Part 4: ORGANIZATION and MANAGEMENT

Guided by an overarching intent to ensure student learning and development, Housing and Residential Life Programs (HRLP) must be structured purposefully and managed effectively to achieve stated goals. Evidence of appropriate structure must include current and accessible policies and procedures, written performance expectations for all employees, functional workflow graphics or organizational charts, and clearly stated service delivery expectations.

An organizational charge should define both the responsibilities and relationships of staff members with the understanding that HRLP leadership should emphasize fluidity, adaptability, and cross-functional collaboration.

Evidence of effective management must include use of comprehensive and accurate information for decisions, clear sources and channels of authority, effective communication practices, decision-making and conflict resolution procedures, responsiveness to changing conditions, accountability and evaluation systems, and recognition and reward processes. HRLP must provide channels within the organization for regular review of administrative policies and procedures.

Where the management of the HRLP is divided among different offices within the institution, it is the responsibility of institutional leaders and involved staff organizations to establish and maintain productive working relationships.

A unified organizational structure, including all housing and residential life functions, should be used as to effectively deliver the services to users and to avoid multiple hierarchical lines of communication and authority.

HRLP must maintain well structured management functions, including planning, personnel, property management, purchasing, contract administration, financial control, and information systems.

Evaluation of the organization is based on progress toward the achievement of short-range and long-range organizational goals. Planning must be adequate to project and accommodate both immediate and future needs.

**Overall Questions, Suggestions, Clarifications, Concerns**

- Maybe add Mission/Vision document to Residential Life website with the left hand links.
- Central office Policies and procedures needs to be written down in one document (like the RA manual) versus multiple documents.
- Clear channels of authority in policies and procedure even beyond residential life.
- Concern about the new building on the property across the street and the implications it may have for occupancy.
- This study will inform the strategic plans already established and future processes.
PART 4. ORGANIZATION AND ADMINISTRATION  *(Criterion Measures)*

4.1 The program is structured purposefully and managed effectively.

Score after we review the position descriptions for the Assistant Dean and Directors.

4.2 Written policies, procedures, performance expectations, workflow graphics, and clearly stated delivery expectations are in place.

Need more formal structure-policies procedures for central office (similar to RA’s)

4.3 Effective management practice exists that includes access to and use of relevant data, clear channels of authority, and viable communications, accountability, and evaluation systems.

There needs to be clear channels of authority above residential life.

Clear expectations about issues of concern and what levels of approval they require.

4.4 Channels are in place for regular review of administrative policies and procedures.

Add to timeline the “every other year” results from ACUHO-I and efforts resulting.

4.5 Productive working relationships are in place among leaders of related organization units.

Regular meetings occur among appropriate constituents. Great improvements have been made and are moving in a positive direction.

4.6 The program maintains well structured management functions, including planning, personnel, property management, purchasing, contract administration, financial control, and information systems.

No comments – this has been demonstrated by the documentation provided.

4.7 Evaluation of HRLP is based on the achievement of short-term and long-range goals.

With results of CAS Review, new things may come to light.
### Part 4: Organization and Management Overview Questions

**A. What are the institutional organizational structures that define, enable, or restrain the program?**

| Define/Enable - clear vision, goals and expectations, committed staff. |
| Restrain - cost, staff burnout, working in an environment that challenges trust; need for support channels of authority- particularly outside of residential life; policies and procedures need to be in one easily accessible place. |

**B. What protocols or processes are in place to insure effective management of the program?**

| Formal regular meetings, timeline/calendar, performance evaluation process, written formal procedures |

5/5/11