

MEMORANDUM

TO: Keri Schmidt, Residential Life Manager

FROM: Kim Harvey-Manus *KHM*
Vice President of Student Services

DATE: June 26, 2025

RE: Institutional Assessment – Residential Life

CC: Dena McCaffrey, President

This memorandum outlines the accomplishments and proposed action plans detailed in the 2024 Institutional Assessment for the Office of Residential Life.

Accomplishments

The Residential Life department has demonstrated substantial growth and commitment to fostering a safe, accessible, and engaging living-learning community for Jefferson College students. Key accomplishments include:

1. Facilities Expansion and ADA Compliance

- Completed a \$4.9 million residential building in Viking Woods in November 2024, adding 10 student bed spaces, two staff apartments, and a new Police Department facility.
- Ensured ADA compliance by including three accessible student units in the new construction and renovating former office space into a two-bedroom ADA-compliant apartment.

2. Staffing and Organizational Enhancements

- Established a full-time team of three Residential Life staff, including the transition of an Administrative Specialist to full-time status to meet operational needs.
- Strengthened collaboration with the Buildings and Grounds team and added dedicated maintenance support.

3. Health, Safety, and Operational Improvements

- Instituted bi-weekly Health and Safety inspections to enhance cleanliness, ensure fire safety, and proactively identify maintenance needs.
- Updated emergency evacuation maps and installed contact information sheets inside apartment doors.
- Implemented a streamlined work order system via THD software for efficient maintenance tracking.
- Initiated revised payment policies requiring students to fulfill financial obligations prior to move-in.

4. Community Engagement and Student Life

- Partnered with local churches to provide food, treats, and encouragement to students throughout the year.
- Organized monthly student events, including Welcome Week, movie nights, and themed social activities, with large events attracting up to 100 students.

5. Programmatic and Training Enhancements

- Developed a comprehensive RA training program and implemented bi-weekly check-ins to support student staff.
- Improved survey distribution timelines to increase participation and capture actionable feedback.

6. Cost and Maintenance Management

- Reduced average move-out charges per resident through checkout appointments.
- Initiated plans for a deferred maintenance strategy and demonstrated cost containment while maintaining high occupancy and waitlists.

Summary of Action Plans

To support Jefferson College's Strategic Priorities of Student Success, Operational Excellence, and Community Engagement, the following action plans are proposed:

1. Buildings and Grounds/Facilities Collaboration

- Develop a Deferred Maintenance Plan and assess the feasibility of hiring a second maintenance technician.
- Expand outdoor recreational and event space in Viking Woods.
- Renovate and expand the Viking Woods Clubhouse to better support student engagement.

2. Police Department Collaboration

- Collaborate with the Chief of Police/Director of Emergency Management to assess safety and security measures in Viking Woods.

3. Operational Enhancements

- Conduct additional budget training to support financial analysis and operational planning.
- Provide mental health training for all Residential Life staff.
- Enhance visibility of student engagement opportunities through a semester-based activity calendar.

The Office of Residential Life has been evaluated as *Meets Expectations*. Thank you for your continued leadership and commitment to creating a welcoming and supportive residential community at Jefferson College. The initiatives outlined in your assessment reflect a deep investment in student well-being, safety, and success. I encourage you to continue researching best practices in Residential Life and to work collaboratively with Buildings and Grounds/Facilities to develop a timeline for each of the action plans related to facility enhancements. I look forward to continued progress in the coming years.