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NORTHEAST ASSOCIATION OF COLLEGE AND UNIVERSITY HOUSING OFFICERS



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Photo by David Ferguson
of the White Mule Statue
at Colby College

From the President

Hello NEACUHO!

It is hard to believe that the association will soon be gathering together in Mystic, CT for our Annual Conference. This event signifies the end of our calendar year and the start of a new one. I look forward to presenting the organizations accomplishments at the Business Meeting, networking with members and sharing my story of how I have “Charted my Path” in NEACUHO.

Being the association’s President was something that I had aspired to do since I attended my first annual conference in 2008. That conference was the catalyst to chart my path within NEACUHO. I was hooked from the beginning and have been involved ever since. From humble beginnings as a member of the New Professional Development Committee to various elected and appointed positions on the board and now the presidential rotation.

I am proud of where NEACUHO is going and that I was able to lead the organization this year. As President, I never had to cancel any of our events as the weather cooperated; we had a strong attendance at all of the drive-ins. I was able to reintroduce the Residence Education Committee, which had an amazing drive-in. I



developed (with the help of the board) an Ethical Standards Document for E-Board Members and we changed the Secretary position to be an appointed role.

I would like to personally thank all of the campuses that hosted NEACUHO events this year. I enjoyed traveling around the region, meeting our members and sharing best



Charting Your Path To NEACUHO

Annual Conference | Mystic, CT
October 3-5, 2018

practices within Residential Life. To those folks that presented at a drive-in, served as a mentor at one of our institutes or will be presenting at the Annual Conference, THANK YOU! NEACUHO would not be as successful as it is if it was not for you.

Finally, I would like to thank the membership for electing me into this role. It has been an

honor to be the associations President. I have treasured my time with NEACUHO and I hope to see you at our events next year.

Nate Gordon
NEAUHO President

Crafting the Interview Experience

Marshall R. Greenleaf

The on-campus interview. That grueling gauntlet of interview session after interview session, with maybe a presentation or case study thrown in for good measure. It has long been a staple of the Student Affairs recruitment season. It is definitely not for the faint of heart.

If search chairs and hiring managers want to attract the best candidates, it's important to approach the on campus interview not as a process, or day I say test of endurance, but as an experience designed to make candidates feel excited about the possibility of working for your institution. How do we approach crafting a top-notch interview experience? Here are five tips that can bring your on campus interview to the next level.



Tip #1: Your on campus interview begins far before a candidate steps foot on campus. Communication is crucial when offering on campus interviews. Be very clear and transparent regarding interview travel and logistics. If a candidate steps onto a plane not knowing who is picking them up at the airport, it can create negative feelings toward the interview experience and the institution. Be clear and timely in communication up to the

time of the on campus interview and provide a contact person for the candidate should they have any issues during their travel.

Tip #2: Always pay attention to small details and special touches. If you want to make your interview day stand out, think about ways to make your candidate feel welcomed. This might mean a welcome bag with a hand written note waiting for them when they check into their hotel, or some



“school spirit” themed interview folders and materials. These details can foster a sense of excitement for the candidate, which can lead to you getting your top candidate.

Tip #3: Prep all staff participating in the interviews. Never leave anything to chance or make the assumption that anyone involved in the interview process will automatically know what to do. Prep the staff participating in your interview day and cover all expectations. Does your staff know dress expectation for on campus interview days? Do they know that an interview is not a place to catch up on lunch? Believe me, someone eating an egg salad sandwich in a small interview room does not

make the impression you’re hoping for to the candidate. Set clear expectations for your staff to ensure the interview day goes smoothly.

Tip #4: Plan your day with an inclusion lens. Think about ways to make your interview experience universally accessible. If you have not done so, talk to your HR or EOO office regarding your institution’s process for providing accommodations should a candidate need one. Also think about the location of your interview room and whether or not it is easily accessible to candidates of all ability levels. Are you giving the opportunity for candidates to identify personal pronouns? Do you have gender inclusive restrooms near the interview

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space? Remove any potential barriers from your interview day to create an inclusive experience.

Tip #5: Think about space. If a campus or office tour is part of your interview experience, make sure things are tidy...or at least not embarrassing. I've actually interviewed while sitting next to a rotting apple core, and it was not a pleasant experience. You want your candidates to feel good about the space they are in. Are you using interview rooms with windows? Is there adequate lighting? Is there comfortable seating? Is there climate control? You'll want to choose spaces that are comfortable to the candidate to help them

have an amazing interview experience.

The recruitment season is an extremely busy time for all involved, but putting in the time to plan an interview experience that keeps your candidates informed, comfortable, and welcomed will absolutely pay off in the end. If your candidate leaves the interview experience excited about your institution, you will then get to be excited about your newest hire.

Marshall R. Greenleaf, Ed.D. is the Associate Director of Residence Life at the University of Massachusetts Lowell.

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NorthEast News

Robert Edward Hill Obituary

Bob Hill, former NEACUHO Past President has passed away. He served as president from 1967-68 and was instrumental in forming the organization. His son, Kevin Hill, also served as NEACUHO past president and treasurer for ten years while he was director of residence life at the University of Massachusetts Dartmouth.

Robert Edward Hill, age 92, died on August 7, 2018, at Pelican Landing Assisted Living and Memory Care, in Sebastian, FL.

Born on October 7, 1925, Mr. Hill enlisted in the United States Navy in 1943, graduated from the Officers' Program at Yale University in 1946, and remained on active duty until 1951, retiring from the Naval Reserve with the rank of Captain, in 1970.

In 1951 he began working at Brown University in the Comptroller's Office, then became Dean

of Students, and retired as Vice President of Business Administration, in 1984. He then spent several years lobstering in Narragansett, Rhode Island, before retiring to Florida.

Mr. Hill was predeceased by his first wife, Janet McClelland Hill; his second wife, Ellen Sheffield Hill; and by his daughter, Candace Ruth Hill, of Oakland, ME. He is survived by his daughter Gwyneth Hill Beagley and her husband, Walter of Alma, MI; his son, Kevin Winsor Hill, and his wife, Jacqueline, of Sebastian, FL; and by his son-in-law, Stephen B. Collins, of Oakland, ME. He is also survived by eight grandchildren and ten great-grandchildren.

In lieu of flowers, donations may be made to Point Judith Fishermen's Memorial Foundation (PJFMF.org) or Fisher House Foundation (fisherhouse.org).



Such a Small Thing

Mack Ottens

If you asked a handful of resident assistants why they chose to become a RA, you would most likely get one of two answers: a free room, or a resume booster. Both answers are completely justifiable in their own right, as the price of education skyrockets and the job market narrows. For me, however, the answer was different. When I was growing up, I never had anyone I could turn to for advice, or anyone I could vent or just open up to. I decided my reasoning for being a resident assistant would be simple: I wanted to help people. I wanted to be the person I needed when I was younger to those who now needed it as desperately as I did.

As a resident assistant on an all male floor of an entire first year, tripled residence hall, I had my work cut out for me. I quickly learned how to



pick my battles, as well as develop and create a community among a group of first time college students whom of which had just met each other. I became familiar with the men on my floor quickly, and was able to very easily know when something was wrong with their body language and facial expressions. If someone was struggling with something, and told me nothing was wrong, I would inform them their face illustrated otherwise, and often then they

would spend hours in my room telling me whatever is bothering them. I would become their confidant who was always willing to help them through homesickness, break ups, problems at home, and many other things a college student faces. Simply being there for your residents when they need someone is one of the easiest ways to make friends and build an incredible community.

Now I am not a creative person, by any means, but I did my best when it came to



the monthly door decorations and bulletin boards. More importantly, it would turn out, was the whiteboard on my door. Many resident assistants use a whiteboard to convey to their residents where they are, or display a quick note. I use my whiteboard for a weekly quote. I decided on the first night that I went on duty, I would write a motivational quote on my door. I decided this would be part of my duty ritual and it quickly became a habit. I would try to search for a quote I had never heard before. Something motivational,

“I think about that moment every day and the profound effect it had at that moment and continues to have on me.”

inspirational, perhaps even funny. It was not uncommon to find me standing in my doorway, cell phone in one hand, marker in the other, for upwards of fifteen minutes to look for just the right quote. I never thought

anyone would notice, but I kept doing it. It became my favorite part of being on duty.

By the end of the first semester, I became busy and nearly forgot to put up a new quote. That would have been a huge mistake. Hastily, I began searching the internet for the perfect one to write. Each time I began the search it



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took longer due to the fact that I had seen just about every good quote on the internet. Eventually, I found one, and after I wrote it, I went about my usual business and after my rounds returned back to my room. Later that evening, I overheard a resident walking with a friend through the hallway. I began walking toward my door to grab something when I heard something that would stop me dead in my tracks and needless to say verklempt in the truest meaning of the word. I overheard the resident say to his friend in an incredibly serious tone: "Wait!, before we go we need to check out what Mack's quote is this week! The one last week saved my life."

I'll never be able to fully explain the emotions that ensued later that evening. I think about that moment every day and the profound effect it had at that moment and continues to have on me. No matter how nominal an action may seem, someone, eventually, will notice. If whatever you do helps just one person—one out of a thousand or a hundred or perhaps even just ten, it is worth it. You'll never believe what can happen from such a small thing.

Mack Ottens is a Head Resident Assistant at Keuka College.



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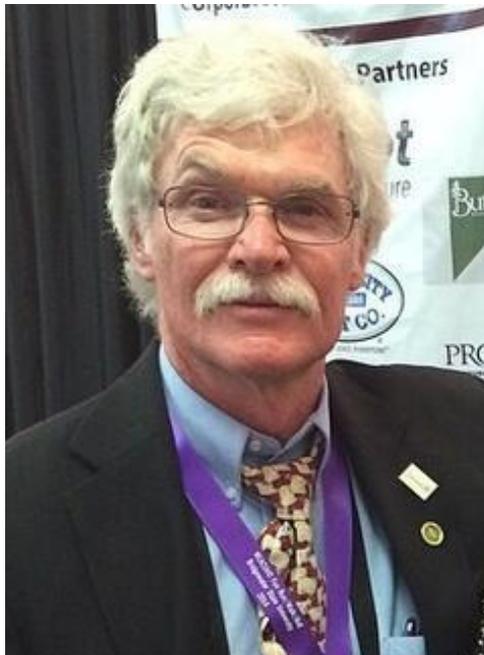
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Job Loss? Could That Really Happen To Me?

Chuck Lamb

There is a growing trend to terminate staff for “cause” particularly in the entertainment industry in the area of sexual harassment. Individuals in those high profile positions seem to receive the press and the notoriety as well as the shame and humility that accompany termination actions. Such personnel movements are rarely advertised in higher ed and particularly in student housing circles and there are always stories about such decisions and changes being made without the fanfare. But it does occur, it is painful and rarely talked about or preparation made for this—particularly in res life/student housing circles. When was the last time you read a Talking Stick article on the topic or attended a conference interest session on this issue? How does a professional find him/herself in a position of this nature, how does one cope

and what can be done to avoid the situation in the first place? After what the author considers a successful career in higher ed that included job loss, hopefully this discussion will provide some advice and structure to enable others to cope with the situation or successfully navigate away from this. Quite often this is considered a “silent” situation rarely talked about in the open but this phenomenon impacts the individual, the staff family members and the profession as well.



Donald Trump, in his pre presidential role, frequently employed the phrase “you’re fired!” to gain headline and television ratings for his program “The Apprentice.” Those 2 words were tossed about in the media and in conversation circles without thinking about the impact they really could have on staff in student housing/residence life. Termination has and continues to occur through



cut backs, “downsizing”, personnel action, changes in institutional/division or department leadership, or other forms of decision making. This form of job change can be challenging, frightening, demoralizing and enlightening at the same time.

Although this article may focus on the mid managers or SHO’s in the profession there is a realization job termination can occur at any level. RA’s are usually provided with a clear set of expectations regarding behavior, performance, GPA and role modeling to continue in the position. These younger staff seems to appreciate the lack of gray in job descriptions and the clear cut expectations outlined to them during the recruitment, selection and training processes. The author sees (and has experienced) less specificity as advancement in the profession occurs. There seems to be personnel guidelines for every campus but the on-boarding and training programs rarely spend quality time and attention on this topic until an event or incident happens. In the past appointment letters stated the length of term, salary and some general expectations. An institution’s human resources division/ department may have

depth in material on this topic but rarely is it promoted up front or reviewed in advance. Perhaps as a profession we should.

Residence life staff are “cut loose” for non-performance or their contract not renewed for the following year for a number of reasons. Others are encouraged to move on from their position and/or institution or the profession when performance or behavior doesn’t meet expectations. Just as our student judicial systems attempt to change inappropriate behavior, so too can human resources/ personnel procedures. Performance programs are created hopefully in collaboration with the employee when expectations are not met. This is fair and enables the employee to personally confront the inadequacies and change/improve. This is essential for an emerging professional or established middle manage who still has years of work in forthcoming years. How can these individuals

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be corrected to raise their performance and remain in the field? Obviously there are basic and common sense behaviors that cannot be accepted by an employee and termination is obvious and appropriate-similar to actions in the student judicial process.

After the decision has been made about position termination there are transition realities. One has to cope with the various emotions this action can cause. There could be sentiments of disappointment, frustration, anger, resentment, embarrassment, betrayal, even PTSD type of feelings. Holes may develop in one's psych or confidence. As previously stated, this is usually not a topic that is openly discussed and becomes a sort of "scarlet letter" for some. How does one share this information with family, friends, and colleagues and how extensive should the information sharing be? Some job terminations include bridge programs to assist the individual including an extension of salary and benefits, outplacement services or temporary assignment to another position. These items should be negotiated in any severance package that is created. A final component of the transition phase is simply talking through the experience and process with others. This is critical and could be accomplished through one on one counseling, group therapy, simply speaking with colleagues and/or support groups. Always

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attempt to include this in any severance package and use it if you feel it is necessary. Take the essential time to process what has happened to deal with the emotions related to job loss. Don't underestimate the effect of separation from your previous life and the structure it provided on a daily basis. Create a daily schedule to replace that including exercise and contact with others who could be in and/or out of the field.

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What happens when the “gravy train” stops running? Any severance package has a finite end. Determine how long benefits will last and investigate a potential transfer to COBRA or government supported health programs for you and family (if appropriate). If you have been “flying solo” with your benefits, investigate joining coverage under a spouse/partner. Your lifestyle must change-there is not the usual income to support it. Don’t hesitate to apply for and use unemployment benefits-you paid for them and are entitled to that unique nest egg. Reduce expenses and the potential use of other fiscal resources for a bridge-including retirement funds, home equity, credit cards and family member loans. You can determine if this fiscal transition will be short or long term.

A unique distinction between our colleagues on the academic side of the house and those in student affairs is that magic experience of “sabbatical.” Residence Life/student housing folks don’t have that luxury and a job change of this nature could provide the time to reflect, recharge and rejuvenate. Make constructive use of free time with achieving mental health, exercising, eating right, and simply taking the time for you! When will get another chance to do so? Also seriously consider if you really want to get back into the game of student



housing or higher ed. Is this the opportunity for the transition out?

If you do choose to commit to a job search, it is not an easy process but totally manageable. Limit action on your search until your emotions are under control, you have “grieved” appropriately and can present yourself in an upbeat, positive and honest manner. You must develop an answer to the questions regarding why you are no longer with your former employer-a public statement of sorts. This one is not easy. Keep in mind there are individuals coordinating the search and hiring process that may have directly/indirectly been in the same situation you find yourself. You are not alone with this phenomenon. You can focus on the search full time as you explore alternatives. Timing is important-when do you re-emerge and do you take the first available position or wait for something that could arrive



later? There may be negative sentiments out there about your candidacy-folks will ask what happened and may consider you damaged goods. Always, ALWAYS be honest with this response in writing and particularly in interviews. You may have to be open to an expansion of your geographical preferences, duties, salary and benefit packages. What are you willing to compromise? You want to work; and to do so may require some adjustments. Job loss may have occurred due to non-congruence with the 4 P's that are present on every campus-people, personalities, politics and priorities. If you are not on the same page, negative sentiments

and situations can occur. After the new position is secured how much do you share about past employment history? Take the high road and control negative sentiments you may have about an institution or individuals. When you're back in the game, are you the same person? Do you change your work style, approach to position/responsibilities or personality due to past experiences?

There are definite learning outcomes that can be derived from the turbulence of job loss.

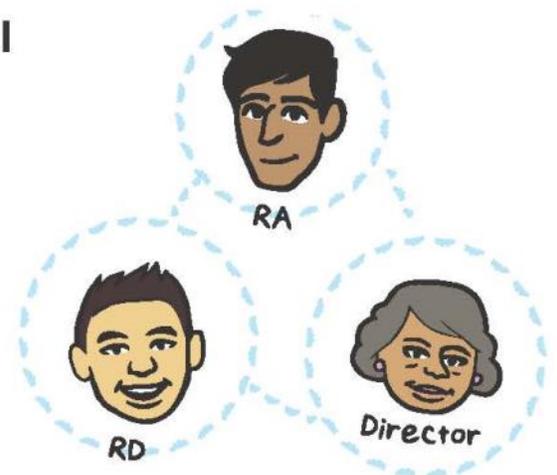
Consider some of these adjustments:

- Identify and get to know your allies on campus.

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- Middle managers are always in-between groups-that's why we're middle managers! Do you side with the staff you represent at all times or with the administration? SHO's are "tweeners"; tread carefully with this.
- Don't say NO-say yes/maybe/I'll consider.
- Read the political landscape earlier and more effectively.
- Don't openly challenge upper level administration-particularly in public settings.
- Understand your supervisor's power base (or lack of) and her/his character. What is the agenda for the supervisor and how can you assist its success? What compromises do you make this time to be successful?
- Realize job change happens in the profession; sometimes sooner than desired. Move on when the campus/ organization climate changes. Consider internal institutional moves along with complete job and career changes.
- When you successfully change positions after a job loss, continually assess if you have your game back. Are you jaded after the experience? Less trusting? Cautious? Or just the opposite?
- When job searching consider the variables

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that impacted your last position. Do your homework regarding the potential new supervisor, institutional/division leadership, campus culture, student population, personal needs/needs of family & partners, cost of living and lifestyle. Drill down for information in a more thorough fashion to avoid another potentially negative employment situation.

Changes in employment status will always be

challenging-even more so when the choice isn't made by the employee. Perhaps all of this can be avoided by adhering to those words my mom imposed on the Lamb children a number of years ago:

- Tell the truth
- Follow the rules
- Do what you said you would do

Chuck Lamb is the retired Director of Residence Life at the Rochester Institute of Technology.



Photo by David Ferguson of the Henniker Covered Bridge at New England College



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