

The Department of Residence Life and Dining Services at The University of Memphis houses 2,200 plus students each fall. Students are unique individuals and arrive on campus with different experiences and cultural backgrounds. Our purpose is to provide a quality living environment and actively promote each resident's development. This is difficult at times due to the variety of situations that may arise given the diversity of the residential population, but the effort is justified.

This manual was written with the purpose of providing needed information for the residence hall staff. Included you will find information that an Area Coordinator, Assistant Area Coordinator, or a Graduate Assistant may need during the course of a year. A manual is intended to be a resource for procedures, and typical problem areas. However, due to the nature of residence hall living, it is not possible to foretell all questions or problems that may arise throughout the course of the year. It is mainly intended to assist staff with basic operational information. This information, combined with actively pursuing information from other departmental literature (RA manual) and staff members, will provide the direction needed for a successful year.

MISSION STATEMENT

Residence Life and Dining Services is committed to the enhancement of the academic and social endeavors within the university and community through a holistic student development philosophy.

- Residence Life and Dining Services provides an environment to enhance the educational, cultural, spiritual, social and physical/recreational growth of residents. The environment is established by exploring creative activities and experiences throughout the university and local communities.
- Interaction among residents, faculty, and staff is a vital element in leadership development and in understanding the diversity of students. Serving as a communication link to the residence population, the department provides support and interaction to all parts of the university.
- Being located in a large metropolitan area, The U of M offers a number of diverse living/learning communities, which are comfortable, clean, convenient, safe, and reasonably priced. Campus housing is centrally located to provide accommodations to both campus and community activities.
- Residence Life and Dining Services strives to develop student leadership through student government, student employment opportunities and volunteer programs that provide outreach to the community.

PHILOSOPHY OF RESIDENCE HALL LIVING

Living in a residence hall at The U of M means you are part of a unique community. This community is a dynamic group of individuals with many different values, cultures, interests and attitudes. Your community, like most communities, is maintained by policies and regulations designed to protect your rights and privileges. Community living requires a high degree of consideration on the part of each member. As long as there is more than one person involved in a community, an individual does not have the right to total freedom of behavior. Any behavior that infringes on the rights of other members of the community or the regulations designed to govern is unacceptable and prohibits community growth. As a member of a community, you have part of the responsibility to ensure effective community growth and observance of community regulations.

STUDENT DEVELOPMENT THEORY AND APPLICATION

Student Affairs has developed in the past two decades from an "in loco parentis" status to a major participant in the educational process. This change is partially due to the emergence of developmental theories (Chickering, Kohlberg, Perry, etc.). These developmental theories are important in that they provide basic understandings of the development changes students face and how we, as educators, can

better help facilitate those changes. Therefore, the following are needed to better prepare for the development of a residence hall operation.

STUDENT DEVELOPMENT THEORY...continued

1. An understanding of developmental theories (Chickering, Kohlberg, Perry) and knowledge of the current literature in student development.
2. An understanding that developmental theory is only an instrument that provides more information about the task, and is not intended to be a solution to problems. It is intended to provide needed information for the development of structure within an organization.
3. The staff must have a common theoretical base when designing the structure of the department (training, programming, discipline, etc.). This will provide the department with a team-oriented staff, all working with a common philosophy and objective.

RESIDENCE LIFE AND DINING SERVICES STAFF

PROFESSIONAL STAFF

- Associate Dean of Students for Residence Life and Dining Services
- Associate Director of Residence Life and Dining Service
- Local Technical Support Provider II
- Local Technical Support Provider I
- Business Officer II
- Assistant Director, Administration
- Assistant Director, Facilities
- Area Coordinator
- Financial Services Associate
- Assistant Area Coordinator

CLERICAL/SUPPORT STAFF

- Residence Life Supervisor
- Office Coordinator
- Administrative Secretary
- Accounting Clerk II
- Office Assistants
- General Maintenance Mechanics
- Custodian Supervisor
- Custodian I, II, III, IV

PARA-PROFESSIONAL STAFF

- Resident Advisors
- Desk Assistants
- Computer Lab Workers
- Student Workers (Central Office)
- Student Work Crew

JOB DESCRIPTIONS AND RESPONSIBILITIES

ADMINISTRATIVE/PROFESSIONAL STAFF

Please see The University of Memphis Administrative/Professional Position Description for a complete description and list of responsibilities.

Associate Dean of Students for Residence Life & Dining Services: The Associate Dean of Students for Residence Life is responsible for the overall operation, direction and supervision of the Department of

Residence Life & Dining Services. The Associate Dean supervises the Associate Director, Business Officer and Assistant Directors in fulfilling this responsibility, as well as the Administrative Secretary. The Associate Dean represents the department at all university, community, state, regional and national functions, meetings, and conferences. The Associate Dean reports directly to the Dean of Students.

Associate Director of Residence Life & Dining Services: The Associate Director is responsible for the operation of the Residence Life program and supervision of staff. This includes supervising the Area Coordinators for each complex and various Graduate Assistants. Other responsibilities include: contractual discipline hearings, development of staff training (both professional and paraprofessional), staff selection, and coordination of departmental programming systems. In the absence of the Associate Dean, the Associate Director is responsible for the overall operation of the department

Local Technical Support Provider II & I (LTSP II & LTSP I): The LTSP II and LTSP I are responsible for the development of the departments computer systems. This includes the ResNet system, file servers, computer labs, etc.

Business Officer II: The business manager is responsible for the fiscal operation of the department. This includes supervising the Central Office operation, maintaining departmental inventory, the development of the 5-year renewal and replacement plan, and residence hall assignments.

Assistant Director, Administration: The Assistant Director for Administration is responsible for the summer conference housing program and the maintenance of guest housing. This includes developing the marketing strategy needed to ensure a full summer conference schedule. The Assistant Director of Administration supervises the Summer Conference Housing Manager and other summer staff as needed. Other responsibilities include acting as a direct liaison with the contracted food service vendor.

Assistant Director, Facilities: The Assistant Director for Facilities is responsible for the consistent, overall upkeep of the physical facilities. This includes supervising the General Maintenance Mechanics and the Custodian Supervisor. Other responsibilities include acting as a direct liaison with the Department of Physical Plant and various vendors.

Area Coordinator: The Area Coordinator is responsible for the residence life program in a specific housing area. The Area Coordinator meets this responsibility by supervising directly or indirectly Assistant Area Coordinators, Custodian Supervisors, Resident Advisors, and Desk Workers. The Residence Life program is defined as “developing and maintaining residential communities in which the staff, the facilities, and the programs combine to facilitate student growth and development.”

Financial Services Associate: Supervises all accounts payable and receivable activities in the department. Responsible for all payroll and time and leave balances. Supervises the Accounting Clerk II.

Assistant Area Coordinator: The Assistant Area Coordinator is responsible for supervising, under the direction of the Area Coordinator, the overall operation of one or more residence halls. He/she serves primarily in the role of supervisor, educator, and programmer. The Assistant Area Coordinator is the advisor to one or more hall councils and works with to help facilitate the development of the campus wide Residence Hall Association.

CLERICAL/SUPPORT STAFF

The clerical/support staff provides administrative assistance to designated areas within the Department of Residence Life and Dining Services. Located in various offices are the following positions: Residence Life Supervisor, Office Coordinator, Accounting Clerk II, Office Assistants, Administrative Secretary, Building Service Coordinators, and Custodian Staff. Each position is important to the hall staff in that information, paperwork, and supplies are coordinated through them. It is important that the hall staff recognizes the important role each of these individuals play in the overall operation of the department. It is equally as important for the hall staff to properly maintain good communication with all of these staff members. The following is a description of each position and areas of responsibilities:

Administrative Secretary: The Administrative Secretary performs secretarial duties for the Associate Dean of Students for Residence Life, the Associate Director, and the Assistant Directors. Responsibilities include typing, scheduling appointments, and maintaining a filing system. The Administrative Secretary is also responsible for coordinating/maintaining the Residence Life Information/Movie Channel including ordering and scheduling movies and posting information on the channel. Additionally, the Administrative Secretary submits the bi-weekly time sheets for the clerical and student work crew staff, and maintains the Annual/Sick Leave ledger for these positions. Other duties include submitting Travel Authorizations and Travel Claims for the Administrators and professional hall staff members, ordering needed office supplies for the Central Office and Area Coordinators, typing RA contracts and maintaining RA files, updating departmental phone lists, and typing updates on departmental manuals.

Residence Life Supervisor: The Residence Life Supervisor is responsible for the supervision of the Office Coordinator, Office Assistants, and student workers. The Residence Life Supervisor writes and revises forms used in assignments and room changes. Other duties include collecting and compiling data for statistical analysis and summary of check-in, room change, and room reservation. In addition the Residence Life Supervisor counsels students concerning the assignment process and advises on adjustment to campus life. The Residence Life Supervisor writes, revises, and oversees distribution of correspondence to residents, applicants, on campus departments, and the community. The department calendar is also compiled and distributed by the Residence Life Supervisor. Furthermore, the Residence Life Supervisor oversees the filing systems and the assignment process.

Office Coordinator: Receives and enters work orders from students and distributes work to be completed to appropriate areas. The Office Coordinator communicates with students the status of the work. The Coordinator is responsible for compiling data and statistical information for reports. Additionally, the Office Coordinator assists with work orders pertaining to the ResTech area.

Accounting Clerk II: The Accounting Clerk is responsible for processing all purchasing invoices, transfer vouchers, and some travel authorizations. This includes programming, office, or hall supplies acquired through the vender list or campus bookstore. The Accounting Clerk processes most payrolls for the department, including student, housekeeping staff and professional staff. He/she is also responsible for maintaining the Annual/Sick Leave ledger for the above areas in the department. The Accounting Clerk processes all contracts for the department and coordinates the student application and I-9 form system with student aid. Additionally, the Accounting Clerk maintains budgets and posts all revisions.

Office Assistants: The Office Assistants are responsible for greeting customers, answering phone calls, and answering questions pertaining to assignment status, application process, and resident hall rules and regulations. He/she receives and processes cancellations and drafts and updates correspondence to residents regarding room change, check-in, check-out, etc. The Office Assistants handle the coordination of scholarship applicant assignments and letters to scholarship recipients. In addition, the Office Assistants are responsible for opening and distributing mail, loading new student information, assignments and room changes into the computer along with mailing the contract packets to students. He/she distributes computer information to various university departments and prepares statistical summary of room changes.

General Maintenance Mechanics: The General Maintenance Mechanics are responsible for the supervision of the Student Work Crew and for general maintenance in their assigned area.

Lead Custodians and Housekeeping: The Lead Custodian and the Housekeeping staff are responsible for the general cleaning and services of all Residence Life facilities during both the academic year and throughout Conference Housing. Lead Custodians are working supervisors assigned a housekeeping crew of 3-5 persons who are responsible for a particular building or buildings.

STUDENT STAFF

Desk Assistants: Desk Assistants are an essential link in the security and communication channels of a hall. They cannot perform these tasks without consistent information and support from the hall staff. All policies, regulations and procedures for the desk operation are found in the Desk Manual. It is important for the desk worker to know who is “on duty” and their location at all times. In Rawls and Robison, the deskworker is also responsible for the daily operation of the computer site.

Resident Advisors: Resident Advisors are selected on the basis of leadership experience, maturity, and the desire to help residents realize their opportunities for self-development at the university. They are responsible for a floor housing 25-65 students. The Resident Advisor must maintain daily contact with their supervisor and keep them informed as to activities on the floor, discipline problems, maintenance problems, and any other information that might be helpful in the operations of the hall. Other information may be found in the Resident Advisor Manual.

Computer Lab Workers: The Computer Lab Worker is responsible for the security and operation of the site. The operator must have a working knowledge of the mainframe system and the PC unites. They must maintain contact with the Coordinator for purchasing supplies and dealing with maintenance problems. Other duties may be assigned during non-peak operation hours.

Student Workers (Central Office): Student Workers are responsible for greeting customers, answering phone calls and questions pertaining to assignment status, application process, and residence hall rules and regulations. The Student workers process applications for housing by writing up assignment sheets and making new student files. They maintain the filing system for residence hall residents and Student Family Hosing residents. They mail brochures to people inquiring about on-campus housing. Assist the Accounting Clerk II for Accounts Payable in daily responsibilities and assist in various projects such as compiling assignment packets, mailing out contracts, and bulk mailings. Assist the Accounting Clerk II for Accounts Receivable during fall and spring at the Fee Payment Center writing deferrals and installment plans for students. They also run errands across campus.

Student Work Crew: The Student Work Crew operates through the Maintenance Supervisor to perform various tasks. These tasks may include changing batteries in smoke detectors, small paint projects, moving furniture, changing light bulbs etc.

EXPECTATIONS

GENERAL EXPECTATIONS

In order to understand your function and your responsibilities, you need to consider:

- The needs of college students
- The role of the Hall Council and how the Hall Council interacts with RAs
- The Residence Hall philosophy
- Your administrative and business functions

In order to know your responsibilities, you need to:

- Read and use the Coordinator Manual
- Read and use the RA Manual in training and during staff meetings
- Meet and be familiar with the Housekeepers and Maintenance Staff
- ASK QUESTIONS

DRESS

During the regular work day business casual is preferred. Flip flops, halter tops, novelty t-shirts, shorts, and other very casual attire is not appropriate. Good judgment should be utilized when meeting with outside offices, parents, or other constituents where more formal business attire is appropriate.

AVAILABILITY

Availability is one of the major areas of responsibility. Availability does not mean simply showing up for office hours. It encompasses approachability, attitude and willingness to help. Let residents know that you are interested and willing to help anytime.

OFFICE HOURS

Office hours provide residents and staff members a schedule for attending to daily paperwork and administrative tasks. Except for the possibility of committee meetings or some order of business that may require your absence, office hours should be maintained. With rare exceptions other than lunch an AAC should not be spending time in their apartment during the work day. Office hours are not the only hours you are expected to be available. **Staff members should check in with their supervisor before 9:30 AM daily.** Office hours:

Area Coordinators:	8:00 AM – 4:30 PM Monday-Friday
Asst. Area Coordinator	1:00 PM – 4:00 PM Monday-Friday

These office hours are designed so students can find you and meet with you to discuss issues. It will be necessary for you to be present in the morning for departmental or area meetings or later in the evening to finish paperwork, attend meetings or programs and to walk through you building.

In the time before your office hours you will receive instruction from your Area Coordinator regarding any special assignments. In addition, maintenance logs should be reviewed and turned in along with payroll. Washer/Dry log should be checked, building walk through completed, correspondence completed, and programming paperwork checked.

In the event you are absent from your office your desk is to know your location and estimated time of return. You should place a board at the desk with this information so it can be passed on to the next desk shift. This should start at 9:30 AM.

SPECIFIC NON-OFFICE HOUR DUTIES

During the course of the year the staff will determine specific goals and objectives. Most of these items will require evening involvement with residents, hall councils, staff and the RHA. These goals will need your involvement and enthusiasm. These could include:

- ensuring an atmosphere conducive to study
- touring the building to do maintenance checks
- communication with residents to determine if problems exist
- attending floor meetings
- meeting with hall council officers to discuss issues
- special efforts to seek out freshman and new residents
- attending evening programs or functions whether departmental or university sponsored.

STAFF SUPERVISION

Supervising RA's and Desk Assistants is one of your most important responsibilities. You will need to meet weekly with your staff, conduct bi-weekly meetings with each RA, and have monthly desk worker meetings.

Staff Meetings: Cover department assignments/issues, building issues, projects, and programming. You need to do a team builder every other week and also recognize outstanding staff. You will need to produce a written agenda for your AC before your weekly meeting

Staff Accountability: When giving feedback to staff always follow-up in writing and copy the AC. Staff issues and individual sanctions should be discussed with your AC. It is your responsibility to ensure that every RA is fulfilling their contracted obligations. The Associate Director can only grant exceptions to these obligations.

RA Evaluations should be done every semester and turned into your AC.

OVERNIGHT/WEEKEND LEAVE

Overnight and weekend leave needs to be approved by the AC. Because of the nature of our work it is necessary for the department to be sure that staff is available to deal with any unique situations which may arise.

ANNUAL/SICK LEAVE

Professional staff receives 7.5 hours of Sick Leave and 15 hours of Annual Leave each month. A form obtained through the Administrative Secretary is used to request leave. In the event of Sick Leave, this form must be filled out upon returning to work. Once completed, forms are to be given to your immediate supervisor for approval. During time periods when the halls are closed (i.e., Christmas Break, Spring Break) it may be requested that hall staff take Annual Leave. Staff will be required for coverage of Richardson Towers, Carpenter Complex, and Student Family Housing at all times. All leave needs to be approved in advance of your absence. When sick you should notify your immediate supervisor, your desk, and the front office.

APPROACHABILITY

Your approachability 24 hours a day is a big part of availability. The following are some suggestions to help make you more approachable:

- * Make a concerted effort to meet your residents and be visible in your building(s). Let them know who you are, where your office is and why you are there. This is best accomplished by doing floor walks and stopping to speak with available residents. If they know you, they are more likely to come to you when they have a problem. Do this at various times of the day or night so you see different people.
- * When talking with residents, try to create an atmosphere conducive to good communication. Most residents are legal adults; treat them as such. The relationship between staff and residents should be open, honest and respectful.
- * Be friendly. When you see a resident on campus, speak to them. This means you need to say "hi" first. You will be surprised what an impression that makes on people. Visit with the RA staff on the floors, ask questions concerning individual students, floor decorations, maintenance problems, but most importantly, how the students are doing on a personal level. Become involved in the operation of the individual floors.

DAILY MAINTENANCE

Perhaps the most challenging aspect of residence hall management is the maintenance and upkeep of the facilities and buildings. Physical Plant (PP) is responsible for fulfilling many work orders during the year. Therefore, effective communication channels and working relationships must be maintained with this department.

The following are suggestions on how to establish and maintain a positive working relationship with our maintenance staff:

1. Introduce yourself to the work crew person assigned to the buildings you are responsible for. Inquire about in-house work order procedures and how best you and your staff can implement the general maintenance process.
2. Utilize the Assistant Director for Facilities when significant problems occur. The Assistant Director is the main liaison between the department and Physical Plant.

3. Remember that a little effort on the part of Residence Life staff may improve the working conditions for the PP staff as well as others. This in return may improve the living environment for residents and the hall staff. **ALWAYS PROVIDE ALL UNIVERSITY OF MEMPHIS STAFF MEMBERS APPROPRIATE RESPECT AND CONCERN.**

WORK ORDERS

You will be responsible for turning in your work order requests. The AAC uses only one type of work order request but there are two types of work orders issued once the request reaches the Assistant Director for Facilities' office:

PP Work: these work requests are used to make repairs on items that require skilled labor. Examples: plumbing, electrical problems, key requests, carpentry, etc. These work order requests are entered in PP's database by the Office Coordinator. A copy of the work order request is kept in the office of the Assistant Director for Facilities or their designee.

It is important to remember when filling out these forms to be as specific as possible concerning the problem including location. Frequently, work will be delayed due to a misunderstanding of the instructions on the work request. Remember, all work requests are scheduled and completed from the information that has been entered on the work order request form.

General Maintenance Work Orders are for general maintenance. Each building is assigned a General Maintenance Mechanic responsible for minor repairs within the building. At times it may be confusing trying to decide if a problem needs skilled labor or general maintenance. Always let Residence Life Work Control or the General Maintenance Mechanic determine if the repair is in their domain. They may be able to make the repair at a lower cost to the department. Residence Life General Maintenance Mechanics/Work Crew staff should now perform all general maintenance work.

Here is a partial list of who does what:

PP

Anything with keys
Water line breaks
Broken doors
AC/Heating
Electrical power failure

General

Stopped up sink/toilet
Broken desk drawer
Dripping faucet
Replace ceiling tiles
Replace floor tile, stair skids
Replace broken windows
Some work on ovens
Flip circuit breakers
Some dry wall repairs
Hole in dry wall
Replace microwaves
Relamp lights
Replace light bulbs

Each hall desk or community center should have a computer with access to the maintenance work request form. Desk Assistants or RAs will complete the work request form on this computer and forward to Residence Life Work Control as work requests are received. Emergency items such as loss of electricity or water should be called in to the Residence Life Work Control Office between 8:00 AM and 4:30 PM. Speak to maintenance work control at extension 5941 or extension 4029. Please do not leave a message on the answering machine when you have an emergency, speak to someone in Residence Life.

The daily maintenance work requests should be entered in the database as received and each work day before 10:00 AM. The Office Coordinator will issue the proper work request to work crew, PP, or housekeeping. The Assistant Area Coordinator is to monitor/review daily the work requests that are entered into the work request system, making sure all are clear, concise, and detailed and are not duplicate

work orders. The AAC should note special problems (heat, AC, electrical) to make sure those items are repaired by 1:30 PM each day. If no attention has been given they need to contact the Assistant Director for Facilities.

Physical Plant has a general maintenance person (Unit 20) from 3:30 PM until 11:00 PM each day and can be contacted through Police Services. This person is available for HVAC, elevator, and major plumbing repairs in the event of a maintenance emergency. Only in extreme emergencies should an RA contact Unit 20, most request should be handled by general maintenance staff of Residence Life. The General Maintenance Department of Residence Life has a maintenance person on call each night to handle minor maintenance and emergency calls. We also have a maintenance person and a housekeeping person on night shift. The following is a schedule of their shifts:

Maintenance: Sunday-Thursday: 2:00 PM until 10:00 PM,

Housekeeping: Sunday: 2:00 PM until 10:00 PM, and Monday-Thursday: 1:00 PM until 9:00 PM

The Assistant Area Coordinator should provide the RA with a copy of the night shift schedule.

Any emergency after those hours must be reported to the Assistant Director of Residence Life Facilities or the Associate Director of Residence Life.

PEST CONTROL

The Department of Residence Life and Dining Services contract pest control services in the buildings. Each semester a Pest Control Schedule will be distributed to each of the hall staffs. Residents should contact the desk to report specific pest problems.

The pest control crew will treat any rooms located on the list and all community areas. It is important that the RA staff communicate with the residents about signing up for pest control and any information about the rooms being treated. The AAC should monitor the list to make sure there are not items that may need immediate attention.

ROOM PAINT PROGRAM

Because of the high number of rooms painted in the last two summers, the department is temporarily suspending the Room Paint Program.

HOUSEKEEPING REQUESTS

Any specific housekeeping problems that may need immediate attention should be reported through the lead custodians. Request during evening hours should be made through the Area Coordinator.

IMPORTANT PHONE NUMBERS

Judicial Officer:

Dwayne Scott

Assistant Dean of Students

Office: 2298

Home: 7478

Vice President for Student Affairs:

Dr. Rosie Phillips Bingham

Office: 2114

Home: 386-2124

Dean of Students

Dr. William Porter

Assistant to the Vice President

And Dean of Students

Office: 2187

Home: 452-2066

Health Services:

Office: 2287

Parking Services	Office: 2212
Center for Student Development: Carl Gilleylen Director/Center for Student Development	Office: 2068 Home: 759-9154
Police Services:	Office: 4357
Residence Life and Dining Services: Daniel Armitage Associate Dean of Students for Residence Life & Dining Services	Office: 2295 Home: 872-6878
Residence Life and Dining Services (cont'd.) Peter Groenendyk Associate Director for Residence Life & Dining Services	Office: 2295 Home: 380-3957
Eddie Branam Assistant Director/Facilities	Office: 2295 Home: 662-562-4970
Jenina Cantler Assistant Director/Administration	Office: 2290 Home: 725-5830
Deanna Gillespie Business Officer II	Office: 2295 Home: 398-3112
Sexual Assault Resource Center	Office: 528-2161

SUPERVISION OF STUDENT STAFF

What is a Supervisor? A supervisor's job is to motivate employees. Don Fuller in "Manage or be Managed!" says the chief duty of a supervisor is to develop a group of subordinates who will, under direction, get the job done with minimum friction, dissatisfaction, and staff turnover. Andrew Daly in his article "Management and Supervisory Development" distinguishes a supervisor as a person who plans, organizes, directs, evaluates and controls the work of employees and who has the responsibility to employ, pay, promote, and/or release individuals.

As a supervisor of student staff you will be involved in all of these roles and be responsible for managing tasks. You will be motivating your staff to provide a reasonable day's work and utilize procedures established by the Department of Residence Life and Dining Services in order to achieve the community and department goals.

It is important to act as a role model. Student staff watch the Professional Hall Staff very closely and tend to develop a mentor relationship with their immediate supervisor. Successful supervisors develop the respect of their staff.

Here are some tips on developing good supervision skills.

- Mean what you say, and say what you mean.
- Treat your staff with respect, treat them as you want your supervisor to treat you.
- Give your staff a sense of belonging and ownership of the operation.
- Participate in RA training.
- Be impartial.
- Make decisions.
- Keep staff informed.

- Be enthusiastic.
- Be interested in your work and in your staff.
- Follow up.
- If you make a mistake, admit it.
- Success of supervision depends upon the willingness of the staff to do the job. Therefore, staff attitudes toward Professional Hall Staff are extremely important and must be motivational.

Hall Staffs fail for the following reasons:

1. Poor personal relations with RAs, desk staff, other hall staff and full-time administrators.
2. Individual shortcomings; such as a lack of initiative or emotional instability.
3. Unwillingness to spend the necessary time and effort to improve conditions.
4. Lack of skill in planning and organizing work.

To help avoid these pitfalls, here are ways for you to succeed as a supervisor:

- * Read this material, then plan your operation.
- * Develop your own style of supervision.
- * Establish what feels comfortable for you with regards to your staff and your supervisor's expectation.

BUILDING YOUR TEAM

Besides being able to do the work, members of your staff must feel personally committed to the job and willing to collaborate with and assist one another, as circumstances require. Every RA is a unique person, yet each is more similar to other RAs than different. Each RA needs to feel he/she is a person of worth in order to maintain a sense of his/her own dignity, and to think of himself/herself as being adequate. RAs gain confidence in themselves and become more competent through relationships with and the support of others and through successful experiences.

It is important to establish an atmosphere that is open, free and constructive. Any staff is strengthened and enabled to work more efficiently if its RAs:

1. Become more conscious of the role function needed at any given time.
2. Become more sensitive to and aware of the degree to which they can help meet the needs of others through what they do.
3. Undertake self-training to improve their range of role functions and skills in performing them.

When RAs feel comfortable with each other and their supervisor, they are more apt to actively participate as a staff member. They are less afraid of making a mistake or not being accepted by others. They develop respect for the skills that each possess and defer to them despite personal preference. They accept each others faults and would sooner work with each other, despite the faults, than with someone else. Though they may quarrel among themselves, to the outside world they appear as a team. While they feel free to question each other in private, they resent outside criticism. That is staff loyalty.

How many teams do we have? Each individual hall staff is a team. However, the needs of the department as a team should take precedence over the building. A staff member should feel loyalty to the building and to the department. We often have competitive interactions between buildings. This may be used in positive ways during the course of a year. When competition creates barriers between staff members, the overall goal of the department to act as a team is damaged. Staffs act independently and the

department goals are sacrificed for the individual staff or hall. It is important to remember the goal of the department is our main objective.

STAFF TRAINING

As a supervisor, you have an educational role. For many students, this may be the first job with any complex responsibilities. The development of a good work ethic is essential to the development of an effective staff. Moreover, the educational quality of providing students with a foundation needed for future employment success is part of the development of the whole student. It is essential that training include a list of expectations from job tasks to behavior expectations.

RA training is a yearlong effort. Included in the training process are Fall Retreat, RA class, skill building seminars, inservices, and individual complex retreats or development sessions.

Important elements of staff training will include; assertiveness training, alcohol awareness, policies and regulations of the department and university, awareness of differences, conflict resolution, etc.

Your job in staff education is to reinforce the training that occurs at the department, area and hall level. This is accomplished by active participation, thereby reinforcing the significance of training and by clarifying what is learned and providing practice in those areas.

The educational goals of the department are perhaps the most noble. If we are to have an impact in the educational development of our residents, we must first be successful with our staff.

IN-HOUSE TRAINING

During training there will be time with your individual hall staff to cover the following items:

- Icebreakers
- Expectations for training and the semester
- Getting ready for opening (signs needed, supplies)
- Paperwork (room inventories, personal data sheets, emergency cards, purchase recs., time sheets, programming evaluations, incident reports, duty log, visitation log, key log)
- The manual (emergency procedures, as a resource)
- Maintenance procedures
- Communication
- Desk procedures
- First floor meeting - what to cover
- Programming
- Hall Council
- Goals

THE PERSONAL RELATIONSHIP

It is important to know your staff members as people and to let them know you as a person. A great deal of effort is needed on the part of all personnel to ensure a balance between personal needs and their job requirements. Open communication is a necessity.

Be compassionate but do not let yourself be used. Often staff members' performance diminishes when they are experiencing some personal difficulties. During this time, be aware of their situation and be flexible in your approach while making sure the RA understands that job responsibilities cannot be ignored.

Work to separate your personal and your professional relationship with staff members. If you like an RA, let him/her know but do not let him/her use this friendship to avoid job responsibilities. It is possible to

maintain a personal friendship with an individual while compelling them to maintain a high level of job performance.

ADMINISTRATION

Residence Halls operate under the policies contained in the Residence Life Brochure and The University of Memphis Student Handbook. It is important that each staff member becomes familiar with all policies and procedures governing the campus and the residence halls. Do not hesitate to ask for further clarification from any staff member concerning the nature and enforcement of a policy.

SUPPLIES

Each building has a budget for ordering supplies needed for the operation of the halls and offices. The following is a list of sources and procedures for ordering supplies:

1. Through the Area Coordinator, supplies may be ordered from appropriate vendors..
2. The Administrative Secretary maintains an approved list of office supplies.
3. Other frequently purchased items such as butcher paper, masking tape, markers, stencils, paint, bulletin boards, construction paper, and poster board, can be purchased with approval from the Associate Director.

The Department of Residence Life and Dining Services supplies RAs with materials needed to complete the task required. However, this does not mean the department will furnish each RA with items such as scissors, stapler, etc. These items will be provided for the entire staff in a supplies area. It is the responsibility of the staff to secure those items.

PROGRAMMING/TRAINING SUPPLIES

The Department of Residence Life and Dining Services maintains a blanket purchase order with several vendors for items needed for residence hall programming and for training needs. A list of these vendors is available through the Accounting Clerk II. In general, all purchases for programming and training should be made through these accounts. However, in the event an item needed cannot be purchased through these vendors, a one-time purchase requisition may be obtained.

*The Associate Director of Residence Life must approve all purchases before an agreement may be made with a vendor.

PAYROLL

PAYROLL PROCEDURE

Hiring Procedures

All student employees must, prior to employment, complete an I-9 Employment Eligibility Verification form, a Payroll Action Form (PAF), and a Direct Deposit form. If a student has worked on campus in the last three years, they only need to fill out a PAF. Once completed, these forms will be turned in to the appropriate Area Coordinator or office for further processing. The Area Coordinator will review the forms and get final approval from the Business Officer or the Associate Director. Then the Area Coordinator will turn them in to the Accounts Payable Clerk who will submit them to Student Employment for verification and approval. Once an assignment number has been issued, the student can begin working. The Business Officer or The Associate Director must approve any exceptions. Before you hire a student check the list of workers maintained by the Administrative Secretary to be sure they have not been terminated by the department in the past.

All forms must be completed in ink and every line filled out.

Payroll Action Form

The student completes Section I (the upper portion) of the Payroll Action form.
The Assistant Area Coordinator completes Section II.

Beginning Date: This **should not** be the same date as the date the form was completed. Allow 5 to 6 working days for the paperwork to clear. At the beginning of the year it may take longer, so get your paperwork completed ASAP.

Example: If the paperwork was completed on 08-01-2000, the beginning date should not be before 08-06-2000

<u>Index</u>	<u>Org. Number</u>	<u>Position #</u>	<u>Hall</u>
3-32900.....	4-24080.....	003930.....	West
3-32200.....	4-24040.....	004028.....	Rawls
3-33100.....	4-24110.....	004081.....	Richardson Towers
3-33300.....	4-24100.....	004039.....	Carpenter Complex
3-35200.....	4-24120.....	004062.....	Graduate & Student Family Housing
2-74105.....	4-24020.....	004202.....	Housekeeping

An I-9 Form is needed for all U of M employees. Students who are returning may have an I-9 already on file. If so, they do not need to fill out another, however, if a new student is hired have him/her complete an I-9 Form.

Please inform the student of the rate of pay: (\$5.50). Currently, all student staff members are paid this rate.

All Payroll Action Forms must be signed by the Assistant Area Coordinator, Area Coordinator, and Business Officer, so please write small.

I-9 Form

The student completes Section 1.

The Assistant Area Coordinator completes Section 2. The Assistant Area Coordinator **must see** the appropriate documentation, or combination of documents, as described on the form. **(There are no exceptions to this rule).**

Attach the I-9 to the Payroll Action form with a paper clip.

Direct Deposit of Pay

Direct deposit is the REQUIRED payroll payment method for all personnel employed by U of M. A voided check or deposit slip is needed.

Termination Procedures

When a student is terminated, suspended, graduates, withdraws, or becomes less than full-time, a Separation/Termination Form must be submitted to the Student Employment Office. This form must be completed **within two weeks** after the final date of employment. If the student is terminated for performance related issues you need to give their name and information to the Administrative Secretary where a list of fired employees is kept.

The original termination form is to be turned in to the Accounts Payable Clerk who will forward it to Student Employment. Copies should be sent to the Area Coordinator and Administrative Secretary.

The student is to be informed in writing of his/her termination. The letter of termination must include a statement that an appeal of their termination may be made to the Area Coordinator within (3) working days of the termination.

All student employees are automatically terminated by Student Employment at the end of the academic year and at the end of the summer.

References: U of M Operating Procedure Number 2E:03:02A "Student Employment"
U of M Business and Finance User's Guide Section D.520
U of M Business and Finance User's Guide Section D.540

PAYROLL

Each Professional Staff enters and submits for approval his/her leave in Spectrum no later than 3 days following the month leave is taken or accrued. A statement of annual leave and sick leave usage must be submitted to the Account Payable Clerk no later than the 3rd of the following month for verification.

The Associate Director must approve request for annual or sick leave and a copy of the leave request must be given to the Accounts Payable Clerk for her records.

STUDENT PAYROLL

Each Assistant Area Coordinator completes the student staff payroll for their area in Spectrum every week for a two week period. For record keeping and verification a by-weekly time sheet, as well as the original daily time sheet, and any substitution forms for each payroll period must be submitted to the Accounts Payable Clerk at the end of each week in the by-weekly pay period. Each Assistant Area Coordinator should keep these items on file in the AAC office through the entire year.

New Student Staff will pick up his/her 1st payroll check at the Bursar's Office in the Administration Building. The student must have their university ID to pick up the check. All future checks will be direct deposited.

A policy has been established concerning the daily recording of student's time sheets. Each area has procedures that must be followed due to the specific needs of the buildings. See your Area Coordinator for procedures.

Time Sheet Procedures

Each student employee will fill out the appropriate section of the Employee Time Sheet for each shift he works. These Time Sheets begin at Midnight and end at Midnight the next day covering a 24 hour period.

The responsible Assistant Area Coordinator totals and signs daily Employee Time Sheets confirming the hours worked by the student. The responsible Assistant Area Coordinator will check for accuracy and enter the employee's actual time worked on a weekly Time Sheet and in Spectrum. RA hours worked must also be entered on the weekly Time Sheet even if there are no desk hours.

(Ex: John Smith does not have any desk hours, however, he is a RA. Because he is a RA he is paid for 6.0 on Sunday and 6.3 on Monday for RA hours. He will get paid 12.3 hours each week. This is the time entered on the weekly Time Sheet.) A daily sheet can be created for RA hours Please note that the RA hours will vary from semester to semester based upon the number of weeks in each semester.

Each Assistant Area Coordinator is responsible for entering student employee's time in Spectrum. Spectrum has a time limit of when time must be submitted for approval. **Time must be entered and submitted for approval no later than 4:00 p.m. on the 2nd Friday of each payroll period. (No exceptions)** Time entered for the 2nd Friday of the payroll period must be estimated and corrections e-mailed to the Business Officer address (dtgillspie@memphis.edu) and to the Associate Director's e-mailed address (petercg@memphis.edu) no later than Sunday 12:00 noon payroll is due. **There should not be any corrections made except for time worked by a student after 3:00 p.m. on the 2nd Friday of the pay period. Time entered prior to the 2nd Friday after 3:00 p.m. should have been verified before time is submitted for approval.**

Copies of the daily time sheets and weekly time sheets are to be submitted by the Assistant Area Coordinator to the Account Payable Clerk by 4:30 p.m. every Friday. The weekly should include time through Saturday 12:01 a.m. to Friday 12:00 midnight. All correction and additions should be submitted to the Account Payable Clerk on Monday by 8:30 am. Time sheets turned in by Friday 4:30 p.m. will estimate for Friday 12:01 p.m. to 12:00 midnight. (Ex: John Smith works the evening shift. He works Monday-Friday from 6p.m. to 12:00 midnight. On Friday at noon he will have worked the Monday-Thursday shift but his Friday's time will have to be estimated. On Monday before 8:30 it will be verified if he actually worked Friday from 6-12.)

The daily and weekly time sheets must clearly reflect the exact date on which hours were actually worked by the employee. University policy requires that advanced approval be requested from the Director of Student Aid for any student working more than 7.5 hours per day. (An exception is the RA hours per week). RA hours should be split and reported on two days (example: 6 * 6.3 on two separated days). Please try to be consistent.

Make sure the student signs his/her Employee Time Sheet. Unsigned timesheets will hinder the student from being paid.

Payroll Corrections

If corrections are discovered after 10:00 AM on the Monday morning following the end of the pay period, those corrections will be made on the next pay periods Bi-Weekly Time Sheet. **A detailed explanation and documentation must be submitted explaining why the correction is needed.**

Payroll Checks

New employee's first check will not be Direct Deposit and should be picked up from the Bursar's Office in the Wilder's Tower.

Each student employee must sign for his/her check before it will be released. Proper identification is required.

Helpful Hints

- Keep good records
- Make sure staff fill out all forms correctly and in a timely fashion
- Check and double-check your payroll before turning it in
- DO NOT put off your payroll
- Ask questions if you are not sure how to do something

DOCUMENTATION

One of the most important habits to get yourself into is documentation. This goes for phone conversations with people, meetings, one-on-ones, etc. This means using a meeting documentation form or writing legible notes about a situation.

After getting off the phone with Physical Plant (for example), write yourself a note including whom you spoke with, date, time and the information you gained from that person. Attach it to the maintenance log, or put it in a file folder marked maintenance. Then, if the situation is still not taken care of, you can follow up with specific information.

For incidents, you should attach any notes taken during a conversation with a student to the incident report. For example, if John tells you that he did break a policy, write it down and attach it to the incident report. If John appeals the decision, you have the evidence that he admitted to you at a specific date and time that he violated policy.

For RAs and desk workers, you should have a file on each person. After a conversation with the staff member, put a note in their file explaining what you spoke about and what decision was made. This way you can track discipline easier. You may speak to "Jane" several times about her attire at the desk, but if it is not documented so you can go back and name specific dates and times, discipline will be difficult.

ORGANIZATION OF INFORMATION

Find a way that will help keep you organized and update it every day. Some people keep records in file folders, in binders, or on a database. Whichever you choose, make sure you update your files after each meeting, and check before each meeting.

Before you meet with a student for discipline, check your files for information on personal data sheets, or on file for other reasons. Your Area Coordinator may have an active discipline file for you to look at. After the meeting follow up with a letter that the resident receives and a note on how the letter was delivered.

Keep yourself organized. If you are unsure ASK someone for help.

INCIDENT REPORTS

The Incident Report is used to record emergencies, discipline problems, or other events that need the attention of an immediate supervisor. Any incident that involves Police Services will be reported at the Vice President level so it is essential that Residence Life Incident Report be neat and accurate. An RA, student, deskworker, or any staff member may file an incident report. The student has a right to see any incident report that is filed involving him/her.

It is important that the incident report state the following items:

1. Only the facts! An incident report should state exactly what happened. No opinion, editorials, adjectives open to connotation, or emotions should be included.
2. Include any witnesses. This may assist the university in developing a case at a later date.
3. Good grammar! At 3:00 AM the morning after it may not seem important, however, the report may end up on a number of administrators' desks.
4. Several copies are made from incident reports. All incident reports should be typed using the computer file kept in the AAC office.

Incident reports should be kept on file in the staff member's office with copies sent to the supervisor and the Associate Director. It is important to have reports to these individuals no later than 8:00 AM the morning following the incident or as soon as possible.

Often times one situation may have several incident reports, from student staff and professional staff. There should be an incident report from every staff member that responds.

Again, when in doubt, write an incident report.

EMERGENCY PROCEDURES

An EMERGENCY is an event that has involved or has the possibility of involving injury to a student or staff member, criminal activity, or damage to the facilities. It is important that emergency situations are reported to the immediate supervisor immediately. If this person cannot be located, contact either of the Assistant Directors, the Associate Director, or the Associate Dean of Students for Residence Life and Dining Services.

Remember that each of these staff members is on a pager system. If the number is not easily accessible, contact Police Services for a staff member to be paged.

In the event that a staff member cannot be reached, or if the problem requires immediate action, use the following phone numbers:

Fire	4357 (Police Services)
Violence, Injury, Crime	4357 (Police Services)
Maintenance Problems	5941 or 4029
Maintenance After Hours	
Weekdays 4:30 – 11:00 PM	Contact maintenance supervisor on duty/on call
Weekends 8:00 AM – 11:00 PM	per provided schedule.
Maintenance After 11:00 PM	Maintenance supervisor on call/Assistant Director for Facilities.
Weekends 8:00 AM – 11:00 PM	Maintenance supervisor on call.

One of the most important things to remember is to stay calm. Collect all relevant information so you can describe the situation clearly. When you call, state the problem clearly. Tell them who you are and where you are. Be sure to wait for the person you are calling to hang up first so you will not miss any last minute instructions. Again, stay calm.

When the situation is serious, the Professional Staff member should make the call to Police Services, etc.

EMERGENCY CONTACT

In the event an emergency occurs, the Associate Dean of Students for Residence Life, the Associate Director, and Area Coordinators may be contacted through their cell phones/pagers. These numbers should be kept in an available location for easy access. In the event the numbers are not available, Police Services can contact these individuals through their cell phones.

INJURY/ILLNESS OF A STUDENT

During the year you will have many students who incur injuries or become ill. Most of the time the student will handle the illness or injury. However, in the event that someone needs emergency treatment, Police Services should be contacted. They will contact an ambulance service or the Health Center for medical advice. **NO STAFF MEMBER SHOULD TRANSPORT A STUDENT TO THE HOSPITAL.** The immediate supervisor should be contacted and an incident report filed. If the immediate supervisor is not available, contact an Associate Director or Associate Dean of Students.

If a student has medical needs that are administered in the halls (i.e., insulin shot, routine prescription medication), the student needs to inform the hall staff of the activity and any possible risks. They must also be issued a hazardous waste kit from Police Services.

If a student or staff member is injured on Residence Life property, an accident report must be filled out within 24 hours.

SUICIDE

In the event of a suicide attempt contact Police Services immediately. Police Services will dispatch an ambulance and contact a staff personal counselor. A staff member should stay with the student until medical care or a personal counselor arrives on the scene. The staff should check with other residents for possible witnesses and ask spectators to return to their rooms or leave the area. A staff member should contact their immediate supervisor, the Associate Director of Residence Life and Dining Services, or the Associate Dean of Students for Residence Life immediately. An incident report should be filed appropriately.

Any time a student discusses harming themselves or engages in destructive behavior you must contact the on-call counselors and your supervisor. It is not at your discretion to do otherwise.

If a resident appears to be contemplating suicide, experiencing an emotional crisis, or has made a suicide gesture, a staff member should stay with the student until a counselor is contacted.

During office hours a personal counselor may be reached by contacting the Center for Student Development. During the evening hours and weekends, a counselor may be reached by calling Police Services. An incident report needs to be filed appropriately.

RAPE/SEXUAL ASSAULT INTERVENTION PROCEDURE

Introduction

The intent of the assault intervention procedure is twofold. First, stranger rape and acquaintance rape are possibly the most damaging experiences which deserve our concern and attention. We have dedicated counselors available at The University of Memphis who are prepared to assist survivors of such acts. Consideration of the physical and emotional problems related to sexual assault must be included in our responses. Second, rape is a violent crime. Should a person be raped on campus or in the community, be an acquaintance or stranger, he/she is entitled to exercise his/her rights under the law.

The University Judicial Affairs officer is responsible for coordinating the various activities in response to a rape. Medical treatment and counseling services will be available to the student regardless of whether he/she wishes to pursue criminal charges. However, the judicial officer will encourage the student to assist police officers and the university in preventing an assault of another member of the community.

Sexual assault by a stranger or an acquaintance may occur at any hour and in any location. A report of an attack can be made in numerous ways. A victim or an interested person may report the crime right away. We encourage students to begin by reporting to the Sexual Assault Resource Center (SARC) in order to ensure that proper procedures are followed to protect the student's welfare and to preserve evidence if a legal report will be made later.

Sexual assault may also be reported to:

Police Services

Residence Life: In any of the residence halls and to any residence hall staff member.

Student Life: Sexual assault in the Greek area is often reported to the Associate Dean for Student Life

Health Center
Psychological Counseling Unit of the Center for Student Development

Sometimes an individual who initially decided not to report a sexual assault may discover that he/she is continuing to experience the negative consequences of the act.

A report can be made at the point of this discovery. The individual retains the option of reporting to any of the offices listed above and may be able to pursue criminal charges.

Regardless of who receives the initial report, the following needs must be addressed:

- Physical well being of the victim
- Mental well being and emotional support of the victim
- Nature of the incident: who, what, where, when?
- Victim's Rights
- Accused Rights
- Decision by the victim to press charges

The first two areas demand immediate and continued response and should not be subjugated by the others.

Procedure

Actions taken will depend on where the initial report is made and the alternatives available to the victim. The various procedures are outlined below for the respective areas. All groups are encouraged to suggest to victims that they first contact the Memphis Sexual Assault Resource Center (SARC), telephone number 528-2161. **Any reports made to SARC after hours will be reported.**

Residence Life or Student Life

If a victim reports a sexual assault to any Residence Life member, the staff member should first explain the options available and the consequences of the choice. The victim may:

-Seek assistance by contacting the Sexual Assault Resource Center.

-Seek the assistance of the Health Center (8:00-4:30, Monday-Friday) or the Emergency Room of a local hospital. Under state statute, these facilities are required to report the incident to police authorities.

-Report the incident to Police Services who will contact Memphis City Police (Sex Crime Squad, they in turn will contact the SARC).

-Choose not to take any action, which results in the matter not being pursued by any university official.

The staff member should encourage the victim to report the incident and to seek the services of a University of Memphis counselor. If the victim makes such a decision the staff member should contact a counselor and then Police Services. If the victim chooses not to report, the staff member should encourage him/her to seek a counselor and then make the appropriate call. At all times, the wishes of the victim should be followed.

The staff member should then remain to provide support and needed information.

As soon as the victim is stabilized, the staff member needs to contact their immediate supervisor.

Health Center

If the staff of the Health Center receives a report they are required to report the matter to police authorities. The Health Center should also assess and treat wounds at the time, as well as contact a counselor from the Center for Student Development. Additionally, the victim should be advised to contact the Sexual Assault Resource Center.

Psychological Counseling Unit (PCU)

If called, the counselor can provide emotional support and needed counseling. The counselor should make an assessment of the victim's mental, and possibly, physical condition. The counselor should also determine if the victim would like assistance from the Sexual Assault Resource Center and make the appropriate contact. The counselor may also serve as a vital part of the victim's decision whether or not to pursue criminal charges.

Police Services

If The University of Memphis Office of Police Services receives the report, they are required to contact Memphis City Police. The Office of Public Safety should also obtain any needed medical treatment from the Health Center of local hospital.

In addition, the Office of Police Services should notify the university Judicial Officer or another alternate. The Director of Media Relations should also be contacted. Police Services officers should attempt to determine the nature of the incident and obtain statements from potential third party witnesses.

Procedures at a Glance

1. Explain to the victim they have the following options:
 - A. Report the attack to the police (the Office of the District Attorney General will have ultimate authority in determining whether criminal charges will be pursued).
 - B. Seek assistance from Sexual Assault Resource Center (SARC is not required to report to the police unless the incident occurs after hours.)
 - C. Report to the University Judicial Officer.
 - D. Seek counseling without filing charges.
2. Encourage the victim to seek assistance from SARC or a University of Memphis counselor.
3. If victim seeks official action:
 - A. Call Police Services or Memphis Police Department
 - B. Report to Judicial Officer

MAINTENANCE EMERGENCIES

A maintenance emergency is defined as a facility problem that is endangering the normal operation of the building. Any type of water leak, lack of hot water, inoperable restroom, major electrical problem, and lack of heat/AC constitutes an emergency. It is a very subjective decision that must be made on the part of the hall staff. If a problem is determined to be an emergency, follow the guidelines listed below:

1. A staff member should physically check the situation.
2. An emergency between 7:00 AM and 4:30 PM: contact Residence Life Work Control at 4029 or 5941, explain the situation and a maintenance crew will be dispatched to the area.
3. A major emergency (HVAC, electrical, hot water, elevators) between 4:30 PM and 11:00 PM; contact Police Services at x4357, ask for Unit 20 and explain the situation. If Unit 20 does not respond within a reasonable time frame, contact the General Maintenance Night Shift Supervisor that is on duty/on call, or an Assistant Director or Associate Director at home.
4. Unit 20 through Police Services also handles weekend major emergencies. This is only between the hours of 7:00 AM to 11:30 PM.
5. Any minor emergencies (stopped up toilet, small water leak, etc.) should be reported to the General Maintenance night shift supervisor that is on duty or on call. He or the on duty Housekeeping person will handle the emergency.
6. All major emergencies that occur between the hours of 11:00 PM and 7:00 AM should be referred first to the Assistant Director for Facilities and then to the Associate Director of Residence Life and Dining Services. All minor emergencies should be referred to the General Maintenance or Housekeeping staff on call or on duty.

It is important to remember to contact your immediate supervisor as soon as possible and explain the details of the emergency. In the event of vandalism, an incident report should be completed and copies forwarded to the immediate supervisor.

ELEVATOR EMERGENCIES

In the event an individual is trapped in an elevator, Police Services should be contacted immediately. NEVER attempt to get anyone out of a stuck elevator. Only the Fire Department or elevator company may do so. **(to be determined)** is contracted through the university to handle late night elevator problems. You may contact **(to be determined)** anytime an elevator is not functioning between the hours of 3:30 PM to 6:00 AM. A desk worker or RA should NEVER call. You should first assess the situation (by physically verifying the elevator is broke and not just being held, etc.) and then call the elevator company.

CRIMINAL EMERGENCIES

A criminal emergency is any event that has or may involve illegal activity. Any violation of federal, state or local law should be reported to Police Services immediately. A University or Residence Life regulation violation may also be reported to Police Services if the hall staff feels the need for back-up support. The immediate supervisor should be contacted immediately and inquiries regarding the decision to involve Police Services should be made. An incident report should be written and copies should be sent to the immediate supervisor and the Associate Director of Residence Life and Dining Services by 8:00 AM the morning following the incident.

Always contact your immediate supervisor if the emergency involves any personnel from outside the department or community agency (such as Memphis City Police). This will provide staff members with the needed information to deal with concerned parents or any university officials requesting information.

It should be noted that any incident might have emergency characteristics. This establishes a subjective decision to be made by the staff member. "Is this an emergency or not?" This type of decision should be discussed with other staff members if there is doubt concerning the significance of the incident. Remember, WHEN IN DOUBT – CALL SOMEONE! Input from other staff will make the decision easier, and also make you feel more comfortable about the decision.

FIRE ALARM OR FIRE

Anytime the fire alarm sounds the building must be evacuated, the fire department contacted, and Police Services notified. Each building should have its own method of evacuating the area. See the desk manual and the RA manual for responsibilities involving the different personnel. It is not the responsibility of any employee of Residence Life to fight a fire.

Upon the arrival of the fire department and Police Services, a staff member should be available for any assistance. However, it is the fire department that will make the decision to reset the alarm and allow students to return to the building.

Fire extinguishers should be checked during duty rounds by hall staff. Fire evacuation plans are in all rooms and public areas. Contact Safety Services for equipment to be recharged or if evacuation plans need to be replaced.

In the event of a real fire contact your immediate supervisor, and the Associate Director of Residence Life immediately.

INCLEMENT WEATHER

In the event of inclement weather, Police Services will contact the hall staff with instructions pertaining to possible evacuations, instructions or information concerning closings. It is advised to keep in contact with the latest weather forecasts for upcoming problems.

Items to keep in mind:

- possible flooding areas
- ice developing on walk ways
- water on lobby floors causing slick conditions
- power failures
- snow or ice in parking areas
- snow ball fights which may cause damage

One very important factor is to keep your staff CALM. You may need to have an emergency staff meeting to explain that RAs are expected to stay in the building to do extra rounds, monitor doors, etc. You will need to know where members of your staff are at all times during the emergency. Make clear to the staff what their duties are during the emergency. Make sure you are in contact with your supervisor. You may also want to organize activities during days where classes may be canceled.

Supplies that may help in the event of inclement weather: flashlights, extra batteries, "Wet Floor" signs, mops, and location of water vac in building. RAs should also maintain knowledge of where supplies are kept in order to handle emergencies as they occur.

TORNADO EMERGENCY

Police Services will contact hall staff and desk staff in the event of a tornado warning. Also, the civil defense alarm will sound for the duration of the tornado warning. In the event of a warning, Residence Life staff should advise residents to move to an interior hallway, basement, or a designated area. Staff should tune to weather information and keep informed as to the possibility of flooding, power failures, or injury/illness emergency procedures. Signs should be posted in lobbies to notify residents of threatening weather conditions. **In the event of a disaster, staff members should try to keep students calm and wait for information from supervisors or Police Services.**

BOMB THREATS

Anytime a bomb threat is made your immediate supervisor and the Associate Director or the Associate Dean of Students for Residence Life should be contacted immediately. As much information as possible

should be provided for the Assistant Director or Associate Dean to make a decision concerning evacuation.

Once a decision has been made to evacuate, the hall staff should proceed accordingly. The decision to evacuate will be made by the Associate Dean of Students for Residence Life or Associate Director of Residence Life. In the event that no one can be reached, contact Police Services should evaluate and evacuate as appropriate. The Area coordinator should be contacted as soon as possible following the incident.

If Police Services receives the call they may evacuate the building, assist them in handling the situation. However, contact individuals above immediately and proceed appropriately.

EARTHQUAKES

During the earthquake...

If you are indoors... Stay there! Get under a desk or stand in a doorway. Stay clear of windows, bookcases, and mirrors. If you happen to be in the kitchen, turn off the stove at first sign of shaking—then take cover under a table or doorway.

After the earthquake...

Remain calm! Prepare for possible after shocks. Stop and take time to think. Check for injuries. Check for fire hazards, and cooperate with public safety officials.

SEARCH AUTHORIZATION

In some situations it may be necessary for staff to search a resident's room. **This will only occur with a search authorization approved by the Associate Dean of Students for Residence Life, the Associate Dean of Judicial Affairs, or the Vice President for Student Affairs.** At the time a search authorization has been approved, staff should first ask permission to search. If permission is not granted, then the authorization should be issued to the student.

When doing a search, a staff member should take the following precautions:

1. Police Services should be present.
2. Only search for items listed in the authorization.
3. Have another staff member present (RA, Coordinator).
4. Have a confiscation form present in the event that anything needs to be removed.
5. Turn over any confiscated material to the security officer for storage.
6. If the student is not present leave a copy of the search authorization.

Police Services may search a room by obtaining permission from the resident, or through a warrant.

SAFETY CHECKS

The RA staff performs safety Checks once a month under supervision of the Assistant Area Coordinator. **The time and date should be posted on the floors at least 24 hours in advance.** Safety Checks are an opportunity for the Residence Life Staff to ensure that rooms and smoke detectors are properly maintained. At least one resident must be present in the room during safety check. RAs should complete the Safety Check Form during the safety check and obtain the appropriate signature(s) from the resident(s). The form is kept on file with the Coordinator and he/she should ensure that work orders are completed for all problems found during safety check.

Items that should be checked include: smoke detectors, screens, maintenance problems, and health or maintenance problems that may be caused by lack of cleanliness. This is not a search for violations. However, if a staff member notices a violation, it should be handled appropriately. A safety check should never include checking under beds, closets, drawers, or any area that is not in plain view.

If the resident is not present and the RA is unable to check the room during the scheduled safety check the RA may schedule to check the room (with another RA) on the following day. If the resident is not present at this time, the two RAs may enter the room to complete the safety check.

Safety Check is an opportunity for the RA staff to touch base with those “rarely seen” residents. Programming information, housing handouts, RHA information may be discussed during each safety check.

A STAFF MEMBER SHOULD NEVER ENTER A STUDENT’S ROOM UNLESS JUSTIFIED BY A POSSIBLE EMERGENCY SITUATION, MAINTENANCE PROBLEM, OR SCHEDULED SAFETY CHECK. IN THE CASE OF SAFETY CHECKS, A SUPERVISOR MUST APPROVE THE STAFF ENTRY.

CHECK-IN/OPENING

Check-in is the most active time of the year for the entire Residence Life staff. It is also a time that the Central Office is dependent on the hall staff for accurate information regarding residents. The following tips may help in preventing mistakes during the check-in period.

1. Ask questions to ensure that all needed information is being gathered. At this time questions may be the only check you will have against mistakes.
2. Utilize your staff. Do not hesitate at this time to delegate paperwork to your staff. However, remember that they are returning to campus and may have several personal or educational tasks that need to be completed.

GENERAL TASKS COMPLETED DURING CHECK-IN

1. Name tags, bulletin boards, check-in information signs, and RA door nameplates should be completed before check-in.
2. Each RA should do a floor check and turn in a complete maintenance report.
3. Inventory of all furnishing and room condition should be made before check-in. Inventory forms should be completed prior to students arriving.
4. The key box should be inventoried to ensure that all keys are in order. Any needed keys should be ordered prior to check-in.
5. Desk schedule, duty schedule and check-in schedule should be completed in advance.
6. Computer rosters from Residence Life: ALPHA for each check-in station, 1 Telephone List (including social security numbers) for desk operations, 1 Floor Chart to be located at the desk, 1 ALPHA and 1 Floor Chart for the hall staff office. AAC should make copies of ALPHA (including social security numbers) for each RA.
7. Program proposals and purchase requisitions for the first week should be completed for RAs.
8. Any entrance keys needed for RA staff should be ordered before desk operation begins.

9. Good stuff boxes, handouts, and any information acquired during check-in should be delivered to the halls.
10. On a daily basis, a written report regarding check-in totals should be submitted to the Residence Life Supervisor.
11. No-show lists should be completed following the last day of check-in. This includes a room by room physical check for attendance, check keyboards, and a match with the check-in roster and contracts.

No-Show lists must be accurate for late assignments to be made the following day. If you have any questions about a room you should contact the Residence Life Supervisor and explain the situation. This is a point where mistakes may be made – Be Careful.

You will receive the following information to assist you in check-in.

- Copies of current pencil rosters
- Blank pencil rosters
- Alphas and hall charts
- Contracts

The student should receive one copy of the signed contract and you should keep the other copy. **All contracts should be turned in to the Residence Life Supervisor by designated time.** Contracts should be alphabetized by last name and separated by building.

One room key should be issued to the student. Make sure each double room has two keys prior to check-in.

INVENTORY

INVENTORY OF FLOOR FURNISHINGS AND EQUIPMENT

Each staff should develop a lounge and equipment inventory list prior to check-in. During the semester residents may violate rules and remove lounge furniture for personal use. With an accurate list, a staff member will identify areas where furniture is missing and can begin the process of locating the furniture. **Students who remove lounge furnishings should be reported to the Assistant Dean of Judicial Affairs for appropriate action.**

INVENTORY SHEETS

It is essential that every student be given an inventory sheet. Be sure that the information at the top of the inventory sheet is complete and accurate. This is important for future reference. Resident advisors fill out all the damages they find prior to check-in and collect all inventory sheets in a timely manner. Hall staff will maintain the inventory sheets until residents vacate that particular room.

The following are typical problems found with the inventory sheet operation:

- A resident is difficult to locate so that the form can be completed. This is due to room change, late assignments, or the student holding a job and not being available.
- The form is not completed properly and lacks specific information about damages.

The RA staff should complete the inventory sheets on every room prior to check-in. Thus allowing the student to simply check the sheet for accuracy and fill in the appropriate biographical information. A good suggestion is to collect all inventory sheets from RAs during the week following room change and double check against your roster. Keep them on file in your office during the semester to insure their location.

LATE ARRIVALS

Any resident attempting to check-in after 4:30 PM on the last day of check-in, must present a "Late Arrival's Pass" in order to check-in after this date. You will undoubtedly have residents who will need to check-in late. You must issue the student a loaner key, and a letter instructing the resident what to do that will be provided by the Residence Life Supervisor, and allow them to check-in, providing they are actually assigned to a room. These students should come to the Residence Life Office on the next business day to obtain a "Late Arrival Pass" before being issued the permanent key to his/her room. After you receive the "Late Arrival Pass" **staple it to the back of the contract and turn it in with the contract.** Residents who will be late checking in should contact the Residence Life Office to be placed on the Late Arrival List.

NO SHOW LATE ARRIVALS

A No-Show is a student who fails to claim their room during the check-in process. If a student is not going to be able to check-in during the appropriate time period they must contact the Department of Residence Life and Dining Services and be placed on the Late Arrival List. They are still No-Shows to the hall staff members.

Any student not checked in by 4:30 PM on the last day of check-in is considered a no-show. Residents checking in late during a time when the Residence Life Central Office is closed and on the latest alpha and pencil roster, should be allowed to check-in and given a loaner key and a letter. These residents should be instructed to obtain a Late Arrival's Pass from the Residence Life Office on the next business day.

Each assistant area coordinator must conduct three checks in each building to determine the actual no show list.

- A. Keyboard Check- to verify which room keys have been claimed by residents. There should be two keys on the keyboard for each double room prior to check-in.
- B. Room-to-Room Body Check- to determine if a resident who failed to officially check-in is actually residing in the room (not a true no-show.)
- C. Contract Check- each resident is required to turn in his/her contract prior to check-in. This procedure can be facilitated if contracts are kept in alpha order each day.

These checks insure that the no-show list submitted to the Residence Life Office is accurate and reflects true vacancies, which can be reassigned to waiting list applicants. Performing all checks will eliminate double assignment errors, rent/refund billing errors and computer errors in the office. No-shows forfeit their room assignments and their \$200.00 rent prepayment.

Each no-show list must be submitted in ROOM NUMBER ORDER BY BUILDING AND SHOULD INCLUDE THE ROOM NUMBER, RESIDENT'S NAME AND SOCIAL SECURITY NUMBER. Each list should be printed clearly or typed.

The no-show list should be turned in to Residence Life Supervisor no later than 8 AM on the next business day. If an inaccurate no-show list is received, room assignments will be cancelled for people who are actually here.

Make sure you use your most current computer information in compiling your no-show list.

ROOM CHANGE

Room change is provided for residents wishing to move to another room, building, or floor. The Department of Residence Life and Dining Services offers residents a two-day room change period during

the first week of class. During this time, students may move to another room in any of the residence halls. To do this, the student must receive a room change from the hall staff and have completed it with the appropriate signatures. **A ROOM CHANGE MAY NOT TAKE PLACE UNTIL THE ROOM CHANGE PERIOD AND ALL PAPERWORK IS COMPLETED AND FILED WITH THE DEPARTMENT OF RESIDENCE LIFE AND DINING SERVICES.**

The following is a list of general problems associated with room change:

- signatures forged on the room change form
- forms being left at the desk and not turned in to the hall supervisor personally
- students who request a waiting list for completely empty rooms
- students who work and are very slow in moving to their new room
- students moving into a space that is a No-Show without permission and the room is occupied by a late assignment student
- students who change their mind about a room change
- parental involvement in room change

The Residence Life and Dining Services Office will send pencil rosters to the Assistant Area Coordinators from which to work, which will show all assignments and vacancies. Coordinators will need to keep a record of where people are moving and return a copy of the updated pencil roster to the Residence Life Office. It is not necessary to rewrite a pencil roster if the one you have been working from is legible.

Residents may move to any room in any building on a first come, first served basis. Assistant area coordinators must check forms for all appropriate signatures of residents involved in room change.

Residents required to pay additional rent will have their account adjusted. If paid at the Bursar's Office the assistant area coordinator will write the additional rent, payment date, and receipt number on the "For Office Use Only" section of the room change form. If a resident is moving to a less expensive room, a rent refund will be sent to the resident in about three or four weeks.

All room change forms should be submitted to the Assistant Area Coordinator.

Please submit the white copy of the room change form to the Residence Life Supervisor in the Residence Life Office. You will keep the yellow copy for your files and the pink copy is given to the resident at the time of the room change.

Only students who have at least 55 cumulative hours may have a regular single room except in the Apartments and Townhouses. If space is available after check-in, residents may be allowed to declare a double room single. This will be determined after check-in and prior to room change.

Room Change Procedures:

A. Inside Your Building(s)

Check for all appropriate signatures.

- a. old roommate- so the former roommate is aware that his/her room now has a vacancy which another student may move into.
- b. new roommate- consents to change
- c. other person moving (if applicable)- if space is already empty, this person's signature isn't needed. If someone is listed on the pencil roster and alpha, then a signature is needed.

Make sure the resident completes each section appropriately (room number, social security number, etc.)

Make all changes to your pencil roster then sign the form and submit the white copy to the Residence Life Office. The pink copy is given to the resident.

B. To Your Building from Another Building

- a. check for signatures of students in your building involved in the room change (look at your pencil roster). NOTE: YOU ARE THE FIRST COORDINATOR TO SIGN THE FORM IN THESE CASES, SO THE OTHER COORDINATOR'S SIGNATURE ISN'T ADDED UNTIL LATER.
- b. add to your pencil roster the student who indicated the changes.
- c. sign the form and send the student to the other coordinator of the building they are moving from for the final signature. NOTE: THE OTHER COORDINATOR WILL SUBMIT THE COMPLETED PAPERWORK TO THE RESIDENCE LIFE OFFICE.

C. From Your Building(s) to Another Building

- a. check for signatures of all residents in your building involved in the change (look at your pencil roster) and the signature of the coordinator of the building from which the resident is moving.
- b. remove the student who has initiated the change from your pencil roster.
- c. sign the form and submit to Residence Life.

CONSOLIDATION

During the spring and summer sessions the department frequently has empty spaces available in the residence halls. This allows some students to be assigned to a room without a roommate. They have the choice of declaring that room single or consolidating with a student in the same situation. If the student does not declare the room single, they will have a time period to discuss with other students in that situation about a room change. Those who do not find a roommate will be assigned a roommate. The decision as to who moves will be determined by factors such as the number of current hours accumulated.

The Central Office will provide consolidation information to the Area Coordinators and Assistant Area Coordinators. **It is important to persist with consolidation and realize certain reluctance on the part of students to move.**

The Residence Life Office and Dining Services will prepare letters to be hand delivered, informing the residents of one last opportunity to consolidate or declare a room single. **These letters should be hand delivered to the residents. There will be a receipt on the back of the letter that is hand delivered and should be signed by the student to whom the letter is addressed and then returned to the Residence Life Supervisor. Resident advisors should not sign these forms. Any letters that are not delivered to the residents should be returned to me by the deadline indicated on the letter.**

You will receive a copy of the list of residents required to consolidate. These residents will come to you to complete paperwork for room changes to consolidate with other residents. Complete room change forms for residents wishing to declare their rooms single or moving to another room.

After these changes are completed, submit the room change forms to the Residence Life Supervisor for consolidation assignments and rooms declared single.

Residents who fail to consolidate or declare their rooms single will be sent a second letter and will be consolidated into a particular room by the Residence Life and Dining Services Office.

Residents failing to consolidate as assigned by the Residence Life and Dining Services Office will be billed for single rooms. If you have a situation where a resident is unable to consolidate because of a particular situation, this should be documented and given to the Residence Life Supervisor so the student is not billed for a single room. A letter will be hand delivered to the residents who are billed for a single room.

CHECK-OUT

Check-out occurs at the end of each semester except in Richardson Towers and the Carpenter Complex. Richardson Towers is on a 10-month contract and the Carpenter Complex is operational year round. At the end of the fall semester students must vacate the building and turn in their key(s). An RA will check their room at the time of the student's departure to ensure that all appliances are unplugged, all garbage has been disposed of properly and all needed items are being taken with the student. No student will be allowed to enter the residence hall during the break. Inventory sheets are completed and forwarded to the Central Office for those students who are not returning or who have been assessed charges.

At the end of the spring semester, all students' belongings must be removed from the building and all inventory sheets must be completed and forwarded to the Central Office. The University does not provide any storage areas during the academic year. Any items left in the building during periods when the halls are closed (Spring Break, Winter Break) are done so at the students accord. **Residence Life does not claim responsibility for any items left in the buildings.**

PROGRAMMING

Perhaps the most creative aspect of residence hall work is programming. The Department of Residence Life and Dining Services accepts four philosophical assumptions for programming:

1. Young adults of college age are experiencing an intense period of personal development.
2. A college education is more than the instruction received in the classroom and laboratory.
3. Out-of-Classroom educational experiences contribute to the personal, social, and intellectual development of the individual.
4. The residential environment can be developed to optimize the opportunity for learning and personal growth. (Mizer, 1977)

With these philosophical assumptions in mind, a complex programming system has been developed.

OPENING PROGRAMMING/WELCOME WEEKS

During the first 6 weeks of the fall semester, the department is committed to offering students a wide variety of programs that will enable them to become acclimated to The University of Memphis. Each year the Department of Residence Life and Dining Services, SAC, and other segments of the university will present different programs. It is important that each staff member in the department take an active role in inviting students to attend and participate. It is also expected that the energy and participation needed to produce these programs will be supplied. It is our hope that encouraging as many students to participate will decrease staff burnout and fulfill the objectives of the programs.

RESIDENT ADVISOR PROGRAMS

Resident Advisors are responsible for providing the residents with personal, academic and community development programs. These programs may be designed for individual floors or complexes. Each RA

must produce a minimum of 3 programs a month with one in each area. Two or more RAs, with the approval of the Assistant Area Coordinator, may also jointly produce programs.



PAC Development Programming Model

Personal Development =

1. **Current Events** - program that focuses on a recent event in our world (ex. round table discussion regarding a "hot" media topic, election news, debates, etc.)
2. **Health and Safety Issues** - program that focuses on increasing residents' awareness of health and safety issues (ex. fitness week, fire safety workshop, etc.)
3. **Human Relations and Individual Growth** - program that focuses on relationship or self-improvement issues (ex. roommate game, anger management, girl/guy talk, how to manage time wisely, how to avoid credit card debt, etc.)
4. **Multi-Culturalism** - program that promotes understanding and appreciation of differences and diverse cultures (ex. international food and games, Black History Month, guest speaker from a GLBT group, etc.)

* Each RA must produce 1 Current Events program, 1 Health and Safety Issues program, 1 Human Relations and Individual Growth Program, and 1 Multi-Culturalism program each semester.

Academic Development =

Learning-focused programming that promotes academic success (ex. study skills, study sessions, tutoring, academic mentoring, academic goal-setting, career choices, etc.)

Community Development =

Social and community service programs that are focused on community development (ex. game night, coffee house, block party, luau, community clean-up, canned food/clothing/toy drive, bake sale, etc.)

* Each RA is responsible for a minimum of 1 personal development, 1 academic development, and 1 community development program per month.

OTHER PROGRAMS

Residence Life is also committed to supporting the other programming bodies at the university. The Student Activities Council, Black Student's Association, Student Government Association, Residence Hall Association, and other campus organizations sponsor hundreds of programs during the academic year. It is important that the residence halls actively promote these activities and support their educational and social qualities.

POLICIES CONCERNING PROGRAMMING

Purchase Orders

Items purchased for programs must come from the current vendor list. A Request for Purchase form must be submitted to the Accounting Clerk (Accounts Payable) a minimum of 24 hours prior to the date of purchase. You will receive a Purchase Requisition form to be taken to the vendor. It will state the amount of funds available and a reminder that The University of Memphis is tax exempt.

Upon completing the purchase, the cash register receipt and a copy of the purchase requisition should be returned to the Accounting Clerk with an additional copy given to the Area Coordinator. This should be done within 24 hours of completing the purchase. A common problem is when RAs lose receipts. Take extra effort to ensure that all receipts are turned over to the Area Coordinator within 24 hours so that he/she can keep accurate records of the programming budget.

Food

Small refreshment items (chips, cookies, drinks, and snacks) may be bought (through the vendor list for serving at programs) by obtaining a purchase requisition. However, any meal type items must first be approved through the Business Officer II. This includes meals, cookouts, or bringing in an outside food vendor.

Outdoor Amplification

The Outdoor Amplification committee must first approve any program that amplifies sound outdoors. This form may be obtained through the Associate Dean of Student Life.

RESIDENCE HALL ASSOCIATION

The Residence Hall Association, better known as RHA, coordinates many social, educational, and cultural activities within the hall and across campus. Residence Hall Association also represents resident hall students to the campus and the community at large. Students actively involved in RHA take part in planning activities and represent students' interest in policy decisions affecting the residence hall community. Residence Hall Association has a wide variety of interests ranging from investigating the condition of laundry facilities to reviewing Tennessee Board of Regent policies. Active participation in RHA can offer invaluable leadership and organization experience.

RESIDENCE HALL JUDICIAL PROCEDURES

The Department of Residence Life and Dining Services at The University of Memphis expects the discipline process to be educational. Discipline is not seen as punishment, but rather as prevention, correction, accountability, and re-education. In order to accomplish this educational goal, the department has set a series of behavioral standards. These standards include processes and procedures which address individuals and groups who may forfeit certain privileges due to inappropriate behavior. **The student's right to "due process" is always maintained and sanctions are imposed with the student's development in mind.**

There are two basic methods for handling violations of university policy in the residence hall. The Office of Judicial Affairs may choose to administer the disciplinary process through university-wide established procedures, or, the Department of Residence Life and Dining Services may choose to administer the disciplinary process on a contractual basis. When a contractual basis is utilized, the process becomes less formal and a "give and take" atmosphere occurs between the administrator and the student. The decision as to the course of action selected will be based upon the violation and communication between the Dean of Judicial Affairs and the Area Coordinator.

The department will follow these general guidelines with incidents involving residence hall students.

For violations involving visitation, noise, pets, cooking/microwaves, open flames (candles, incense, lanterns, etc.) and other irritations in a residence hall room, the Assistant Area Coordinator will meet with the appropriate person(s) involved to investigate what actually occurred. Based upon these findings the Assistant Area Coordinator will have the following options:

1. To document the situation.

2. To meet with the resident to verbally warn them of the policy violation.
3. To charge the student for necessary repairs to university property.
4. To give the resident the option of an appropriate work-type project.

After the meeting, a letter will be sent to the student stating the sanction.

Some situations may be serious enough that a more severe sanction needs to be established. In these cases or in the case of a repeat offense, the Assistant Area Coordinator and the Area Coordinator will meet with the student. Sanctions may include placing the resident on probation, or moving the student from their present room.

In a case where the Area Coordinator has made the decision, the student will receive a letter explaining the sanction.

1. For violations which could result in the student's contract being cancelled, the Area Coordinator will meet with the appropriate persons involved to piece together the entire story and refer the case to the Associate Director of Residence Life and Dining Services. The Associate Director will then review the report with the resident and other concerned persons to verify the information. The Associate Director will make an appropriate decision and follow-up with the student in writing.