

Department of Residence Life



Residence Hall Director Manual

2024-2025



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SECTION ONE

Department of Residence Life Mission and Objectives

- 1.1 Department of Residence Life Mission
 - 1.2 Department of Residence Life Core Values
 - 1.3 Department Organization Chart
 - 1.4 Residence Life Staff Guide
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1 Department of Residence Life Mission and Objectives

1.1 Department of Residence Life Mission

To provide each resident with a convenient, well-maintained, and safe living environment at a reasonable cost while fostering learning by setting and upholding community standards, providing community activities, and encourage campus connections and opportunities to enhance the student's overall experience of university life.

1.2 Department of Residence Life Core Values

Service - putting forth our best efforts to foster the personal growth and development of each resident while finding solutions that serve the highest good of all concerned.

Quality - conscientiously seeking ways to continually improve our facilities, services, and programs in an effort to achieve excellence.

Communication - effectively conveying consistent, accurate, and timely information so the message received is the message intended.

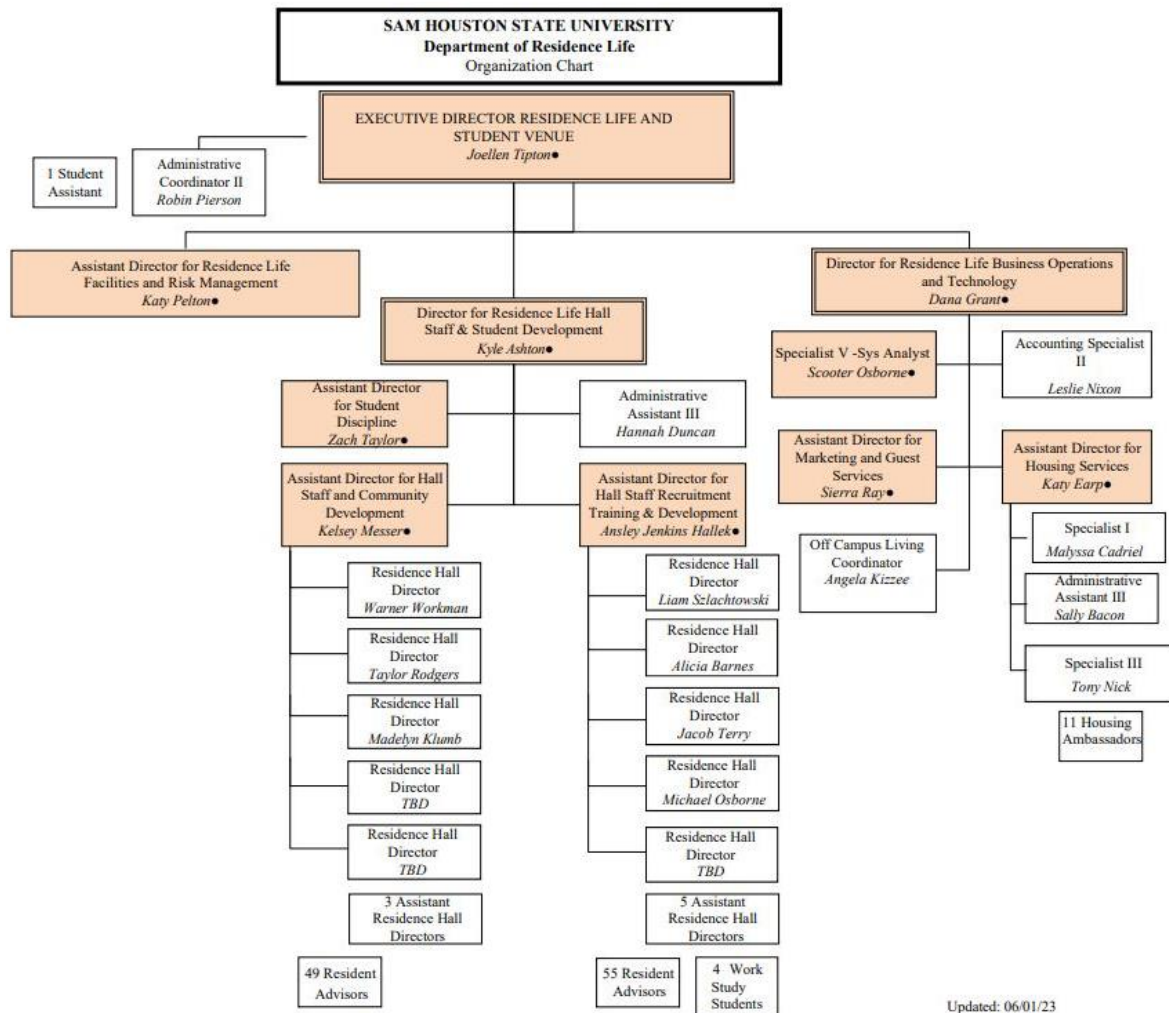
Integrity - interacting with others, whether in word or deed, in a civil, truthful, responsible, and honorable manner.

Education - committing to life-long learning and supporting the moral and ethical development of our students, most of which occurs outside the classroom.

Flexibility - committing to be resourceful, innovative, and open to new ideas and methods to meet the changing needs of our residents.



1.3 Department Organization Chart





1.4 Residence Life Staff Guide

Executive Director of Residence Life & Living Learning Programs

Living- Learning Programs

- Reports to the Vice President for Student Services
- Responsible for the entire department

Director for Business and Operations and Technology

Reports to the Executive Director of Residence Life & Living- Learning Programs

- Department Technology
- Budgets

Assistant Director for Facilities Maintenance and Risk Management

Reports to the Executive Director of Residence Life & Living- Learning Programs

- Assessment for Residence Life Maintenance
- New employee training
- Works with Custodial services vendor
- Inventory management

Director for Residence Life Hall Staff and Student Development

Reports to the Executive Director of Residence Life & Living- Learning Programs

- Living-Learning Communities
- Hall Staff

Assistant Director for Housing Services

Reports to the Director for Business and Operations & Technology

- Housing Applications & Waivers, Contract Terminations
- Confirmation & Renewal Processes
- Weekly and Monthly Capacity Reports
- Star Rez

Assistant Director for Marketing & Guest Services

Reports to the Director for Business and Operations & Technology

- Department Marketing, Marketing Liaison
- Website Updates
- Summer Camps and Conferences

System Analyst

Reports to the Director for Business and Operations & Technology

- All department technology
- Liaison with Information Technology
- Department Inventory for IT related items
- Star Rez

Assistant Director for Student Discipline

Reports to the Director for Residence Life Hall Staff and Student Development

- Student Discipline, Appeals, & Referrals
- Incident Report System
- Student Handbook & Video Surveillance

Assistant Director Hall Staff & Community Development

Reports to the Director for Residence Life Hall Staff and Student Development

- Supervision of Full-Time Hall Staff
- RA programming, RHA, NRHH, Special Events



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Assistant Director Hall Staff Recruitment, Training, and Development

Reports to the Director for Residence Life Hall Staff and Student Development

- Supervision of Full-Time Hall Staff
- Hall Staff recruitment, onboarding & training

Accountant II - Business Operations

Reports to the Assistant Director for Business and Operations

- Department Accounts Auditing

Administrative Coordinator I

Reports to the Executive Director of Residence Life & Living- Learning Programs

- Department Purchasing & Accounts
- Employee EPAFs and staff records
- Travel Applications & Reimbursement
- Supply order, phone list

Accounting Clerk II

Reports to the Assistant Director for Housing Services

- Housing and Meal Plan Charges/Damages
- Housing Deposits
- Non-Enrolled Student Process Cancellations

Administrative Assistant II – Assignments

Reports to the Assistant Director for Housing Services

- Reservations
- Assignments
- Hall Transfers

Administrative Assistant III – Student Development

Reports to the Associate Director for Student Development Programs

- Resource Center
- Staff Manual & Shirts
- Forms, Calendars
- Department Van

Administrative Assistant II – Student Relations

Reports to the Assistant Director for Housing Services

- Business Processes Assistance/ Forms
- HA and Showroom Supervision
- Department Email
- Department Golf Carts

Residence Hall Director

- Supervision of designated housing area, including RA staff, and student residents.
- Administrative task associated with residence hall operations (community building, emergency response, facilities concerns)

Assistant Residence Hall Director

- Administrative task associated with residence hall operations (community building, emergency response, facilities concerns)
- Additional assistance to AD or RHD when needed.



SECTION TWO

Staff Expectations and Compensation

2.1 Residence Hall Director

2.1.1 Minimum Expectations

2.1.2 Additional Duties

2 Staff Expectations and Compensation

2.1 Residence Hall Director

The Residence Hall Director (RHD) position is designed to provide a trained staff member to help build, develop, and maintain a unique community for the students living in the residence halls and houses. The RHD does this by providing support, programs, and leadership opportunities for the residents of that community. In addition, the RHD will supervise a group of Resident Advisors.

2.1.1 Minimum Expectations

- Know and administer all tasks and duties noted in the Resident Advisor manual. In addition, the RHD position has its own tasks and duties that the employee is responsible for.
- Be in good standing with Sam Houston State University.
- Work a 40-hour week. Duty hours will be considered as additional responsibilities.
- Attend an assortment of evening programs and events to maintain a familiar presence within the community.
- Work the designated dates set by the Department of Residence Life. This includes all training preparation and closing time period.
- Be familiar with the residents in their housing area. This includes, but is not limited to, knowing the residents' names and room numbers and having a working knowledge of any issues (positive or negative) that are affecting/happening to their residents;
- Participate in an on-call rotation including evenings, weekends and holidays.
- Adhere to leave policies as outlined in HR policy HR-04.
- Limit outside employment as designated by Human Resources policy HR-01.
- You must be twenty-one (21) years old to consume alcohol; no exceptions. Violation of this federal law will result in your immediate termination. If you are 21 or older, the door to your apartment must remain closed while you are consuming alcohol. Residents should not be present and any occupants that are present should be at least 21 years old as well. Consuming alcohol while on duty or on the day of duty is not permitted. Again, any violation of this policy may result in your immediate termination.

2.1.2 Additional Duties

Your job with the Department of Residence Life is truly multifaceted. You will have many areas of responsibility and just as many opportunities for rewards. All staff members implicitly agree to fulfill these departmental expectations when they accept their position. The department hires



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all residence hall staff on a single semester basis. Continued employment with the department is dependent on your performance in the position, the continued need for your particular position, and the results of your evaluations. The following is expected:

Administration

RHDs will complete all administrative tasks promptly and accurately. These tasks are numerous and include student records, maintenance, time sheets, routine reports, responses to requests for information, etc. Only through the effective handling of administrative procedures can we function efficiently and be able to provide the educational atmosphere we seek. All paperwork should be thoroughly completed, checked for spelling and grammatical errors, be legible, and be completed in either blue or black ink.

Make sure your in-hall and Residence Life Office boxes are checked at least once each day.

Email and phones should be checked regularly between 8 AM and 5 PM Monday through Friday (except when approved leave).

Apartment Usage

A provision of your employment is that you reside in an apartment that is provided in or near the building or group of buildings you supervise. Your apartment may be occupied by you and your spouse ONLY. Roommates are not allowed. Guests may remain up to one week and should be cleared by the RHD supervisor. Guests should not be given a key to your apartment. All RHDs have 24-hour visitation in their personal apartment. If staff or residents question this privilege, explain that you are in a full-time position and that your apartment is your home. Authorized pets and service animals are allowed in RHD apartments upon approval from Residence Life.

You are allowed to bring in personal furniture. If you choose to do so, you will need to request, in advance, that University-provided furniture be stored. Otherwise, your apartment will be furnished with University furniture and equipment.

Availability

Unless out for approved leave, RHDs need to be available between 8am and 5pm Monday through Friday.

Communication

In all situations, honesty, flexibility and a willingness to work together are required. It is important to communicate effectively with everyone in the department. Remember, effective communication requires verbal and non-verbal skills.

Staff to Residents:

- Pass on all departmental information.
- Encourage and maintain interaction among residents and staff.
- Failure to meet these requirements may result in employment evaluation.

Peer Staff & Supervisory Staff:

- Respect your peers and supervisors and treat them as you would like to be treated.
- Confront peers with any problems prior to seeking the next level of authority.
- Do not communicate information without being sure of its accuracy. Do not be afraid to ask; this will help you avoid rumors.
- Your position requires discretion, and all information should be kept confidential within your staff team.
- Communicate and report important information / incidents to your supervisor in a timely manner.



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- Respond to emails within 2 business days or sooner.

RHDs should follow HR policy HR-06 for any grievances they may have.

Computer Usage

RHDs should report all computer and software issues to the appropriate designee (typically the Residence Life Systems Analyst). RHD should follow up on concerns to ensure there is a resolution.

Conferences (Professional Development)

- Residence Hall Directors:

Residence Hall Directors are encouraged to attend conferences, additional training sessions, or other approved professional development program. Supervisor approval is required with the Executive Director of Residence Life having final approval. RHDs are required by Sam Houston State University to complete 12 professional development hours by February.

- All Staff:

When attending conferences or workshops, remember that you represent the Department of Residence Life and Sam Houston State University; your demeanor, behavior, and dress should be professional and respectable.

Confidentiality

All information you have regarding the department, staff, or residents **MUST** remain confidential. Inform the resident who provides information of the channels that must be followed in the communication chain. Information should be documented via the Incident Report system and communicated to the appropriate parties.

When the situation involves or concerns an RA, the same confidentiality policies apply. RAs are not an exception to this rule. Breaking confidentiality may result in termination.

Consistency

Documentation via the Incident Reporting System is required in all situations. All policies, procedures and practices are to be enforced/maintained equally, at all times, by all staff members. When the situation involves or concerns an RA, the same reporting policies apply. RAs are not an exception to this rule.

Discipline

Residence Hall Directors are expected to maintain accurate discipline records (included in RHD discipline binder(s)) for both residents and staff. RHDs will follow the discipline matrix as outlined in the RA manual and discussed/reviewed during RHD training. RAs who violate policies are subject to the same sanctions as a resident. RHDs who violate policies are subject to sanctions, up to and including termination.

Diversity

Diversity goes beyond race, color, creed, religion, age, sexual orientation, gender, physical capability, etc. It also occurs in thinking styles, work methods and values. These differences can be a major source of conflict. Identify the diversity issues among your residents and staff; research avenues to educate others. Part of the college experience is discovering the beliefs and ideas of other people. The goal within Residence Life is to support this process through building community and individual relationships. All staff members should promote and demonstrate tolerance and accept differences. Bigotry should not be allowed to linger unaddressed – take down bulletin boards/materials damaged by inappropriate remarks and/or report to maintenance surfaces marred by graffiti for repair. Use positive role modeling to offer/invite diverse opinion; work with staff to use programming as an intervention; work with hall council to overcome negativity and bias, etc. If a good relationship exists with the person(s) in question, privately engage that person(s) in a friendly dialogue concerning the issue. **Remember to focus**



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on the behavior, not on the person.

Documentation

All incidents and concerns should be documented via the incident report system (Starrez) per the instructions provided during RHD training, by the Assistant Director for Student Discipline. Concerns about RAs are not an exception to this rule. No information remains private or just between the person reporting and staff member.

Duty

Residence Hall Directors are required to participate in a duty system involving all RHDs. **RHD duty will last from 4:30 pm to 8:00 am each evening Sunday through Thursday.** In general, RHDs should be on duty no more than one weekday per week. **Weekend duty will last from Friday at 4:30pm to Sunday at 4:30pm.** On the day your duty day(s) starts, pick up the duty cell phone.

During breaks the RHD will also need a walkthrough schedule. DO NOT leave the duty phone in a mailbox without getting confirmation from the receiving RHD that the phone can be left in their mailbox, as well as a confirmation once the phone has been picked up.

Duty switches must be arranged at least 24 hours in advance of the start of duty and submitted to the Assistant Director for Hall Staff and Community Development. Changes in the duty calendar after it has been set should only be made on an emergency basis. While on duty, you must stay within the city limits of Huntsville. **Consuming alcohol while on duty is unacceptable and is not allowed.**

While on duty, RHDs will be issued a cell phone by the Department of Residence Life. The phone statement is audited on a monthly basis and calls are to be strictly limited to University and department business only. The duty phone is not to be used for personal business at any time. Misuse of the duty phone will result in disciplinary action.

While on duty the RHD should have their campus master readily available and have the ringer on loud. RHDs are expected to respond immediately to calls.

Duty expectations will vary during break periods. When the University is closed OR there is no RA on duty, the RHD on duty will be required to walk assigned buildings each day.

Generally, on Christmas Eve and New Year's Eve, the RHD on duty may leave the duty set with the University Police Department. For Christmas Eve, the duty set may be dropped off no earlier than 5:00 PM on December 23 and should be picked up no later than 12:00 PM on December 26. For New Year's Eve, the duty set may be dropped off no earlier than 5:00 PM on December 30 and should be picked up no later than 12:00 PM on January 2. This is subject to change if UPD no longer wishes to provide this courtesy service.

RHDs will be expected to oversee the duty system in their own area. RHDs should maintain and monitor the use of the duty book / sign out sheet and keys for their area. It is important to **check the duty set daily (if applicable)** and make sure that the staff is signing out the duty keys whenever the keys leave the office. Duty sets must be returned to hall offices between 7:30 AM - 9 AM. In addition, RHDs will need to make sure each RA's duty days are distributed throughout the semester, rather than all at once, in order to maintain their presence in the area.

Emergency / Crisis Procedures

Unless given direct instruction by the RHD or other University official(s), the staff should follow prescribed emergency procedures. As the need arises, you may be required to respond to emergencies in other buildings across campus. Specific emergencies may require every staff member to be in their building. In this case, the main office would use every means available to contact the staff, including telephone, cell phone, e-mail, voicemail, radios, and word of mouth.



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The Department of Residence Life will **not** take action for a campus-wide emergency until instructed to do so by the SHSU University Police Department, KatSafe, or a University official.

Fire Alarms

The Residence Hall Director will be responsible for supervising and conducting a fire drill for each of their buildings every semester. It is your responsibility to ensure that your staff are proficient in this process. The guidelines are found on page 48 of this manual.

If a fire alarm sounds during a time when there is inclement weather, please relocate your residents to the alternative meeting locations listed below. Your staff will need to ensure that residents stay in the lobby of the meeting building and do not access other areas. If it is after 5:00 PM, notify the duty person(s) for the area that you are relocating to (if outside of your area).

BEL	To ELL	ELL	To BEL	LSH	To EST
EST	To BEL, ELL	RVN	To WHI	4W	To SHV
SHV	To BEL, ELL, EST, & 4W	SJH	To LSH	WHI	To RVN
JAC	To SHV	BKV	To WHI, & RVN	PWH	To WHI, & RVN
CPP	To your vehicle				

Floor/House Meetings

RHDs are responsible for submitting sign in sheets to the appropriate designated person when floor meetings take place. Floor meetings take place at the start of class each semester (including summer) and prior to break periods. RHDs will attend each of these opening floor meetings.

Residence Hall Directors are required to attend floor meetings when vandalism or other group discipline issues need to be addressed.

Guest & Spouse

To separate your business from your personal life as much as possible, utilize your hall office as appropriate. Explain your job duties to your guest or spouse if they are not familiar; they may not understand the importance of you dealing with a situation or the necessity for privacy while talking with residents or staff. Make sure the presence of guests or a spouse does not interfere with the time you are available for staff and residents. Generally, residents will not feel comfortable if they feel they are interrupting you.

Key Inventory

Residence Hall Directors are expected to check the electronic key system to verify accuracy of the key inventory completed by the RA staff. This will take place during openings, closings and approximately once per month during the long semesters.

Flex & Leave Reports

RHDs will receive two hours of flex time per week. Flex Reports are an internal document shared from the RHDs immediate supervisor that must be turned into RHDs immediate supervisor when university Leave Reports are due via email. Flex time cannot be taken more than 2 consecutive days in a row. Flex time can be revoked at any time and is up to supervisors' discretion.

Leave reports are official university reports that must be submitted using the university time reporting system when RHDs use university time.

Office Hours

The Residence Hall Director will set and ensure that the Resident Advisor staff is maintaining office hours. The RHD may approve changes in RA office hours if the request is made 24 hours in advance. Any changes to office hours must be posted on the office door. Any changes to RA office



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hours need to be sent to the Residence Life mailing lists. RAs have until the first day of class to change their office hours schedule.

Residence Hall Directors are required to hold set office hours from **8:00 AM – 12:00 PM Monday – Friday** in their primary office. During this time, administrative work should be handled, including but not limited to all IRs read and addressed or closed, emails responded to, and due dates checked and completed. While in office hours, RHDs are expected to be dressed in nothing less than “business casual.”

From 1:00 PM – 5:00 PM, RHDs are expected to be in their office working, unless completing other work-related task that require a different work environment (i.e. using the resource center, collateral duties, purchasing, maintenance request, meeting at RLO, etc.) If not in office, the RHD must be available by phone (office or cell).

RHDs are expected to post office hours in a place accessible to residents. Requests to change office hours must be submitted to and approved by their Assistant Director.

One-on-One Meetings

RHDs will schedule structured meetings with each member of their staff team and will hold them bi-weekly unless an alternative plan has been discussed and approved in advance with the RHDs supervisor. Formal one-on-one meetings should be held in a private area when discussing confidential information, with a specific agenda outlining their accomplishments, areas for improvement, programming efforts, concerns, and questions. This is a prime opportunity to provide feedback, both positive and negative.

RHDs will hold one-on-one meetings with their Assistant Director at least twice per month. The Assistant Director will contact each RHD to set up a formal one-on-one schedule.

Professionalism

RHDs must demonstrate professionalism and adhere to the Full Time Employee Guidelines.

At all times, RHDs are representing themselves, the university, and the residence life department. It is important to keep in mind the way you present yourself to your staff, central staff, and the public. Be sure to abide by dress code, communicate quickly and effectively with all constituents, and use critical thinking skills. If you are unsure of how you are representing yourself or how to manage your job duties, please reach out to your supervisor.

Programming

The RHD is responsible for coordinating staff programming and for making sure each staff member meets the department’s requirements. The RHD should coordinate the scheduling of programs to effectively pace programming throughout the semester and to avoid many programs being held just before programming deadlines. The RHD should develop the staff’s awareness of programming responsibilities, supervise the programming activities, and act as a programming resource for your staff team’s basic needs. Upon the completion of a program, program planners need to be turned in 5 business days later to the Assistant Director for Community Development.

The RHD is expected to review program plans to promote quality, review and approve program publicity, make sure all paperwork and receipts are completed and returned in a timely manner. REMEMBER, the RHD is ultimately responsible for their staff team’s programming efforts.

Role Modeling

RHDs should always conduct themselves in a professional manner around all staff, residents, parents, and University administrators. It is crucial that all RHDs understand their position is viewed as a role model by the staff and residents. Your actions will shape people’s opinions of you, the department and the University. It is important that RHDs maintain a positive attitude



and encourage a positive environment.

Staff Development

Staff Development funds are available for each area. RHDs must fill out the form below to request funds (max. \$20/RA,RHD,ARHD) for staff development. In order to be considered to receive funds, the staff member must provide a description detailing how these funds will be used for staff development for their RA/RHD/ARHD team.

https://forms.office.com/Pages/DesignPageV2.aspx?origin=NeoPortalPage&subpage=design&id=2MtTsZKzREebOePNuGd_AN4Kv0i3-wxLvTa3vBerOw5UQUhLQUZDRU1KNEo2NjJVUDIEV1pMVEZDVS4u&topview=Preview

Staff Manual

It is expected that ALL Hall Directors read and be familiar with the policies and procedures outlined in the staff manual. It is expected that the staff do so in a timely manner and will utilize the manual when needed. NO EXCEPTIONS.

Staff Meetings

RA Staff meetings will be held on Tuesdays from 3:30 – 5:00 PM. This will also serve as the meeting time for All Staff Training which will take place through the semester. RHD group meetings with the Assistant Directors will take place at least once a week. RHDs must have approval from their immediate supervisor to change the date, time or cancel RA staff meetings.

Staff meetings are an important component to obtaining information and updates from your staff as well as distributing important information and announcements from your office, the RHD meetings, and the Residence Life Office. In order to have a productive and effective meeting, the RHD should:

- Come prepared and on time;
- Prepare a clear and functional agenda;
- Clarify the purpose of the meeting components;
- Continually maintain respect and support for supervisors, peers, and subordinates;
- Hold yourself and your staff accountable for words and actions;
- Keep focus – take the initiative to refocus the group if conversation diverts; and
- Celebrate accomplishments of your staff (even if they are “small”).

Supervising a Staff

The first rule of supervision is to realize that you must earn the trust and respect of your staff... it does not come with the title of “RHD” or “supervisor”; it is earned.

- Get to know your RAs as individuals and as a staff team;
- Be fair and consistent in your supervision;
- Provide and explain clear expectations, in writing, to your staff at the beginning of the semester before the buildings open;
- Explain your supervision style to your staff at the beginning of the semester before the buildings open;
- Support your staff by participating in activities and assisting where necessary;
- Attempt to make your staff comfortable with their surroundings, team, and supervisor, including coming to you with concerns about themselves, another team member, or yourself;
- Explain what is expected of them as an RA and as a member of a team; and
- Be consistent in documenting staff discipline incidents and keeping your supervisor informed.



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Timesheets

RHDs must electronically submit and approve RA timesheets before all Payroll deadlines, which can be found on the Payroll website or the provided semester due dates. Failure to do so may result in disciplinary action.

Training

RHDs are required to attend all training sessions as directed and may be asked to present sessions during Fall and Spring training. During training, you may be asked to cover daily agendas; it is important that all information is thoroughly covered.

Transporting Residents

RHDs will NOT transport any student assigned to an on-campus residence in a non-university vehicle without preapproval.

Voicemail

RHDs should ensure that their office, RA office and RHD apartment voicemail are set up using the guidelines in the RA manual.

Weapons and Explosives

The University has the responsibility of promoting the health, safety and welfare of students. State laws as well as institutional policies assist the University in accomplishing this. The State, as well as the University, has very firm policies on the possession of weapons. In accordance with Government Code Section 411.0231 and Texas Penal code 46.035, student residents who are at least 21 years of age and who possess a handgun license from the State of Texas or an approved reciprocating state may legally carry a concealed weapon on or about their person in the residence halls. When not on their person, license holders are required to securely store their handgun in a locking case or safe that they provide, out of sight of roommates or guests. With the exception of licensed handguns, the other stipulations in the weapons policy as outlined below are still in effect for license holders.

Notwithstanding the laws cited above, other students living in residence halls/apartments are strictly prohibited from keeping any weapons, explosives and projectiles of any kind, in their rooms/apartments including but not limited to: guns (which includes BB guns, paint and pellet guns, cap guns and starter pistols, air rifles), blow guns, stun guns, ammunition, bows, arrows, knives with blades over 5 1/2 inches, nun-chucks, sling shots, and fireworks. Any resident in possession of an explosive device (fireworks, soda bottle bombs etc.) or illegal weapon will be fined \$250.00. A resident who violates this policy/law will have their housing contract terminated and will also be subject to disciplinary action by the Dean of Students' Office.

In the event residence hall staff encounter a violation of the policy, call the SHSU University Police Department at 936-294-1000.



SECTION THREE

Community Building, Programing, and Hall Council

- 3.1 Community Building is Job Number One
- 3.2 The First Six Weeks
- 3.3 Programming Policy
 - 3.3.1 Programing Model
 - 3.3.2 Programing Requirements
 - 3.3.3 Risk Management for Programming
 - 3.3.4 Passive Programing
- 3.4 Program Funding

3 Community Building, Programing, and Hall Council

3.1 Community Building is Job Number One

The average student spends nearly 80% of their time outside of class. Arguably, much of that time may be spent in the residence hall. Living in close proximity to other students fosters the development of skills which are vital to a student's future success and happiness:

- The ability to develop meaningful relationships;
- The ability to maturely confront problems and seek mutually acceptable solutions;
- The ability to organize and lead others;
- The ability to accommodate differences without judgment;
- The ability and willingness to accept responsibility as a member of a community.

Living on campus often has a significant effect on a student's attitude and behavior – influencing their beliefs and their choices. On-campus residences provide two key factors which classrooms typically do not: 1) students as “teachers” and, 2) a wide range of challenges, activities, relationships, and problems. Both of these factors create a unique environment that facilitates learning in a more casual environment.

The RA role as a staff member is the key to creating this vital environment. Building a community which fosters interaction and involvement not only supports the University and Department mission, but gives each individual resident an opportunity to discover new aspects of their character and develop skills not guaranteed by classroom attendance.

3.2 The First Six Weeks

Community Building actually begins before the residents arrive. Maintenance, cleanliness, educational, visually pleasing bulletin boards and door decs set the stage for a positive and healthy living environment. Evidence keeps mounting which supports the theory that a student's overall college experience is greatly influenced during their experience of the first six weeks. Community depends on the foundation the staff creates. Therefore, it is the staff's responsibility during the first six weeks to take a group of students assigned to the same floor/house and



transform them into a dynamic community! There are specific stages of transformation, and they are as follows:

Week 1: Introductions

Introduction is all about making connections with the residents and staff. Introduction is the foundation for community building.

- Introductions should be comprised of the following:
 - Name
 - Hometown
 - Interesting facts about residents
 - Personal tidbits

Week 2: Interaction

Week 3: Identify

Week 4: Influence

Week 5: Inspire

Week 6: Invest

3.3 Programing Policy

3.3.1 Programing Model

The following **Kattributes** are fundamentals every student needs to develop/improve while attending SHSU. Living in the residence hall is an ideal opportunity to learn and practice these fundamentals and; therefore, comprise the department's programming model.

Communication

Developing strong communication skills is vital to success, both as a student and in life. Effective communication involves written, digital and verbal proficiency, emotional intelligence, listening skills, empathy, and the ability to be responsive, not reactive.

Teamwork

Developing the ability to create and work within collaborative environments is a key attribute for success. Teamwork requires interaction with diverse groups of people to achieve more efficient and effective results. True teamwork creates a sense of unity and enthusiasm for common interests and responsibilities.

Critical Thinking

Developing critical thinking is a necessary skill for leadership. Both personally and professionally. It enables a person to make informed decisions, solve problems, and help others in making good choices. Critical thinkers are able to consider many points of view, ask meaningful questions, provide logical reasons for specific behaviors and are not afraid to be wrong, often turning mistakes into productive outcomes.

Ethics

Developing a strong sense of personal ethics provides a moral compass for leading an honest and responsible life, reflected in principled choices and sound behavior. Discovering, questioning, and choosing the values and principles which make up a student's personal sense of ethics is a fundamental aspect of healthy student development.

Career Readiness



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Preparing students for a smooth transition from college to the professional workplace helps to ensure an SHSU graduate becomes and remains gainfully employed. Developing the characteristics of flexibility, dependability, self-reflection, and resiliency, as well as being sufficiently motivated to start a career, a business, or a graduate degree are the hallmarks of career readiness.

Staff members are expected to focus their programming around the five fundamentals of the department's programming model. Examples of possible programs and program topics for each fundamental are listed on the next page.

COMMUNICATION	TEAMWORK	CRITICAL THINKING	ETHICS	CAREER READINESS
Cyber-Bullying	Games & Sports	Puzzle Competitions	Behavioral Styles	Resume Writing
Public Speaking	Team Dynamics	Would You Rather?	Diversity	Interview Skills
Listening Skills	Leadership	Life Skills	Social Justice	Getting "Linked In"
Handling Tough Topics	Strengths Quest	Academic Skills	Culture & Music	Professional Dress
Roommate Negotiations	Community Service Projects	Anger Management	Sexual Politics	Etiquette Dinner
Communication Styles	Emotional Intelligence	Healthy Lifestyles	Money Management	Mock Interviews
Non-verbal Communication	Campus Scavenger Hunt	Drug & Alcohol Awareness	Plagiarism & Academic Integrity	Finding Internships

Programming Ideas

Many program ideas will fit into more than one category depending on how the material is presented. The programming model also supports attendance at programs provided by other departments on campus, such as Career Services, and provides opportunity to bring in guest presenters, for example someone from the Student Money Management Center or the Counseling Center.

3.3.2 Programming Requirements

Each residence hall staff will be required to participate in three SHSU campus programs per semester in addition to planning a specific number of in hall events. The RHD is responsible for making sure all programming requirements are met.

REQUIREMENT 1: Hall staff must complete one (1) activity from each of the following categories. RAs are encouraged to seek out programs and campus events that have already been planned by another campus group/department. The goal is to have the RA focus on publicity and getting students to attend the event while minimizing the amount of organic planning the RA must complete.

FALL Semester

- **Attendance:** This program type focuses on getting as many residents as possible to attend the event. *Examples:* Student Activities Welcome Week event, FireFest
- **Educational:** This program type seeks to provide ongoing or additional education to residents. This program should include social aspects but focus on at least one educational component. *Examples:* Club Tini, Money Management event



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- **Spirit:** This program type should focus on school spirit and encouraging students to show support and excitement for SHSU. Examples: Homecoming Parade, Basketball game

SPRING Semester

- **Attendance:** This program type focuses on getting as many residents as possible to attend the event. Examples: Student Activities Welcome Week event, Fire Fest
- **Educational:** This program type seeks to provide ongoing or additional education to residents. This program should include social aspects but focus on at least one educational component. Examples: Club Tini, Money Management event
- **Arts & Sciences:** This program should promote attendance at a Arts or Science themed event. Examples: Performing Arts event, star gazing with the Astronomy department

REQUIREMENT 2: One in-hall event must be completed by provided due date and include information about RHA.

REQUIREMENT 3: In addition to requirements 1 and 2 the hall staff will be responsible for planning a specific number of in hall programs per semester. The number of in hall events will be based on the student population of the building. For areas with Living Communities, at least one in hall program each semester must be designed to meet the specific needs and interests of residents in each community.

- Small Houses: 1 in hall program per semester
- Belvin Hall: 3 in hall programs per semester
- Bearkat Village: 5 in hall programs per semester
- Elliott Hall: 2 in hall programs per semester
- Estill Hall: 4 in hall programs per semester
- Jackson-Shaver Hall: 3 in hall programs per semester
- Lone Star Hall: 3 in hall programs per semester
- Raven Village: 5 in hall programs per semester
- Sam Houston Village: 5 in hall programs per semester
- White Hall: 2 in hall programs per semester
- Piney Woods Hall: 5 in hall programs per semester
- San Jacinto Hall: 7 in hall programs per semester
- Copper Village: 2 in hall programs per semester

Publicity Requirements

- The Social Media Announcement form is available by reaching out to the Assistant Director for Marketing. It should be emailed to the appropriate address (noted on the form) no less than 7 days before the program.
- 3 waves of publicity are required for each program (regardless of campus or in hall)
 - 1st wave will be required 7 days before the program and will be placed in common areas of the appropriate buildings
 - 2nd wave is required 72 hours before the program
 - 3rd wave is required 24 hours before the program
- 1 wave of publicity must be incredibly creative. Examples include:
 - T-shirts, 3-D objects, personal invitations, professional printed posters, moving publicity, progressive publicity, and/or real life publicity
- Generic publicity examples include:
- RAs will be required to complete a Resident Roundup by knocking on doors 10-30 minutes before the start of a program.



3.3.3 Risk Management for Programming

No materials can be used to cover walls, ceilings, or floors. Includes materials, drapes, paper, etc....

Power strips should be used to plug in holiday lights instead of extension cords. No more than 3 strands of holiday lights may be linked together without a power strip.

A clear path to the exits must be maintained at all times. Furniture, props and boxes become obstacles that will impede the safe exit from a building in the event of an emergency. This includes, but is not limited to: placing furniture and/or decorations in hallways or in front of doors, blocking stairways, blocking the doors to and from kitchen areas

Fire alarm pull stations, fire panels, fire extinguishers, smoke detectors & wall outlets must be clearly visible.

Balloons used are to be limited to bouquets only, not randomly placed throughout the building.

Any canopies erected outside the building must be secured with ropes, and the ropes must not impede on the walkways.

Staff cannot disengage circuit breakers, safety lights or light bulbs, or cover safety lights.

Trash must be taken out immediately. All trash must be placed in the dumpster.

Provide enough lighting so that trip hazards and doors can be clearly seen. Lights in the foyer, kitchen area and all hallways must be kept on. The lights in the living area may be off if adequate lighting is provided with decorations.

All Staff members Must comply with any other directives given by the Residence Hall Director, SHSU Environmental Health & Safety Office, or any other SHSU representative.

3.3.4 Passive Programming

Bulletin Boards

Make sure that all bulletin boards are kept neat and updated at all times. Fliers/information issued from and through the department are to be posted in a timely manner and removed after the date of expiration. The Office of Student Activities must stamp materials not originating from Residence Life. For fire safety, no material may hang over the edge of any bulletin board.

The RA should make sure all bulletin boards are constructive and tasteful. Bigotry should not be allowed to linger unaddressed – take down bulletin boards/materials damaged by inappropriate remarks and/or report to maintenance surfaces marred by graffiti for repair. Any language or visual display that may be construed as inappropriate or offensive by anyone, including parents, faculty, or the administration, should be removed immediately.

Bulletin boards are to be changed regularly as indicated in staff due dates given by RHDs.

Topics for bulletin boards should address at least one of the KattrIBUTES (communication, teamwork, critical thinking, ethics, and career ready). Through the course of the academic year each RA should create at least one bulletin board that touches on each of these KattrIBUTES.

Generally, flyers, publicity, and other materials should be posted on bulletin boards or flyer holders. Generally, they should not be posted on painted surfaces. If something must be posted on a painted surface, looped painters tape must be used. Do NOT use double sided tape. Staples should never be used on surfaces other than bulletin boards.



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Door Decorations

RAs must design and construct door decorations for their residents prior to the beginning of each semester and per due dates set by the RHD.

All door decorations should be sensitive to resident diversity, “politically correct,” and generally not offensive to anyone who may be touring the halls.

Door decorations cannot be wider than the grip-a-strip on the resident’s door and no longer than 18 inches.

Door decs should not be applied to painted doors, except with painter’s tape. Where doors are painted and windows are available, door decs should be placed on windows (BKV & White Hall). All door decs should be placed using a looped piece of single sided tape, for easier, cleaner removal. Do NOT use double sided tape.

Door decorations should not include the resident picture, last name or room number. If a resident has invoked by the Buckley amendment, door decs with their name should not be placed on the outside of their door.

3.4 Program Funding

Each staff team will receive a programming fund for their building based on their building’s occupancy and availability of funds. All staff members of the staff team will share the money and they will decide together how to disperse the funds. The Residence Hall Directors will be responsible for funding paperwork and procedures, and the Residence Life Office will communicate solely with the RHDs on funding issues. The RHDs will submit funding requests for the RA sponsoring the program, indicating the RA as the person to pick up and return the receipt. If an RA has not turned in a needed receipt, the RHD will be contacted.

The RHD will be responsible for submitting all program funding requests to Administrative Assistant III at least Ten (10) business days in advance.

Collateral funding requests must be submitted to the appropriate Assistant Director at least Ten (10) business days in advance.

Receipts must be returned to the Administrative Assistant immediately after the purchase is made.

The RHD should confirm that the RA/hall council member requesting funds has enough money to cover their purchase. The RHD can consult the Administrative Assistant for balances or an update to their balance sheet. A program/funding balance will be provided at the beginning of each semester.

Preparing Receipts

RHD prepare receipts to be turned in to the Residence Life Office per the instructions provided with funding request.

RHDs should ensure that the requested amount has not been exceeded and there is **NO** tax charged.



SECTION FOUR

Policies in Regard to Staff and Staff Discipline

- 4.1 Staff Discipline
 - 4.1.1 Why Would I Be in Trouble?
 - 4.1.2 The Staff Sanctioning Process
 - 4.1.3 Disciplinary Options
- 4.2 Staff Infraction Chart
- 4.3 Appeal Procedures
- 4.4 Grievance Procedures

4 Policies in Regard to Staff and Staff Discipline

At all levels throughout the department a Train, Coach, Discipline model is encouraged.

Train refers to formal onboarding and training.

Coach refers to practice and reinforcement of training.

Discipline refers to the next level of sanctions once training and coaching options have been exhausted.

4.1 Staff Discipline

4.1.1 Why Would I Be in Trouble?

Failure to Perform Duties, Procedures and Expectations

Within 30 days of being hired, all staff will be expected to competently perform all administrative duties and procedures and consistently meet all departmental and RHD expectations.

Each staff member will be held accountable for meeting all department and staff team expectations, upholding all department policies and procedures, and upholding all University policies and procedures as outlined in the current Student Handbook. Failure to do so may result in disciplinary action. Disciplinary actions include, but are not limited to, reduction in pay, educational sanction, dismissal, and/or referral to the Dean of Students Office.

Failing to perform administrative duties and to meet both department and RHD expectations is the most basic stage of the staff discipline process. These include problems with office procedures and paperwork, attendance at training and staff meetings, enforcement and documentation of policy violations, night and weekend duty responsibilities, and other expectations as outlined in this manual and by your RHD. Failure to perform the expected duties in the prescribed manner may result in a verbal reprimand, sanction, loss of pay, and/or termination. All incidents will be documented.



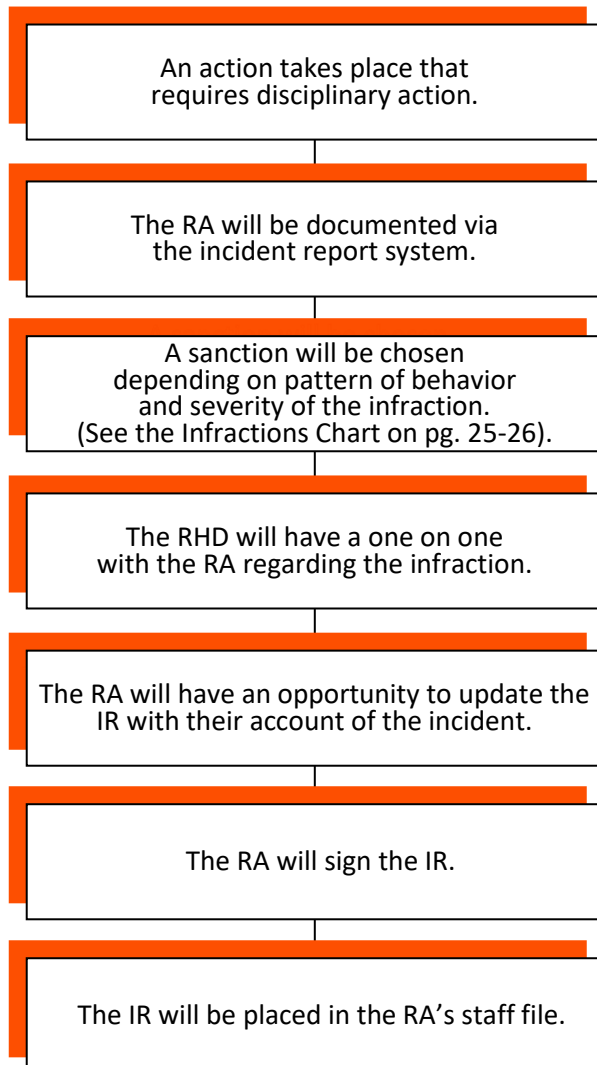
Violation of Department Policies or University Guidelines

It is important that each staff member understands the importance of following all department and University policies because each staff member is a role model for the residents. Department of Residence Life policies are outlined, along with their rationale, in this manual and in the Residence Life Handbook. Both may also be found on-line through blackboard. University policies may be found in the University's official publication, Student Guidelines. Violation of department or University policies will be documented and may result in additional disciplinary action. Disciplinary actions include, but are not limited to, reduction in pay, educational sanction, and/or termination. All violations are subject to referral to the Dean of Students' Office.

Violation of the Law

The staff must not violate federal, state, or local laws. Examples of such behaviors include, but are not limited to, possession of alcohol by a minor, supplying alcohol to a minor, arson, sexual misconduct, and duplication of any University key. Violation of the law may result in immediate termination and possible referral to the Dean of Students' Office.

4.1.2 The Staff Sanctioning Process





4.1.3 Disciplinary Options

While the department's goal is to maintain consistent staff discipline across campus, each situation will be evaluated individually. Listed are disciplinary options that are utilized by this department.

Letter of Reprimand

When a verbal warning fails to achieve the desired improvement in the performance or behavior, or when in the RHD's judgment the nature of the offense makes its use appropriate, the RHD will use the Incident Report system using this phrase, "This report constitutes a formal letter of reprimand." All written reprimands will be placed in the employee's permanent file.

Sanctions

An educational, community, or administrative sanction can be assigned as long as the task is related to the offense and provides some form of learning or education. The RHD should follow up with the employee to discuss the outcome of the sanction upon completion. The RHD will utilize the Incident Report system to document the specific sanction, its rationale, and the expectations regarding its completion.

Non-Compensation

Compensation may be reduced for the following reasons: Failure to complete the required number of programs or performance below the minimal job requirements. The staff member will be notified in advance if pay is to be reduced. Failure to fulfill the additional requirements of the position during building closing may result in forfeiture of a portion or all of your pay for these specified times. The Assistant Director must approve all pay reductions in advance.

Final Letter

A final letter may be issued if there is a situation of severity that warrants such a letter. A staff member may also receive a final letter if there is a pattern of behavior. A final letter means that the staff member may lose their current position if another documentation is made regarding failure to perform job duties and/or meet expectations.

Resignation

A staff member resigning from their position during a semester should write a letter of resignation giving the date the resignation is to become effective and turn in their keys and supplies on the last day of employment to their RHD.

Termination

An employee may at any time be suspended or terminated for failure to work efficiently or effectively, for conduct unbecoming a member of the staff, for insubordination, for disloyalty to the institution, for final conviction of a felony or of a misdemeanor involving moral turpitude, or for conduct prejudicial to the welfare of the United States of America.

After Employment

Staff will be required to move to a complex or area other than the one in which they completed duty once they are no longer employed by the Department of Residence Life and wish to remain living on campus (contingent on available space). They will be required to pay the \$200.00 deposit and to move within 48 hours. Any staff member who resigns or is terminated for disciplinary reasons will be restricted from the building in which they worked in for the remainder of the academic year minimum or for as long as deemed necessary by the department. The department may refuse campus housing to a former staff member depending on the nature of the situation which caused the termination.



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4.2 Staff Infraction Chart

This infractions chart notes the minimum sanction. Actual sanction may be influenced by pattern of behavior and/or severity of offense.

Tardiness	With Notification	Without Notification
Late paperwork	Document only	One additional office hour
Late to office hours	Document only	One additional office hour
Late to meeting	Document only	One additional office hour
Missing a meeting	Document only	One additional office hour
Late to training	Document only	One additional office hour
Late to any department event	Document only	One additional office hour
Late program publicity	Document only	One additional office hour
Late funding request/returning receipts	Document only	One additional office hour
Not checking voice/email by 5:00 p.m. each day	Document only	One additional office hour
Failure to meet any deadline set by RHD	Document only	One additional office hour
Late picking up duty set	Document only	One additional duty night
Late returning duty set	Document only	Document only
Failure to remove dated items from public areas	Document only	Document only
Failure to update bulletin boards	Document only	Document only
Failure to complete online timesheet	Document only	Refer to Assistant Director
Incorrect/Incomplete/Messy Work	With Notification	Without Notification
Paperwork	Document only	Redo & one additional office hour
Safety/Maintenance Checks	Document only	Redo & one additional office hour
Key Inventories	Document only	Redo & one additional office hour
Bulletin boards	Document only	Redo & one additional office hour
Duty	With Notification	Without Notification
Signing the duty set in/out incorrectly	Document only	Redo & one additional office hour
Not completed/missed rounds	Refer to Assistant Director	See sanction options
Not completed in a thorough manner	Refer to Assistant Director	See sanction options
Leaving without back up	Refer to Assistant Director	See sanction options
Incomplete duty set (IR Confirmation form, pen)	Refer to Assistant Director	See sanction options
Not updating duty calendar	Refer to Assistant Director	See sanction options
Staff Office / Office Hours	With Notification	Without Notification
Missing office hours	Make up hours +1 within two weeks	See sanction options
Leaving office messy	Document only	Clean office or public areas
Not removing/disposing unusable forms	Document only	Clean office or public areas
Failure to report damaged equipment/furniture to RHD or RLM	Document only	Clean office or public areas
Failure to dispose of non-usable supplies	Document only	Clean office or public areas
Allowing shredding to pile up	Document only	Clean office or public areas
Allowing recycling to pile up	Document only	Clean office or public areas
Not removing incorrect office hour schedules	Document only	Clean office or public areas
Failure to keep key boxes in order	Document only	New Key Inventory within 48 hours
Public Areas (not offices or rooms)	With Notification	Without Notification
Failure to pick up trash	Document only	Clean office or public areas
Failure to report damage/need for maintenance or custodial	Document only	Clean office or public areas
Failure to report missing furniture/equipment	Document only	Clean office or public areas
Failure to report appearance of items (ex: a "donated" couch in the lobby)	Document only	Clean office or public areas
Failure to report problems to Vending	Document only	Clean office or public areas
Poor conduct	With Notification	Without Notification
Abusing sign-out privileges	Lose a night out	Lose privilege for two weeks
"Passing the buck"	Written apology to appropriate person(s)	See sanction options



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Disrespectful to a staff member (any level)	Written apology to appropriate person(s)	See sanction options
Disrespectful to student or their family member	Written apology to appropriate person(s)	See sanction options
Gossip	Develop team builder for next staff meeting	See sanction options
Not resolving staff conflicts in a mature way	Mediation with RHD	See sanction options
Policy Violations	With Notification	Without Notification
Purchase of alcohol, tobacco.		May result in immediate termination
Breaking confidentiality	Letter in staff file	See sanction options
Misuse/abuse of department property	Letter in staff file	See sanction options
Out without prior approval	Letter in staff file	See sanction options
Moving department furniture/computer	Letter in staff file	See sanction options
Failure to return staff polo	\$25.00	-
Failure to return staff ID	\$25.00	-
Damaged or failure to return Staff Manual (orange binder)	\$25.00	-

SANCTION OPTIONS: Listed are sanction options that the supervisor may use for infractions. The above information are minimum sanctions:

- Minor infractions
 - One additional office hour
 - Public area inventory
 - Furniture inventory
 - Assist in Resource Center for one hour
- Moderate infractions or repetitive infraction
 - Bulletin board completion
 - Additional program
 - Present in a staff meeting on particular topics
 - Written warning/letter in file
- Severe infraction or pattern of behavior
 - Night out revoked
 - Additional duty night
 - Probation

Please note that repetitive or severe incidents may result in a more punitive sanction, such as a final letter or termination.

4.3 Appeal Procedures

Step 1: An employee will be documented by anyone in a supervisory position. This may include someone other than their direct supervisor.

RHD (who directly supervises the employee) will notify employee of the documentation and schedule a meeting to discuss the situation. At any point before and during the meeting the RA is provided the opportunity to document or email the RHD with their perspective of the situation.

During or shortly after the meeting the RHD will determine and notify the staff of their sanction, up to and including termination.

Step 2: If the RA chooses to appeal the decision, they should contact the appropriate Assistant Director in writing within 24 hours of the sanctioned being issued.

There may be some situations (alcohol violations, drug violations, arrest, violation of state and federal law) where the Assistant Director will be the one mandating the sanction or termination. In those instances appeal will go directly to the Director.



Step 3: If a RA meets with or is terminated by the Assistant Director and would like to appeal that decision, they should contact the Director in writing within 24 hours of Staff Coordinator's decision.

4.4 Grievance

Only one subject may be covered in any grievance. A grievance is defined as a concern that a staff member has with a policy, procedure, supervision style, favoritism, unfair work load, etc. that is unrelated to staff discipline and/or sanctioning. If a written grievance is submitted, it must contain a clear and concise statement of the grievance by referring to the policy that was allegedly violated, the date of the violation or incident, the issue involved, and the relief the staff member is seeking.

Step 1: An employee should discuss the grievance (problem) with their immediate RHD within five (5) days from the date of awareness of actions or conditions giving rise to the grievance.

If the grievance involves an institutional policy or procedure, the grievance to the RHD may request an explanation of the policy or procedure from the appropriate RHD. The RHD shall inform the employee of the decision regarding the complaint within three (3) working days of the discussion.

In the event an employee feels they have been discriminated against involving their working conditions or employment status by their RHD based on age, sex, race, or other criteria prohibited by law, the employee may discuss the problem with a representative from Human Resources, who will assist the employee as needed.

Step 2: If the employee is not satisfied with the decision made from step one, they may appeal the decision by putting the grievance in writing and submitting it to their Assistant Director within three (3) working days after receiving the decision.

Step 3: If the grievance is not settled in step 2, the staff member may appeal by notifying the Director of Residence Life in writing within three (3) working days of the receipt of the answer to step 2. At this time, a meeting will be arranged with the appropriate personnel to hear the case. A written answer will be given to the staff member within three (3) working days of this meeting.

The staff member, RHD, and administrative personnel must adhere to the time limits set forth above. Failure of the employee to process their grievance to the next level within the time allotted following receipt of the decision at any level shall constitute a settlement of the grievance. Failure of RHD or administrative personnel to give an answer within the prescribed time limit shall constitute an authorization for the employee to process their grievance to the next step.



SECTION FIVE

Student Discipline and Fines

- 5.1 Student Discipline
 - 5.1.1 Philosophy and Overview of the System
 - 5.1.2 Discipline Procedures and Incident Reports
 - 5.1.3 Incident Report Procedures
- 5.2 Summary of Fines

5 Student Discipline and Fines

5.1 Student Discipline

5.1.1 Philosophy and Overview of the System

The intent of the disciplinary process is to educate the student about the policies and rationale behind those guidelines in order to develop a student who makes insight into the reason and consequences of his or her behavior and can make choices that allow all members of the residence life community to coexist peacefully. In a community of learning, disruption of the educational environment, destruction of property, and interference with the orderly process of the University will not be tolerated. Each staff member should address problems as they occur, offer alternatives for unacceptable behavior to students and provide a developmental environment wherein students can make responsible choices. The Dean of Students' Office and Residence Life staff has developed the following procedures:

EVERY confrontation/incident must be documented on an Incident Report.

- All incidents are treated the same way, promoting a sense of fairness for the residents. There are no favorites on the floor or groups/individuals who get special treatment. All are documented by the RA and referred to the RHD for discipline. This eliminates subjectivity.
- Likewise, there is no "enforcer" RHDs or "pushover" RHDs.
- All incidents are immediately inputted to the discipline system, teaching students to expect consequences for inappropriate behavior. It is still up to the professional staff person to determine when and if discipline sanctions are imposed.
- There is a greater educational impact on the resident when documentation occurs immediately following an incident and they are quickly placed in the discipline process.

The purpose of discipline is not to "get the student." The purpose of discipline is to enable the student to gain insight into the reason and consequences of his or her behavior, to alleviate the causes of the behavior, and to affect individual readjustment so that they may more readily live in a community situation.

The disciplinary responsibility naturally is approached by the RA/RHD with some amount of apprehension. The following guidelines should help you fit the process of confrontation/documentation into the role of the RHD:



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- Discipline is necessary so a large group of students can live together while showing consideration for one another.
- Every effort should be made to encourage residents to take initiative and assume responsibility for their behavior.
- Do not threaten residents with consequences. A better approach is “I will have to write a report on this incident, and it will be submitted to the Assistant Director for Student Discipline.”
- Staff members should not delay the handling of any situation that requires action.

Set Yourself Up to Succeed

As an RHD, you are a key person in the disciplinary process. Living with the students in the house or on the floor provides staff with awareness of potential and actual problems and redirection into a constructive outlet may eliminate some problems. The RHD, through his or her personal contacts and program of activities, can also stress prevention of possible problems with the student. Preventative measures should be taken to prepare your residents.

- Let them know how you will approach and behave when you are placed in your policy enforcement role. Help them to understand that you are doing the job you have been hired to do.
- Let them know what your expectations are of them and vice versa.
- Educate them about the policies and the consequences of choosing to break the policy. At check-in, make sure every resident acknowledges that by signing the Residence Agreement, they agree to go on-line and read the Residence Life Handbook.
- Let residents see you in other roles as time goes by and you build rapport. They realize you are a student, son or daughter, girlfriend or boyfriend, just as they are.
- Be a good role model. Set a good example by following rules and procedures.
- Be sensitive to student attitudes.
- Do not hold grudges – make every time you talk to the person like the first time.
- Know your residents – talk to them by name, as individuals. Confronting someone who you have had good contacts with will make your job easier.
- Understand and respect each person as an individual.
- Realize they will elevate you above others, but that this may be just recognition of your position as an RHD. You have to earn their respect; it will not necessarily come with the title.

Golden Rules of Confrontation

- Each student is an individual. Leave any preconceptions or stereotypes out of your thinking process.
- Address the behavior, not the person.
- Be sensitive to problems – different people react differently.
- Remain calm and in control – do not be defensive or threatening.
- Be fair and consistent.
- Clarify the issue, policies and consequences – give the student an opportunity to make a good choice.

Confrontation Procedures

- Identify yourself – name and title as a University official.
- Explain the policy and any necessary rationale.
- Tell the resident what needs to be done to remedy the situation.
- Explain the consequences of what can happen if they choose not to cooperate.
- Be professional. Do not let your emotion get in the way – if you need to remove yourself from a situation and get someone else to handle it, do so.
- If you do handle a confrontation inappropriately, advise your supervisor immediately.



Confidentiality

Another important part of the confrontation/documentation process is confidentiality. **You should always let someone know in advance that the information shared with you will need to be passed on to your supervisor.** Your supervisor is a good sounding board when it comes to dealing with sensitive information. Sometimes it will be left at your level. At other times, the information may need to be passed on to UPD, the Dean of Students' Office or elsewhere.

- Let the student know that you are required to share some types of information with your supervisors. This information may be shared, but all staff are bound by confidentiality.
- Because of confidential responsibility to your resident, there may be information you will not have access to from other University personnel.
- Refer questions from parents, neighbors, the press, etc. to the Executive Director of the department.
- Never give out a room number or other information regarding a resident and ALWAYS check the Buckley Amendment list via Star Rez before releasing ANY information regarding a resident.

Notification

- University Police Department: 936-294-1800794 (emergency: 936-294-1000) – UPD will dispatch an officer to assist you and make calls to other necessary agencies (EMT, Crisis Team or Sexual Assault Crisis Team). In extreme “life threatening” emergencies, you may call 911 first and then UPD.
- RHD on duty
- Appropriate Assistant Director
- Notify the Assistant Director for Student Discipline (ADSD) via Starrez, if applicable.
- On disclosing information, refer press, parents, roommates, etc. to the Executive Director.
- Maintain confidentiality.

If at any time you are in doubt as to what to do or feel you need help, immediately contact the appropriate Assistant Director.

5.1.2 Discipline Procedures and Incident Reports

RHD Role/Incident Reports

- Do not make threats. Do not make promises you cannot keep or that you do not have the authority to make (example: “You’re going to be kicked out for this”).
- Do not promise a resident or parent confidentiality. Explain that you are obligated to document & notify your supervisor of any pertinent information. If a resident says they want to tell you something and asks you not to tell anyone else, you must explain that you may need to notify your supervisor.
- Do not handle/confront drug related incidents. Call UPD immediately.
- You are not trained to handle/counsel residents experiencing emotional crisis. Therefore, do not attempt to analyze a crisis and offer suggestions/advice. Provide support/comfort and seek the help of the Counseling Center or UPD.
- Never put yourself in danger for any reason. Always get backup.
- Know the number to UPD: 936-294-1800 (emergency 936-294-1000).
- No verbal warnings are to be given at any time. All incidents require documentation. Fines start after the 1st floor/house meetings in the Fall and immediately in the Spring for students returning from the Fall. Fines begin after the first floor meeting for students who are new to campus in the Spring. Regardless of when fines start each incident should be documented.



- All reports should be neat, accurate, in chronological order, and proofread before being submitted. Sometimes your reports will go all the way up to the President's Office or used in court.
- All reports that are returned for corrections should be corrected that same day.
- Only put the facts in reports – not opinions. Be specific with words and document exactly what was said no matter how vulgar the words are.
- The date and time the report is being written will automatically be on the report so be punctual. Reports are to be written immediately after the incident unless approved by your supervisor.
- All incidents taking place after 5:00pm are to have completed reports immediately following the incident.
- Any time a resident is reported missing, you must document and report this to UPD immediately.

Assertiveness/Confrontation

- Prepare your residents and let them know how you will approach and behave when you are placed in your policy enforcement role. Let them know what your expectations are of them.
- Know your residents. Get to know them by name and as individuals, confronting someone who you have had good contacts with will ease your job. It will also make it harder for the residents to play one staff member against another.
- Identify yourself. Give your name and title as a University official.
- If necessary, explain why you are there and the policy at hand, including its rationale.
- You are required to wear your name badge at all times. Always have your name badge in your possession before confronting an incident.
- Always ID everyone involved in an incident, especially alcohol related incidents to verify age. If there is someone who does not have some form of ID, then call UPD to identify them.

Remember:

- Notify the Assistant Director for Student Discipline via starrez anytime UPD is called out or you find UPD in the building or there has been a crisis/emergency.
- Be sure to notice someone's appearance if they are being uncooperative in case they flee the scene. It is important to be able to give UPD a description of the individual(s). Do not chase anyone who flees the scene.
- Know there will be certain residents that will not like you simply because you are an RHD. They will have no interest in getting to know who you are and will go out of their way to make it known that they dislike you.
- No matter how upset you get with a resident during an incident, you do not say or do anything to provoke, upset or give the resident cause to complain about you. **Any staff member displaying an attitude with a resident, employee or UPD will be disciplined and/or terminated.** Professionalism is expected at all times.
- Never key into a resident's room unless it is a life-threatening situation, or you suspect a policy violation. Always have a second staff member with you and leave a Notice of Entry if the resident is not in the room if the room is occupied.

5.1.3 Incident Report Procedures

- RHDs will document an incident using the Incident Report system. The report is to be PROOF READ. Any staff member who repeatedly turns in unprofessional /sloppy reports (examples: misspelled words, fragmented sentences, incomplete reports) will be disciplined and/or terminated from the position.



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- The staff member will notify the Assistant Director for Student if the report involved UPD or was an emergency. Examples of this type of report include suicide tendency, medical concern, arrest, physical fight, drugs, and alcohol.
- Emergency Maintenance: Any time staff call in emergency maintenance, they must write an incident report that explains the details of the maintenance issue and how it was handled.
- RHDs are expected to add their notes/perspective/follow up to incident reports immediately following the incident.
- Once an RHD has reviewed a report, they will remove it from the staff portal by unassigning the RA via the incident report system, so the RA will not have further access to it.

ALL RHDs ARE EXPECTED TO READ THE RESIDENCE LIFE HANDBOOK. YOU MUST KNOW THE POLICIES IN ORDER TO ENFORCE THEM.

5.2 Summary of Fines

Alcohol 1st Violation	\$50.00
Alcohol 2nd Violation	\$75.00
Alcohol 3rd Violation	\$200.00
Alcohol (Providing Habitat)	\$100.00
Failure to Complete	\$200.00
Un-authorized Appliance/Equipment/Refrigerator	\$25.00 per item (capped at \$250.00)
Un-authorized Pets	\$75.00 per pet (plus pest control cost)
Noise (3rd Violation)	\$25.00
Noise (Subsequent violations)	\$50.00
Trash	\$25.00 per bag
University Furniture in Room	\$25.00 per item
Lockout (Room or Hall)	\$10.00
Accelerants/Combustibles (1st violation)	\$50.00 per item (capped at \$250.00)
Accelerants/Combustibles (Subsequent violations)	\$250.00
Candles / Incense (1st violation)	\$50.00 per item (capped at \$250.00)
Candles / Incense (Subsequent violations)	\$250.00
Explosive Devices/Fireworks/Weapons	\$250.00
Extension Cord Violation	\$50.00
Extension Cord Violation (Subsequent Violations)	\$250.00
Tampering with Card Access	\$250.00
False Fire Alarm (Prank)	\$250.00
Failure to Evacuate During Fire Drill	\$250.00
Tampering with Fire Safety Equipment	\$250.00
Propping Door / Disabling Hardware	\$250.00
Hoverboard Violation	\$250.00
Smoking/Tobacco Products/E-Cigarettes	\$100.00
Weights over 5 lbs.	\$25.00 per incident
Unescorted Guest (2rd Violation)	\$25.00
Unescorted Guest (Subsequent Violations)	\$50.00
Un-Enrolled Letter – Non Compliance	\$100.00



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Visitation (2rd Violation)	\$25.00
Visitation (Subsequent Violations)	\$50.00
Unauthorized Moves	\$100.00
Unsanitary Condition of Room/Apt./Bathroom	\$100.00
Bulletin Boards (Damage to board or wall)	\$50.00 (+ Repair Cost)
Bulletin Boards (Removal / Damage of signs)	\$50.00
Laundry Room Violation	\$25.00 or \$200.00
String Lights Violation	\$50.00 per incident
Unauthorized Wi-Fi Router	\$100.00
Food/Drink Violation (Belvin FAMC)	\$25.00
Moves / Check-Out	
Failure to Complete Move w/48 Hours	\$100.00 (+ Recore Cost)
Failure to Un-bunk Beds	\$50.00
Failure to Sign Up for Check Out	\$50.00
Improper Checkout (Check List)	\$50.00
Abandoned Property	\$200.00
Failure to Leave at Checkout by Deadline	\$50.00
Maintenance Related	
Refusal of Service (M-F 8am-4:30pm)	\$50.00
Refusal of Service (After hours, weekends)	\$75.00
Refusal of Custodial (M-F 8am-4:30pm)	\$50.00
Refusal of Custodial (After hours, weekends)	\$75.00
Refusal of Pest Control	\$50.00



SECTION SIX

Crisis and Conflict Protocol

- 6.1 Staff Emergency Procedure and Protocol
 - 6.2 Fire
 - 6.2.1 Fire Alarm Responsibilities
 - 6.2.2 Fire Safety Information
 - 6.2.3 Potential Fire Hazards
 - 6.2.4 Fire Drill Procedures
 - 6.2.5 Fire Alarm (Non-Drill) Procedures
 - 6.2.6 Fire Response and Protocol Flowchart
 - 6.3 Missing Student Notification
 - 6.4 Power Outage and Severe Weather
 - 6.5 Disorder and Disruption on Campus
 - 6.6 Bomb Threat
 - 6.7 Emotional Crisis
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 - 6.8 Conflict
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 - 6.8.3 Conflict Intervention
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 - 6.9 University Police Department
 - 6.10 Two Way Radio Operations
 - 6.10.1 Large Motorola CP200
 - 6.10.2 Residence Life Radio Call Numbers
 - 6.11 Crisis and Protocol FAQ
- Forms Index and Location
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6 Crisis and Conflict Protocol

6.1 Staff Emergency Procedure and Protocol

Should the University or department deem it necessary to place the campus under an emergency status, all “night out” will be suspended until further notice.

In the event of a campus emergency, the University will notify ALL students, faculty, and staff by phone with a pre-recorded voice message, email, or text message via the KatSafe Program. Make sure you have registered your current cell phone number with the University (in order to do so log in to your SamWeb account and register with KatSafe). If you receive an emergency call, you are instructed to do the following:

- RAs immediately call their RHD and report the location and the phone number at which they can be reached. If they are unable to reach their RHD by cell phone, then leave a message on the RHDs cell phone and office phone with your contact information. Await further instructions.
- RHDs need to make sure all emergency radios are turned on and ready for use. RHDs may delegate this task as they see fit to their staff members.
- If you have any information pertaining to the emergency, notify UPD immediately at (936) 294-1000.
- Pass on any information to the residents as instructed until you are notified that the emergency is lifted.

RHDs call the Residence Life Office immediately to report your location, number of available staff and verify what number you can be reached at and await further instructions. The office number you should call is the front desk at 936-294-1812 or - 1811. The front office will keep a log of staff reporting in. We do this to get an assessment of how many staff we have in each building. Frequently check your office voicemail for any additional information, such as if emergency radios need to be used.

6.2 Fire

6.2.1 Fire Alarm Responsibilities

- The RHD will supervise all evacuations with RA assistance to maintain a calm, safe exit that is free of panic.
- The hall staff are responsible for reporting all fires and/or extensive smoke by calling 911 and central office personnel.
- All hall staff should know the exact location of each fire extinguisher. Each staff member is expected to be familiar with the operation of extinguishers so that in an emergency they can make rapid use of the equipment.
- It is the responsibility of the staff to inform residents of emergency procedures for their building, including means of evacuation, alarm systems, how to report a fire, and consequences of false alarms or tampering with equipment.
- The evacuation plan for each is on the inside of each room door. Evacuation plans for public areas are posted as required.
- If a fire alarm sounds during a time when there is inclement weather, please relocate your residents to the alternative meeting locations listed. RAs will need to ensure that residents stay in the lobby of the meeting building and do not access other areas. If it is after 5:00 p.m., notify the duty person(s) for the area that you are relocating to (if outside of your area).



BEL	To ELL	ELL	To BEL	LSH	To EST
EST	To BEL, ELL	RVN	To WHI	4W	To SHV
SHV	To BEL, ELL, EST, & 4W	SJH	To LSH	WHI	To RVN
JAC	To SHV	BKV	To WHI, & RVN	PWH	To WHI, & RVN
CPP	To your vehicle				

6.2.2 Fire Safety Information

- If there is smoke in the room, keep low to the floor.
- Before passing through any doors, feel the metal doorknob. If it is hot, do not open the door.
- Before opening a door, brace yourself against the door and open it slightly. If heat or heavy smoke is present, close the door and stay in the room.
- If you cannot leave the room, wet a large towel and place it at the bottom of the door to prevent or reduce the amount of smoke from entering.
- If you are trapped, hang an object out the window (sheet, jacket, shirt, etc.). If there is a phone, call 911 and report that you are trapped, giving the room number and location.
- If you can leave the room, close all doors behind you as you exit. Go to the nearest exit or stairs. DO NOT use an elevator. If the nearest exit is blocked, go to an alternate exit.
- If all exits are blocked, go back to your room and close the doors. If able, open the windows as described above and wave something from the window and shout for help.
- After evacuating the building, stand at least 300 feet away. Emergency apparatus will be maneuvering around the building.
- Follow directions of fire and police department personnel, as well as University Officials.

6.2.3 Potential Fire Hazards

- Abuse of electrical supply – use of electrical devices to obtain an excessive number of outlets can result in the overload of circuits.
- No storage is allowed in any public area that is not designed or designated as a storage area.
- Flammable liquid storage – gasoline, paint, lighter fluid, etc. can not be stored in residential buildings.
- Exit paths must be kept free of obstacles. Blocking an exit path is prohibited by law. Exit paths include, but are not limited to the following: doorways, corridors, stairs, stairways, windows.
- Decorating and/or fully covering residence hall room doors.

6.2.4 Fire Drill Procedures

Fire drills are to be scheduled and completed four times a year (Fall, Spring, Summer I & Summer II). The Assistant Director for Facilities and Risk Management will have more information on the exact date of your fire drill. The following procedures should be followed during any fire drill:

- Follow all instructions from the Assistant Director for Facilities and Risk Management.
- When the fire alarm sounds, you should evacuate the building immediately along with the residents.
- Residents are to stay at least 300 feet from the building while the alarm is sounding.
- Make a mental note of any resident that is uncooperative and/or does not leave the building during the fire drill. Document and fine the resident \$250.00 after the drill has concluded.
- Once the alarm is silenced, give the “all clear” for residents to return, staff will assist in counting each resident as they re-enter the building for an official count.
- An evaluation will be completed by the RHD at the conclusion of the drill. The online evaluation will be submitted via qualtrics to the Residence Life Office.



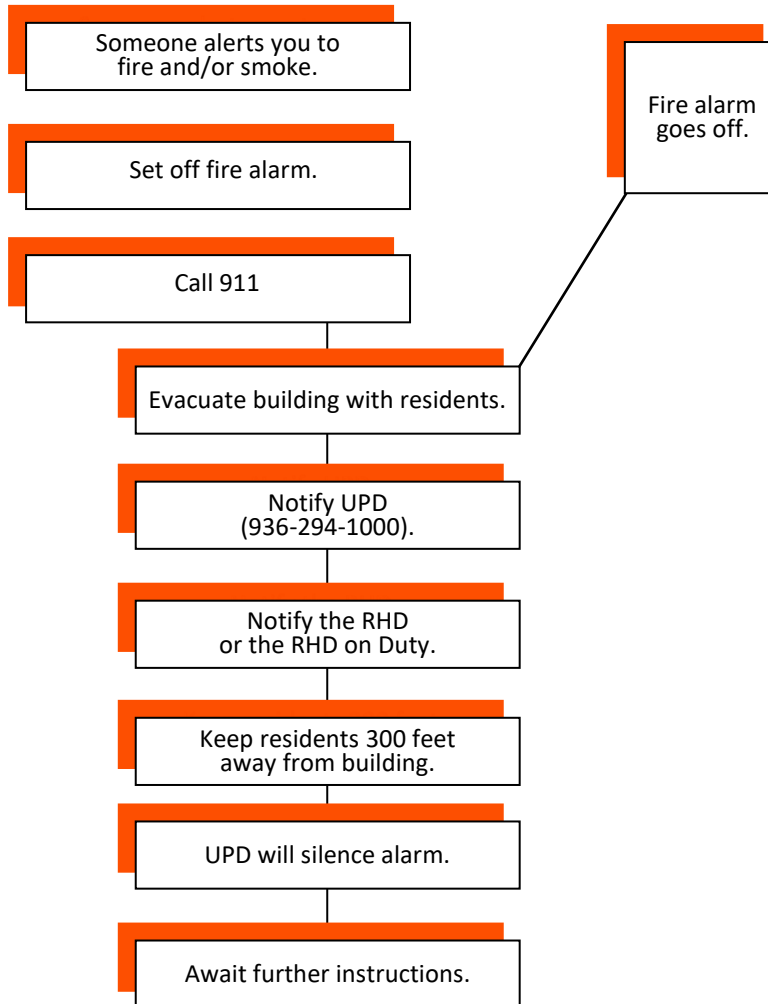
6.2.5 Fire Alarm (Non-Drill) Procedures

- When the fire alarm sounds, you should evacuate the building immediately along with the residents. Call UPD at 936-294-1000 or if you see smoke and/or fire, call 911 on your way out.
 - Staff should always evacuate the building with the residents.
 - No staff member is to jeopardize his or her safety, well being, or life.
- UPD will arrive and check the fire panel to see where the problem is. They will go to the location where the alarm was activated for verification that there is not an actual fire.
- Everyone is to stay at least 300 feet from the building while the alarm is sounding.
- After the building has been completely evacuated, all staff should meet with their RHD at a designated location for more instructions. RHD will set location at the beginning of the semester.
- Once it has been determined that it is safe for the residents to return, UPD will silence the alarm and take appropriate steps for the system to be re-set. RAs should not silence the fire alarm under any circumstances.
- After a fire alarm, all RAs should be available in their area to let residents in who may have been locked out. There is no charge to let them in.



In case of a real fire, defer to UPD, and the Huntsville Fire Department.

6.2.6 Fire Response and Protocol Flowchart



Write an Incident Report



6.3 Missing Student Notification

Federal law requires that the University report this information to the University Police Department (UPD) and Huntsville Police Department and to the student's designated contact person when campus residents are determined missing for 24 hours (i.e., no one can identify where they are). If the missing student is less than 18 years of age and not emancipated, the University is also required to notify their parent or guardian. Campus residents have the opportunity to provide a contact person to the Residence Life Department during the application process. This information is confidential and only used in emergencies. UPD will always be notified if a campus resident has been determined to be missing for over 24 hours, regardless of whether the student has provided confidential contact information.

When Residence Life staff are notified about a missing person, they will complete the following procedure:

- Attempt to make contact with the resident.
 - Conduct a welfare check of the resident's on campus housing assignment.
 - Call and/or email the resident who is reported missing on their cell phone.
- If the student cannot be found in residence hall room or reached via cell phone, the hall staff will immediately report the situation to SHSU Police Department.
- Write an incident report to document the situation.

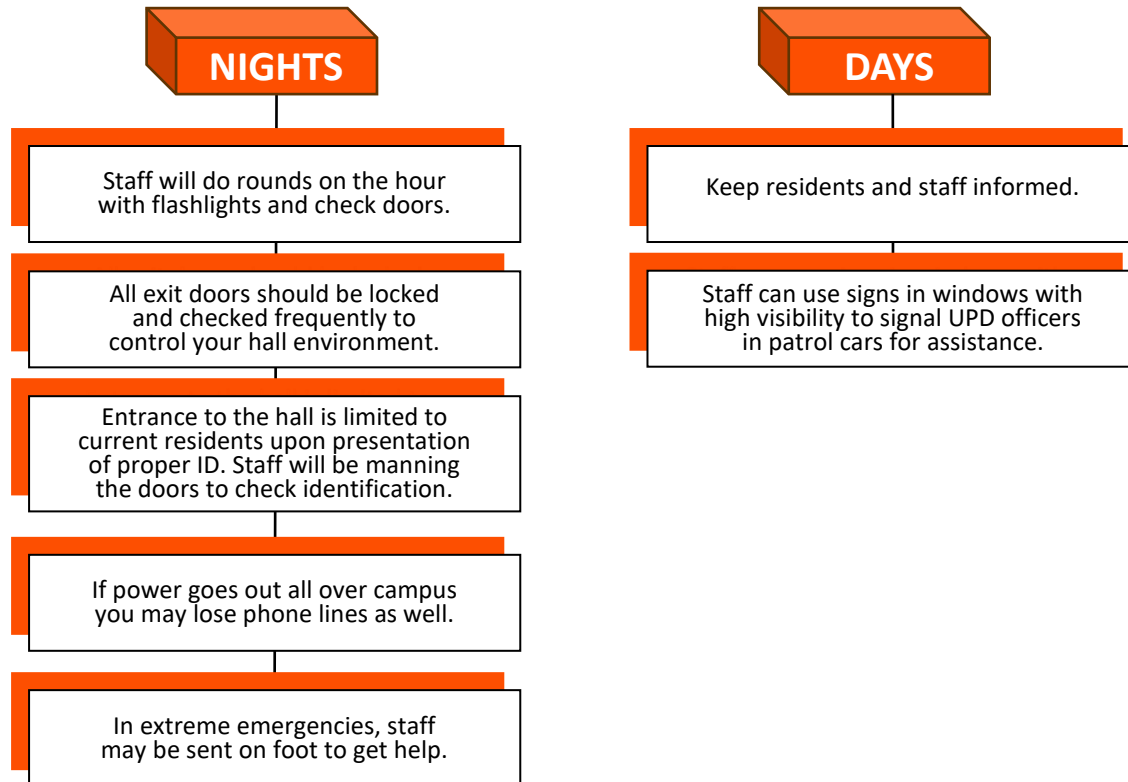
6.4 Power Outage and Severe Weather

- When the power goes out, call the RHD on Duty to verify that they are aware of the problem and to find out how long the outage is expected to last.
- Inform the residents who ask what you know about the outage.
- Staff should be prepared to remain in the building at the onset of any serious weather condition or power outage. See Residence Life Handbook for general information on hurricanes, tornadoes, snow and ice, and thunderstorms. Staff will follow more specific instructions from Residence Life, based on the situation.
- As part of emergency supplies, RHD staff will be issued radios, wrist bands, and colored (red, yellow, green) placards, trash bags, and duct tape. Items are to be used as follows
- **Radios** will be used for official communication between campus partners.
- **Wristbands** will be issued to on-campus residents during emergency situations. Instruction to issue wristbands will be given by Residence Life Office.
- The **colored placards** will contain the area duty phone number. Placards are used to notify Facilities Management staff of building status.
 - Red – there is a critical need for Facilities Management staff. There is damage or maintenance concerns that impedes the safety of the residents and building structure.
 - Yellow – there is an urgent need for Facilities Staff. Residents and building are not in danger but a repair needs to be made quickly.
 - Green – there is no need for Facilities Management staff
 - Placards are placed in each building, at a location visible to street traffic
 - Baldwin House – front door facing parking lot
 - Bearkat Village – Clubhouse doors facing Montgomery Rd.
 - Belvin Hall – front door facing 17th St.
 - Copper Village – office window facing into parking lot
 - Crawford House – front door facing parking lot
 - Creager House - front door facing parking lot
 - Elliott Hall – front door facing 17th St.
 - Estill Hall – ramp door facing Bearkat Blvd
 - Jackson Shaver Hall – side door closest to room 111, facing 16th St.



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- Mallon House – front door facing parking lot
- Piney Woods Hall – main lobby window facing through street (facing towards Raven Village – put it above the bottom window frame
- Raven Village – front door facing Ave I.
- Sam Houston Village – side door facing 16th St.
- San Jacinto Hall – windows facing Bearkat Blvd
- White Hall – front door facing Ave I.
- Trash bags and duct tape will be used to cover any broken windows/glass that may occur during inclement weather.



Write an Incident Report

6.5 Disorder and Disruption on Campus

Obstruction of normal University processes is not condoned or tolerated. The best measure for preventing such disturbances is to be aware of students' feelings, undercurrents, general activity, and to direct emergencies to constructive means of settling problems.

General Procedures

- Notify UPD Emergency: 936-294-1000.
- Notify the RHD for building during business hours. Notify the RHD on duty during duty hours.
- Remain in the residence hall.



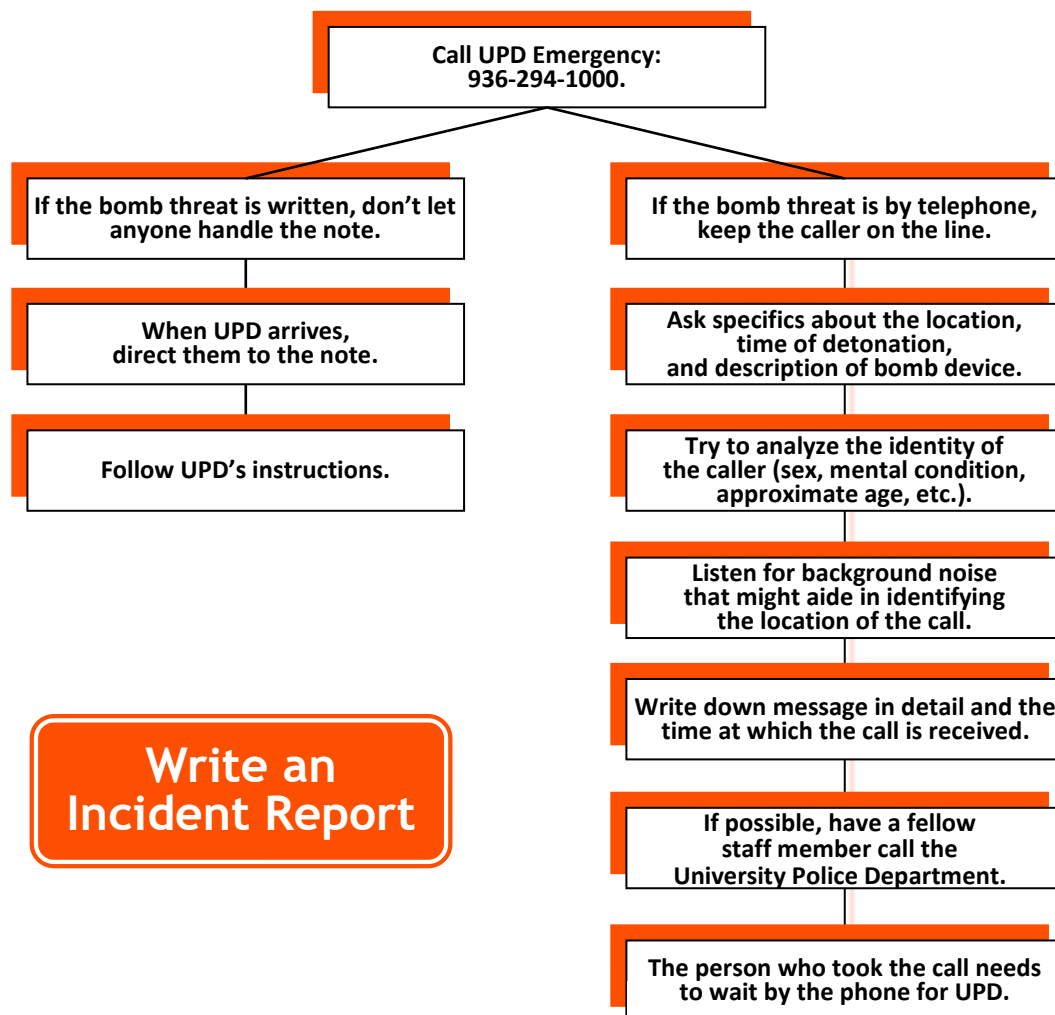
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- **Do Not Become Involved** physically or give any indication of approval. Staff presence often can have a quieting influence on a group.
- Follow instructions given by UPD.
- Secure as many facts as possible from any student who may be discussing plans or reporting information. Talk as little as possible about plans but be alert to general conversation enough to perceive:
 - Time: Where is it planned?
 - Place: Where is it to be held or organized?
 - Who: Who is leading the movement?

6.6 Bomb Threat

The Department of Residence Life will not take action for a campus-wide emergency until instructed to do so by the SHSU University Police Department, KatSafe, or a University official.

ALWAYS assume the threat is real, but don't panic. Only UPD or the Executive Director of Residence Life is authorized to issue a directive that all personnel are to evacuate the affected building. Be present to furnish information when officers and other staff arrive. If a search is needed, UPD will coordinate it. If an unusual object is observed, do not touch it. Report it to the UPD officer in charge.





6.7 Emotional Crisis

6.7.1 Response and Protocol

When you begin to feel you are in over your head, you probably are. Call for assistance. Always document no matter how trivial it may seem. Remain calm and record all information carefully and accurately for subsequent referral to central staff or the Dean of Students' Office.

If there is an emotional crisis between 8:00 a.m. and 5:00 p.m.:

- Educate the student about the Counseling Center. Encourage them to utilize the Counseling Center. Support them by escorting them to the Counseling Center. If the student resists going to the Counseling Center, contact the Assistant Director and/or the Director of the Counseling Center who will, in turn, contact the Dean of Students' Office. Members of the crisis team may come to the student in the hall if necessary.
- Write an Incident Report. Include "Notify ADSD" violation.

After 5:00 p.m., weekends, and holidays:

- Contact UPD. They are responsible for assessing the situation and contacting the crisis team if needed.
- If the student resists, at least offer the opportunity to receive help from these resources.
- Always document. Remain calm, and record all information carefully and accurately for subsequent referral to central staff or the Dean of Students' Office.
- Write an Incident Report. Include "Notify ADSD" violation.

Recognize the Warning Signs of Emotional Crisis

- Withdrawal.
- Drastic change in appearance, demeanor, behavior and habits.
- Making wills, giving away belongings, focusing on death.
- Catastrophic event or series of misfortunes.
- Extended period of "blues"/depression.

Things You Should Do Before and During an Emotional Crisis

- Develop and maintain good rapport with your residents.
- Calm the person down and have them elicit a positive response.
- Assure the student confidentiality with other residents and family; however let them know that you are instructed to report it with your supervisor.
- Reassure the student.
- Actively listen to the student.
- Keep the situation in perspective.
- After it is over, treat those involved as you normally would.

Things You Should NOT DO

- Transport a student.
- Give out any information– Refer questions to the Executive Director of Residence Life or the Dean of Students.
- Break confidentiality.
- Forget to provide support for your community.

6.7.2 Follow Up to Emotional Crisis

A crisis may only last a few minutes or a few days but there may be residual emotions that are confusing and often difficult to handle. The entire community may need the hall staff to step in and offer guidance and support. Remember the following:



Confidentiality is important

When residents start asking questions, direct them elsewhere. You are not allowed to share any information.

Utilize your resources

When necessary, refer residents to the Counseling Center, etc. Do not attempt to handle something for which you have received no training.

Model healthy living

Lead them out of the crisis and maintain high morale among your community.

Talk to your Assistant Director

Balancing confidentiality and being “strong” can be tough. Your AD can be a sounding board and may be able to help you sort through some of your thoughts and feelings.

6.8 Conflict

6.8.1 Conflict Management

Why Conflicts Occur

- When a community member or members of a team fail to disclose reactions, emotions, interests, values, ideas, or thoughts that differ from those of others, disagreements can become conflicts.
- Team-defeating conflict can occur anytime an individual is invested in an idea or feeling which is not surfaced openly or directly. This often leads to passive- aggressive or aggressive behaviors.
- Disagreements (explicit or implicit) that become conflicts (spoken or unspoken) will prevent harmony and consensus. Disagreements and conflicts that are dealt with openly can promote diversity, creative ideas, and an atmosphere of trust.

Types of Conflict

- Teams typically experience five types of conflicts: facts, interest, interpersonal, resources, and values. To a large extent, the type of conflict and the strength of the relationships among team members will determine how volatile the situation will become.

Managing Conflict

- The key is to allow for disagreement without members destroying each other’s self- esteem. The danger is if the conflict is handled incorrectly. This may cause the team to feel that disagreeing is not okay and members will then hold back information that is controversial yet could help the team progress.
- Managing conflict is a method of creating an environment where disagreeing is okay, but unresolved feelings toward a decision or another team member is not. Focus on the following:
 - Verbal and non-verbal behaviors.
 - Checking out assumptions.
 - Determining the true source of conflict.
 - Keeping an open mind.

6.8.2 Types of Conflict

Facts	Caused by: lack of information; misinformation; different views on what is relevant; interpretation of differences; different assessment procedures.	Possible interventions: help define “facts” in terms of objective data or criteria; examine the process by which data is collected and evaluated.
Interests	Caused by: competing needs, desires, or wishes; substantive, procedural, or psychological interests perceived to be in competition.	Possible interventions: reveal underlying interests, find common ground on which interests are related naturally, relate interests to overall team interests.
Interpersonal	Caused by: general lack of familiarity with others; stereotypes; failure to check out assumptions about one another; behaviors perceived as negative; unresolved disagreements; unstated interests; past negative encounters with someone.	Possible interventions: support emotion through validation, surfacing assumptions, use procedures, ground rules to prevent disagreements, clarify and build positive perceptions, use team motivation activities to strengthen relationships.
Resources	Caused by: perception of competition for limited resources, unequal control, ownership, or distribution of resources; lack of cooperation; time constraints.	Possible interventions: establish a fair decision making process; negotiate based on interests, not positions; search for common denominators: how is each party’s need similar or different?
Values	Caused by: assumptions or by real differences in them; not checking out assumptions; mistaking behaviors for values; a perceived incongruence between behaviors and values; undisclosed values; different criteria for evaluating ideas or behavior; different ways of life, ideology, and/or religion.	Possible interventions: encourage parties to agree to disagree; search for a goal/value that all parties share; surface individual values and examine overlap with team values; reword statements in order to find common ground among individuals’ values.

Discussion vs. dialogue – You Choose

Discussion

From the Latin derivative “discuss” interpreted as “to heave or throw”

Dialogue

From the Greek “dialogues” interpreted as “to build meaning or understanding”

6.8.3 Conflict Intervention

Any active response to a behavior or set of behaviors can be considered an intervention. Interventions are used for a variety of reasons: to clarify, provide structure, explore and settle disagreements, and disarm conflict. There are three types of intervention. These include prevention (low level), diffusion (mid-level), and confrontation (high-level). Prior to intervening, ask yourself several questions:

Is the conflict I sense between team members only, or am I in conflict?

- Check for physical signs of reaction and listen to concerns voiced by others.



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Is this conflict due to the team's state of evolution?

- Are they just storming? (growth stage within a team)

How serious is this conflict?

- Check verbal and non-verbal behaviors. Is the team progressing or not?

What type of conflict is this?

- Values, resource, interest, interpersonal, or factual.

Why is it important?

- Intervention allows for conflict resolution.
- Strengthen interpersonal relationships.

Focus On:

- Clarifying whose conflict it is.
- Clarifying the type of conflict.
- Matching intervention with degree of conflict.

Below is a list of behaviors that typically occur during conflict. There is no one-to-one correlation between the types of behavior, magnitude of the conflict, or level of intervention. When choosing an intervention, it is important to consider the team's usual mode of interacting, its stage of evolution (form, norm, storm, perform), the complexity of relationships between team members, and the type of conflict.

Overt Behaviors	Low participation * Lack of divergent views * Dominating members feuding * Straying off task * Stuck * Confusion * No agreement * Power struggle * Rambling * Obstinacy * Argumentativeness * Raised voices * Abrupt shifts in tone of voice * Sudden shifts in energy level * Distracting/ed members * Overly cautious statements * Inappropriate remarks
Covert Behaviors	Sighing * Eye rolling * Head shaking * Negative expressions * Fists * Hands gripping * Weird mouth sounds * Head down * Limited eye contact * Dozing off * Squinting * Holding breath * Teary eyes * Nail biting * Leg or foot tapping * Staring * Exaggerated Stretching * Disruptive noises * Inappropriate laughter * Clock watching * Mumbling * Sarcasm
Interventions	*Ground rules, timekeeping, icebreakers, etc. may prevent conflict. The key is to remember that unchecked behaviors turn into conflict. *If you spot covert behaviors, defuse the situation by testing your assumptions. *Incongruence between verbal and non-verbal may be an indication of unresolved issue(s). *Silence may create an opportunity for those involved to deal with feelings and get back on track. *Time outs or stretch breaks *Feedback *Confront

Intervention Methods

Prevention

- Prevention may be exploratory or diagnostic in nature, or it may involve the use of warm-up exercises, humor, or team development exercises.
 - Icebreakers and team builders
 - Humor, small talk, kidding
 - Enthusiasm for team and task
 - Active listening and empathy
 - Summaries of thoughts, opinions, and ideas
 - Model the use of "I" statements
 - Self-disclosure



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- Speak clearly
- Paraphrase and reframe participant comments
- Model the belief that all members have good intentions
- Feedback and openness to feedback
- Support healthy disagreements

Diffusion

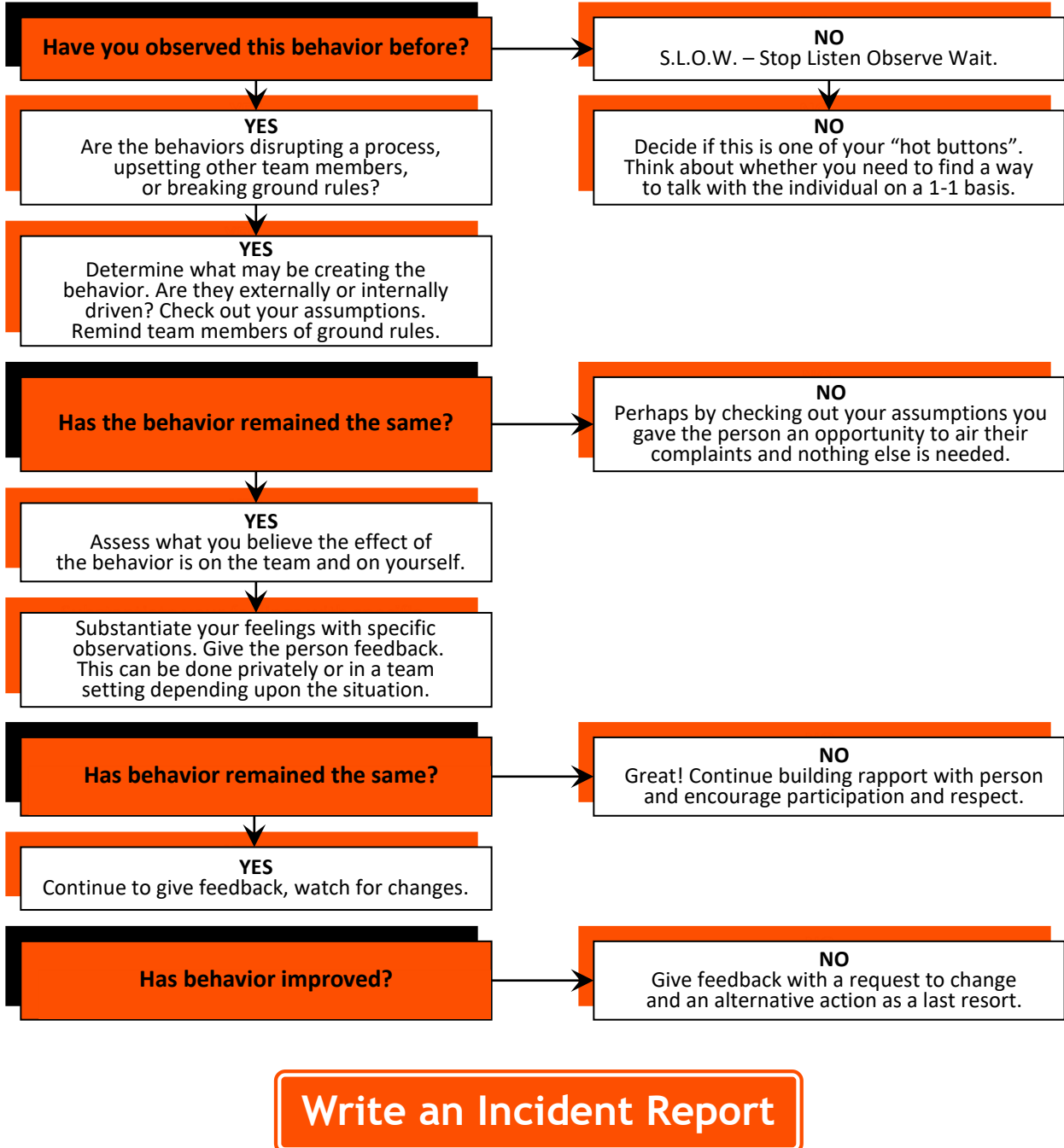
- Diffusion is action-oriented, involving interruptions of the group process, and redirection as necessary. This method relies heavily on tracking the group's process.
 - Refocus on objectives
 - Make time to clear up conflict
 - Revisit ground rules
 - Use neutral language and search for commonalities
 - Focus on thoughts and ideas not people
 - Frame the existence of differences as positive
 - Surface underlying issues
 - Underline commonalities that exist even in divergent opinions

Confrontation

- Confrontation involves the use of comments or activities directed toward the individuals involved in the conflict and designed to include the team in solutions. Confrontation is a high-level intervention technique and should be used only when you are certain it is the best alternative.
 - Feedback/Feedback with a request for a change
 - Use direct questions to surface assumptions
 - Clarify intentions behind behaviors/words
 - Describe the effect that behaviors have on others
 - Confront involved parties in private session
 - Time-out

6.8.4 Conflict Response Flowchart

The chart below shows the steps to resolve a conflict (value based or not). These steps will help whether you are a participant in the conflict or acting as a facilitator in order to resolve the conflict between other members of your team.





6.8.5 Roommate Conflict Mediation Flowchart

Always encourage residents in conflict to resolve the problem themselves before getting involved.



Write an Incident Report

*Examples of ground rules include only using "I" statements, talking to each other instead of to the mediator, maintaining physical distance, no name calling, and speaking in a calm and reasonable tone of voice.

6.8.6 Safe Room Information

A safe room is defined as a temporary housing assignment for staff to utilize if a situation warrants immediate removal of a student. During business hours, contact the RHD where the safe room is located (after hours, contact the RHD on duty) to verify whether the safe room is available. After verifying the room is available, arrange to meet the RHD at the safe room (RAs).



The RHD will issue a key and temporary access card to the resident. These items will be returned when the resident checks out. No room change card is needed. The RHD will let the resident into the safe room and issue them a key. The RHD will leave a voicemail message for the RHD of the building where the safe room is located alerting them of the occupancy. An Incident Report needs to be written following the above procedures.

The student removed will bring only items of necessity and what they may have use for until the following business day. Upon the next business day, the student is to report to the Residence Life Office to pursue a permanent change of room. Notification via email should be sent from the RHD utilizing the space to the AD for Housing Services (Katy Earp), Administrative Assistant III-Assignments (Sally Bacon), and the A/RHD of the building that student is placed. The Residence Life Office will follow up with the student should they fail to report the next business day. If the student still fails to report to discuss room options, the RLO may seek the assistance of hall staff in locating the student. Once a permanent assignment has been established all parties involved will be notified via email of the change of room. Once the permanent change has been initiated, it will follow the normal procedures of a regular room change.

The RHD residing over the safe room will put in a work order for cleaning once the student has completed their check-out, and notify AD for Housing Services (Katy Earp) as well as Administrative Assistant III-Assignments (Sally Bacon) once the room has been cleaned.

Safe Room availability can be determined by pulling up the Occupancy Graph within StarRez. If one of the safe rooms is being utilized, the space will be closed on Occupancy Graph. The RHD looking for a space is to use the priority list provided within this policy to determine the next viable option. Notification of room use should be specific as to which room has been utilized. The AD for Housing Services (Katy Earp) will block the room within a reasonable timeframe so that all staff are aware of the room utilization. The room will remain blocked until a notice has been received that the room is cleaned and ready for use.

Safe Room Priority List: *make sure it is not assigned to a student*

PWH 337-1

PWH 537-1

SJH 500

SJH 511

6.9 University Police Department

Promote cooperative relations.

Realize you may not be entitled to all of their information, but your RHD may request it.

Know that the dispatcher will be handling other calls and communicating with other agencies at the same time.

If your situation is not a priority (immediate threat to safety or facilities), be prepared to be put on hold if the dispatcher is involved with something else.

If your situation is a priority, announce to the dispatcher that your call is an emergency. The dispatcher will determine the nature of your call and what degree of response is necessary and then put you on hold while they notify the officer. The dispatcher will return to obtain additional information from you.

- Call UPD for the following:
 - Illegal activity
 - A medical emergency
 - Fire, power outages and weather related emergencies



- Disruptive activity you cannot contain
- A problem outside your building
- A need to contact another agency
- In case of an emergency:
 - Call 936-294-1000 immediately and request an ambulance
 - Locate your RHD, or the RHD on Duty if it is not between 8:00 a.m. and 5:00 p.m. Monday – Friday.

IF A STUDENT HAS A COMPLAINT ABOUT UPD, REFER THE STUDENT TO THE DEPARTMENT AND/OR OFFICER SO THAT UPD HAS AN OPPORTUNITY TO DEAL WITH IT FIRSTHAND.

6.10 Two Way Radio Operations

6.10.1 Large Motorola CP200

These radios are large black radios.

The radio should be kept in a secure place in the RHD's office unless otherwise instructed by the Executive Director.

Instructions:

- First turn the radio on using the on/off volume control located on the top of the radio. When turned on the radio will beep. Switch to Res Life 1.
- You will speak and respond to the Base Unit only, which will be the designated shelter coordinator at the Residence Life Office. Do not converse with each other unless directed to do so by the designated shelter coordinator. The Base Unit will relay all inquiries and directions to and from the appropriate areas (to maintenance, to the main emergency group, etc.) as this will involve switching channels multiple times.
- When preparing to talk, hold the radio within three to four inches of the side of your mouth. Speak in a normal tone of voice and be sure the radio's antenna is pointing straight up. Press the push-to-talk button first then start speaking. Speak in plain English and avoid using any slang terms. When finished, let go of the button and wait for a reply.
- If the message you receive is garbled, ask the person you are speaking with to "say again".
- When you are finished responding to a message and are signing off, please give your radio number and say either "signing off" or "clear". (Ex. "5515 Clear")

On the XPR7550 model handheld radios (this is what we have) there are two buttons on the side of the radio below the push-to-talk button. The top button when pressed will open the "Squelch" allowing you to hear static which is useful for setting the radio volume. The lower button when pressed causes the LED on the top of the radio next to the channel selector to act as a battery indicator. Green means a good charge, yellow represents a mid level charge and red means the battery needs to be recharged.

Always remember that the radio is a tool and the frequencies are a shared resource. Try to keep your communications short and to the point so that others can use the frequency. Only use the radio for emergency communication and for directions. Do not have conversations on the radio. Inquiries or remarks such as "what time are we meeting for dinner?" or "when your shift is over, come by here to watch the ballgame" are completely unacceptable.



6.10.2 Residence Life Radio Call Numbers

Residence Life Radio Call Numbers – Big Radios

513 & 507 – Base (Residence Life Office)	5510 – Estill Hall
5515 – Jackson-Shaver Hall	5508– White Hall
5502 – Sam Houston Village	5503 – Raven Village
5514 – Belvin-Buchanan Hall	5509 – Bearkat Village
5516 – Elliott Hall	5507– Four West
5505 – Piney Woods Hall	5511 – Lone Star Hall
5506 – San Jacinto Hall	5513 - Copper Village

6.11 Crisis and Protocol FAQ

If I have a concern/complaint about a peer, what should I do?

Discuss your concerns with that person and try to rectify any problems on your own. If this does not work, consult your immediate RHD.

If I have a concern/complaint about a RHD, what should I do?

Discuss your concerns with that person and try to rectify any problems on your own. If this does not work, consult the Assistant Director.

Forms Index and Location

All forms may be found in the Forms Distribution Center.

- Abandoned Property
- Abandoned Property Form Auxiliary
- Abandoned Property Label
- Damage Appeal
- Program Planner/Evaluation
- Purchase Request
- Waiver of Liability for Programs
- Public Area Safety & Maintenance Check
- Room Safety, Hygiene & Maintenance Check
- Meeting Sign In Sheet
- Approval for 2nd Job Request
- iPad Agreement
- Duty Cell Phone Agreement
- Receipt of Staff Manual
- Hall/Room Transfer Request
- Fire Drill Evacuation
- Loaner Key Check-Out Card
- Gaming Checkout
- Bike Storage Warning
- Program Responsibility Chart
- Duty Switch
- Incident Report Confirmation
- RA Info Sheet
- Resident Agreement
- Damage Report

Triplicate Forms/Forms Bounds as Pads – Only in the FDC

- Room Change Card
- Notice of Entry