Salisbury University
Office of Student Affairs
Housing and Residence Life
August 1st, 2022

TABLE OF CONTENTS

CONTENT	PAGE
Executive Summary ▪	3
Section I: Department Overview ▪	4
Section II: Service Delivery ▪	**5**
Section III: Budget Allocations, Expenditures, and Revenue Generation ▪	**6**
Section IV: Collaborations and Partnerships (Internal and External) ▪	**7**
Section V: A Summary of Achievements Related to Student Affairs Strategic Plan ▪	*8*
Section VI: A Summary of Achievements Related to University Strategic Plan ▪	*10*
Section VII: Measuring Up: Research, Assessment, and Evaluation ▪	12
Section VIII: Strategic Plan-Related Goals for 2020 – 2021 (*Note: Base goals on University's new 2020-2025 strategic plan***)** ▪	*14*

EXECUTIVE SUMMARY

Housing and Residence Life continues to be an integral part of the Student Affairs Division at Salisbury University.

The Office of Housing and Residence Life's mission is to foster an inclusive community which inspires lifelong learning, responsible living and academic success. Through our mission, Housing and Residence Life cultivates an atmosphere which supports a student's identity development, self-empowerment, intellectual pursuit, celebration of diversity, interpersonal skills, and meaningful connections. Approximately 2,300 spaces are provided for undergraduate students.

We continue to collaborate with many other departments on campus. Some of the offices we partner with include The Dean of Students Office, The Office of Institutional Equity, The Counseling Center, University Police, Academic Affairs, Disability Resource Center, and the Orientation Office.

Housing and Residence Life also values diversity. We feel strongly that this is a priority for the department. We have so many students from various backgrounds, and it is extremely important to have a diverse staff that represents those various backgrounds.

Because of this, we try to reflect that diversity in the staff that we hire. Amongst our Building Director staff, 6 of the 12 staff came from an underrepresented group. This breaks down that 3 of our 8 Resident Directors, and 3 of our 4 Area Director staff were from an underrepresented group. We also had 24 of our 59 Resident Assistant Staff from an underrepresented group. This is an area of pride for the department.

Section I: Department Overview

Vision: Through our mission, Housing and Residence Life cultivates an atmosphere which supports a student's identity development, self-empowerment, intellectual pursuit, celebration of diversity, interpersonal skills, as well as helps them to make meaningful connections.

Mission: Housing and Residence Life fosters an inclusive community which inspires lifelong learning, responsible living and academic success.

Goals

1. Continued focus on diversity and inclusion programming. Given PWI consider creating initiatives to educate students regarding white privilege and anti-racism. This would include both students, as well as staff. With staff, it is more focused on professional development. ONGOING

2. Research new assignment/communication/data software, as well as Residential Education software. We started the process, but please see below as it is ongoing.

3. Begin to replace current individual door locking system in the halls. We completed new front door access with SALTO. Installed and completed Choptank and Nanticoke Hall. We also participated in the planning on the completion of St. Martins and Sea Gull Village.

4. Update policies and procedures where needed. We updated policies for fire evacuation plans. We did this in partnership with the DRC and Environmental Safety Office.

5. Cross train staff in operations, as well as other functional areas. This is an ongoing initiative.

6. Implement inventory replacement plan. We started this, however the success of this plan is contingent on finances.

7. Update office technologies. Some examples are cameras, phones, update older computer screens and as well as computers. This is an ongoing goal.

Scope of Practice – Services Provided
Educational Programming
Transition to college living
Housing Assignments
Room change assistance
Roommate mediations
Customer Service
Help with maintenance and housekeeping concerns
24 Hour on-call coverage
Inter-departmental support (Dining services, conference services…)
Staff Development

Student Learning Outcomes: Our program model is based on Learning Reconsidered. This is a publication developed by ACPA, ACUHO-I, ACUI, NACA, NACADA, NASPA and NIRSA focusing on the learning that is happening outside the classroom. They have 6 broad categories, and they are further broken down into 28 sub-categories. A list is in our Appendix.

For the next few years we plan to focus on two which include "Humanitarianism and Civic Engagement", and "Intrapersonal Development".

The sub categories for Humanitarianism and Civic Engagement are:
Understanding and appreciation of cultural and human differences
Global perspective
Social responsibility
Sense of civic engagement

The sub categories for Intrapersonal Development are:
Realistic self-appraisal, self-understanding, and self-respect
Identity development
Commitment to ethics and integrity
Spiritual awareness

Section II: Service Delivery

Students Served (July 1 – June 30 time period)
Enter "N/A" if data are not available for this reporting period.

Undergraduates	Outcomes
Total unique number served (do not include repeat visits)	
Total number of "visits" (includes repeat visits)	
Total number of service contact hours across all service types	
Graduates	**Outcomes**
Total unique number served (do not include repeat visits)	
Total number of "visits" (includes repeat visits)	
Total number of service contact hours across all service types	
Overall	**Outcome**
Total unique number of undergraduates and graduate students served	

Comments:

Examples of Major Events, Services, Activities, and Initiatives[1]

Examples of Major Events, Services, Activities, Initiatives	Target Audience	Number(s) Served	Cost Per Participant[2]
Example: Annual First-Generation Conference.	*First generation students and their faculty mentors*	▪ *75 students* ▪ *60 faculty mentors* ▪ *12 guests[3]*	▪ *$22.72*
Pride Week	Students		$76.50
Dogwood Village Kids Night	Children from the community	100 children of Faculty and Staff	$2.50
Chesapeake Housing Mission Ramp Build -	Local family in need of help getting in and out of their home	3 Ramp builds and had 36 staff members help.	

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[1] Contact the Associate Vice President for assistance in completing this section if needed.
[2] Use this formula to determine cost per participant (CPP) for every person attending: Cost of Event / Attendees.
[3] This could include family, friends, faculty, and staff.

LLC Parent Family Weekend Breakfast	LLC Students and their parents		
Coffee with a Cop	Students	83 Students	$0.48
Campus Safety Week	Students	36	$2.85
Gull Games.	Students		
Take Back the Night	Students, faculty, community members		

Section III: Budget Allocations, Expenditures, and Revenue Generation

July 1, 2021 – June 30, 2022 Allocations

Budget Category	Allocation
01	533,583
02	495,041.52
03	1,265,134
Total	2,293,758.52

July 1, 2021 – June 30, 2022 Expenditures

Budget Category	Expenditures
01	516,597.67
02	400,517.13
03	1,228,534.71
Total	2,145,649.51

July 1, 2021 – June 30, 2022 Revenue Generated

Initiatives or Purposes	Revenue Generated
Example: Student Success Grant from Foundation to purchase new laptops as loaners to low-income freshmen.	$12,250.00
Fall/Spring	14,258,108.67
Summer Housing	4,973.67
Winter housing	2,000
Summer conferences	6,422
Total	14,271,504.34

HRL budget was cut to the bone entering the fiscal year. Eliminating replacement purchases scheduled in a five-year rotation intended to improve the quality of life of residents. We were able to make some purchases after COVID move out. We cut back the hours of the student staff for SGS (desk attendant) and the summer crew. We barely completed our summer project list prior to fall opening.
HRL budget is substantial, however approximately 85% of the departmental budget is pay for staffing the halls, training/meal expenditures and third contract fixed costs (i.e. cable, laundry). Decreasing budget will begin to impact the quality of the living experience as furniture/mattresses need replacing. This may

not play well with the incoming students as cost to live on campus increases while the quality of the amenities decreases.

The COVID shutdown translated to an approximate $400,000 financial surplus. $198,000 of that was credited to our account in April to reimburse for housing and meal costs paid to HRL staff.

Section IV: Collaborations and Partnerships (Internal and External)[4]

Examples of Collaborations and Partnerships	Outcomes and Impact
Example: County Public Schools Guidance Counselors	Resource materials for helping high school students and families discuss mental health before college.
OIE, Environmental Safety, Dean of Students Office, CDO, Counseling Center, DRC	Help to train our RD staff for the upcoming year.
OIE, Environmental Safety, Dean of Students Office, CDO, DRC, University Police, Counseling Center, Student Activities, UP	Help to train our RA staff for the upcoming year.
University Police	Help develop relationships between UP and our students and staff.
OIE	Partner with them to provide a variety of programs for our residential students.
Student Activities	Help us coordinate tracking our programs.
Student Activities	Partner to inform RA's of campus events they can take their residents to.
Academic Affairs	Partner to provide our LLC's.
Counseling Center	Partner on a number of programs throughout the year. (ex.Take Back the Night, Out of the Darkness)
Social Work Department	We had 2 Social Work interns work with our students throughout the year.
Center for Student Achievement	We partnered to have academic support in each of the residence halls. This was not as successful as we would have hoped.

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[4] Contact the Associate Vice President for assistance in completing this section if needed.

Section V: A Summary of Achievements Related to Student Affairs Strategic Plan

*The following are examples of ways in which the Unit is assisting Student Affairs achieve its goals. Please use bullet or numerical formatting to provide examples of **significant** outcomes.*

Goal 1: Student Affairs aims to foster safe, accessible and inclusive communities for undergraduate and graduate students.

1. Residence Life provides safe, accessible, and inclusive communities for our students to live in. This happens through programming (both RA programs, as well as partnering with other offices). Some of the collaborative programs include Pride Week (various offices), Coffee with a Cop (University Police), Campus Safety Awareness Week (various offices), Out of the Darkness (Counseling Center), and Take Back the Night (various offices).

2. We have staff on call 24/7, 365 days a year. This includes both RA staff, as well as professional staff to help with any emergency that may happen.

3. Our residence halls are locked 24/7 and require a student to use their ID card to gain entrance. There are also cameras strategically situated in elevators, around the main floor, as well as in some stairwells to provide an additional layer of security.

4. Residence Life partners with the Disability Resource Center for students who want to be approved for emotional support animals.

5. Residence Life offers gender inclusive housing for our students.

6. Residence Life partners with the Office of Institutional Equity to bring programming into the residence halls around the topics of open mindedness and embracing differences.

Goal 2: Student Affairs aims to educate students for campus, career, and life.

1. Residence Life provides many different ways in which we educate our students. Education happens through RA programs, bulletin boards, campus wide Residential Life programs, supporting University programs, and community outreach. Our program model is based on Learning Reconsidered. This is a publication developed from a variety of different organizations within Higher Education focusing on the learning that is happening outside the classroom. We digitally track these programs to ensure we are providing students with exposure to a variety of different topics to broaden their understanding of themselves and the world around them.

2. Another way in which we foster educational moments is through floor meetings, roommate agreements, roommate mediations, and other personal interactions with residents on a daily basis.

3. We also help students learn and grow through our student conduct process. Our staff help students learn and grow from mistakes that they have made while living in the Residence Halls.

Goal 3: Student Affairs aims to embrace innovation.

1. Starting the fall of 2019 Residence Life began tracking students who attend programs on an individual level through Involved. This helps us to better understand what residents attend programs, and to better help inform any changes that we make to the program model for future years. The data collected over the last few years has been smaller than what we would have hoped due to COVID but saw that it is starting to change for the positive this past year.

2. We have worked with Student Activities to utilize Involved to keep track of programs, as well as student attendance. We also implemented using involved for RA selection. This went very well, and we plan to continue this in the coming years.

3. Residence Life has moved most of the documents and forms that staff use into either the One Drive, or the SU Involved website. This allows staff to more easily access and share information. Using the One Drive also helps to keep student data private, versus using Google.

4. All hall opening and closing processes moved to a contactless digital process. This improved efficiencies and also saves us from additional printing and paper costs.

5. We have started the transition to SALTO locks. This is a new key system that uses new technology to update locks. Once complete, this will be a great improvement.

Goal 4: Student Affairs aims to motivate student affairs professionals to increase effectiveness and efficiency.

1. Residence Life provides our staff with a variety of professional development opportunities throughout the year. Staff have the opportunity to attend either a regional or national conference of their choosing. Unfortunately, while we could not financially support this, they were given time away if they chose to attend a conference. The department also invests in webinars on a variety of different topics throughout the year.

2. We were contacted by OIE to have some of our staff participate in the ATIXA training, to train some staff as board members for Title IX boards (Park Chin, Paul DeCock, Jason Mokar, and Dave Gutoskey). In addition, Jason Mokar has also been trained to be a Hearing Chair for Title IX Boards.

3. Paul DeCock has completed, and Dave Gutoskey is scheduled to complete NABITA training on BIT Standards and Best Practices. They will utilize this training as a member and alternate member on the Universities Care Team.

Section VI: A Summary of Achievements Related to University Strategic Plan

*The following are examples of ways in which the Unit is assisting the University achieve its goals. Please use bullet or numerical formatting to provide examples of **significant** outcomes. Units may cut-and-paste as appropriate from above Section. Do not say, "See above."*

Goal 1: EDUCATE Students for Campus, Career and Life

1. Residence Life provides many different ways in which we educate our students. Education happens through RA programs, bulletin boards, campus wide Residential Life programs, supporting University programs, and community outreach. Our program model is based on Learning Reconsidered. This is a publication from a variety of different organizations within Higher Education focusing on the learning that is happening outside the classroom. We digitally track these programs to ensure we are providing students with a variety of different topics.

2. Another way in which we foster educational moments is through floor meetings, roommate agreements, roommate mediations, and other personal interactions with residents on a daily basis.

Goal 2: EMBRACE Innovation of the Salisbury University Experience

1. Prior to the fall of 2016 RA programs were not tracked on a department wide basis. Some individual areas tracked program data, but it was inconsistent, and not uniform. Starting in the fall semester of 2016 that changed. Residence Life now tracks all items related to programming in the residence halls via an electronic document.

2. Starting the fall of 2018 Residence Life began tracking students who attend programs on an individual level. This helps us to better understand what residents attend programs, and to better help inform any changes that we make to the program model for future years.

3. We have worked with Student Activities to utilize Involved to keep track of programs, track student attendance, as well as the RA application process.

4. Residence Life has moved most of the documents and forms that staff use into either a shared One Drive, or the SU Involved website. This allows staff to more easily access and share information.

Goal 3: FOSTER Community

Fostering Community is the heart of what Residence Life does on a daily basis. It is a core component of both our mission and our vision.

1. Residence Life provides safe, accessible, and inclusive communities for our students to live in. This happens through programming (both RA programs, as well as partnering with other offices). Some of the collaborative programs include Pride Week (various offices), Sexual Assault Awareness Week (various offices), Coffee with a Cop (University Police), Diversity Week (various offices), Out of the Darkness Walk (Counseling Center), and Campus Safety Awareness Week (various offices).

2. We have staff on call 24/7, 365 days a year. This includes both RA staff, as well as professional staff to help with any emergency that may happen.

3. Our residence halls are locked 24/7 and require a student to use their ID card to gain entrance. There are also cameras strategically situated in elevators, around the main floor, as well as in some stairwells to provide an additional layer of security.

4. Residence Life partners with the Disability Resource Center for students who want to be approved for emotional support animals, as well as other accommodations.

5. Residence Life offers gender inclusive housing for our students.

6. Residence Life partners with the Office of Institutional Equity to bring programming into the residence halls around the topics of open mindedness and embracing differences.

7. Residence Life quickly engages with our students when an on-campus emergency arises.

Goal 4: PROVIDE Appropriate Programs, Spaces, and Resources for All Members of the Campus Community

1. We support campus partners' program efforts throughout campus. We do this is a variety of different ways. To help support an also increase attendance we have added attending their programs into our RA program model. We also advertise for their programs in the residence halls, as well as allow our space for their usage when appropriate.

2. Through our Living Learning Communities (LLC's), we provide classroom space in some of our Residence Halls. We also help support faculty programming for the LLC's.

3. We do a number of community service projects that benefit the local Salisbury Community. The main project that we do supports the Chesapeake Housing Mission through ramp builds.

Section VII: Measuring Up – Research, Assessment, and Evaluation[5]

2019-2020 Goals and Outcomes
July 1, 2021-June 30, 2022

Department Goals	Summative Outcomes
Example: Promote student success through health and wellness initiatives.	▪ *5 health and wellness workshops were offered in partnership with Center for Student Achievement* ▪ *1,257 unique students attended 5 health and wellness workshops* ▪ *83% of students who attended the 5 health and wellness workshops indicated the sessions contributed to their academic success*
Continued focus on diversity and inclusion programming. Given PWI consider creating initiatives to educate students regarding white privilege and anti-racism. This would include both students, as well as staff. With staff, it is more focused on professional development.	We completed a number of staff trainings on these topics. Throughout the year we also completed a number of programs related to this topic. Some of these programs were RA programs, some departmental programs, some partnered programs, as well as supported some university wide programs.
Track program data in more detail to better inform our engagement model for future years.	We are continuing to work on this goal
Research new assignment/communication/data software, as well as Residential Education software.	We communicated with StarRez and IT was involved. We are on IT's backburner because of the Work Day implementation. This will be a priority in the next two years with a substantial financial commitment.
Department becoming acclimated with Microsoft Teams, and the One Drive.	The department created a housing Teams page, and will continue to become more comfortable as a department with this product.
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Examples of Other Research, Assessment, or Evaluation Projects (if applicable)
July 1, 2021-June 30, 2022

Project	Key Result(s) or Outcomes	Organizational Changes
Example: Three-Year Student Satisfaction Survey with new math instructional software.	*80% of student users indicated new software was helpful to understanding math concepts.*	*Two additional math sessions using the new software will be added.*
With our budget getting cut, we did not do the EBI survey this year.		
We did a pre and post survey of the RA's before and after RA training.	**We did this to try and assess if the RA's learned what we wanted them to learn.**	**We plan to use this data, as well as feedback from this coming years RA training to see if we can look at new ways to train the RA's.**

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[5] Contact the Associate Vice President for assistance in completing this section if needed.

Student Learning Outcomes
July 1, 2021 - June 30, 2022

Student Learning Outcomes	Mapped to University SLOs	Mapped to Division's SLOs	Evidence of Learning
Example: Sophomores participating in the Sophomore Year seminar will be able to explain University policy for changing a major.			▪ *75% of participants were able to explain policy for changing a major as evident on post-evaluation compared to pre-test results.*
Example: 70% of seniors participating in the résumé development series will be able to identify at least four strategies for writing a successful résumé.			▪ *80% of participants were able to identify four strategies for writing a successful résumé as evident on written exit interview.*

The following goals are intended to be ambitious but attainable. Each goal should be linked to measurable outcomes and is consistent with strategic priorities, Student Affairs' goals and expectations, and the University's strategic plan. **Three to five goals are recommended. Please use new University Strategic Plan 2020-2025 goals for this section.**

Department Goal or Objective	Map to University Strategic Plan 2020-2025 Goals	Map to SA Strategic Goals (TBD)	Examples of Assessment Metrics that will be Used
Example: Implement new living-learning communities focused on diversity and inclusion.	*Goal 1 Initiative 2*		*Number of living-learning communities created.* *Number of students completing housing contracts for the new LLCs.*
Example: Ensure that 70% of academic probation students participate in at least two sessions on successful study habits.	*Goal 4 Initiative 2*		*Number and percent of academic probation students participating in at least two academic sessions.*
Continued focus on diversity and inclusion programming. Given PWI consider creating initiatives to educate students regarding white privilege and anti-racism. This would include both students, as well as staff. With staff, it is more focused on professional development.	Goal 2 Initiative 2.1 Goal 1 Initiative 3		Number of staff trainings on these topics. Number of programs we did related to this topic.
Research new assignment/communication/data software, as well as Residential Education software.	Goal 3 Initiative 3		We communicated with StarRez and IT was involved. We are on IT's backburner because of the Work Day implementation. This will be a priority in the next two years with a substantial financial commitment.
Department becoming acclimated with Microsoft Teams, and the One Drive.	Goal 5 Initiative 2		The department created a housing Teams page, and will continue to become more comfortable as a department with this product.

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[6] Contact the Associate Vice President for assistance in completing this section if needed.
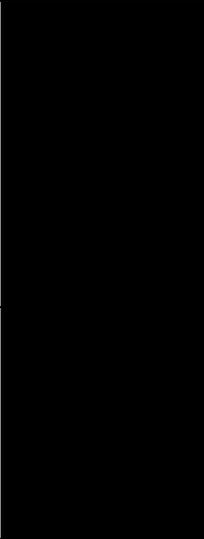
Work with Director of Orientation, Transition and Family Programs to better communicate to parents.	Goal 3 Initiative 3		We have worked with him to clean up and coordinate our schedules. In the coming year we will be working on joint communication including e-mail and texts to communicate better with parents.
Complete installation of SALTO for St. Martin, and Sea Gull Village, as well as work on planning the implementation in 2 other buildings.			Was the project completed?