



2013

Program Review



Cal Poly Pomona
University Housing Services



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UNIVERSITY HOUSING SERVICES
California State Polytechnic University, Pomona

PROGRAM REVIEW
2013

EXTERNAL REVIEW FINDINGS AND RECOMMENDATIONS

INTRODUCTION

The Division of Student Affairs within California State Polytechnic University, Pomona, routinely conducts program reviews of its multiple units examining a variety of factors including organizational structure, resources, and assessment with the goal of ensuring units are appropriately aligned with the institution's and division's vision and strategic goals.

Serving as external program reviewers for the Department of University Housing Services were: Andy Plumley, Assistant Vice Chancellor, Housing, Dining and Residential Services, University of California, Riverside; David Stephen, Director of University Housing and Food Services, California State University, Chico; and Michael Coakley, Associate Vice President, Educational Outreach and Student Services, Arizona State University.

The on-site process took place January 28-30, 2013.

The External Review Panel (ERP) was provided with a myriad of materials to assist in the review. Items included, but were not limited to:

- University Housing Services mission and organizational chart
- Housing Services Operations overview
- Facilities overview
- Capital Projects summary
- Residential Life overview
- Staff training materials
- Residentially-themed community overview
- Budgets
- Policies
- License Agreement
- Marketing materials
- Self-Assessment data
- Resident Student Satisfaction data
- Department marketing materials
- Student Housing Master Plan (2010)

During the campus visit, the ERP had the opportunity to meet with a variety of stakeholders (See Appendix A).

It should be noted that even under the most optimal circumstances, the rendering of a full and thorough program review in the time generally allotted, is a considerable challenge. That said, the observations, findings and recommendations offered by the External Review Panel were informed by the considerable volume of information provided in advance by the Division of Student Affairs and the Department of University Housing Services, the individual and group interview sessions conducted by the ERP, the department's various partners, University staff and, campus stakeholders. Industry standard metrics and methodologies were used (i.e., ACUHO-I Professional Standards, CAS Standards, etc.) and the application of ERP team experiences as student housing professionals.

To that end, the External Review Panel acknowledges that any program review provides and represents at best, a "snap shot in time" for the agency. With that in mind, the ERP offers the following observations and recommendations for consideration.

GENERAL ASSESSMENT

At California State Polytechnic University, Pomona (CPP), the Department of University Housing Services (UHS) is held in the highest regard by the campus and has a Vice President for Student Affairs who provides great vision for his division of which UHS plays an important role. UHS has a reputation of fostering and cultivating campus partnerships to the benefit of all University students. This was a recurring theme with each stakeholder group with whom the ERP had the opportunity to meet.

UHS staff are regularly and routinely asked to serve on program development committees and task force groups across the Student Affairs division. Additionally and perhaps most notably, the considerable degree to which UHS has shared resources and staff support across the Student Affairs division has provided a meaningful and indelible contribution during a period when "state-funded" units have seen resources and budgets constrict.

The general mood and morale of the residential life staff team, both professional staff and paraprofessional staff, was genuinely high and sincere. It was apparent team members respected one another and valued their individual and collective working relationships. They expressed respect for UHS administration and a strong commitment to the department's mission and values.

The ERP also noted that while the student conduct system is bifurcated within the division, the two units work well together to insure the well-being of the residential community in the context of holding individual community members and their guests accountable. It was apparent to the ERP that there is a strong collaboration between the Office of Judicial Affairs, University Police and UHS to appropriately respond to, and deal with, incidents in which residential students/guests are involved. There was strong consensus that all administrative entities work well together.

The implementation of the "first year residential mandate" has initiated the transition from a commuter institution to a residential campus. As a consequence, this transition has yielded positive outcomes which have allowed the Division of Student Affairs and the institution to become more engaged with students by providing a holistic college experience which has resulted in higher retention and persistence to graduation.

While not directly administered by UHS, the residential dining program managed and operated by Associated Students, Inc., while relatively robust, is behind the national curve of residential dining services with regard to amenities, services and student engagement. The residential dining center décor

and servery are out dated. There are no “late night” food program options readily available to red brick/gray brick residents with the exception of Denny’s which is most accessible to suite residents. This is counter to the emerging dining programs across the country which provide multiple locations for late night dining and/or have moved to 24 hour operations.

Short Term Recommendation

- It is recommended that Los Olivos Dining Center offer late night dining options as well as a venue for larger scale residential social and educational programs

Response: University Housing Services will review the recommendation with Foundation Dining to schedule a late night dining options at Los Olivos (LO) including specialty late night events (i.e. midnight pancakes etc.). The Residence Life Team (RLT) will also plan Inter Hall Council (IHC) and the RA programs in LO.

Mid Term Recommendation

- University Housing Services is encouraged to become more directly involved with oversight of the residential dining program delivery system and Associated Students, Inc. food service managers (i.e., residential dining food service committee, service deliverables, dining center environment, menu planning, special food-related programming, student satisfaction/customer survey efforts, etc.). It is believed the residential dining program would significantly benefit from more engagement and direction by UHS administrators.

Response: University Housing Services will review the recommendation with Foundation Dining to increase the involvement of the food committee and planning of the dining program. With the anticipated replacement of LO, UHS and Student Affairs administrators have begun a review of the new facility specifically in regards to layout, meal offerings, service and platforms.

While the ERP was informed that there have been great strides in providing parity between University-owned and operated student housing and The Village, which is Foundation operated, there is a need to do even more and/or reevaluate the current administrative structure and business model to insure that the residential experience between the two entities is perceived as seamless and transparent to both students and parents.

With the advent of a new student recreation center, UHS will realize many programmatic opportunities in partnership with Associated Students which should directly benefit the residential student population and thereby more deeply enhancing the campus residential experience. The Inter-Hall Council (IHC) programming fee provides a relatively modest funding resource for residence hall activities, events and programming and should be evaluated in the context of potential new programs/enhanced services where additional funding would benefit the residential life staff, IHC, individual community councils and aid in community development across the entire program. Additionally, the current RA programming funding levels (\$75/quarter) is very modest in comparison to other residential life operations. There is limited availability of programming space beyond JAVA and the multipurpose space in the suites community.

Short Term Recommendations

- The ERP urges UHS to begin the conversation/dialog with ASI “sooner rather than later” to identify mutual opportunities and synergies between the two organizations in service to on-campus students as the new campus recreation facility prepares to open.

Response: Residence Life has established relationships with the Director of the ASI Recreation Center and the Director of Programs and Marketing to establish programs directed specifically towards the residential communities, including residence hall leagues, competitions and facility usage.

- The ERP recommends the current funding model for residential life staff programming be evaluated in the context of the IHC funding structure which should be evaluated as well.

Response: While a review of the programming funding will occur, the IHC fee was modified in 2012-13 that all residents would be required to join IHC which increased the budget by 35%. UHS also supplements the programmatic needs of IHC with a contribution of \$20,000 from the laundry commissions. The Residence Life program funding is supplemented when a larger program or program initiative is proposed and approved by the Director of Residence Life.

- UHS is encouraged to evaluate the repurposing of JAVA in support of IHC and residential life staff programming efforts. At a minimum JAVA should be renovated and repurposed as a dedicated programming space for use by the red bricks and the grays.

Response: From 2008 to 2012, JAVA was considered a RA programming space, with a portion of the facility dedicated to a RA resource lounge. However, due to location and space limitations, it was never utilized effectively. Residence Life and Facilities will review the space focusing on lighting and access to hold smaller programs and serve as a location for IHC meetings.

Mid Term Recommendations

- The Division of Student Affairs should articulate that the enhanced weekend programming that is currently being addressed should be targeted at more than just residential students. The responsibility for increasing weekend programming should not be disproportionality assigned to UHS.

Response: The weekend programming effort is led by ASI in partnership with UHS, OSLCC, ICA, and Orientation. While UHS efforts are focused on getting resident students to participate in events, the overall programming effort is geared towards all students. At this time, approximately 70% of the attendees are residential students; however, the effort continues to be for a campus wide audience. With the growth of the weekend programming committee, there continues to be more weekend offerings for residential and non-residential students. ASI and the Office of Student Life and the Cultural Centers continue to partner with UHS to provide weekend programs.

- Working with academic partners, UHS should explore moving away from a thematic and floor approach to embedded academic programs/residential college model whereby larger clusters of students with similar academic interests can engage with peers and faculty.

Response: In the fall of 2013, UHS will be working with academic partners to pilot

college-based floors. These floors will house students with similar academic interests and provide opportunities for engagement with faculty, peers, and staff.

There is no “system-wide” or themed programming which connects the UHS residential life staff as a total entity and/or with other units within the Student Affairs Division.

There is no viable off-campus housing for single students or students with dependents in the immediate campus area. This condition reinforces the concept of a “commuter campus” and hinders upperclass students and students with dependents in availing themselves of a full campus life experience.

The implementation of the “first-year residential mandate” and the first phase of new housing have resulted in a larger number of students remaining on campus over the weekends but concern was raised about the lack of sufficient weekend programming. An impediment identified to weekend programming is the cost associated to implement said programs. Various units within the institution, such as parking and dining, see these programs as revenue streams and not as an institutional aspiration to enhance the weekend residential experience.

There was general consensus that a residence hall handbook, a part from the UHS License Agreement, was not readily apparent or available to residents. It was also noted that marketing materials, whether print, web-based, or social media are not robust nor do they speak to a prospective student and his/her parents or guardian.

Short Term Recommendations

- A residential program student handbook should be developed as part of the educational materials made available to residential students. An on-line version would suffice and/or inclusion in the University Catalog might be considered.

Response: UHS will explore developing an online handbook for the residential community. In support of the President’s sustainability efforts and conjunction with the University’s decision to no longer print the campus catalog, most of the print materials have shifted to on-line resources.

- UHS should begin a review of its print, web and social media presence as it relates to resident recruitment of first year students, transfer students and continuing students. It is highly recommended that students be a part of the development team to insure that the images, language, and “pitch” are focused on the target market(s). New marketing approaches should be implemented for the Fall 2014 incoming class.

Response: UHS will continue to hone the marketing efforts of the department. The marketing department of UHS consists mainly of student staff and we will continue to invite our residents to be a part of the branding of the department.

PROGRAM REVIEW

Mission

The Department of University Housing Services states as its mission:

“We work cooperatively with our residents in a learning-centered environment to foster:

1. A safe and welcoming community
2. Opportunities for growth, leadership and academic achievement
3. Respect and values of lifestyle and cultures”

It was the overall impression of the ERP that the department is focused on achieving the stated mission. The feedback from our interactions with the various stakeholders and partners of the department confirm that UHS works diligently to achieve their stated goals. It was also apparent that staff within UHS are committed to contribute to, and achieve, the mission as stated.

The ERP, however, does believe that there are some improvements to the operations and the facilities that will allow UHS to move closer to the outcome they are dedicated to.

Strategic Initiatives

While the ERP was not provided with a set of department strategic initiatives it was readily apparent department staff are focused and committed to achieving the desired outcomes articulated by the leadership of the department.

Larger institutional dynamics which may unexpectedly emerge can significantly influence both short- and long-term planning for the department. There was no evidence of embedded or integrated organizational strategic planning across the department platform with the exception of new student housing construction.

Short Term Recommendations

- The department would benefit from a shared vision and direction that a broadly-based and inclusive strategic planning process would provide. In addition, the department’s vision and strategic initiatives must be articulated both to the department staff but to the larger institutional community so as to influence and inform the strategic planning of UHS stakeholder organizations/partners.

Response: The UHS current strategic plan was completed in 2009. UHS will begin a new strategic planning process this summer.

- In the short term, UHS should implement an assessment plan to collect appropriate data regarding the Division of Student Affairs and the department’s articulated learning outcomes.

Response: UHS will work with Student Affairs Divisional Assessment Committee and Student Affairs administration to streamline current assessment endeavors (Say It! Survey, stories of successful learning posters, and white papers) to develop a plan for what, how and when to conduct the assessments and the next steps for analyzing the data.

ORGANIZATIONAL STRUCTURE

Leadership

It was the consensus of both UHS staff and key University partners that the leadership of UHS is strong and collaborative both within the department and across the University. Dr. Stang and her direct report administrative staff not only provide strong leadership for the department but are actively and effectively integrated within the Division of Student Affairs and the institution as a whole.

Organization and Management

The structure of UHS is a traditional model with the major components of residential life, operations and facilities as the three primary functions. The residential life staffing model currently in place has a professional staff-to-resident ratio of 1:265 which is somewhat lower than national norm of 1:300. This allows the residential life staff greater opportunity to work with individual students.

UHS is viewed as an organization that is well-managed, of high morale, that is fundamentally student-centered and with a clear vision in how best to expand services and program delivery in direct support of anticipated University enrollment growth in the next 5-10 years. Also, with a strong and positive campus reputation, UHS can boast a dedicated, hardworking, and caring staff in all units which comprise the department. All UHS team members expressed a strong commitment to provide the best possible service to residents. The Executive Director expressed pride in her team which is clearly well deserved.

In terms of the live-in staff, there currently is a disparity in the scheduling and rotation regarding staff duty coverage between the residence halls and suites. Also, there is a perception that there is a division and departmental culture that professional live-in staff are routinely rotated/reassigned each academic year resulting in a lack of ability to create and maintain communities. The ERP noticed a disparity in both office space and apartments for the live-in professional staff. It was also noted that RA staff currently do not have priority class registration which results in difficulty and frustration for the professional staff to schedule meetings involving the Resident Advisor staff.

Short Term Recommendations

- It is recommended that 4 additional Resident Advisor staff be hired in the suites to provide parity for duty coverage.

Response: Prior to the program review, this recommendation was implemented by UHS.

- Current live-in professional staff should be educated regarding the occasional practice of rotating live-in professional staff on an annual basis. The process should be evaluated as it relates to a staffer's desire for reassignment and/or a clear administrative need to do so.

Response: Live in professional staff are rotated based on professional development and/ or operational need. Requesting staff to move arbitrarily is not effective on morale or the department. In the fall of 2013, only one residence life staff member will be transferring

locations. Administration will be cognizant in the communication of how and why moves are determined, if they are required at all.

Long Term Recommendation

- If agreed, implement the residential college model using the red bricks and grays based on their appropriate size.

Response: As previously noted in an earlier recommendation, an academic model will be piloted in fall of 2013.

It is recognized that university housing programs across the CSU System represent a range of classifications for live-in staff including exempt and non-exempt classifications. With respect to recruitment and recent changes in affected Collective Bargaining Agreements, the University may want to consider the possibility of reclassifications of these positions in order to optimize recruitment efforts when competing with other CSU programs and to enhance workload possibilities that exempt status staff can provide.

Short Term Recommendation

- Within the limitations of the current climate, investigate the possibility of reclassifying the professional live-in staff to enhance recruitment and staff retention.

Response: The classification of live-in staff members is reviewed annually by the Cal Poly Pomona Human Resource department. During the last recruitment cycle of these positions, there were no recommended changes.

Mid Term Recommendation

- Strong consideration should be given for the hiring of a UHS Facilities Project Manager to focus on renewal and replacement projects as well as future capital projects.

Response: UHS will work with Student Affairs Administration to develop a job description and classification standard for this recommendation.

Campus and External Relations

UHS is viewed as a strong and valuable campus collaborator and is transparent in its business model. UHS has expressed a continuing interest in providing and sharing resources with Student Affairs partners (both financial and human resources) which is sincerely appreciated by its campus partners and collaborators. Currently UHS contributes \$25,000 toward the weekend programming initiative. In addition, UHS has embedded/shared residential life staff within several division units representing as much as a twenty percent (20%) duty reassignment for some staffers. It should be noted, however, that the UHS talent "time share" program within the Student Affairs Division represents a "mixed" opportunity/condition for some professional staff because each are still expected to fully execute residential life responsibilities while technically working a "reduced" UHS schedule.

Short Term Recommendations

- The current “time share” program within the Division of Student Affairs should be evaluated in terms of a cost benefit analysis and the time-loss of affected staff to engage with their residents to the highest degree. Any “time share” should be reflected in position descriptions.

Response: UHS will evaluate this recommendation with Student Affairs Administration. The time allocation with other departments was reflected on the staff’s job descriptions.

- We propose an institutional dialogue on the importance of weekend programming as the residential population grows and how to minimize the “charge-back” costs to implementing such programs from areas outside of the Division of Student Affairs (i.e., campus facility charges, parking fees, etc.).

Response: UHS will evaluate this recommendation with Student Affairs Administration.

UHS is viewed as supporting and providing an excellent residential experience for the students it serves and is a productive partner in campus outreach activities and a strong communicator and contributor within the campus community.

Academic partners indicated the working relationship with UHS is a positive one. UHS is appreciated for its open collaborations and resource sharing. The academic partners with whom the ERP met expressed appreciation for the residential thematic communities that have been developed and realize the benefits these types of programs and partnerships can have on student academic success and retention. The ERP did observe that current academic partnerships are on a relatively small scale with only floors dedicated to an academic program or theme.

It was readily apparent to the ERP that data sharing and cross-functional administrative electronic processes [i.e., central management system] within the University are mostly non-existent. As one campus partner stated: “Data sharing on campus is NOT in the culture.” The ERP noted that “real time” data sharing is a missed opportunity for University Housing Services. It should be noted that existing business-process deficiencies will only be magnified and unnecessarily complicated as the University Housing Services program expands unless these operational conditions are addressed in the short-term. By example, the current practice of having Student Financial Services essentially “hand posting” residence hall student charges to University accounts is labor intensive, antiquated and fraught with error-prone practices with regard to room charges, meal plan sales, damage charges, Student Financial Aid awards, etc. Additionally and by example, it was noted that there is no common student conduct data base accessible to UHS, SJA, University Village and UPD, absent this linkage, information sharing, communication and timely adjudication processes are hampered.

Short Term Recommendation

- New student conduct management software should be explored and, if feasible, implemented as soon as possible which would enhance communication and administration between UHS, Student Conduct and University Police.

Response: Prior to the program review, this recommendation has been implemented by judicial affairs and the conduct management software is being procured with financial support from Student Affairs.

RESOURCES

Financial

With the exception of facility-related issues noted in the red/grey brick buildings, the review of the UHS operating budget, while tight, with the exception of facility related issues, is well managed and appropriate. UHS has done an appropriate good job in balancing financial needs to provide a strong program while keeping student housing costs as low as possible. However, one concern noted was the fiscal value of the summer conference program as it is currently constituted; the summer conference program does not generate as much revenue as can be found at other institutions of similar size.

Based on the review of the UHS capital plan, it appears the estimated cost for the next phases of student housing is above the national “per bed” average and will cause a financial hardship for UHS due to debt service and may result in room rates higher than the institution believes are feasible or desirable for the student population the University serves.

Mid Term Recommendation

- A thorough cost analysis of the summer conference program should be undertaken. Depending on the outcome it may be worth the investment to increase marketing and outreach to attract more youth and transition programs to campus thus increasing revenue for both UHS and residential dining. With the addition of the new campus recreation facility the ability to attract additional sports camps may also be a possibility.

Response: This recommendation will be incorporated to the work plan of the Summer Conference Coordinator along with a review of current rates and license contract.

- Consideration should be given to pursuing a public/private partnership with a reputable student housing provider for additional on-campus housing both for first year and upperclass students.

Response: UHS will evaluate this recommendation with Student Affairs Administration. Currently the department is working with Student Affairs Administration, Facilities Planning and Management and the Chancellor’s Office to develop plans to replace the traditional residence halls.

- The University should work with the City of Pomona to attract student housing developers to provide adjacent off-campus housing for upperclass single students and/or students with dependents. The demand for non-first year housing, both on-campus and adjacent off-campus housing, will increase as more students can be accommodated on-campus their first year.

Response: UHS will evaluate this recommendation with Student Affairs Administration. The Cal Poly Pomona Foundation has started this research with possible opportunities to acquire apartment communities in the area for graduate and family housing.

Technology

The provision and infusion of student-centered technology services has not kept pace with user expectations and/or the natural evolution of technology itself. This is most notably evident by the absence of Wi-Fi services in the red brick and gray buildings and only the recent expansion of these services in the suites. There was an expressed need by some stakeholders that resident students should have better access to internet, cable, copier and printer services than is currently provided. The infusion of student computing and technology services has not represented a strong or consistent commitment by UHS but should in the immediate future. One stakeholder noted that “as a polytechnic university, students should have access to state-of-the-art technological services.”

Mid Term Recommendation

- The ERP recommends UHS closely evaluate the acquisition of student housing management software which directly integrates with the University-wide central management system. A fully integrated UHS data management system would provide ready access to most campus-based and remote data storage (RDS) information such as enrollment management data (i.e., application, admission, student financial accounting data, financial aid, etc.) and student status data (i.e., course enrollment, fee payment, student conduct records).

Response: UHS will evaluate the current housing management system. While it currently is capable of what this recommendation outlines, it is often cumbersome in how it processes the data as well as communicates with PeopleSoft. There is an additional obstacle of the comfort level of the university to have direct integration of the housing management system with PeopleSoft, including the timeliness of that integration.

- Improve technology services in all of the residential facilities to reflect the role that technology could and should play on a polytechnic campus.

Response: In 2012-2013, UHS has brought up the standards of the technology in several areas of the housing portfolio including providing wireless to Phase I of the suites, lobbies and study rooms of the traditional residence halls and within Los Olivos. The department has a current proposal that is being evaluated to bring the rest of the traditional hall portfolio to wireless. In the future, enhanced technology will be incorporated into all projects.

Equipment

The ERP noticed that there is a limited access to and/or provision of office equipment to staff across the department. The live-in professional staff indicated these limitations decrease their effectiveness, primarily in programmatic efforts.

FACILITIES

While a student housing operation is more than either its physical facilities or its educational mission, the relative state of either can impact the effectiveness of the total program. The condition of the red bricks and the grays are in need of some enhancements for the time they are to remain in use. The furniture and finishes in the public spaces appear to be well beyond their useful life. The ERP did not view student rooms but infer that student rooms reflect the same general level of condition as evidenced in the common/public areas.

The existing residential dining center (Los Olivos) is nearing the end of its useful life and does pose seismic and ADA issues/challenges which do not represent a sustainable/reasonable return on investment as a residential dining facility. Because of its condition, both the UHS Facilities staff and ASI Residential Dining Services staff find it difficult to maintain the facility, its equipment, and infrastructure systems.

Labor and management relationships within UHS Facilities are perceived as being good. A good relationship also exists between the institution's Facilities Department and UHS Facilities unit. The ERP did discern that UHS Facilities staff does not have all the physical tools necessary to meet expectations for the care and maintenance of existing facilities. The current UHS Facilities staff appears not to have the capability of meeting day to day operations and provide adequate management of capital projects. Presently all renewal, replacement and capital projects are completed during the summer when occupancy is low or non-existent.

Concerns were expressed regarding the practice of repurposing "study rooms" as resident rooms such that entire floor communities are affected when common areas are lost and community-building is impacted.

Short Term Recommendations

- Residential facilities need to be maintained and cleaned on a much different time-line and level than academic, research and office facilities.

Response: The residential facilities are maintained and cleaned on a different time line than the campus. A review of the cleaning schedule will be conducted by the Associate Director of Facilities.

- UHS Facilities staff should clearly articulate equipment and supply needs and then have them acquired in a timely manner.

Response: The Associate Director of Facilities will address this concern with the facilities team and develop a prioritized equipment procurement schedule in conjunction with a preventative maintenance plan. Over the last year, several new pieces of equipment have been procured including a plumbing compression tool, a camera to inspect plumbing lines and commercial dehumidifiers.

- Renewal and replacement projects should be completed not only in the summer but also during the academic year so that residents can see that UHS and the institution are committed to

improving the residential experience. Projects completed during the academic year should provide high satisfaction to residents with low impact to resident inconvenience (e.g. installation of new lounge furniture.)

Response: This is the current practice of the department. Projects that were conducted during the academic year for 2012-2013 included the renovation of the basketball court and replacing the sidewalk in front of building #20. Larger scale projects are held over to the breaks to ensure less disruption to the residents.

Mid Term Recommendations

- The campus is urged to consider a plan that would fully renovate, from the “inside out”, the utility infrastructure, fixtures and finishes, building envelope of each building, and student room and public area furnishings. Both the public/common areas and student rooms should be a part of the evaluation. These buildings occupy prime real estate and have well-served the campus residential population for more than 40 years. A full and complete renovation of these facilities would provide excellent service for many future decades and provide the “additional beds” needed if campus enrollment growth is realized when coupled with the construction of new housing stock as planned. Additionally, the inclusion of these facilities in the overall student housing master plan would reduce the need to build as many new beds as contemplated and thereby substantially reduce the anticipated debt-load obligations that 1,750 new beds would represent. Renovation of the existing facilities can be executed in a phased program which tracks consecutively with the construction of new beds so there is no “net loss” in bed capacity at any point in time during new construction and/or renovation of existing facilities. If determined to be a viable approach, the campus is urged to consider physical additions and amenities to each of the buildings that would provide additional programming, common area and perhaps classroom space in support of emerging academic unit partnerships and well as satisfying ADA obligations and services.

Response: Dependent on current and projected demand of the residential population, the tear down of the traditional halls may not be as planned. If needed, a third party consultant will be obtained. Due to the issues outlined in this recommendation, the department is aware of the needs of the buildings, and recognizes the costs associated with the upgrades needed. A full assessment of the needs of the department will take into consideration the facilities, growth of campus and service of residents.

- The replacement of Los Olivos Dining Center should occur in the new Phase Two construction program or earlier if possible.

Response: Prior to the program review, this recommendation was implemented.

- Parity in office and apartment accommodations for live-in staff should be implemented either through planned new construction or renovation of existing facilities.

Response: The apartments in the traditional residence halls have been evaluated several times for expansion and renovation. Due to the design and construction, there are significant obstacles to incorporate major changes (i.e. load bearing walls). A review will be conducted of

the furnishings and paint. New office and living accommodations are incorporated in the traditional hall replacement project.

- A ten year renewal and replacement plan should be developed for the existing facilities to insure adequate budgeting and to maintain the facilities to the highest level within budgetary constraints.

Response: A new ten year renewal and replacement plan will be developed for the entire UHS portfolio to prioritize projects and develop timelines and budgets for the projects.

- Re-evaluate the findings of the Student Housing Master Plan (2010) which noted that so long as the structural integrity of the red brick and gray structures are maintained, the full and complete abandonment of these facilities would not be necessary. The ERP strongly recommends UHS conduct a thorough facility condition review from which an on-going capital replacement plan can be crafted to address mechanical, electrical, plumbing issues. Such a review might require the retention of a third-party consultant.

Response: As noted earlier, dependent on current and projected demand of the residential population, the tear down of the traditional halls may not be as planned. If needed, a third party consultant will be obtained.

- Consideration should be given to pursuing a public/private partnership with a reputable student housing provider for additional on-campus housing both for first year and upperclass students.

Response: As noted earlier, UHS will evaluate this recommendation with Student Affairs Administration.

- The University should work with the City of Pomona to attract student housing developers to provide adjacent off-campus housing for upperclass single students and/or students with dependents. The demand for non-first year housing, both on-campus and adjacent off-campus housing, will increase as more students can be accommodated on-campus their first year.

Response: As noted earlier, UHS will evaluate this recommendation with Student Affairs Administration.

Long Term Recommendations

- The University is urged to consider the feasibility of re-purposing the Los Olivos dining center, or utilizing the vacated footprint were the structure razed, as a residential life program facility where residence hall community-wide events could be staged and/or academic support services for residence hall students could be officed. Doing so would allow for the continued use of the swimming pool and tennis court facilities.

Response: The Los Olivos facilities has significant seismic issues that require the building be razed versus renovated and the land where the facility is located converted to parking or pasture because the existence of a large fault-line runs throughout the housing portfolio.

- Evaluate whether the incorporation or management of University Village, currently Foundation-operated student housing, is feasible in the context of campus enrollment projections and/or the University Housing Services' master plan. It may be possible to attain student housing occupancy goals with substantially less debt-service obligations were University Village included in master planning scenarios through acquisition or management agreement.

Response: UHS will evaluate this recommendation with Student Affairs Administration.

- If institutionally accepted, begin the RFP process to identify potential third party partners for both on and off campus student housing.

Response: As noted earlier, UHS will evaluate this recommendation with Student Affairs Administration.

HEALTH AND SAFETY

There is a lack of custodial services in residential facilities resulting in poor conditions in community and public bathrooms resulting in resident dissatisfaction and additional work for custodians after weekends making Monday custodial workloads particularly difficult. The absence of weekend custodial services is also a concern as it relates to bio-hazard incidents.

Concerns were raised by multiple stakeholders that unfettered access to residential facilities is concerning and will be more so as the campus residential population grows unless strong controls/systems are introduced.

Short Term Recommendations

- Weekend custodial services should be implemented. It could be as limited as student workers emptying trash and replenishing paper products in all public and gang bathrooms.

Response: Basic replenishment of the paper products in the traditional halls and community bathrooms is currently scheduled for the weekends. UHS will explore the hiring of student assistants to enhance the services provided for trash removal and other basic services. UHS will explore with Human Resources the options of professional weekend staffing from utilization of temporary workers to schedule changes of current staff.

- On-call personnel should be identified to deal with any bio-hazard incident. This could be a shared cost or charge-back system with the larger institutional custodial services that are on campus or on-call.

Response: On-call personnel are properly trained to respond to a bio-hazard incident. UHS will partner with the Director of Environmental Health and Safety to ensure that this training is up to date and revisited regularly.

Mid Term Recommendation

- It is recommended that UHS, in partnership with University Police, conduct a safety audit of all residential facilities. As is now becoming the norm across the nation, three levels of access

control should be implemented: access to the building; access to a residential floor; and access to a student room. This could be a combination of card access and key way.

Response: UHS will conduct an audit with the Coordinator of Emergency Services to review the traditional halls. The Suites have the three levels of access as described.

ASSESSMENT AND EVALUATION

Beyond the “Say It” survey, there did not appear to be much assessment being conducted within UHS on either occupancy trends or learning outcomes. “SAY IT” data is not readily shared at the residence hall level in any detail.

Short Term Recommendations

- “Say It” data should be shared with the residence hall professional and paraprofessional staff because doing so would be beneficial in training and would help inform the RA programming agenda.

Response: The 2013 Say It! Survey data is currently under review and will be shared with the staff and students over the summer, and then highlighted with the residential population in the fall after move in.

- In the short term, UHS should implement an assessment plan to collect appropriate data regarding the Division of Student Affairs and the department’s articulated learning outcomes.

Response: UHS will work with SADAC and Student Affairs administration to streamline current assessment endeavors (Say It! Survey, stories of successful learning posters, and white papers) to develop a plan for what, how and when to conduct the assessments and the next steps for analyzing the data. This will be an area of focus for upcoming UHS strategic plan.

- UHS should begin developing longitudinal data regarding occupancy which include: capture rate of first year students; retention of residents by class; retention rate of residents who persist to their second year regardless of whether they return to on-campus housing; and resident persistence to graduation. This data will be invaluable in verifying that the residential experience does have a meaningful impact on student success and will provide the institution important data to plan long term needs for additional student housing.

Response: This will also be included on the upcoming UHS strategic plan.

Overall Long Term Recommendation

- Complete an updated student housing master plan that incorporates the findings and recommendations listed in this document.

Response: UHS will incorporate the recommendations of this document as the department continues to grow and include the recommendations in future housing master plans and strategic plans.

CONCLUDING COMMENTARY

University Housing Services has much to be proud with regard to the programs, services and reputation of the department. The department leadership has established a “student-centered” philosophy and program. Department leadership is widely respected across the campus and is viewed as engaged, competent and credible. Department decision making is inclusive, timely and transparent.

The department aspires to establish and foster “living-learning” residential communities. To do so will require adequate resources (both human and financial). It is incumbent upon department administrators to “think big” and “ask big” in all matters regarding future program expansion and development. This will be especially true for “living-learning” communities when connected to Academic Affairs as, without adequate resources, it will be exceedingly difficult to attract and sustain faculty support for such endeavors.

It is our opinion that there are many opportunities for the institution to achieve its goal of transitioning to a residential campus by constructing new facilities via revenue bonds and third party partnerships and encouraging the City of Pomona to encourage the development of off-campus student housing adjacent to the campus. We believe that the current leadership, the department, the division, and the institution are ready for the challenge. Of course, new facilities without a strong program will not result in the desired outcome of student success. We believe that a strong foundation exists within the department to provide the programs and services, within new and/or renovated facilities, to achieve that goal.

In closing, the External Review Panel wishes to acknowledge the contributions, candor and unwavering commitment of the Department of University Housing Services in preparing for the external review process. Also, without the vision of the Vice President for Student Affairs and the willing participation of University community members with whom the External Reviewers met, a comprehensive program review would not have been possible.

Preparation of administrative unit self-study documents and the provision of supplemental materials immeasurably aided the External Review Panel in orientation, assessment, and evaluation activities.

The External Review Panel also wishes to acknowledge the hospitality which was afforded us during our visit.

It was a privilege to be invited to serve our colleagues in this important endeavor and the External Review Panel would welcome any opportunity to clarify or amplify the observations, opinions, recommendations or findings herein.

APPENDIX A

- University Housing Services: Executive Director, UHS Business Services Team, Student Leaders, Residence Life Coordinators, and UHS Facilities Team
- Student Affairs Partners: Office of Student Life and Cultural Centers, Associated Students , Inc., Orientation, Student Affairs Information & Technology Services, University Police, Judicial Affairs, Disability Resource Center, Student Health Services, Counseling & Physiological Services, Admissions & Outreach, and Financial Aid
- Student Affairs Leadership: Vice President of Student Affairs and Associate Vice Presidents of Student Affairs
- Academic Partners: Kellogg Honors College, Center for Regenerative Studies, College of Education and Integrative Studies. And Center for Community Engagement
- Other Campus Partners: Student Accounting, Cashiering Services, Foundation Dining Services, Facilities Planning & Management, Facilities Design & Construction, and Facilities Management

Review Team

Michael Coakley is currently the Associate Vice President of University Student Initiatives and the Executive Director of University Housing at Arizona State University. His current portfolio includes housing and residential life; campus dining; the student union; academic support services; and off-campus and commuter student services. Prior to his current position he served as Assistant Vice President for Student Life at Northern Illinois University and Executive Director of Student Housing and Dining Services at NIU for ten years. He also has worked at Wright State University (Ohio), Western Michigan University, the University of Illinois at Urbana-Champaign, and Southern Illinois University at Carbondale. He has over twenty-nine years full-time experience in student development, housing operations, auxiliary services, residential life, judicial affairs and Greek Affairs administration at the university level and has academic experience as an instructor and a clinical faculty member. Mr. Coakley served as a Clinical Faculty Member for the College of Education at Northern Illinois University teaching both undergraduate and graduate courses. Mr. Coakley has served ACUHO-I as a member of the Educational Programs committee; the Professional Standards committee; and the Program committee. He was the Program Coordinator for Millennium Magic in 2000; Program Chair for the Information Technology conference in 1987; and the Program Chair for the 2002 annual conference. He served on the ACUHO-I Foundation Board from 1999 to 2006 including a term as Secretary and a term as Chair. Regionally, Mr. Coakley served on the Great Lakes Association of College and University Housing Officers (GLACUHO) as President, Secretary/Treasurer, Editor, and twice as program chair and host. He also served as the advisor to the Great Lakes Association of College and University Residence Halls (GLACURH). Mr. Coakley has served as a consultant for multiple institutions and businesses concerning student housing. Currently Mr. Coakley is the Coordinator for ACUHO-I's 21st Century Project. The 21st Century Project is a multi-phased initiative leading to the construction of new, state-of-the-art residential facilities for colleges and universities. In addition to creating one or more prototype residential facilities on several campuses, the project will assist colleges and universities in designing new residential facilities, or renovating existing facilities, that reflect the ever-changing roles that residences play in the collegiate experience. Mr. Coakley has a MS from Southern Illinois University at Carbondale and a BS from the University of Illinois at Urbana-Champaign.

David Stephen has served as Director of University Housing & Food Service at California State University, Chico since 2003. His career in college and university housing spans more than 40 years.

Dr. Stephen has held four (4) directorships (College of Idaho, University of Washington, The University of Akron, and CSU, Chico). Additionally, he has held a variety of mid-to-senior level student housing positions during the course of his career (University of Redlands, Oregon State University and Arizona State University).

Dr. Stephen has actively served three (3) regional student housing officer associations (NWACUHO, AIMHO and GLACUHO) holding volunteer, appointed and/or elected positions in each association. His thirteen (13) years of service to NWACUHO culminated as regional president. In 1990, the NWACUHO Leadership & Service Award was named in his honor.

Since 1981 - and in parallel to his volunteer work with various regional associations - Dr. Stephen has been actively affiliated with the Association of College & University Housing Officers-International (ACUHO-I). To-date, he has served on twelve (12) Association committees/task forces and chaired four (4). He has been elected to the ACUHO-I Executive Board on three (3) occasions [Western District Representative, Secretary, Vice President, President-Elect and President]. He also served a one-year term as Trustee to the Association's Foundation Board. In 1997, he received the ACUHO-I Leadership & Service Award. He has presented programs at regional and international conferences on sixteen (16) occasions and served as a faculty member for the National Housing Training Institute (NHTI).

His college-university service experience includes more than forty (40) committee/task force appointments.

Dr. Stephen's honorary recognitions include: National Residence Hall Honorary and recipient of the Outstanding Service and Bronze pins; Mortar Board National College Senior Honor Society; National Award for Excellence in Advising - Mortar Board National College Senior Honor Society; Omicron Delta Kappa Society; Student Affairs Award of Achievement [The University of Akron]; and, ACUHO-I Foundation of Excellence (twice).

He holds degrees from: Los Angeles Valley College (AA); Northern Arizona University (BS); University of Redlands (MA); and, Oregon State University (M.Ed. and Ed.D.)

Andy Plumley is currently the Assistant Vice Chancellor for Housing, Dining & Residential Services within the Division of Student Affairs at the University of California, Riverside.

Andy came to the University of California, Riverside in 1977 as an undergraduate and never left. He has worked in housing almost his entire time at UCR, starting as a student dining worker to his current position as Assistant Vice Chancellor, which he has held since Fall 2007. He is responsible for all aspects of housing, dining, residence life, residential services, special programs and child care.

UCR currently houses over 6,000 residents on-campus, and has an enrollment of over 21,000 students. Housing Services consists of eleven housing communities and provides all services (front desk, maintenance, custodial services, housekeeping, grounds, maintenance, parking, and sustainable programs.) The dining program provides services to the entire campus through two large residential restaurant programs, a central food court and other venues at the Highlander Union Building, the Barn dining and entertainment venue, and various stores and emporiums. Over 300 activities and programs are produced by residence life along with providing daily care with a live-in staff of 12 professionals and about 120 student staff. The Child Development Centers provide child care and an accredited learning program to about 250 children of faculty, staff, and students. Housing, Dining & Residential Services has an annual operating budget of \$90M and currently employs over 400 career staff and over 800 students, making it the largest employer on campus.

UCR has been in "growth mode" for the last 20 years and Andy has been involved with the building of almost 3,000 new beds and the acquisition of two apartment complexes consisting of 850 beds. Dining additions include the new student union, with one-third of this space dedicated to UCR's retail dining operation, and the campus' Alumni & Visitors Center, where housing and dining are the building operators and exclusive caterer. Past projects total about \$200M in construction and \$35M in acquisitions. Projects underway include an 800 apartment complex which includes residential dining and conference space, a new Subway venue and a new dining store near the recently opened School of Medicine Instructional Building. Current projects total about \$150M.

In addition to his work at UCR, Andy has been an active member of the Western Association of College and University Housing Officers (WACUHO.) He has served on various committees, including being on the Executive Committee for 5 years, serving as President in his final year. He has twice served as Conference Chair when his institution hosted WACUHO's Annual Conference. In recognition of his work and service, he received the Charles L. Miller Leadership and Service Award in 2010.