
- Reg Hawkins received recognition from Black Student Unity for his support of students of color at UWL

COMMUNITY DEVELOPMENT

Community is at the core of what we do. While our community development efforts go far beyond the programs outlined below, these efforts here are among our best. Efforts toward developing more High Impact Practices were expanded this year with the new Coordinator position. 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 Student Embassy

Accomplishments

- Refocused the mission of the Student Embassy to centering the student voice.

Challenges

- This was another transition year for the Student Embassy. The 5 Ambassadors were very difficult to respond to any communication and often did not attend meetings or were not willing to reschedule other things to create a shared meeting time.
- While the Embassy had picked 4 projects to work on (that would have been awesome if completed) the shortened year did not allow for any of them to come to fruition.

Initiatives

- The Embassy did not meet its primary goal of obtaining student voice. We are developing a Director's Council that will place renewed focus in this area.
- We have connected with student association who is on board and will be gaining additional feedback June 2020 from other student leaders.
- We will market the new format with student staff during fall training, and develop a marketing plan for the rest of our on-campus students.

Student Conduct

Accomplishments

- Using Maxient Software for the first time provided a steep learning curve as we were not able to train users prior to the start of the year, but are now in a better, more user-friendly place.
- Lisa Weston and Patrick Heise participated on CARE Team. A few significant residence hall student issues were addressed throughout the year.
- Shifted our window posting policy in the interest of fire safety.

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

- The Alcohol Task Force has made recommendations and Residence Life will need to be a part of implementation.

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.



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*.

MVP (Multi-Cultural Validation Program)

Accomplishments

- We experienced no turnover or academic issues with our 4 mentors and 9 mentees throughout the year.
- We continue to have a high level of interest in the program. This year, we had 19 applications for students to become a mentor and 28 for mentees.
- We value our connection and collaboration with the Office of Multicultural Student Services in facilitating this program.

Challenges

- Turnover in OMSS advising of the program continues to be a hurdle for us. It has been difficult to innovate the program.
- 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

- Develop a more thorough assessment of the program so we can ensure that we make changes based on data.
- Examine how this community fits in with our living learning communities, and explore the possibility of expanding its reach and impact.

SEEDs (*Students Education and Embracing Diversity*)

Accomplishments

- Collaborated with Paula Myatt to develop a consistent assessment tool for the SEED program
- Continued relationship building between Campus Climate and Residence Life with the SEED program.
- Co-developed the SEED RA position description, application process, and selection in collaboration with the Student Staff Selection Committee and the Social Justice and Inclusion Committee.
- Our students are amazing, adaptable, flexible, and intentional with how they navigated a difficult, COVID-shortened year.

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 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. Can we explore a curricular approach?

Initiatives

- Provide needed support for SEEDs as they become full student staff members in each hall.
- Explore an integrated curricular model where we ask SEEDs to facilitate established activities.
- Work with live-in staff and leadership team to provide the support they need for SEED RAs to thrive.

HIGH IMPACT PRACTICES

Accomplishments

- Hired Victoria Carlson as the Coordinator for High Impact Practices on July 22
- Updated the Fall 2020 Housing Application to better streamline the LLC application process
- Attended the ACUHO-I Academic Initiatives Conference and worked to incorporate more learned best practices
- Developed learning outcomes for all current and future LLCs
- Successful launch of the Health Professions Community
- Improved the Student Staff selection process to ensure that student staff were appropriately matched to LLC communities

- Shared the vision of the LLC program with campus partners through presentations to the Chancellor's Cabinet, the Dean's Council, and Student Affairs Directors, as well as the Department chairs in CASSH
- Started planning groups to bring back the Global Connections Community (Formerly Global Village)
- Started planning for a Women in STEM Community launch for fall 2021
- Updated the Fall 2020 Housing Application

Challenges

- Covid-19 had disruptions for programming and budget plans. Students' experiences were cut short as most students left campus.
- We have varying levels of commitment from campus partners connected to each of our communities. Some have a really strong sense of identity and purpose, others are still finding their rhythm.
- Due to the July start date of Tori's position, LLCs were not represented in staff training towards the beginning of the year.
- 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 about GLBT+ and underrepresented student LLC. We are wondering if LLCs is the best high impact practice to pursue with these communities.

Initiatives

- Implement a stronger training plan for HDs, and student staff around LLC work.
- Continue to adapt and develop programming initiatives, especially as we work to include digital methods for our programming and interactions.
- Continue to develop the purpose of the transfer community and assess what the needs of the students are and how we can best serve them.
- Make sure that the changes with the CDM work smoothly and seamlessly in our LLC communities.
- Have developed a relationship with Jo Arney and plan to continue to partner with her for first and second year academic initiatives.
- Provide needed support for SEEDs as they become full student staff members in each hall.

ASSESSMENT (Skyfactor)

Each year UW-La Crosse 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.

Strengths

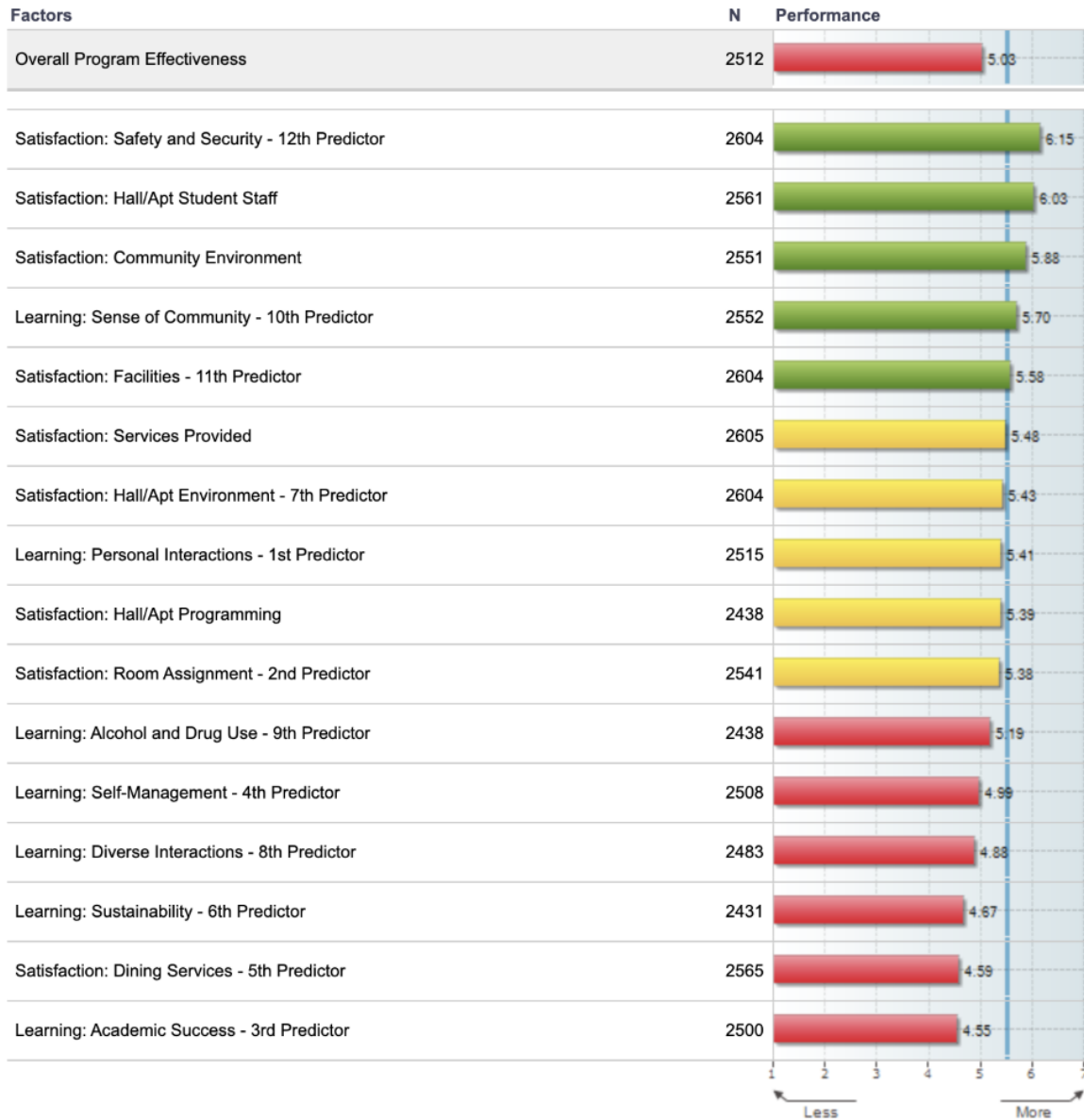
- Skyfactor Assessment launched November 10-21, with an 82.5% response rate
- Skyfactor data was collected for and shared with campus dining, student life, counseling and testing, student health services, and student wellness coordinator
- We continued our trend of scoring very high in the areas of safety and security, satisfaction with hall staff, and sense of community

Challenges

- Skyfactor indicates a continued need for growth in the areas of academic success.
- Due to maintaining our high levels of occupancy and the consolidation of O. White students for a planned renovation we continue to see students being less satisfied with our room change process and room assignment process.

Initiatives

- Due to COVID-19 and budget adjustments aligning with the end of our current agreement with Skyfactor, it is likely we will not complete the Skyfactor assessment in 2020-21. It will be important to consider what we are doing to still assess the student experience.



Overall Program Effectiveness Factors	Impact on Overall Program Effectiveness	Contribution to the Total Impact	Factor Performance	Recommendation Category
High Impact Factors				
Learning: Personal Interactions	1st Predictor	13.9%	Below Goal ▼ (5.41)	Top Priority
Satisfaction: Room Assignment	2nd Predictor	10.8%	Below Goal ▼ (5.38)	Top Priority
Learning: Academic Success	3rd Predictor	10.6%	Below Goal ▼ (4.55)	Top Priority
Learning: Self-Management	4th Predictor	7.7%	Below Goal ▼ (5.00)	Top Priority
No/Low Impact Factors				
Satisfaction: Dining Services	5th Predictor	5.0%	Below Goal ▼ (4.59)	Monitor
Learning: Sustainability	6th Predictor	4.7%	Below Goal ▼ (4.67)	Monitor
Satisfaction: Hall/Apt Environment	7th Predictor	3.9%	Below Goal ▼ (5.43)	Monitor
Learning: Diverse Interactions	8th Predictor	3.6%	Below Goal ▼ (4.88)	Monitor
Learning: Alcohol and Drug Use	9th Predictor	3.1%	Below Goal ▼ (5.19)	Monitor
Learning: Sense of Community	10th Predictor	2.6%	Above Goal ▲ (5.70)	Maintain
Satisfaction: Facilities	11th Predictor	2.2%	Above Goal ▲ (5.58)	Maintain
Satisfaction: Safety and Security	12th Predictor	2.2%	Above Goal ▲ (6.15)	Maintain
Satisfaction: Hall/Apt Student Staff	Non Predictor	0.0%	Above Goal ▲ (6.03)	Maintain
Satisfaction: Services Provided	Non Predictor	0.0%	Below Goal ▼ (5.48)	Monitor
Satisfaction: Hall/Apt Programming	Non Predictor	0.0%	Below Goal ▼ (5.39)	Monitor
Satisfaction: Community Environment	Non Predictor	0.0%	Above Goal ▲ (5.88)	Maintain

Drivers of Overall Satisfaction: There are two crucial elements for identifying where to invest your time, energy and resources to improve Overall Satisfaction.

1. Level of Satisfaction: The lower the level of satisfaction the greater the opportunity to make improvements.
2. Impact on Overall Satisfaction: The level of impact of a factor on Overall Satisfaction is the degree to which the factor, if improved, will improve Overall Satisfaction. High impact factors, if improved, will do the most to improve Overall Satisfaction.

How to Improve Overall Satisfaction: The most efficient and effective way to improve Overall Satisfaction is to focus on improving the factors with the greatest impact and the lowest performance. These factors are listed below in the Top Priority box.