

EXAMPLE

Winthrop University Student Support Unit Continuous Improvement Plan 2019-20

Name of Unit: **Residence Life**

Contact Person: XX

Date Submitted: 2019-20 academic year

Winthrop University's Mission Statement: Winthrop University provides personalized and challenging undergraduate, graduate, and continuing professional education programs of national caliber within a context dedicated to public service to the State of South Carolina...The values of service, excellence, diversity, community, and leadership provide the foundation of Winthrop's continuing development and shape Winthrop's continuing success...Winthrop students acquire and develop knowledge, skills, capabilities, and values that enrich their lives and prepare them to meet the needs and challenges of the contemporary world, including the ability to communicate effectively, appreciate diversity, work collaboratively, synthesize knowledge, solve complex problem, and adapt to change. [Full mission statement: <https://www.winthrop.edu/president/default.aspx?id=1620>]

Unit's Mission Statement or Statement of Purpose: The mission of the **Office of Residence Life** is to provide undergraduate students with safe, inclusive, and educational residential environments that intentionally challenge and support them to embrace global citizenship, civility, and self-accountability. Through engaging and meaningful interactions, Residence Life promotes the holistic development of all students from the perspective of a residential liberal arts education. This mission aligns with the institutional and college missions of educating students to meet the needs and challenges of the contemporary world.

Stakeholders: Stakeholders (green box)

Unit Name: Unit Name (blue box)

Primary Purpose: Primary Purpose (yellow box)

Primary Activities: Primary Activities (purple box)

Mission Alignment: Mission Alignment (orange box)

Outcome #1: Provide a safe, inclusive, and healthy residential living community, which supports learning and fosters a positive experience for residents.	This outcome is carried over from 2018-19 because it is central to the department.
Alignment of outcome with the Winthrop Plan (Goal and Strategic Initiative): Goal 2 – Enhance quality of the student experience	
Alignment of outcome with the Division's Strategic Plan: N/A	These alignments indicate the relationship between the unit, division, and university.
Alignment of outcome with the University Learning Competencies (ULCs), if applicable: N/A	
Summary Statement of Assessment-based Accomplishments and Improvements: (summary statement based on prior year's Continuous Improvement Action Plan)	
This section will not be completed in the 2019-20 Plan. It is the summary of changes made in 2019-20 and the impact they had on the department. This section will be completed at the end of the 2019-20 assessment cycle.	

Activities:

The activities being conducted in 2019-20 are clearly described. They align with the Continuous Improvement Action Plan described in the 2018-19 Continuous Improvement Report (based on the data gathered in 2018-19).

As identified in the Action Plan for 2019-20 (from our 2018-19 Report), the department will engage in the following activities to increase student satisfaction with their residential experience. Facilities requests, check-in process, enhanced use of housing software, residence hall renovations, and ensuring a positive residential experience are the focus of our activities in 2019-20.

1. The Residence Life Graduate Assistant (GA) will be responsible for working with students and the Operations and Housekeeping staff to ensure student submitted facilities work requests are acknowledged in a timely fashion and that students are satisfied with the resulting work. The GA will maintain a spreadsheet that indicates the date and time the student submitted the facilities work request and the date and time the Operations/Housekeeping staff closed out the ticket. This data collection will be set-up over summer 2019 and be fully functional by move-in day in mid-August, since that is a prime time of the year for facilities work requests. The GA will also work with Operations and IT to have a survey automatically sent to students once the ticket is closed out. Data from this survey will be monitored by the GA. The survey and process will be developed over summer 2019 and will be fully functional by move-in day in mid-August.
2. The student ambassadors, under the direction of the Coordinator of Residence Life, will develop and staff an “Express Check-In” line for the fall 2019 check-in process. The express line will be for students who have completed the housing online forms prior to arrival. Details and process will be developed during the student ambassador training sessions in early August, with the line implemented in mid-August for the check-in process.
3. The Director of Residence Life will be actively trained on the housing software, which is currently only used for the check-in process. Training with the software provider has been scheduled for every Tuesday and Friday in September (1-4pm), with additional times set aside during October and November for check-in sessions on actual implementation of the processes. The software will be functional and used for online housing selection, roommate selection, and housing applications, which begin in February 2020. (1 – Housing software contracting – noting training arrangements)
4. In partnership with the Operations team, the following building renovations will be addressed. Based on current estimates, this work will be completed during summer 2019. Due to the age of the buildings and some of the demolition activities, a back-up plan has been put into place in the event some work will need to be completed during winter break (December 2019-January 2020). (2 – Work schedule for Young Residence Hall; 3 – Work schedule for Daniels Residence Hall; 4 – Work schedule for Hunter Residence Hall)
 - Young Residence Hall – improvements to bathrooms, new lighting in hallways, and painting the entire interior of the building.
 - Daniels Residence Hall – improvements to bathrooms, new lighting in hallways, and painting the entire interior of the building.
 - Hunter Residence Hall – demolition, removal, and replacement of all current bedroom and common room furniture, and all bedroom flooring, as well as painting the entire interior of the building, and installing a new elevator cab.

This section will be updated to reflect the details of the process at the end of the 2019-20 assessment cycle.

Includes reference to documentation.

Includes reference to documentation.

Prior to move-in for the 2019-20 academic year:

- Professional staff members will conduct walk-throughs of each residence hall to ensure all renovation and maintenance items have been completed and each hall is acceptable.
- RAs and student workers will walk through each room and common space to ensure each area is ready for student use – issues will be reported to Residence Life to be addressed with Operations.
- RAs will decorate each hallway and common space to enhance the visual feel and make each space as warm and inviting as possible.
- The Director of Residence Life, in conjunction with the Operations and Housekeeping staff, will develop a cleaning and maintenance timeline to ensure all summer tasks are completed in a timely fashion.

5. In an effort to address the lower level of satisfaction with the residential experience reported within the 2018-19 survey data, the Director of Residence Life will facilitate a number of focus groups. The first focus group will be with approximately ten returning Residence Advisors (RAs) and will be conducted in the early evening of the second day of RA training during the first week of August. Three focus groups will be conducted with first-year students and two focus groups will be held with upper-class students. Each of these groups will consist of approximately 8-12 students, who will be randomly selected for inclusion. Focus groups will be organized and conducted during the first six weeks of the semester. The focus group with the returning RAs will address the 2018-19 survey data, addressing possible causes for the results and suggestions for improvements. The student focus groups will explore their thoughts on floor community, relationships with RAs, expectations for their residential experience, and their current/past concerns with residential living.

Indirect measure of assessment

Assessment Method #1:

Clear identification of tool and discussion of how the tool supports the outcome.

Student Affairs Survey, Residence Life Section – This online survey is administered to all students on an annual basis. The survey is a good assessment method for this outcome since it assesses the residential student experience across a variety of parameters. For this specific outcome, we will focus on the subset of Residence Life questions that address RAs, facilities, and housing processes. Although the survey contains questions from all the units that comprise the Division of Student Affairs, the data can be disaggregated by functional areas for ease of distribution and analysis. The survey is developed in Qualtrics. (5 – Student Affairs Survey)

Includes reference to documentation. The documentation will be added at the end of the 2019-20 assessment cycle.

The Student Affairs Survey was modified for 2019-20 to include a few questions regarding the online processes that will be newly implemented. These include the online processes of housing selection, roommate selection and housing applications.

Note that the survey has been expanded to assess the online processes that have been implemented this year. The specific questions will be added here at the end of the 2019-20 assessment cycle.

The data collection process is clearly described.

The survey link is sent to all students via an email from the Vice President of Student Affairs during the last month of the spring semester. The invitation email encourages students to complete the survey and cites improvements and considerations that the Division of Student Affairs has addressed based on information gathered from the survey in previous years. In addition to two reminder emails, the RAs are encouraged to remind students to complete the survey. The class (i.e., first-year, sophomores, juniors, seniors) that has the highest response rate, prorated across number of students from that class who

actually reside in the halls, receives an ice cream party. The portion of the survey that addresses residence life does allow nonresidential students to skip this section.

The VP's administrative assistant extracts and distributes the data. Each unit within the division receives the aggregated data and the data for their unit. During the division's 2-day retreat in June of each year, the data are discussed and actions are determined for the subsequent year. This data discussion is often the agenda for one of the two retreat days.

Target:

Clearly states the desired result.

At least a 75% positive response rating ("strongly agree" or "agree" responses on survey) on all items within the Residence Life section of the Student Affairs Survey (i.e., interaction and communication with Residence Life staff, facilities, and housing processes). This target reflects last year's target, which was only attained for one of the eight questions. With the planned focus groups and increased attention on students' facilities requests (see assessment methods below), we feel it is appropriate to maintain this target.

Provides sound reasoning for the established target and links it to last year's performance.

Assessment Results:

This section will not be completed in the 2019-20 Plan. Assessment results will be added at the end of the 2019-20 assessment cycle.

Discussion of Assessment Results:

This section will not be completed in the 2019-20 Plan. Discussion of assessment results will be added at the end of the 2019-20 assessment cycle.

Indirect method of assessment.

Assessment Method #2:

Clear identification of tool and alignment of tool with the outcome.

The Opening of School Survey is administered online just following the fall move-in of new and returning students. The survey is a good assessment method for this outcome since it addresses the move-in process, which is crucial to a good transition to college for first-year students and a renewed sense of belonging and satisfaction for upper-class students. The intent of the survey is to determine areas for improvement within the check-in process and the physical residential facilities, as identified by students on or closely after Move-In Day. (6 – Opening of School Survey)

Includes reference to documentation.

The Opening of School Survey was modified for 2019-20 to include a few questions regarding the newly implemented "Express Check-In" line for students who completed the online forms prior to arrival.

Note that the survey has been expanded to assess the new activity for 2019-20 – the "Express Check-In" line. The specific questions will be added here at the end of the 2019-20 assessment cycle.

The data collection process is clearly described.

The survey link is embedded in an email sent by the Director of Residence Life to all residential students. The invitation email encourages students to complete the survey and outlines previous improvements made to the move-in process based on student feedback. Two reminder emails are sent from the Director at one week intervals. RAs encourage students to participate in the survey. Signs are hung on each floor's bulletin board across all the residence halls, urging students to complete the survey. The survey is developed in Qualtrics.

The Coordinator of Residence Life extracts and cleans the data, reporting aggregate and disaggregate data (by first-year, sophomore, junior, and senior). The Residence Life staff, in conjunction with the Vice President of Student Affairs, reviews the data during an October staff meeting and determines appropriate action plans.

Target:

At least an 80% positive response rating (“very satisfied” or “mostly satisfied” responses on survey) on the check-in process questions; at least 65% on facilities survey questions. The check-in process target reflects a five-percentage point increase over the previous year since the 2018-19 target (75%) was surpassed for the four process items. The facilities target was raised five-percentage points based on the renovations that will occur in 2019-20 to three of the residence halls.

Clear expectations.

Justification for target.

Assessment Results:

This section will not be completed in the 2019-20 Plan. Assessment results will be added at the end of the 2019-20 assessment cycle.

Discussion of Assessment Results:

This section will not be completed in the 2019-20 Plan. Discussion of assessment results will be added at the end of the 2019-20 assessment cycle.

Note the addition of a third assessment method based on the new activity of monitoring facilities requests.

Assessment Method #3:

A Student Facilities Survey is administered to students who submit a facilities work request. This survey is a good assessment method since it directly targets students with maintenance concerns and allows for feedback on timeliness of response and quality of work completed. (7 – Student Facilities Survey)

Clear identification of tool and alignment of tool with the outcome.

This online survey is generated and sent to the student via the Operations software as soon as the Operations/Housekeeping staff marks a ticket as closed. The Residence Life GA has access to the database, thus allowing for data extraction. Since this is a new survey for 2019-20, RAs include an explanation for the survey and the importance of completing the survey during the opening floor meeting with residents and in subsequent floor meetings.

Data collection and distribution processes are clearly explained.

The Residence Life GA shares a data analysis update with the Coordinator of Residence Life monthly. These analyses are on the agenda of the mid-year and end-of-year Office of Residence Life retreats.

Target:

At least a 75% positive response rating (“very satisfied” or “mostly satisfied” responses on survey) on all items (i.e., timeliness of response, quality of interactions, quality of work completed). This represent a three-percentage point increase over the responses on the 2018-19 Student Affairs Survey that addressed facilities requests. We feel this is an appropriate increase since the Office of Residence Life is actively monitoring facilities concerns via the Student Facilities Survey.

Clear expectation.

Clear justification.

Assessment Results:

This section will not be completed in the 2019-20 Plan. Assessment results will be added at the end of the 2019-20 assessment cycle.

Discussion of Assessment Results:

This section will not be completed in the 2019-20 Plan. Discussion of assessment results will be added at the end of the 2019-20 assessment cycle.

Note the addition of a fourth assessment method based on a new activity to further explore student satisfaction.

Assessment Method #4:

Identifies tool and alignment with outcome.

A focus group with returning RAs, three focus groups with first-year residential students, and two focus groups with upper-class residential students are being scheduled. This is a good assessment method to help Residence Life staff more fully understand the lower levels of student satisfaction with the residential experience, as expressed on the 2018-19 Student Affairs Survey.

Note that this assessment method is driven by the results of last year's survey.

The RA focus group (approximately ten RAs), scheduled for the early evening of the second day of RA training (first week of August), explores the 2018-19 survey data and possible causes for the results and suggestions for improvements. The first-year and upper-class residential student focus groups, scheduled within the first six weeks of the semester, explore their thoughts on floor community, relationships with RAs, expectations for their residential experience, and their current/past concerns with residential living. Student focus groups consist of approximately 8-12 students, randomly selected for inclusion. The Director of Residence Life facilitates these sessions. (8 – RA focus group protocol; 9 – Student focus group protocol)

Data collection and distribution processes are clearly explained.

The Coordinator of Residence Life takes notes during the focus group and records the session, with the permission of participants. Emerging themes from the focus groups are identified and shared with all of Residence Life staff at the October staff meeting for discussion and action.

Target:

The focus groups are being held as a result of student responses to the 2018-19 Student Affairs Survey. We will be gathering baseline data/identifying themes since this is the first year we are conducting these focus groups.

Ultimately, the focus groups support the target for Assessment Method #1 – the Student Affairs Survey – which states, At least a 75% positive response rating (“strongly agree” or “agree” responses on survey) on all items within the Residence Life section of the Student Affairs Survey related to interaction and communication with Residence Life staff and the residential experience. (See Target for Assessment Method #1.)

Assessment Results:

This section will not be completed in the 2019-20 Plan. Assessment results will be added at the end of the 2019-20 assessment cycle.

Discussion of Assessment Results:

This section will not be completed in the 2019-20 Plan. Discussion of assessment results will be added at the end of the 2019-20 assessment cycle.

Continuous Improvement Action Plan for next year:

This section will not be completed in the 2019-20 Plan. The Continuous Improvement Action Plan will be added at the end of the 2019-20 assessment cycle.

Supporting Documentation

This section will not be completed in the 2019-20 Plan. Documentation will be added at the end of the 2019-20 assessment cycle.