Office of Residence Life

GOAL 1: INCREASE THE COMPREHENSIVENESS OF THE PERSONAL AND PROFESSIONAL DEVELOPMENT OF DEPARTMENT STAFF MEMBERS.

GOAL 1: DEVELOP A GREATER UNDERSTANDING OF SELF AND OTHERS THROUGH A COMPREHENSIVE PERSONAL AND PROFESSIONAL DEVELOPMENT PLAN FOR DEPARTMENT STAFF MEMBERS.

**Objective 1.1:** Create opportunities for more meaningful development of student staff members outside of formal training periods.

Target date for completion: Fall 2020.

A. Creation of a Development Committee.
   Target date for completion: Spring 2017.

B. Creation of draft of student staff development model and training implementation manual for training and in-services.
   Target date for completion: Fall 2017.

C. Encourage and implement formal and informal opportunities for private and public reflection.
   Target date for completion: January 2018.

D. Creation of multiple opportunities for professional development that exist outside of summer and winter training.
   Target date for completion: January 2018.

E. Develop intentional professional development plans for non-RA students in our department (i.e. SA/FA/GA/FHD).
   Target date for completion: Spring 2018.

F. Identify professional development topics and creation of professional development plan in RA Class curriculum.
   Target date for completion: Fall 2019.

G. Build priority specific modules for RA and SRA/CC class including topics such as social justice, academic engagement, integrity, and the five pillars of health.
   Target date for completion: Fall 2019.
H. Create needs assessment for staff to determine if student employee resource groups (focused on reflection, identity, and growth) for students are wanted.
   Target date for completion: Fall 2019.

I. Reflection can be seen in both formal and informal meetings including staff meetings, 1:1s, and committees.
   Target date for completion: Fall 2020.

Update, September 2017:
   A. Not yet created.
   B. Training manual created for August student staff training.
   C. Daily reflection included in student staff training manual. Guided reflection opportunities are offered during staff meetings.
   D. No update.
   E. No update.
   F. RA Class guiding questions updated to reflect department learning goals.
   G. No update.
   H. Senior Director has completed initial assessment with senior student leader focus group.
   I. Reflection questions provided to be used during staff meetings.

Update, March 2018:
   A. Complex Director Collateral has been created to start in July 2018.
   B. No new updates.
   C. No new updates.
   D. Created opportunity for staff to participate in Mental Health First Aid Certification Course. 13 professional and student staff participated in the two-day seminar held in February of 2018.
   E. No update.
   F. An RA class curriculum committee has been created to streamline content, instruction, and create professional development plan.
   G. SRA/CC class syllabus was reconfigured based on student feedback to address academic engagement, social justice, integrity, and practicalities of the positions. Syllabus changes were implemented in the spring 2018 version of the class.
   H. No new updates.
Objective 1.2: Actively support more meaningful involvement in professional organizations for professional staff.

A. Create a resource bank of available opportunities to be involved in professional organizations; including current positions held by campus life staff members.
   Target date for completion: Ongoing.

B. Designate additional professional development funds for staff members who hold leadership positions in professional organizations.
   Target date for completion: Fall 2018.

C. Generate opportunities for sharing back information learned through conference attendance.
   Target date for completion: Fall 2017.

Update, September 2017:
A. Not yet created.
B. Not yet created.
C. Not yet created.

Update, March 2018:
A. Not yet created.
B. Not yet created.
C. Not yet created.
Objective 1.3: Create opportunities for full time staff members in Residence Life to develop personally through their position.

Target date for completion: Fall 2018; Ongoing.

A. Assist staff in planning and mapping future career trajectories and preparing for life in live-off positions.
   Target date for completion: Fall 2018 and Ongoing.

B. Educate staff on different methods of self-care that people can use and support staff members in discovering self-care that works for them.
   Target date for completion: Ongoing.

C. Maintain avenues for staff members to engage in non-Residence Life professional or personal development activities during work hours that will improve transferable skills and abilities.
   Target date for completion: Ongoing.

D. Identify ways staff are able to share passion with departments and ECL.
   Target date for completion: Ongoing.

E. Increase staff enrichment opportunities to engage with Atlanta.
   Target date for completion: Ongoing.

Update, September 2017:

A. Informal conversations taking place during one on one meetings with direct reports.
B. Staff led presentation during a weekly staff meeting on self-care in times of stress.
C. Staff members have worked with outside departments and organizations to develop professional and personal skills.
D. Not yet created.
E. Staff members invited to attend events with the Pre-College Program in the greater Atlanta community. Staff Development activities take place off campus.

Update, March 2018:

A. No new updates
B. Dr. Gary Glass, Director of the Counseling Center and Amanda Yu-Nguyen, Director of the Center for Healthful Living at Oxford presented on ways to both manage student and personal stress. Offered Mental Health First Aid certification training course.
C. Not yet created.
D. No new updates
E. Offered staff opportunities to attend 3 Atlanta Hawks games, and event at Painted Pin in Buckhead.
Objective 1.4: Connect professional staff with campus-based opportunities for professional and personal development.

Target date for completion: Fall 2018.

A. Create departmental library and rotating reading list.
   Target date for completion: Summer 2017.

B. Add ECL events to on-boarding manual calendar, and encourage attendance and participation in ECL and Central HR professional development opportunities.
   Target date for completion: Summer 2017.

C. Encourage and support staff members in engaging in professional development activities that share our departmental story outwards.
   Target date for completion: Ongoing.

D. Continue to host and expand the Atlanta Regional Conference.
   Target date for completion: Ongoing.

E. Create a bimonthly book club with the Community Portfolio.
   Target date for completion: Spring 2018.

F. Encourage staff members to advise student organizations relevant to their interests and passions.
   Target date for completion: Ongoing.

G. Incorporate campus partners into training and development of staff in a collaborative, effective and sustainable way.
   Target date for completion: Ongoing.

H. Share information regarding university resources with students and professional staff through digital and social media.
   Target date for completion: Ongoing.

Update, September 2017:
A. Not yet created.
B. Calendar created and events added. Staff members encouraged to volunteer for ECL events.
C. Staff members wrote biographies to be shared on the ORL website. Senior Director and Director of Residential Education presented at Emory Higher Education Institute.
D. ARC hosted in Spring 2017.
E. Not yet created.
F. Most Residence Life professional staff members advise one or more student organizations at Emory or other universities.
G. All Community Portfolio offices were incorporated into summer student staff training in Summer 2017.
H. Departmental website overhaul. Continuation of staff newsletter. Incorporation of OrgSync into student staff training curriculum.

Update, March 2018:
A. Used common text *Humble Inquiry* as training tool in the fall of 2017. Will continue to do this from this point forward.
B. Complete, no new updates.
C. Staff co-created video telling the ORL story. Several staff are presenting at regional and national conferences regarding Emory best practices.
D. Due to conflict with the Georgia Housing Officers conference, Emory will no longer be presenting the ARC.
E. Not yet created.
F. Completed, no new updates.
G. All Community Portfolio offices are again being incorporated into summer student staff training in Summer 2018.
H. No new updates.
**Objective 1.5:** Increase student and professional staff competencies and experience with social justice and dialogue across difference.

Target date for completion: Fall 2020.

A. Continue to develop professional and student staff training centered on social justice and issues.
   Target date for completion: Fall 2018.

B. Create continuing social justice education opportunities through RA class module/section lessons.
   Target date for completion: Spring 2018.

C. Expand all staff training on dialogue across difference, including sustained dialogue.
   Target date for completion: Ongoing.

D. Encourage volunteerism and program participation for social justice.
   Target date for completion: Spring 2018.

**Update, September 2017:**

A. Partnered with Director of Social Justice Education to create content and presentations for professional and student staff trainings.

B. Sharing of RA Class resources and syllabi related to social justice; all sections contain individual activities related to social justice.

C. Increased time dedicated to dialogue across difference during student staff training. Added social justice themes into scenario based training.

D. No update.

**Update, March 2018:**

A. Created competencies for RA/SA training, that reinforces social justice.

B. RA Class committee has been formed to address all areas of curriculum for the class, including social justice.

C. Increased time dedicated to dialogue across difference during student staff training. Added social justice themes into scenario based training.

D. No update.
GOAL 2: INCREASE CRITICAL INQUIRY THROUGH DEVELOPING A RESIDENTIAL CULTURE OF STUDENT LEARNING AND DEVELOPMENT.

GOAL 2: ENGAGE INTELLECTUALLY AND INCREASE CRITICAL INQUIRY THROUGH DEVELOPING A RESIDENTIAL CULTURE OF STUDENT LEARNING AND DEVELOPMENT OUTSIDE OF THE CLASSROOM.

Objective 2.1: Rebuild the residential education model and curriculum.

A. Initiate working group to revise outcomes, strategies, training, and expectations.
   Target date for completion: Fall 2016.

B. Present new model.
   Target date for completion: Fall 2017.

C. Launch new residential education model across department.
   Target date for completion: Fall 2017.

D. Co-create sustainability hall strategies for professional and student staff.
   Target date for completion: Summer 2017.

E. Consider five pillars of health in residential education model, signature programs, and partnerships.
   Target date for completion: Summer 2017.

F. Equip Residence Life professional and student staff with training and resources to increase the quality and quantity of academic engagement in the residence halls.
   Target date for completion: Spring 2018.

G. Increase participation in health and safety initiatives for all residential communities (e.g fire safety training, health & safety inspections, safe cooking).
   Target date for completion: Fall 2018.

Update, September 2017:
A. Working group created and attended the Residential Curriculum Institute in Fall 2016 to begin curriculum revisions.
B. New model created and launched during Spring 2017 and August professional and student staff trainings.
C. New Residential Education model officially launched in Fall 2017.
D. No update.
E. No update.
F. Created Academic Engagement funding request aides. Created transportation guidelines for Academic Engagement programs. Engaged the Faculty in Residence Advisory Committee in review of Academic Engagement requests.
G. Expanded training related to fire safety and health and safety during graduate student August training. Increased student education on fire safety through trainings for student
leaders from Greek organizations housed on Eagle Row. Increased awareness of evacuation locations for residential students before and during Fall 2017 natural disaster response.

*Update, March 2018:*

A. Complete  
B. Complete  
C. Complete  
D. Assisted in the education and launch of the new waste management plan.  
E. Removed as a tactic.  
F. No updates.  
G. No updates.
Objective 2.2: Intentionally incorporate ECL strategic values and priorities into residential education and overall residence life experience.

A. Inventory department participation and partnerships in social justice programs for the last academic year.
   Target date for completion: Summer 2017.

B. Increase departmental participation in social justice initiatives and partnerships.
   Target date for completion: Fall 2018.

Update, September 2017:
   A. No update.
   B. No update.

Update, March 2018:
   A. Although no formal inventory has been created the Office of Residence Life participated in/and or sponsored the following programs:
      a. Dooley Debates
      b. China Week
      c. Taste of Africa
      d. The Hult Prize is a social entrepreneurship competition
      e. MLAO Micro Theatre
      f. Diwali
      g. Zeta Phi Beta Sorority Incorporated Step Show
      h. BSA Black History Month Gala
      i. Carlos Musuem Devine Feline’s Program
   B. We have kept pace with our sponsorships and event participation.
Objective 2.3: Update theme communities’ structure and resources.

A. Inventory theme community information.
   Target date for completion: Spring 2017.

B. Build roadmap/template for theme communities, including timeline, application, and guide for staff.
   Target date for completion: Spring 2017.

C. Work with Housing Operations annually to discuss occupancy management for theme communities.
   Target date for completion: Fall 2020.

Update, September 2017:
A. No update. Planned engagement in this revision process in Fall 2017.
B. No update.
C. Initiated conversation in joint Residence Life and Housing Operations meeting in September 2017.

Update, March 2018:
A. Initiated Theme working group with recommendations to be given May 2018
B. Revised and updated theme application Oct 2018; continue review summer 2018
C. Conversation with Housing Operations
GOAL 3: IMPROVE ORGANIZATIONAL PRACTICES AND CULTURE TO LIVE OUT ECL VALUES.

GOAL 3: PRACTICE INDIVIDUAL AND SOCIAL RESPONSIBILITY TO IMPROVE ORGANIZATIONAL PRACTICES AND CULTURE.

Objective 3.1: Increase integration of social justice experiences into the staff recruitment and selection process.

A. Update all job descriptions, preferred qualifications, interview questions, and selection criteria to include experience with social justice.
   Target date for completion: December 2017.

B. Establish staff recruitment pipelines of through networks, programs, and relationships to students with social justice experience.
   Target date for completion: Fall 2018.

Update, September 2017:
A. Updates have been completed and verified as new positions have been posted and hired. Interview questions reviewed and updated before all hiring processes.
B. Created information sessions and targeted recruitment through on campus identity centers and cultural networks.

Update, March 2018:
A. Completed
B. Continuing to create information sessions and targeted recruitment through on campus identity centers, cultural networks, and professional organizations.
Objective 3.2: Understand how courageous integrity intersects with the daily life of students and staff in residence life.

A. Identify and analyze ethical dilemmas as residents, students, and staff that are most prevalent in the residence halls and ways to approach those dilemmas.
   Target date for completion: Spring 2018.

Update, September 2017:
A. Integrated ethical case studies into student staff and professional staff trainings and ongoing departmental conversations as current events happen.

Update, March 2018:
A. Ongoing. Using professional staff training as well as our experiential learning module (Behind Closed Doors) to approach dilemmas in staff training.
Objective 3.3: Influence the behavior of individuals and groups toward positive transformation in the world.

A. Define and identify ways to build trust among residents, staff, and Campus Life.
   Target date for completion: Spring 2018.

B. Create and prioritize expectations around communication, access, and follow-through with students.
   Target date for completion: Summer 2018.

Update, September 2017:
A. Staff trainings revised to increase opportunities for trust building.
B. No update.

Update, March 2018:
A. We are engaged in an ongoing initiative to create staff trainings to increase opportunities for trust building.
B. We have begun a departmental review of our policies and practices to streamline the components of 3.3.B
Objective 3.4: Identify and develop bridges to connect individual and community values.
Target date for completion: Fall 2018.

A. Explicitly communicate community values (i.e. strategic values) throughout different areas of Residence Life.
   Target date for completion: Fall 2018.

Update, September 2017:
A. Created Residential Education workbook to communicate learning goals and outcomes.

Update, March 2018:
A. Creating an overhaul of the Residence Life web pages to more accurately reflect our values.
**Objective 3.5:** Create modes and models of ethical-decision making.

A. Bring together resources on ethical decision-making and professional standards.  
   Target date for completion: Fall 2018.

B. Create modes of feedback (group and individual) that are focused on learning from experience through continuous dialogue at multiple levels.  
   Target date for completion: Fall 2019.

*Update, September 2017:*
A. Supervisors use NASPA and ACPA competencies to guide staff development conversations.  
B. Public feedback mechanism created in Residence Life central office.

*Update, March 2018:*
A. Completed  
B. No new updates
**Objective 3.6: Increase green practices in organizational events, initiatives, and operations.**

A. Continue to add more points to office green scores.  
   Target date for completion: Fall 2020.

B. Increase number of Zero Waste departmental events.  
   Target date for completion: Fall 2020.

*Update, September 2017:*
A. No update.  
B. No update.

*Update, March 2018:*
A. No update.  
B. No update.