

Support Unit Review Strategic Implementation Agreement-v3-20180406

The primary goal of the Support Unit Review (SUR) process is to provide a mechanism to ensure improvement of support units on a continuous basis. This form has been designed to support the primary goal of the SUR process by containing a set of recommendations that were developed by the VP of the division in which the unit being reviewed resides. The recommendations need to take into account the results of the support unit review and input from both the head of the unit reviewed and the VP to which the unit head reports. The expectation is that the Recommendations, Proposed Actions and Expected Results will reflect a detailed discussion of the review in a meeting between the VP, the head of the unit reviewed and other appropriate parties.

The form is to be completed by the Vice President of the division in which the unit reviewed resides or the vice president's designee.

A copy of the implementation agreement should be held in the vice president's office and in the original file containing documentation of the review. Implementation documentation should be in a form that can be reviewed prior to the next support unit review.

Date and time of the review discussion meeting:

Review discussion meeting attendees: Jennifer Humphrey, Matthew Lopez-Philips, Paz Oliverez

Recommendations, Proposed Actions and Expected Results:

Recommendations	Proposed Actions	Expected Results
Review department mission, vision and value. (CAS)	Seek out university and division of Student Affairs priorities, considering the university strategic plan. Hold a retreat(s) to collaboratively re-refresh these items.	New department mission, vision and values. Support positive morale and team buy-in by fostering a work environment inclusive of the talents and strengths of the team. Provide clarity for decision-making and resource allocation.
Create various operational plans	Prepare the following: Assessment plan Emergency operations plan Facilities and equipment plan Multi-cultural, equity and access plan Student communications plan. (CAS)	Improve internal controls and standardize department response protocols. Mitigate risk and liability.

<p>Prepare a comprehensive strategic plan. (CAS/Ext. Con.)</p>	<p>Collaboratively identify components of a strategic plan and determine status for each area.</p> <p>Schedule planning meetings to identify goals and outcomes for each functional area of housing.</p> <p>Mission & vision, program learning outcomes, short-term and long-term goals, occupancy management, staffing, financial resources, facilities, internal and external relationships and assessment.</p>	<p>Establish a multi-year implementation matrix which can be utilized to create a strategic plan narrative.</p> <p>Move toward a multi-year funding model.</p>
<p>Utilize university policies in lieu of creating department policies whenever available.</p>	<p>Identify what university-wide policies exist which can stand in place of a department created policy.</p> <p>Specifically in regards to: Confidentiality & information security; use of technology; statement of ethics and law, policy and governance compliance. (CAS)</p>	<p>Eliminate duplication of policy creation, streamline policy lines for students.</p> <p>Improved communication to students.</p> <p>Consistency applied policies.</p>
<p>Create written departmental policies and procedures for operations which have legal implications. (Ext. Con.)</p> <p>(e.g. Protocol for dealing with threat and crisis situations – suicidal ideation/attempt) (CAS)</p>	<p>In the absence on intuitional policy and procedure create policy in accordance with campus and system guidance.</p>	<p>Established procedural and policy guidelines for internal control and risk mitigation.</p> <p>Clarity for staff and students on the application of these policies.</p>
<p>Create a deferred maintenance schedule, depreciation schedule or capital improvement plan to be included in the annual housing budget plan. (Ext. Con.)</p>	<p>Facilities status assessment.</p> <p>Inventory assessment.</p> <p>Creation of a 10 year plan for repair and maintenance.</p>	<p>Maintenance of facilities.</p> <p>Multi-year allocation of resources and information for rate setting.</p>

<p>Address limitations on physical space for resident programming and department storage capacity. (Ext. Con.)</p>	<p>Assess capacity to renovate space within Housing. Explore the use of the Village Café as a 24 hour study facility. (CAS)</p>	<p>Expanded space available for academic and social programming within the housing community. Support student connectivity by facilitating community-building.</p>
<p>Improve wireless technology within the housing complex.</p>	<p>Work with colleagues in OIT. Map resident use of wireless devices by time and location. Establish current facility capacity based on existing infrastructure. Include technology upgrades in the Housing Strategic Plan. Estimate cost.</p>	<p>Improved department capacity to manage multiple devices. Speed of internet within the community. Proactively establish future capacity.</p>
<p>Create a new Residential Life Program Model.</p>	<p>Assess current program components to inform the transition to a curriculum and co-curriculum model. Establish learning outcomes. Create process to assess effectiveness.</p>	<p>Sequential programming for housing students tied to learning outcomes for social, academic and health and wellness programs and services. Ability to assess effectiveness and implement appropriate program adaptation.</p>
<p>Create a Residence Hall Association (RHA) self-governance board. (CAS)</p>	<p>Hold student focus groups to gauge interest. Explore RHA models at other comparably sized campuses. Determine the financial cost, based on the scope of the board and associated autonomy in decision-making.</p>	<p>Establish a self-governance board within housing which will be peer-led. Provide information and feedback to housing leadership. Peer plan community program elements.</p>

<p>Recruit a diverse staff for the unit. Onboard new positions. (CAS)</p>	<p>Ensure that housing values, inclusive of diversity and inclusion are reflected in job announcements and discussed within the hiring process. Create a layered on-boarding process. Collaborate with housing employees to ensure on-boarding is thorough. Include learning outcomes as an assessment mechanism for on-boarding. Identify behaviors expected by housing staff in relation to demonstrating the value of inclusion to model behavior within the team and for students.</p>	<p>Attract, hire and retain a diverse staff for the unit. Diversified identities within the housing team, improving capacity to support, educate and empower students. On-going professional development for housing staff based on national best practice, our student and regional demographics. Live the value of inclusion in daily work and decision-making.</p>
<p>Incorporate diversity training/focus for professional and para-professional staff training. (Ext. Con.)</p>	<p>Review housing value relating to Inclusion. Examine guiding campus documents. Identify current knowledge level within the unit. Ask the housing team what areas they'd like to focus on and integrate this into the learning outcomes. Seek out campus experts, as well as external consultants.</p>	<p>Have a workforce educating in the area of diversity and inclusion, cultural awareness, and identify development. Increase empathy and compassion for understanding student choice based on their lived experience and a capacity to support students in their decision-making and educational journey. Foster and inclusive living learning environment for housing students.</p>
<p>Identify professional development opportunities, including conferences with align with job duties, as well as professional aspirations. Identify funding to attend conferences. (CAS)</p>	<p>Create staff professional development plans, inclusive of future career aspirations, strengths and areas for skill development. Where appropriate incorporate ACUHO-I core competencies, as well as employee</p>	<p>Engaged and empowered staff with enhanced aptitudes and interest in advancing the department and institutional objectives. Positive organizational culture.</p>

<p>Create a goal-oriented staff training program. (Ext. Con.)</p>	<p>professional aspirations to help facilitate skill development. Assess need by engaging staff about training topics. Design training opportunities to be sequential a layered vision of student development, department goals and institutional objectives.</p>	<p>Improved capacity for managerial assessment of personnel resources.</p>
<p>Hire additional professional staff. (Ext. Con.)</p>	<p>Review staffing level recommendations for the field per ACHUHO-i. Review existing housing operations by function and taking into account position classification and employee professional aspirations. Determine capacity and workload. Account for planned expansion of programs and/or services. (CAS)</p>	<p>Efficient and effective department operations which facilitate good employee morale and engagement. Improved workload bandwidth. Minimize employee burnout. Support professional development opportunities.</p>
<p>Contact universities to explore sustainability programs and adapt best practices to fit our department and university resources. Identify support needed to implement a program, including multi-stage implementation process. (CAS)</p>	<p>Review the institutional sustainability plan and goals. Identify and assess current housing sustainability activities. Identify sustainability opportunities within the housing program. (e.g. energy) Identify resource reduction goals and student learning outcomes.</p>	<p>Support institutional sustainability objectives. Reduce use of energy. Track by assessment of use patterns by building. Reduce cost. Reduce wear and tear on equipment (eg. laundry)</p>

Effectively utilize social media and the website.	Create educational campaigns to raise awareness and reduction activities.	
	<p>Ensure postings to website and social media are relevant and purposeful.</p> <p>Track social media and website visits using analytics to determine demand.</p> <p>Launch social media platforms one at a time.</p> <p>Be ADA compliant for all communications.</p> <p>Create an Accessibility Resource page on the Housing website.</p>	<p>Improved communication to current and future residents.</p> <p>Compliance with various laws and Eos.</p> <p>Effective use of social media and the website.</p>

The following individuals have reviewed the recommendation, proposed actions and expected results.

Unit Head/Director _____ Signature _____ Date 12/19/18

Division Vice President CPG _____ Date 12/19/18