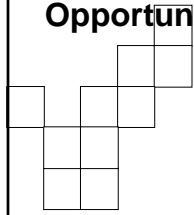


Cultures of Engagement, Opportunity, and Professionalism



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Agenda

- Brief overview of study
- Culture defined and described
- Your organizational cultures
- Highlights of cultures of engagement, opportunity, and professionalism
- Panel of research participants
- Large group discussion

Study Overview

- National study to examine best practices in recruiting and retaining entry-level live-in professionals in housing and residence life
 - What attracts candidates to these positions?
 - Why do they stay?

- Campuses having best practices in recruiting and retaining entry-level live-in professional staff identified using Delphi technique
- Expert panel consisted of ACUHO-I Leadership Assembly and Small College Task Force members
- 72 group and individual interviews conducted by 3 researchers on 11 campuses

Institutions

Retention

Western Illinois University
University of Georgia
Emerson College (MA)

Recruitment & Retention

Ball State University (IN)
University of Florida
University of Maryland

Recruitment

East Carolina University
Kansas State University
University of Wisconsin-Oshkosh
Seton Hall University (NJ)
Alfred University (NY)

Organizational Culture Defined

- Organizational culture – a shared system of beliefs, values, and assumptions among an organization's inhabitants

(Davis, 1984; Denison, 1996; Flint, 2000; Kuh, 1991; Kuh & Whitt, 1988; Sathe, 1985; Schein, 1992, 1999, 2004; Sergiovanni & Corbally, 1984)

- Organizational members share a common understanding that unites them, helps them to understand how they fit in, what is valued, appropriate, and inappropriate

(Allen & Cherrey, 2000; Davis, 1984; Sathe, 1985; Schein, 1992; Sims, 1994; Whitt, 1997)

- Culture guides the activities of an organization and its members (Sims, 1994)

Culture Elements

- Standard elements of culture include:
 - Artifacts (e.g., traditions, rituals, myths, stories, ceremonies, customs, language, physical, and social environment)
 - Values
 - Basic assumptions (e.g., thoughts, unconscious perceptions)

(Kuh, 1991; Kuh & Whitt, 1988; Schein, 1992)

Your Organizational Culture

- Please take a few moments to jot down a description of the culture of your department

Culture of Sites Described

- Engagement
- Opportunity
- Professionalism

Culture of Engagement

- Mutual fit
- Friendly
- Family environment
- Support
- "We'll take care of you"

Culture of Opportunity

- Prepare for future – staff will be ready for next position
- Broad view of professional development and plenty of support for it
- Not all opportunities require financial resources

Culture of Professionalism

- Empowerment
- Significant autonomy and responsibility
- Respect homes of staff
- Upgrades and choice

Panel of Participants

- Deb Grandner
University of Maryland
- Alan Hargrave
Ball State University
- Valerie Randall-Lee
Northeastern University

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http://www.housing.ufl.edu/Retain_Recruit/index.htm