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A. MISSION STATEMENT

Yavapai College residence halls offer affordable housing in a comfortable and safe community that encourages not only academic achievement, but also personal, physical, intellectual, ethical and cultural growth.

HISTORICAL SKETCH

Since the inception of the Residence halls at Yavapai College in 1969, there was a Director of Housing who supervised the Residence Hall Directors/Student Activity Coordinators and the Resident Assistant Staff. Campus Life and the combined positions came to exist in 1986.

In July, 1995, the Director of Campus Life position was eliminated. At that time the Assistant Dean of Student Services position was created, and took over the supervision of the Residence Hall staffing along with the various other departments within Student Services. In 1997 the Campus Life Office Manager and the Lead Hall Director positions were created to take over the daily administrative duties within Campus Life. In 1999, the Student Activities Coordinator position was created and centralized all campus activities and programming, eliminating campus wide student activities from the Hall Director job description and duties. It was also in 1999 that a Campus Life website was created.

The Student Health Center opened its doors in the Fall of 2000, reporting to Campus Life. An on-line housing application process was created, Spring 2002. In March, 2005 it was decided it was in the department’s best interest to hire a Director of Residence Life. At this point a central housing office was created and housed in Kachina Hall. With this change, the office has become more inclusive of residential administrative tasks and Hall Director duties. Students and other departments on campus are able to find assistance in a centralized space with much more ease. Resident Assistants report directly to Hall Directors, office staff and Hall Directors report directly to the Director of Residence Life, and the Director reports to the Assistant Dean of Student Development and Retention. As of 2005-06, the Hall Directors work with Resident Assistants on committees pertaining to programming. One committee specifically addresses social programming, another addresses educational programming and the last committee oversees a monthly newsletter. These committees target the residential community. The card lock system went into operation Fall semester of 2005.
B. SERVICE AREA PERSONNEL

**Director of Residence Life** - Misty Loughmiller. Misty oversees the overall functions within Residence Life. She is a contract employee and the position is funded institutionally. Misty holds a Bachelors of Science Degree in International Intelligence and Security from Embry-Riddle Aeronautical University and is currently attending the Graduate Program at Northern Arizona University in Educational Psychology. Misty has been employed with Yavapai College since August, 1998, in the field of Student Services.

**Supai Hall Director** - Terrence Mahin. Terry has worked on college campuses in California and Boston. He graduated from Holy Names College in Oakland, California and worked there for several years in conference services. He also has worked for Mills College, St. Mary's College of California, Suffolk University in Boston, and last year in the admissions office at Prescott College. Presently studying for his Masters Degree in Education at Prescott College, he is interested in experiential education and how to serve the needs of young people through non-traditional programs. Terry has been employed with Yavapai College since August, 2005. A copy of the part time job posting has been attached.

**Marapai Hall Director** - Bryan Homrighausen has a B.A. in Youth Ministries from Colorado Christian University. He worked in Mexico for three years as a social worker (building houses for needy families, assessing needs of communities and churches for service trips, etc.). Bryan has been a Resident Hall Director for two years at Augustana College in Rock Island, IL.

**Kachina Hall Part Time Director** – Leslie Hosteen Please see Appendix for Part Time Hall Director Job Posting.

The staff has been reduced significantly from years past from 15 Resident Assistant’s to 10. There used to be 2 full-time employees and one part time employee who oversaw the primary responsibilities of the office. The central office now has one part-time employee 2 hours per day and the other hours are covered by the Director of Residence Life and the Hall Directors. It would be helpful to have one full time office staff for consistency sake.
Development/Achievement

The Director of Residence Life, Misty Loughmiller is a member of AIMHO (Association of Inter Mountain Housing Officers) and is on the Research Committee team and a student member of the American Psychological Association.

Given the decrease in staffing, it is difficult for the housing staff to get away for housing conference opportunities. Currently there are 2 hall directors (one full-time, one part-time) to handle 24 hour on call rotation.
**SUPPORT FROM OTHER AREAS**

The **Facilities Department** provides the residence halls with daily custodial services. Other areas which facilities respond to ongoing requests for repairs, ranging from furniture repairs, heating and air conditioning concerns, painting, landscaping and building upgrades. There are concerns that completion time for work orders takes longer than it should. There has been early discussion of hiring a handyman specifically for the residence halls. This would assist with better turn around time and customer service.

**Campus Safety** provides daily support with behavioral concerns. They enforce campus, state and federal laws. The relationship between Campus Safety and Residence Life has been solid and both departments work well together.

**Chartwells** provides meal service for Yavapai College. Since much of their revenue is generated from residence hall students (who are required to have a meal plan) there is a relationship between the two departments. Chartwells continually tries to address student concerns regarding food service.

**ITS** (Institutional Technology Services) is the main resource for computer connections or problems, both in the staff offices as well as student computer labs within the residence halls, maintenance of phone service and implementation of the card lock system. Given their high volume of calls district wide, Residence Life has been happy with the professionalism and care we receive when dealing with any of the above concerns.

The **Business Office** supports the residence halls in a number of ways. They process petty cash, check requests, and purchase orders. There is a close working relationship between the two offices they operate as our checks and balances for student payment.

The **Athletic Department** sponsors six intercollegiate teams. The majority of their athletes reside in the residence halls. There is a close working relationship with this department as many of the athletes move into the halls prior to the start of the semester or need break housing.

**Career Services** answers questions regarding careers and career goals. They offer resume writing and cover letter workshops, job search strategies and workshops on interviewing skills. Career Services will often use the residence hall students as a target audience.

**Campus Activities** coordinates campus wide activities that are utilized by the students in the residence halls. The Resident Assistants will often use the Coordinator of Campus Activities as a sounding board for programming ideas.

**Academic Advisors** – all degree & certificate & transfer students are required to meet with an academic advisor. Since the majority of our residence hall students fall into one of the categories listed above, they will utilize the services that are offered through academic advising.
C. SERVICE AREA OUTCOMES

As the Residence Life Mission Statement reads: “Yavapai College residence halls offer affordable housing in a comfortable and safe community that encourages not only academic achievement, but also personal, physical, intellectual, ethical and cultural growth.” Specific services during the academic year include:

1. **Resident Assistant Training** is provided in August and again in January as new RA’s are hired. On-going supervision is provided through weekly hall staff meetings, individual meetings between the hall director and RA’s, and monthly all hall staff in-service. RA’s receive written evaluations each semester. Selection of RA’s occur during the semester through a screening process that includes observations by current staff, written application, group interaction process and interviews. Students often utilize the RA to discuss frustrations or share concerns. Housing staff is trained to listen, support and provide resources as needed. Resident Assistants hold wing meetings that give students the opportunity to discuss the rules and regulations, planning events, sharing concerns and getting to know each other in order to build a community environment. Please see Appendix for Resident Assistant Application, RA Recommendation, RA Contract, RA Performance Evaluation, Student Evaluation of RA, RA Exit Evaluation, and Night Manager Job Description.

2. **Policy enforcement** is another primary responsibility of the housing staff. Students moving into the halls receive information regarding resources, rules and regulations, policies and procedures. This information is contained in the Residence Hall Handbook, the Housing Contract and the checklist sheet which highlights the most pertinent information. The Room Condition Inventory gives students a chance to document the condition of their room at the time of check in. When appropriate, Hall Directors assign consistent sanctions for violations as agreed upon by the Director of Housing.

3. **Orientation** and **On-going communication.** for new students residing in the residence halls occurs in August for Fall Semester and January for Spring Semester. Orientation Highlights students' rights and responsibilities, rules and regulations governing the halls and provides team building and community building opportunities. It enables students to make connections with other new students on their first day on campus. “Studies have shown that a student who feels connected to the campus is less likely to drop out.” Community College Retention, Lauren Bissonnette, 10/16/00, web page. Unfortunately, due to the cafeteria closure and late re-opening in August, we were unable to provide orientation, Fall Semester 2005. The housing department has felt the impact and it seems there is a student disconnect. Various communiqués or newsletters are distributed throughout the year to students living in the halls. This includes: summer newsletters, any information they may need to prepare for upcoming
breaks, change of semester announcements and advertising for hall programs/events.

4. Many different types of **activities and educational programs** are implemented throughout the school year. The staff utilizes student development theory to assess student needs. Programs may include:

- Hawaiian Luau
- Shish-ke-bob BBQ
- Tibetan Philosophy
- Resume Writing
- Feed the Homeless
- Coffee House
- Tutor/Study Nights
- Capture the Flag
- Music Concerts
- Ultimate Frisbee
- Shakespearian Nights
- Learning Personality Type
- Bachelor/Bachelorette Auction for Charity

5. **Conference Housing** is provided in summer for groups wishing to utilize the Yavapai College facilities. Groups may be pursuing academic endeavors, such as the Hassayampa Writing group or they may be providing opportunities for youth, such as the Arizona Sports basketball programs. 24 hour staffing is available during summer conferencing. If low occupancy for student housing continues throughout the academic year, it may be a consideration to utilize one of the buildings for year round conferencing services.

6. The Office of Residence Life supports the **student learning outcomes** listed in the appendix. Retention in the residence halls is of primary importance. A weakness of this Department is lack of data to support our retention concerns. **OCCUPANCY rates** for last five years: Occupancy rates are calculated as of the end of each semester.

<table>
<thead>
<tr>
<th>Term</th>
<th># of Residents</th>
<th>Occupancy Rate</th>
<th>Bed Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>03 Spring</td>
<td>314</td>
<td>85%</td>
<td>371</td>
</tr>
<tr>
<td>02 Fall</td>
<td>329</td>
<td>89%</td>
<td>371</td>
</tr>
<tr>
<td>02 Spring</td>
<td>291</td>
<td>78%</td>
<td>371</td>
</tr>
<tr>
<td>01 Fall</td>
<td>345</td>
<td>92%</td>
<td>372</td>
</tr>
<tr>
<td>01 Spring</td>
<td>283</td>
<td>76%</td>
<td>372</td>
</tr>
<tr>
<td>00 Fall</td>
<td>288</td>
<td>77%</td>
<td>371</td>
</tr>
<tr>
<td>00 Spring</td>
<td>283</td>
<td>76%</td>
<td>371</td>
</tr>
<tr>
<td>99 Fall</td>
<td>307</td>
<td>82%</td>
<td>373</td>
</tr>
<tr>
<td>99 Spring</td>
<td>310</td>
<td>83%</td>
<td>373</td>
</tr>
<tr>
<td>98 Fall</td>
<td>320</td>
<td>86%</td>
<td>373</td>
</tr>
</tbody>
</table>

Please see Appendix for Student Exit Questionaire and Student Learning Outcomes

7. **Satisfaction of Internal Customers and Students. EBI** (Educational Benchmarking Inc.) Spring 2004 provided a list of areas that most impact student satisfaction. Yavapai College rated Excellent on the top predictor of student satisfaction which was “Interaction with RA or Resident Advisor” at 97%. YC rated Excellent on the 2nd predictor “Information Provided by RA” and “Opportunities to Participate in Hall.” Finally, Yavapai College rated Excellent on the 3rd predictor, “Understanding Self and Development Leadership Skills”. The area of least satisfaction and the 6th predictor for
students was, “Personal Space or Room in the Residence Halls,” Yavapai College rated “Fair”. Please see Appendix for additional information regarding Satisfaction Surveys.
D. SATISFACTION OF INTERNAL CUSTOMERS AND STUDENTS

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS COMPLETED 10-12-05

Objective: The objective of the residence life office to provide a comfortable and safe environment for the residence hall students.

STRENGTHS:
Relationship of the staff
Private bathrooms in the rooms
On-Call system
Central office: one stop concept
Committee format: Social, Educational and Newsletter groups
Staff is student focused
Internet access in all student rooms
Utilities inclusive in pricing
Card Lock/ Safety System
24 Hour Campus Safety
Landscaping
Free laundry facilities
No parking fees

WEAKNESSES:
Old/ Torn carpets
Broken/old laundry facilities
Lack of timeliness of maintenance requests
Meal plan required for residency
Pricey (housing and meals)
Short staffed
No orientation this past fall due to closure of cafeteria
Lack of respect and maturity from students towards staff
Non-traditional age students housed with traditional age students
Furniture is falling apart in many of the rooms
Library hours not conducive to student needs on weekends
Parking lots are too full and not well lit

OPPORTUNITIES:
Conduct orientation and include parent session
Better advertisement of RA positions
Promote recruitment of residence halls
Identify single rooms: Marapai 110, 210, 112, 212, 122 (these rooms are too small to house 2)
Horizon mental health program
Provide conference services year around if unable to fill halls at full occupancy
 Hire a full time handy-worker in the halls for better turn around time of maintenance needs
THREATS:
We are competing with the tri city housing market
Under prepared students; socially and academically
Mental/ behavioral health issues on the rise with residence hall students
Lack of personal counseling
Substance abuse/addiction issues prior to attending Yavapai College

Please see Appendix for e-mail regarding Residence Life Enhancement Plan
E. **Budget**

The major deficit regarding budget is in the area of facility upkeep in the residence halls.

### Student Housing

**FY 2002-03 Through FY 2004-05**

<table>
<thead>
<tr>
<th></th>
<th>FY 2002-03</th>
<th>FY 2003-04</th>
<th>FY 2004-05</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charges for Services</td>
<td>$672,215</td>
<td>$701,456</td>
<td>$687,331</td>
<td>$2,061,002</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Operating Revenues</td>
<td>672,215</td>
<td>701,456</td>
<td>687,331</td>
<td>2,061,002</td>
</tr>
<tr>
<td><strong>Operating Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>236,832</td>
<td>218,920</td>
<td>225,531</td>
<td>681,283</td>
</tr>
<tr>
<td>Professional Services</td>
<td>3,666</td>
<td>4,646</td>
<td>1,097</td>
<td>9,409</td>
</tr>
<tr>
<td>General Supplies</td>
<td>13,659</td>
<td>18,632</td>
<td>17,365</td>
<td>49,656</td>
</tr>
<tr>
<td>Principal/Interest Payments</td>
<td>229,430</td>
<td>227,215</td>
<td>229,588</td>
<td>686,233</td>
</tr>
<tr>
<td>Travel</td>
<td>1,948</td>
<td>1,819</td>
<td>3,084</td>
<td>6,851</td>
</tr>
<tr>
<td>Cable TV</td>
<td>18,132</td>
<td>16,596</td>
<td>17,952</td>
<td>52,680</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,557</td>
<td>4,336</td>
<td>2,861</td>
<td>8,754</td>
</tr>
<tr>
<td>Scholarship Expense</td>
<td>69,931</td>
<td>62,141</td>
<td>69,418</td>
<td>201,490</td>
</tr>
<tr>
<td>Equipment</td>
<td>-</td>
<td>12,821</td>
<td>-</td>
<td>12,821</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>575,155</td>
<td>567,126</td>
<td>566,896</td>
<td>1,709,177</td>
</tr>
<tr>
<td>Direct Operations Summary</td>
<td>97,060</td>
<td>134,330</td>
<td>120,435</td>
<td>351,825</td>
</tr>
<tr>
<td><strong>Non-operating Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Aid – FTSE</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Non-operating Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Effect of Operations</strong></td>
<td>$97,060</td>
<td>$134,330</td>
<td>$120,435</td>
<td>$351,825</td>
</tr>
</tbody>
</table>

Part of the housing facilities at Yavapai College are 30+ years old. The ongoing maintenance of the residence halls has been minimal due to a very small budget and a deferred maintenance plan. The current Master Plan addressed the need for AC in Supai and Marapai but did not address the need for the refurbishment of the residence halls. In the Spring of 2001, Terry Bowmaster recommended we pursue a Revenue Bond to meet the needs of the halls. That bond is still in question as to whether it will be pursued or not. The amount requested per year to catch up on maintenance needs was $54,000 each year. The bond would be for over $1,000,000. A revenue bond is recommended to provide major renovations for the following: 1) replacement of 30 year old furniture 2) carpeting 3) electrical wiring needs to be upgraded to meet the needs of today’s students with their electronic needs 4) lighting in many of the student rooms in Marapai is inadequate. New lighting fixtures need to be installed 5) plumbing is old.
Marapai Hall holds 146 beds, 2 per room with a private bathroom. 50 rooms were built in 1969. An additional 22 rooms were added on later. Some of the beds are metal and need replacing. The majority of carpeting is old and stained. The new wing has a different style of furniture. Much of the lighting in student rooms is inadequate.

Supai was built approximately in 1971. This was built for suite style living. Each suite houses four students and has one private bathroom and two bedrooms for the four residents. Supai has 142 beds. Both Marapai and Supai have issues with old and/or substandard furniture.

Kachina was built in 1994, holding 99 beds. Lighting is good. Furniture is attractive and in good shape.
BUDGET IMPLICATION FOR RENOVATIONS/MAINTENANCE NEEDS

**Beds:** Approximately ½ of the beds in Marapai are the old metal style. Many of the bedsprings are bent causing rips to the mattresses or have pieces missing, and don’t provide adequate support.

**Cost:** 37 bunks x $860 ea = $31,820.00 (freight not included)

**Mattresses:** In the past, the mattresses have been replaced on an as needed basis. A responsible replacement schedule for mattresses is 8 years. Using this calculation, we need to replace 50 mattresses per year.

**Cost:** 50 mattresses annually x $110 ea = $5,500.00 (freight not included)

**Desks:** Marapai and Supai desks are in substandard condition.

**Cost:** 209 desks x $232.00 ea = $48,488.00 (freight not included)

**Lighting:** Cost: $6,000 to upgrade Marapai lights.

**Carpet:** Marapai and Supai carpet need to be replaced immediately. It is old, worn, and stained. Kachina carpet as of 2005 is twelve years old and it has several stains that are permanent. At some point, Kachina should be factored into a replacement rotation. The figures listed below are quotes from an e-mail Jeff Rose, facilities sent to me.

### Marapai

- Disassemble dorm furniture and remove to storage. $11,200.00
- Remove: ice machines, washers, dryers, and all furniture and equipment in common areas $11,200.00
- Remove pool tables, by Prescott Billiards $535.00
- Remove all light fixtures, smoke detectors, speakers, and surface mount power in areas to be abated. $9,750.00
- Remove and reinstall toilets, by Y.P.E. $2,250.00
- Provide 5 storage cubes for 3 months $3,500.00
- Asbestos abatement $180,025.52
- Drywall repairs and texture $40,312.31
- Repaint complete interior $72,000.00
- Install new floor covering and stair treads $120,896.90
- Strip and seal all V.C.T and final clean $10,670.00
- Reinstall all furniture, equipment, fixtures, cost covered under removal $12,187.24
- voice cable re-wire $463,326.97

**contingency 10%** $46,332.70

**$509,659.67**

This cost estimate is valid through 8/31/06 will need to be recalculated with an increase of 20%
If the project is moved to 07
F. RECOMMENDATIONS

1. **Improve Conferencing Services**
   There needs to be better communication among conference services and housing. In the event the trend continues of not being able to fill the halls, a suggestion would be to consider offering year round conference services by taking one of the buildings off line.

2. **Retention of students to improve occupancy rates.**
   We tend to lose students between fall and spring, whether that be due to poor grades or students “pooling” their money to live off campus. Suggest better follow up of how students are doing at the mid semester point so those who are at risk of failing can be offered assistance. Offer students a discount on their second semester, if they return. We are competing with apartments in the tri city area. It is important to be mindful based on 05/06 fees, if four students living in Supai roomed together off-campus, they would have a total of $18,240 for 32 weeks to live on. This is based on room fees ($1,060 x 4 = 4,240 16 weeks x 2 = $8,480) Meals based on a 15 meal plan($1,220 x 4 = 4,880.00 16 weeks x 2 = $9,760.00). It is critical we improve the condition and upkeep of the halls. 41 students who filled out an exit survey at the end of the fall 05 semester, cited space/privacy issues, cost, and rules as the reason they were leaving the residence halls. The majority of the individuals were moving into apartments in the tri city area. On a side note, students who qualify for financial aid, receive less funds if they are living in the residence halls, rather than in the community.

3. **Improve Marketing of Residence Halls.**
   Since financially we aren’t necessarily a better deal than local apartments, Yavapai College must market the convenience of living on campus as well as the inclusiveness of being apart of a community.

4. **Improve Consistency in Policy Application.**

5. **Hire a handy man.**
   Look at the feasibility of hiring a general handyman paid out of the Residence Life Budget. This would improve better turn around time for general maintenance requests.

6. **Identify rooms that should be sold as singles only,** due to small size. These rooms are all in Marapai – 110, 112, 122, 210, and 212. If full occupancy is difficult to achieve, we suggest either turning Marapai into single rooms only (as Marapai has the smallest room sizes) or possibly making suites in Supai 2 person suites, rather than 4.

7. **Identify a wing for non-traditional age students.** Currently, there is not a wing identified for non-traditional age students. An eighteen year old may be living with a 45 year old. This is not an optimum set up for either age group.

8. **In the event we continue to be below occupancy, rather than offer conference services or singles,** consider **taking one hall at a time off line to renovate.** It is always difficult to find enough time to renovate, given the summer conferencing schedule, summer school and the start of the fall semester.

9. **Orientation.** Provide a fun filled, information filled orientation so students immediately become aware of the rules and feel apart of the community.
10. **Alcohol/Drug Education Program.** Assess the Alcohol, Drug Education Program to determine if it fits our needs. Implement a prevention component and improve the program that addresses intervention. Explore the possibility of a first year student seminar requirement that speaks to choices, morality and wellness.

11. **Revenue Bond.** It is imperative to ask for a revenue bond in order to give the residence halls a facelift in order to allow us to be competitive in today’s market. The maintenance budget has never been adequate to address replacement of furniture on a larger scale, carpet replacement etc. If a revenue bond is not an option, we must look at a five year plan to take corrective action. The following is a break down listing items beginning with the most important.

   - **Year One:** Replacement of carpeting in Supai.
   - **Year Two:** Replacement of carpeting in Marapi.
   - **Year Three:** Replacement of old wardrobes & desks in Supai. At this point all furniture will match. Replace mattresses in Kachina.
   - **Year Four:** Replace all old wardrobes/desks in Marapai with Foliot style furniture.
   - **Year Five:** Replacement of carpeting in Kachina.
G. ACTION PLAN

Residence life has broken the action plan into the following categories:

1. Facilities
2. Occupancy and Retention
3. Renovation Plan including timeframe and Cost

Facilities
As previously stated, we must realize we are competing with apartment complexes and homes. Therefore, it is imperative we view our facilities with a critical eye and do everything within our means to make them inviting. We must use our facilities to their fullest. It is the recommendation of Residence Life to 1) have a separate wing for non-traditional students 2) identify smaller rooms in Marapai that need to be sold as singles 3) if occupancy rates allow, identify a building, floor or wing that could be used for year round conference needs 4) consider pulling an entire building off-line in order to renovate 5) consider making one building the sophomore experience and offer singles if occupancy remains low (this could also be accomplished in Supai)

Occupancy and Retention
Many of the action plans above also tie into occupancy and retention. Other ideas include 1) develop a better marketing campaign for the residence halls 2) since we lose a significant number of students to violations of alcohol/drug violations, implement a prevention campaign during orientation and intensify the intervention component 3) since we also lose students due to academic deficiencies, develop a tracking program for those who are struggling academically 4) pay close attention to the reason students are dissatisfied and determine whether these issues can be resolved (areas such as mandatory meal plans, cost, privacy, rules and a generation that is not use to sharing a room) 5) Offer a discount program if a student lives in the residence halls 2 consecutive semesters 6) Budget allocation for doors to be installed in the bedroom suites in Supai. This would address many concerns of privacy. 7) Investigate community resources for mental health issues. Students with mental health issues must wait a significant period of time before being seen by a licensed professional and cost is always an issue for a student. 8) Budget allocation for a handyman specific to the residence halls.

Renovation Plan with Timeframe and Cost

Revenue Bond. It is imperative to ask for a revenue bond in order to give the residence halls a facelift in order to allow us to be competitive in today’s market. The maintenance budget has never been adequate to address replacement of furniture on a larger scale, carpet replacement etc. If a revenue bond is not an option, we must look at a five year plan to take corrective action. The following is a break down listing items beginning with the most important.

: Year One: Replacement of carpeting in Supai.
    Year Two: Replacement of carpeting in Marapi.
Year Three: Replacement of old wardrobes & desks in Supai. At this point all furniture will match. Replace mattresses in Kachina.

Year Four: Replace all old wardrobes/desks in Marapai with Foliot style furniture.

Year Five: Replacement of carpeting in Kachina.
**1. Hall Management:** Maintain and monitor residence hall occupancy levels. Assigns rooms, coordinates student moves and check-ins/outs; distributes and receives room and hall keys. Conducts monthly inspections of student rooms, and collects fees or bills from students for necessary room repairs. Provides maintenance & custodial personnel with general repair/cleaning requests. Recommends housing upgrades (i.e. renovation, furniture & carpet replacement). Maintains and updates filing systems such as hall rosters, guest lists, keys checked in/out, and disciplinary sanctions. Compiles data & prepares reports for various college department & officials according to established procedures. Assists with summer conference duties, including staff training and on-site supervision.

<table>
<thead>
<tr>
<th>Approximate Frequency</th>
<th>Percentage</th>
<th>Equipment, machines and/or software</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily (or almost daily)</td>
<td>25%</td>
<td>MS Word, Lotus Notes/calendar/Excel, Publisher, AMIS, Copier, printer, Phones, Fax</td>
</tr>
<tr>
<td>Weekly (or almost weekly)</td>
<td></td>
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<tr>
<td>Monthly (or almost monthly)</td>
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<td></td>
</tr>
<tr>
<td>Semi-Annually (about 2x a year)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrequently or Occasionally</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**2. Hall Student & Part time staff supervision:** Provide work direction, training, supervision, motivation, and evaluation to Resident Assistants & desk staff. Responsible for interviewing and hiring of staff. On-call duties shared between three hall directors, in order to provide support and direction to hall staff on a 24 hour basis.

<table>
<thead>
<tr>
<th>Approximate Frequency</th>
<th>Percentage</th>
<th>Equipment, machines and/or software</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily (or almost daily)</td>
<td>20%</td>
<td>MS Word, Lotus Notes/calendar/Excel, Publisher, AMIS, Copier, printer, Phones, Fax</td>
</tr>
<tr>
<td>Weekly (or almost weekly)</td>
<td></td>
<td></td>
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<tr>
<td>Monthly (or almost monthly)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semi-Annually (about 2x a year)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrequently or Occasionally</td>
<td></td>
<td></td>
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</tbody>
</table>

**3. Enforces Hall Rules and Regulations and Student Code of Conduct policies.** Communicate policy regarding behavioral expectations to students. Identify inappropriate behavior and meet with students to discuss and assign requisite disciplinary actions. Collaborate with Campus Safety and Director of Residence Life regarding campus policy violations and appropriate actions to be taken. Attend and present at student appeals hearings.

<table>
<thead>
<tr>
<th>Approximate Frequency</th>
<th>Percentage</th>
<th>Equipment, machines and/or software</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily (or almost daily)</td>
<td>10%</td>
<td>MS Word, Lotus Notes/calendar/Excel, Publisher, AMIS, Copier, printer, Phones, Fax</td>
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<tr>
<td>Weekly (or almost weekly)</td>
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<tr>
<td>Frequency</td>
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<tr>
<td>Monthly (or almost monthly)</td>
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<tr>
<td>Semi-Annually (about 2x a year)</td>
<td></td>
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<tr>
<td>Infrequently or Occasionally</td>
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</tbody>
</table>
4. Advising Students: Listen to, observe and address student concerns, i.e. personal problems, roommate conflicts and scholastic difficulties. Identify and refer students with crisis situations (i.e. suicidal, eating disorders, drug/alcohol) to appropriate personnel or community resources and provide confidential follow-up and support. Consult/report with supervisor regarding crisis situations and updates.

<table>
<thead>
<tr>
<th>Approximate Frequency</th>
<th>Percentage</th>
<th>Equipment, machines and/or software</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily (or almost daily)</td>
<td>20%</td>
<td>MS Word, Lotus Notes/calendar/Excel, Publisher, AMIS, Copier, printer, Phones, Fax</td>
</tr>
</tbody>
</table>

5. Parental Retention: Listen to, observe and address parent concerns, regarding their students, i.e. personal problems, roommate conflicts and scholastic difficulties. Refer and update information regarding on campus and community services. Send monthly newsletters about campus wide activities and programs.

<table>
<thead>
<tr>
<th>Approximate Frequency</th>
<th>Percentage</th>
<th>Equipment, machines and/or software</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily (or almost daily)</td>
<td>25%</td>
<td>MS Word, Lotus Notes/calendar/Excel, Publisher, AMIS, Copier, printer, Phones, Fax</td>
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</tbody>
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6. 

<table>
<thead>
<tr>
<th>Approximate Frequency</th>
<th>Percentage</th>
<th>Equipment, machines and/or software</th>
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</thead>
<tbody>
<tr>
<td>Daily (or almost daily)</td>
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<td></td>
</tr>
<tr>
<td>Weekly (or almost weekly)</td>
<td></td>
<td></td>
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<tr>
<td>Monthly (or almost monthly)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semi-Annually (about 2x a year)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrequently or Occasionally</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
II. Scope of Responsibility

Responsibility for the Work of Other Yavapai College Employees

Please read each statement and check all that apply to your current job.

☐ 1. I am not responsible for the work of any Yavapai College employees (other than myself).
☐ 2. I work as part of a team and we are all responsible for ensuring that our team meets its objectives.
☐ 3. I am responsible for training, guiding, and leading employees in my work group, but I AM NOT the formal supervisor (i.e., I do not sign performance reviews). (Please list the titles of the jobs over which you train, guide, and/or lead):
☐ 4. I coordinate or manage a Yavapai College program or on-going project. My role requires me to direct the work of other Yavapai College employees and ensure the quality of work, but I AM NOT the formal supervisor (i.e., I do not sign performance reviews).
☐ 5. I coordinate or manage a Yavapai College program or on-going project AND I have formal supervisory duties for at least 1 employee (i.e., I sign performance reviews).
☐ 6. I have formal supervisory responsibilities over at least 1 Yavapai College employee. (In other words, I sign the performance reviews for at least one Yavapai College employee).
☐ 7. I supervise employees who also supervise. (In other words, there are employees who report to the people I supervise.)

Please indicate which of the following activities you perform.

☐ Supervise two or more full-time (or equivalent) Yavapai College employees
☒ Review the performance of other Yavapai College employees
☒ Recommend pay increases for other Yavapai College employees
☐ Recommend promotions for other Yavapai College employees
☒ Assign work to other Yavapai College employees
☒ Handle complaints from other Yavapai College employees
☒ Discipline other Yavapai College employees
☒ Recommend disciplinary action for other Yavapai College employees
☒ Trains other Yavapai College employees
☒ Interview job applicants
☒ Recommend which job applicants to hire
Responsibility for Contractors, Vendors, or Volunteers

Please read each statement and check all that apply to your current job.

☐ 1. **None**: I am not responsible for the work of any contractors or vendors.

☐ 2. **Vendor Selection**: I solicit short-term bids from vendors, define specifications, recommend vendor selection, and place orders.

☐ 3. **Daily Supervision/Coordination**: I oversee the work of on-site contractors or volunteers.

☐ 4. **Technical Expert**: I provide technical expertise and guidance to contractors on a regular or ongoing basis.

X 5. **Contract Monitoring**: I ensure that the terms of a contract are met by monitoring and evaluating contractor performance.

☐ 6. **Contract Managing**: I define the terms of contract agreements and ensure work is completed satisfactorily. I can authorize payment to contractors based on my evaluation.

☐ 7. **Other**:

Customer Contact

Please read each statement and check the **one statement** that applies to your current job.

☐ 1. **Minimal**: I seldom have contact with students, the community, or other customers (up to 6 times per year).

☐ 2. **Occasional**: I sometimes have contact with students, community members, or other customers (up to once per month).

☐ 3. **Regular**: I have regular contact with students, community members, or other customers (up to once per week).

X 4. **Constant**: I have daily contact with students, community members, or other customers.

☐ 5. **Other**:

Financial Responsibility

Please read each statement and check **all that apply** to your current job.

X 1. **Cost Control**: I am aware of resource limitations and try to control costs and reduce waste in my daily work.

X 2. **Financial Transactions**: I collect funds or make payments (by cash, check, or transfers) on behalf of the Yavapai College. I am responsible for ensuring that the amounts I receive or payout are accurate.

X 3. **Budget Monitoring**: My work involves using financial knowledge and business understanding to monitor, identify, and act on potential financial overruns and variances at an early stage.

X 4. **Program Budgeting**: I am responsible for planning, preparing, monitoring, and managing the budget for an ongoing Yavapai College program, long-term project, or a section of a Division.

☐ 5. **Department Budgeting**: I am responsible for planning, preparing, monitoring, and managing
the budget for a Yavapai College Department (or several Yavapai College Departments).

☐ 6. Other:
III. Your Supervisory Responsibility

**IMPORTANT, PLEASE READ:**

*FORMAL* supervisory responsibility is defined as actively participating in the hiring, training, assigning and directing work, and evaluating other Yavapai College employees (including full-time and part-time, permanent and temporary, and students who are employed by Yavapai College). If you are required to sign annual performance reviews, you have formal supervisory responsibility.

Do you have formal supervisory responsibility of other Yavapai College employees?

X Yes—If YES, continue with the survey by following the instructions below.

☐ No—If NO, skip to the next page.

Please fill in the organization chart below. Write in your job title, your manager’s job title, as well as the job titles of all the employees you directly and indirectly supervise.

[Diagram of organization chart]

Indirect supervision refers to employees (and student employees) who report to one of the people whom you directly supervise. To exercise indirect supervision, you must have at least one person reporting directly to you.
IV. Education, Experience, and Certifications

Formal Education

Please indicate:

1. The level of education you have and,
2. The minimum level of education that you think should be required for new employees in your job.

<table>
<thead>
<tr>
<th>Education/Training</th>
<th>You Have</th>
<th>Work Requires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some high school</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High school diploma (or GED)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apprenticeship or training in a skilled trade (e.g., electrician, carpentry, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certified technical training (e.g., certificate in computer assisted design)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Some college</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate’s (2–year) college degree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelor’s (4–year) college degree (BA, BS)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Master’s degree (MA, MS) or Law degree (JD)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doctorate Degree (PhD)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please list any specialties or areas of study that you think should be REQUIRED for new employees in your job.


1. Training in drug and alcohol abuse.
2. Training in community living environments and student development theory.
3.
4.
Prior Experience

Please indicate:

1. The level of directly related experience you had (either within the Yavapai College or elsewhere) when you started your current position, and

2. The minimum level of directly related experience that you think should be required for new employees in your job. Assume that any new employee has the minimum amount of education that you indicated on the prior page.

<table>
<thead>
<tr>
<th>Experience</th>
<th>You Had</th>
<th>Work Requires</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Less than 3 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. At least 3 months, but less than 1 year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. At least 1 year, but less than 2 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. At least 2 years, but less than 4 years</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>5. At least 4 years, but less than 6 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. At least 6 years, but less than 8 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. At least 8 years, but less than 10 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. 10 years or more</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please indicate any special type of prior experience that you think should be required for new employees in your job.

Examples:

➢ At least one year of experience supervising employees.

➢ Six months of experience in bookkeeping or financial record keeping in a public sector agency.

1. Minimum of one year experience as a Resident Assistant or Hall Director.
2. 
3.
Certifications and Licenses

List any licenses or certifications that you think should be required or preferred for new employees in your job.

Please indicate whether you think the license or certification should be required or preferred.

<table>
<thead>
<tr>
<th>Certifications and Licenses</th>
<th>Required</th>
<th>Preferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Certified Public Accountant</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Example: Pest Control License</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Motor Vehicle Operation

1. Does your job require you to operate a vehicle?

   ☐ Yes—If YES, what type of vehicles? For example: passenger van, side loader refuse truck.

   ☐ No—If NO, go to the next page.

2. What type of driver’s license are you required to have for your job? (Check all that apply)

   ☐ Regular (Classified) Driver’s License
   ☐ Class A Commercial Driver’s License (CDL)
   ☐ Class B Commercial Driver’s License (CDL)
   ☐ Class C Commercial Driver’s License (CDL)

3. List any special CDL endorsements that are required.

   For example: passenger endorsement, HAZMAT, tank vehicles, etc.
V. Computer Skills

Does your job require you to use a computer?

X Yes—if YES, place an X in the boxes to indicate which types of computer software or system you use on the job. Also include the names of software. For example, “Microsoft Word” is the name of a word processing software. Finally, indicate the level of proficiency (basic, intermediate, expert or programmer).

☐ No—if NO, go to the next page.

<table>
<thead>
<tr>
<th>Use?</th>
<th>Type of Software or System</th>
<th>Name(s) of Software or System</th>
<th>Level of Proficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Basic</td>
</tr>
<tr>
<td>☐</td>
<td>Contact Management Software</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Database Software</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Design Software</td>
<td></td>
<td>☐</td>
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<tr>
<td>☐</td>
<td>Development Software</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>HR Systems - PeopleSoft</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>X</td>
<td>Internet / Web Applications: Content Management System, Electronic Student Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X</td>
<td>AMIS Student Information System: Admissions, Registration, Curriculum/ Course Mgt, Student Financials, Housing, Financial Aid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X</td>
<td>AMIS: Facilities Management and Scheduling</td>
<td>To submit work orders</td>
<td>X</td>
</tr>
<tr>
<td>☐</td>
<td>Other type:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Use?</th>
<th>Type of Software or System</th>
<th>Name(s) of Software or System</th>
<th>Level of Proficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Basic</td>
</tr>
<tr>
<td>☐</td>
<td>Inventory Software</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Order Processing Systems</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Payroll Systems - PeopleSoft</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Project Management Software</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>X</td>
<td>Spreadsheet Software</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>X</td>
<td>Word Processing Software</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Other Type: BlackBoard: Course Mgt, Card system, PowerFaids, Ticketing System, Millennium, COMPASS</td>
<td></td>
<td></td>
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<tr>
<td>☐</td>
<td>Other Type:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**VI. Physical Requirements**

For each physical activity below, check the box that applies to your job. Do not consider those parts of your job that, if you had a disability, a reasonable accommodation could be made. *For example: If you were in a wheelchair, but had to occasionally move a box of paper, it would be a reasonable accommodation to have someone else move it for you.* In that case, you would not consider moving the box as a required part of your job.

<table>
<thead>
<tr>
<th>Physical Activity</th>
<th>Frequency of Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not Required</td>
</tr>
<tr>
<td>Climb or balance</td>
<td>X</td>
</tr>
<tr>
<td>Reach with hands and arms</td>
<td></td>
</tr>
<tr>
<td>Sit</td>
<td></td>
</tr>
<tr>
<td>Stand</td>
<td>X</td>
</tr>
<tr>
<td>Stoop, kneel, crouch, or crawl</td>
<td>X</td>
</tr>
<tr>
<td>Talk or hear</td>
<td></td>
</tr>
<tr>
<td>Taste or smell</td>
<td></td>
</tr>
<tr>
<td>Use hands to finger, handle or feel</td>
<td>X</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lifting or Exerting Force</th>
<th>Frequency of Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not Required</td>
</tr>
<tr>
<td>Up to 10 pounds</td>
<td></td>
</tr>
<tr>
<td>Up to 25 pounds</td>
<td></td>
</tr>
<tr>
<td>Up to 50 pounds</td>
<td></td>
</tr>
<tr>
<td>Up to 100 pounds</td>
<td></td>
</tr>
<tr>
<td>Over 100 pounds</td>
<td></td>
</tr>
</tbody>
</table>
VII. Working Environment

This question measures your current working conditions. Check all the boxes that apply.

X Office/Indoor Environment: Employees are protected from weather conditions or contaminants, but not necessarily occasional temperature changes.

☐ Outdoor Environment: Employees work outdoors and may not be protected from weather conditions (including weather-related heat and cold, rain, wind, etc.)

☐ Work in extreme cold (not related to weather): Temperatures typically below 32 degrees for more than an hour.

☐ Work in extreme heat (not related to weather): Temperatures above 100 degrees for more than an hour.

☐ Work in close quarters (crawl spaces, shafts, man holes, sewage and water line pipes, and other areas that could cause claustrophobia)

☐ Work in high, precarious places

☐ Work near moving mechanical parts

☐ Exposed to risk of electrical shock

☐ Exposed to vibration

☐ Exposed to fumes or airborne particles.

X Exposed to infectious diseases

X Exposed to criminal suspects or prison inmates.

Thank you for taking the time to tell us about your job.

Please sign below and give this questionnaire to your supervisor by Friday, March 11th.

__________________________________________
Employee Signature

If you are completing this questionnaire electronically, please print, sign and give it to your supervisor.
VIII. Supervisor’s Review Section

Please review the employee’s responses and indicate whether or not you essentially agree with what the employee has written. If you have any changes, additions, or corrections, please write them in the space below.

Please do not consider the employee’s performance.

<table>
<thead>
<tr>
<th>Section of the Questionnaire</th>
<th>Essentially Agree</th>
<th>Have Changes or Additions</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Essential Duties and Responsibilities</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>II. Scope of Responsibility</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>III. Supervisory Responsibility</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>IV. Education, Experience, and Certifications</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>V. Computer Skills</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>VI. Physical Requirements</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>VII. Working Environment</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Please continue by completing the next page.
1. What do you think is the most appropriate job title for this position?

2. What do you think is a possible career path for someone in this position? Considering this job (not necessarily the person in the position), what jobs could someone be promoted from and be promoted to? Please consider not only the current job titles in the Yavapai College, but also what you think would be a viable option in any organization.

   Possibly promoted from → Current position → Possibly promoted to

3. Please check the appropriate statement:

   [ ] I agree with the employee’s responses as written.
   [ ] I disagree with some of the employee’s responses and have made edits and comments.

4. If you disagree with any part of the employee’s responses, did you discuss these edits/comments with the employee?

   [ ] Yes, and the employee agrees with my edits/comments.
   [ ] Yes, and the employee does not agree with my edits/comments.
   [ ] No, I did not discuss my edits/comments with the employee.
   [ ] Not applicable (I agree with all of the employee’s responses).

Please sign below and forward this questionnaire to HUMAN RESOURCES no later than Friday, March 25th.
## JOB POSTING FOR THE PART TIME HALL DIRECTOR POSITION

<table>
<thead>
<tr>
<th>Title:</th>
<th>Assistant Residence Hall Director (Part time)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution:</td>
<td>Yavapai College</td>
</tr>
<tr>
<td>Responsibilities:</td>
<td>Part-time position (19 hr week), live in position. The hall director interacts with students and student staff in a residential building of 100 students. The incumbent must have a desire to assist students transitioning to college life and a strong commitment for educational and academic development. Responsibilities include: Residential complex on call duty rotation every 3rd week, oversee day to day building operations and facilities management, student group advisor, work 10 hours per week in the central housing office, assist with hall programming,</td>
</tr>
<tr>
<td>Compensation:</td>
<td>$10,000 (for a 10 month appointment)</td>
</tr>
<tr>
<td>Benefits:</td>
<td>The compensation package will include the following: Furnished 2 bedroom apartment which includes utilities, cable, local phone service, internet access valued at $11,000. Stipend - $10,000 for a 9 month contract. Remuneration does not include tuition.</td>
</tr>
<tr>
<td>Requirements:</td>
<td>Must possess an earned Bachelor’s Degree. Prior leadership experience required, Residence Life experience preferred. Other qualifications include ability to organize tasks, prioritize duties, possess skills to effectively lead and facilitate group discussions, understanding of ethical situations, possess critical thinking skills, public speaking, knowledge of residential living-learning philosophy, ability to interact with a diverse student population.</td>
</tr>
</tbody>
</table>
**Name __________________________ Phone # __________________________**

**Current Address __________________________ e-mail address________________________**

**Summer Address __________________________ cell __________________________**

List all residence halls you have lived in, or any related group living experience you have had.
_________________________________________________________________________________
_________________________________________________________________________________

**GPA _____________ Major __________________________________________________________**

**Current class level: ___ Fr. ___ Soph./+ 2 yrs.**

If you were selected to be an RA, which building and wing would be your first choice? Why?
_________________________________________________________________________________
_________________________________________________________________________________

List any residence areas on campus in which you would prefer not to serve as an RA. Why?
_________________________________________________________________________________
_________________________________________________________________________________

List any activities you plan to be involved in next semester that may require large time commitments, e.g. athletics, student activities, clubs and organizations, practicums, etc. Please explain any potential conflicts you might foresee as a result of juggling a busy schedule of classes, commitments, and responsibilities as an RA.
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
List the following: any leadership experiences, activities or organizations you have been active in, employment history, or other experiences you have had that highlight your ability to handle responsibility, work with people, organize tasks, or coordinate activities (please include dates).

1. __________________________________ 6. _________________________________
2. __________________________________ 7. _________________________________
3. __________________________________ 8. _________________________________
4. __________________________________ 9. _________________________________
5. __________________________________ 10. _________________________________

What are your reasons for applying to be an RA? __________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
What are your strengths and weaknesses will you bring to the residence hall staff? Describe how they will help/hinder your performance as an RA.

__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________

List what you believe to be the best aspects or most positive part of living on campus. List the worst aspects or most negative part of living on campus. What would you like to see done to improve the on-campus living experience?

__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________

List the names of your two references:

____________________________________________________
____________________________________________________

This is to certify that the information herein is accurate and is my own.

__________________________________________ _________________________
Signature Date
Applicant Name _____________________________________________________

For the student: Please use this form when requesting a letter of reference. Read carefully the following statement and sign where indicated if you wish this to be a confidential letter. **I waive the right to be shown information on this form.**

Signature __________________________________________ Date ________________________

___________________________________________ is applying for the position of Resident Assistant. Your assistance in helping us evaluate him/her will be greatly appreciated. The responsibilities of the job include welcoming students, various administrative duties such as checking residents in and out, promoting an educational and social atmosphere, counseling and advising, e.g. reference person, noise control, being on-call which includes being in the residence hall and locking doors a few nights a week, and representing the Campus Life Office and Yavapai College.

Please describe his/her strongest characteristics related to this position (attach additional sheets if necessary).

Please include any aspects of the applicant’s personality that need further development to reach maximum effectiveness.

How long have you known the applicant? ____________________

In what capacity?____________________________________________________________

Name _______________________________________ Title ____________________________

Address ____________________________________ Telephone # _______________________ 

Signature __________________________________________________________________

Date __________________________

Please submit completed references to : Yavapai College-Campus Life

1100 E Sheldon Box 6003

Prescott, AZ 86301
Congratulations on your selection as Resident Assistant for the academic year 2005-2006. As an agreement, I ____________________________ and the Residence Life Staff agree to the terms and conditions below:

- This agreement is only for the Academic Year 2005-2006 and must be signed no later than May 13, 2005.
- I understand my performance will be evaluated twice during this year and upon evaluation I may not be asked back for the Spring 2006 semester should my performance fail to meet satisfactory standards.
- I must personally adhere to the Yavapai College rules and regulations in addition to the Code of Conduct (a copy has been provided for my review).
- I will promote an educational and social environment in the halls
- I will be required to work one desk shift per week in ANY hall from the hours of 8:00 pm to 2:00am. If I so choose, I may rotate into the 2:00am to 6:00am Night Manager rotation for pay.
- I will be required to stand Rover every 10 days with my coworkers ensuring lock up and safety of the buildings. I will be required to make walk throughs of the three Residence Halls every two hours from the 8:00pm to Midnight. From that time I will turn over my watch to the desk workers.
- I will work a weekly rotation in the Campus Life Complex at least once a week consisting of two hours. While there my responsibilities will be to the administration tasks of my building, i.e. making/ hanging posters, sorting mailings and announcements and answering/ returning phone calls. I am also being asked to give a tour of the Residence Halls while on duty in the Campus Life Complex.
- I will attend weekly staff meetings and attend monthly in-services. All meetings will be held by the staff as a whole; missing a meeting will result in written warning and probation. Any further missed meetings will result in termination from my position without just cause.
- I will be required to participate in and be responsible for planning at least one program per month. In addition I will be required to hold two wing activities per month (informational meetings do not count, i.e. First wing meetings and end of the year check-out informational meetings.)
- I will be required to attend the Fall RA training beginning on August 10th. Upon completion of Fall training I will be checking in all Yavapai College Students for the Fall 2005-2006 year. At the end of the Spring Semester I will be required to check out residents and prepare the Residence Halls for Summer Conference arrivals.
- I will make contact/ check in on "assigned" residents (they may not live on the exact wing as the RA) on a weekly basis;
- Other duties as assigned.

I understand I must maintain a minimum GPA of 2.5 to remain eligible as an RA. Should my GPA fall below the minimum requirement I will be placed on academic probation. If by the end of the semester my GPA has not returned to the 2.5 cumulative I will be asked to resign my position.

In exchange for the duties assigned I will receive a rent and board waiver. Board will consist of the 15 meals per week and $75.00 Roughrider dollars per semester.

This is a contract and Termination of your position may be made by the Hall Director/ Director of Housing, if, in their sole discretion, the RA fails to fulfill the position responsibilities. If termination occurs within a semester, the amount of fee waivers will be prorated.

If the undersigned fails to perform his/her duties, but the Hall Director/ Director of Housing feels the individuals performance could improve, the RA may be placed on Probation for a designated period of time. This is an alternative to dismissal from the RA position, but will not automatically be used with an RA who does not fulfill his/her responsibilities.
I have read the above agreement and understand its contents. I agree to fulfill the responsibilities and expectations as outlined above and in the reference materials, and as may be directed. I also understand and agree that my participation in the RA program does not constitute employment with Yavapai College.

-----------------------------------------------------------------------------------
Resident Assistant Date

-----------------------------------------------------------------------------------
Hall Director Date
RESIDENT ADVISOR PERFORMANCE EVALUATION

STAFF MEMBER_______________________SEMESTER___________BUILDING_________

PLEASE CIRCLE THE APPROPRIATE RESPONSE AND COMMENT ON EACH OF THE FOLLOWING AREAS AS THEY RELATE TO YOUR PERCEPTION AND GATHERED FEEDBACK ON THE PERFORMANCE OF THIS STAFF MEMBER DURING THE PAST SEMESTER.

O = OUTSTANDING
AA = ABOVE AVERAGE AREA - SUCCESSFUL
A = AVERAGE AREA – NEEDS LITTLE IMPROVEMENT
W = WEAK AREA – NEEDS IMPROVEMENT
NA = NOT APPLICABLE

1. APPROACHABILITY & AVAILABILITY O AA A W NA

TO WHAT EXTENT IS THIS STAFF MEMBER AVAILABLE TO RESIDENTS, OPEN TO RESIDENTS CONCERNS, ACCEPTING OF OTHERS AND WILLING TO GIVE OF THEIR TIME AND ENERGY?

2. COOPERATION & TEAMWORK O AA A W NA

HOW EFFECTIVE IS THIS STAFF MEMBER IN WORKING WITH YOU, AND IN BUILDING A STAFF?

3. HELPING SKILLS O AA A W NA

HOW EFFECTIVE IS THIS STAFF MEMBER IN HELPING STUDENTS WORK THROUGH THEIR PROBLEMS. TO WHAT EXTENT DOES S/HE CONSULT WITH YOU AND YOUR STAFF MEMBERS AND MAKE APPROPRIATE REFERRALS.

4. PROGRAMMING O AA A W NA

HOW EFFECTIVE IS THIS STAFF MEMBER IN DEVELOPING A WIDE VARIETY OF PROGRAMMING RESPONSIVE TO THE NEEDS OF THE RESIDENCE POPULATION.

5. DISCIPLINE O AA A W NA

HOW EFFECTIVE IS THIS STAFF MEMBER IN CONFRONTING INAPPROPRIATE BEHAVIOR, CHALLENGING RESIDENTS TO SUPPORT COMMUNITY STANDARDS AND ESTABLISHING BEHAVIORAL EXPECTATIONS ON HIS/HER FLOOR.
6. ADMINISTRATIVE

TO WHAT EXTENT IS THIS STAFF MEMBER EFFECTIVE IN COMPLETING ASSIGNED ADMINISTRATIVE RESPONSIBILITIES IN A TIMELY AND THOROUGH MANNER.

7. MAINTANANCE AND OPERATIONS

HOW EFFECTIVE IS THIS STAFF MEMBER IN REPORTING AND FOLLOWING THROUGH ON BUILDING MAINTANCE NEEDS.

8. HALL COUNCIL, COMMITTEES AND WORK GROUPS

HOW EFFECTIVE IS THIS STAFF MEMBER IN WORKING WITH AND SUPPORTING HALL COUNCIL, AND PARTICIPATING IN COMMITTEES AND WORK GROUPS.

9. SUPERVISION AND SELF GROWTH

TO WHAT EXTENT DOES THIS STAFF MEMBER UTILIZE CONSTRUCTIVE FEEDBACK APPROPRIATELY AND IS COMMITTED TO HIS/HER GROWTH AND DEVELOPMENT AS A STAFF MEMBER.

PERFORMANCE SUMMARY

1. WHAT ARE THIS STAFF MEMBER’S GREATEST SKILLS AND COMPETENCIES?

2. WHAT ARE THIS STAFF MEMBER’S GREATEST STRENGTHS ON HIS/HER FLOOR?

3. WHAT ARE THE AREAS IN WHICH THIS STAFF MEMBER NEEDS IMPROVEMENT IN ORDER TO BETTER MEET THE NEEDS OF THE STUDENTS?
PERFORMANCE APPRAISAL ACTION FORM

TOPIC___________________________________________________________________

ACTION PLAN:

TOPIC___________________________________________________________________

ACTION PLAN:

TOPIC___________________________________________________________________

ACTION PLAN:

IS THIS RA PLANNING ON RETURNING NEXT SEMESTER? __________

WOULD YOU RECOMMEND THIS RA FOR CONTINUED EMPLOYMENT___________
DEAR RESIDENT:

I HAVE RECENTLY BEEN APPOINTED TO THE POSITION OF DIRECTOR OF RESIDENCE LIFE AND I NEED YOUR HELP IN GIVING ME FEEDBACK ABOUT YOUR RESIDENT ASSISTANT. AS A RESULT OF YOUR COMMENTS, WE HOPE TO BE ABLE TO MEET THE NEEDS THROUGH IMPROVED RA SELECTION PROCESS AND TRAINING. Thank you, Misty Loughmiller (776-2207) E-mail misty_loughmiller@yc.edu

HALL YOU RESIDE IN _________________ YOUR RA _______________________

1. RATE YOUR RA’S INTEREST IN THE JOB:
   A = ENTHUSIASTIC
   B = SUFFICIENTLY INTERESTED TO GET THE JOB DONE
   C = DOESN’T SEEM TO LIKE HIS/HER JOB
   D = INDIFFERENT . . . DOESN’T SEEM TO CARE

2. HOW MUCH TIME DOES YOUR RA SPEND ON THE FLOOR/WING?
   A = MORE THAN ENOUGH TIME TO MEET THE STUDENTS NEEDS
   B = ADEQUATE TIME TO MEET THE STUDENTS NEEDS
   C = LESS THAN ENOUGH TIME TO MEET THE STUDENTS NEEDS
   D = LITTLE TO NO TIME

3. HOW WELL IS YOUR RA RESPECTED ON YOUR FLOOR/WING?
   A = S/HE IS WELL RESPECTED AND IS A POSITIVE INFLUENCE
   B = NO MORE OR LESS THAN THE TYPICAL STUDENT
   C = RESIDENTS DON’T CARE FOR HIM/HER
   D = NEVER MADE AN EFFORT TO GET TO KNOW RESIDENTS

4. DOES YOUR RA PLAN ACTIVITIES FOR THE RESIDENTS IN THE HALL?
   A = YES AND THEY ARE SUCCESSFUL
   B = YES, BUT HE/SHE GETS LITTLE COOPERATION FROM FLOOR
   C = NO, DOESN’T SEEM TO CARE ABOUT ACTIVITIES

5. MY RA IS CONSISTENT IN ENFORCING THE RULES AND REGULATIONS
   A = ALL OF THE TIME
   B = MOST OF THE TIME
   C = SOME OF THE TIME
   D = NEVER

6. DOES YOUR RA KNOW YOU BY YOUR FIRST NAME
   A = YES
   B = NO
   C = NOT SURE

7. HOW OFTEN DO YOU SPEAK WITH YOUR RA?
   A = DAILY
   B = WEEKLY
   C = LESS THAN ONCE A WEEK
   D = LESS THAN ONCE A MONTH

1. WHAT ACTIVITIES OR PROGRAMS WOULD YOU LIKE TO HAVE IN THE HALLS?

Additional comments on back
2. WHAT COULD YOUR RA DO TO IMPROVE HIS/HER PERFORMANCE?

COMMENTS REGARDING ANY ASPECT OF THE HALL STAFF, HOUSING OFFICE, FACILITIES ETC.

YOU ARE WELCOME TO CONTACT ME EITHER BY CALLING 776-2207, STOPPING BY TO SEE ME IN THE BASEMENT OF MARAPAI (011) OR BY E-MAILING ME AT: CELIA_LYON-DANNISON@YC.EDU

THANKYOU FOR YOUR TIME AND ASSISTANCE.
RESIDENT ASSISTANT EXIT EVALUATION

NAME____________________________________________ HALL____________________

Dates of Service_____________________________ Eligible for rehire Yes ____ No ____

The numerals indicate the following: 5 - excellent performance; 3 - meets expectations; 1 - very poor performance.

______ ADMINISTRATIVE                    ______ RELIABILITY
______ COUNSELING                        ______ INITIATIVE
______ CONFIDENTIALITY                    ______ INTEGRITY
______ DISCIPLINARY ROLE                 ______ RAPPORT WITH STUDENTS
______ COMMUNICATION                     ______ OVER-ALL
______ PROGRAMMING                       ______ __________________

STRENGTHS:

WEAKNESES:

Residence Hall Director                     Date
**Night Manager:**
Work Hours: 12:00am - 5:00am
Hours per week: 19.75
Hourly Wage: $7.50

**Description:** Provide security and student service in the residence halls. Ensure building security, student security, monitor lobby and building. Enforce policies and assist students and check-in/out guest of students. Check-in/out equipment (games and kitchen). Other duties as assigned.

**Qualifications:** Ability to work independently.
- Respect for confidentiality
- Clear communication skills, written and verbal
- Ability to give instruction to others
- Ability to identify and distinguish residents from nonresidents
- Ability to adapt in a changing workplace
- Ability to interact well with students, staff and the public
- General knowledge of Yavapai College.
The residence hall staff is interested in your reasons for leaving your residence, so we can address areas which may have influenced your decision. Please assist us by filling out this questionnaire.

1. Residence hall from which you are checking out: **Kachina**  **Marapai**  **Supai**
2. Semester:  **Fall**  **Spring**  **Summer**
3. Year _____________
4. Age: _____________
5. Gender:  **Female**  **Male**
6. Number of credits completed: _____________
7. Plans – "I am going to ...": (Check One)
   - Change rooms, but stay in the same hall.
   - Change hall, but stay on campus.
   - Move off campus, but continue attending Yavapai College.
   - Withdraw from Yavapai College.

1. Why are you moving? Identify a maximum of 3 reasons (fewer, if applicable). Rank by placing a 1 by your primary reason, 2 by your secondary reason, and 3 by your tertiary reason.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Transferring schools</td>
</tr>
<tr>
<td></td>
<td>Graduating</td>
</tr>
<tr>
<td></td>
<td>Not enough privacy</td>
</tr>
<tr>
<td></td>
<td>My floor/community does not meet my lifestyle needs</td>
</tr>
<tr>
<td></td>
<td>Roommate conflict that cannot be resolved</td>
</tr>
<tr>
<td></td>
<td>Don’t like my room or building <strong>configuration</strong> (location of bathrooms, room size/setup)</td>
</tr>
<tr>
<td></td>
<td>Don’t like room or building <strong>location</strong> (proximity to classrooms and other services)</td>
</tr>
<tr>
<td></td>
<td>Don’t like food/mandatory meal plan</td>
</tr>
<tr>
<td></td>
<td>Too noisy</td>
</tr>
<tr>
<td></td>
<td>Too expensive</td>
</tr>
<tr>
<td></td>
<td>Other. Please explain:</td>
</tr>
</tbody>
</table>
2. If you were in charge of Yavapai College Residence Halls, what is one thing you would change?

3. If you were in charge of Yavapai College Residence Halls, what one aspect of living in your hall should never be changed?

4. Any other comments?
### Service Learning Outcomes
**Student Development and Retention Departments**

<table>
<thead>
<tr>
<th>Department:</th>
<th>Testing Services</th>
<th>Academic Advising (GEDT)</th>
<th>Career Services</th>
<th>Student Support Services</th>
<th>Residence Life/Health Center</th>
<th>Student Activities/clubs</th>
<th>SOAR</th>
<th>STU150</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Outcomes - Students will be able to:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. <strong>Identify Campus Resources</strong>, including use of the college web site and catalog, and understand selected college policies</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>2. <strong>Develop an educational plan</strong> (degree, certificate transfer), including the creation of a semester schedule, and understand degree requirements</td>
<td></td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>3. <strong>Identify strengths</strong>, skills, values, and interests.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>4. <strong>Identify a career goal</strong> and create tools for job applications</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>5. <strong>Effectively manage problems</strong> and resolve conflicts that interfere with success in college.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>
Satisfaction Survey from Spring 2003 (compiled by Institutional Research) reported the following: 91% of the 154 students agreed to overall satisfaction with the residence halls. Areas of highest agreement of satisfaction included the following.

- 96% with feeling safe in the halls
- 87-94% with Resident Assistants
- 84-94% with Hall Directors
- 87% with recreation room
- 86% with bicycle storage
- 84% with laundry facilities

As indicated by 70% or less agreement of satisfaction, the areas of concern in spring 2002 were:

- 53% with noise level & affect on sleep or studies
- 67% with guest policies (Note guest policies for Fall 2003 have been adapted to reflect student opinion.)
- 59% with repair requests (Note, communication efforts to improve the response time includes monthly meetings with custodial staff and regular information sharing with Jeff Rose and Patty Russell of Facilities.)

Exit questionnaire, Spring 2002 and Spring 2003, the following responses were provided by students leaving the college. The list of comments written on the survey can be found in appendix GG. 61 and 77 respondents in 2003 and 2002 respectively.

- 2003, 42.6% and in 2002, 22% did not like the mandatory meal plan
- 2003, 65% and in 2002, 45% students were transferring to another school
- 2003, 24% and in 2002, 22% students were graduating
- 2003, 3% and in 2002, 14% hall did not meet lifestyle needs (improvement)
- 2003, 19% and in 2002, 4% students thought the halls were too expensive.
- 2003, 6.5% and in 2002, 5% students thought the halls were too noisy.

Input from Service Area Personnel

- ADA compliance, i.e.) Marapai kitchen & laundry rooms are in the basement.
- Improve lighting in Marapai student rooms.
- At Campus Life, the electrical system should be upgraded to ensure adequate service to office. Current system to be upgraded in Master Plan improvements.
- Billie Smith would welcome future opportunities for skill development and professional growth.
The Campus Life Office maintains a positive rapport with the students as their main strength. They strive to make positive connections with students and to act as a clearinghouse of campus and community resources to support students’ endeavors.

Weaknesses remain constant in the student satisfaction with the meal plan requirements for living on campus. Students are dissatisfied with quality for the price paid. Complaints focus on the rules prohibiting students to spend their meals as they wish.

Updating computer labs for students’ use in Kachina Hall as budget will allow. When Health Center moves to Building 3, replace the space with a computer lab in Supai and study room. Space has adequate lighting and LAN modems installed already.

The Campus Life Websites need to be updated. In Spring of 2002, students were asked to provide feedback about the Campus Life WebPages. The most frequent feedback was that it was not user friendly and it was boring.

Several times in the past couple years, students working on homework in the Kachina computer lab were frustrated that they could not do class related work in the Kachina lab because the software programs were not congruent with the facilities at other sites on campus. As this was reported, ITS upgraded as they could.

The 2003-04 Campus Life wages budget was cut by $33,000, transferring the money to Campus Safety. The money was previously used to budget staffing the desk from 7:00 pm – 6:00 am. Most of the 7:00 – 12:00 shifts in all three halls have been covered by reallocating Resident Assistant Duties. Another reduction in costs was found by ending the Night manager shifts one hour earlier. This staff coverage of the building provides a security measure to the building. The third part of the plan to reduce the staffing budget was to decrease the staffing from three to one night manager after 2:00 am. That leaves two buildings at a time unstaffed, therefore needing to be locked. Students still need to have access to the building between 2:00 am and 5:00 am. The most feasible way to make that happen is through a card lock system. It would be more secure than standard keys because the system can be programmed that only current resident ID cards will unlock the door. The remaining Night Manager would rove the three buildings to ensure the buildings are secure.

Create a Freshman Experience Orientation prior to the move in of returning students. Orientation to include Parent FAQ session.

Continual beautification of internal and external areas of the residence halls.

Install outdoor basketball hoop for residents near sand pit volleyball court.
To: Michael Dougherty

From: Paula Fuhst

Date: November 28, 2005

Subject: Residence Life Enhancement Plan

As per Dr. Horton’s direction, the following is an outline of a plan to address current concerns about residence hall facilities, occupancy, and discipline.

A. Goals:

1. Increase hall occupancy rates:
   a. 100% for opening fall semester
   b. 95% for opening spring semester
   c. 95% for summer session (We may see an increase in student enrollment due to new summer session; conferences will be booked depending on availability of rooms due to on-going renovation.)

2. Increase student satisfaction with residence hall living:
   a. Utilizing paper/pencil or online assessments and focus groups, survey students to ensure at least 90% satisfaction with hall safety, attractiveness, comfort, conduciveness to study, support of staff, ability to make friends. Use results to make improvements as needed, providing ongoing communication to students regarding plans and issues.
   b. Solicit feedback from students to improve satisfaction with meal plans by 5%. Establish food committee, allow input on menus, publish results of evaluations.

3. Increase retention of residence hall students:
   a. fall to spring – 20%
   b. fall to fall – 10%
   c. goal completion/graduation rate – 10%

4. Decrease number of students in academic and disciplinary jeopardy:
   a. On academic probation – 5%
   b. On financial aid probation – 5%
   c. On disciplinary probation – 5%
   d. Evicted from the halls – 5%
B. Action plans:

1. Facilities: Create a ten-year facilities plan and budget accordingly to maintain a safe, attractive, and energy efficient environment, addressing these and other components:
   a. Furniture in student rooms and common areas
   b. Laundry facilities
   c. Paint – interior and exterior
   d. Carpet in student rooms and common areas
   e. Lighting – interior and exterior
   f. Hall director apartments
   g. Bathroom fixtures
   h. Windows and screens
   i. Door locks and card system
   j. Landscaping and outdoor recreation

2. Staffing
   a. Hire professional staff who have a balance of skills in programming, paraprofessional counseling, management, and discipline; provide ongoing training and evaluation to ensure departmental goal achievement and consistency of operations.
   b. Hire paraprofessional staff (RAs, desk assistants, night managers) who: serve as role models, emphasize academic achievement, promote campus involvement, communicate effectively and enforce policies consistently; provide ongoing training and evaluation.
   c. Collaborate with Campus Police to ensure adequate security and enforcement of laws.
   d. Collaborate with Chartwell’s Food Service to enhance meal offerings and student satisfaction.

3. Programming: Collaborate with faculty and staff to promote:
   a. Student engagement in clubs and activities
   b. Academic achievement;
   c. Health and wellness;
   d. Appreciation of diversity;
   e. Community service.

4. Orientation: New residence hall students will:
   a. Attend SOAR (Orientation to college resources and academics, English and math skills assessment, academic advisement and registration)
   b. Receive residence life publications by mail and via web site.
c. Attend a special residence hall orientation at the beginning of the semester, covering expectations and policies, and promoting friendships and community.

d. Enroll in one of the first year seminar courses (STU150/160).

5. Parent involvement:
   a. Inform of college and residence hall expectations – invite to SOAR, send residence hall handbook, notify of events and serious infractions, implement family weekend.

6. Discipline:
   a. Evaluate current Code of Conduct language and appeals process to create user-friendly document and promote clear understanding of rights and responsibilities.
   b. Create assessment instrument to insure that all students demonstrate knowledge of policies and consequences of violations.
   c. Continue to support enforcement of all laws and college policies;
   d. Implement intensive and meaningful educational sanctions to assist students change behaviors.
   e. Assess impact of sanctions on recidivism.

7. Counseling:
   a. Provide professional mental health counseling to assist students who experience problems with substance abuse, anger management, depression, excessive stress, family issues, etc.
   b. Assess impact of counseling on goal attainment and retention.

8. Promote the residence halls as a learning environment:
   a. Emphasize quiet hours;
   b. Promote study hall;
   c. Provide tutoring in the halls;
   d. Consider theme wings by major/career or other interest;
   e. Utilize faculty and staff as guest lecturers.

9. Mandatory academic and career advisement:
   a. 100% of residence hall students will have an assigned advisor, and will have at least two contacts with that advisor each semester. Student Development Learning Outcomes will be tracked for attainment.
RESIDENCE HALL RENOVATIONS – REVENUE BOND
The two older residence halls, Marapai Hall and Supai Hall, need substantial renovations and facelift. Funds were provided in the Master Plan Bond for air-conditioning the two residence halls, but not for renovations. Air-conditioning is scheduled to be installed over summer, 2003. If it is decided to renovate these buildings, it would be cost effective to complete the renovations at the same time that the air-conditioning is installed.

An early estimate of the required renovations was approximately $1.2 million. We have engaged a firm who specializes in residence hall renovations to help us develop a more accurate scope of work required and estimated cost for the project.

A Revenue Bond could be issued to provide funds for this renovation project.

In 1993, a $2.5 million Revenue Bond was issued to build Kachina Hall. The current outstanding principal on the 1993 Revenue Bond is $1,690,000 and annual principal and interest payments are approximately $230,000. If a new Revenue Bond is issued for the renovations on Marapai and Supai Halls, the remaining principal on the 1993 Revenue Bonds could be refinanced to take advantage of lower interest rates. (Due to the relatively small amount of principal outstanding on the 1993 Revenue Bonds, it is not cost effective to refinance the bonds on their own. The interest savings is not sufficient to offset the cost of issuance. However, combined with a new Revenue Bond producing $1.2 to $1.5 of project funds, the refinancing of the 1993 Revenue Bonds does generate net interest savings.)

A new Revenue Bond producing project funds of $1.2 to $1.5 million and capturing the savings from refinancing the 1993 Revenue Bonds would require an increased debt service (principal and interest) of approximately $100,000. However, there are several increased revenues and reduced costs that would offset the additional debt service:

- If Marapai and Supai Halls are renovated and air-conditioned, the room rates for these halls would be increased to the same rate as Kachina Hall. This increase of $115 per semester would produce additional revenues of $60,000 at current occupancies.
- Maintenance costs on Marapai and Supai Halls would be reduced by $10,000 to $20,000 annually as a result of the renovations.
- Occupancy rates in these two halls would likely increase as a result of the renovations and air-conditioning.
- Marapai and Supai Halls currently have limited use for Summer Conferences and Summer Semester. With air-conditioning and renovation, they become
attractive accommodations for summer use and greatly expand the opportunity for Summer Conference revenues. It is likely that the above revenues and cost savings would totally offset the additional $100,000 debt service on the new Revenue Bonds.