

EXAM CONTENT OUTLINE
Campus Housing and Residential Life: CSAEd-HRL™

% of Exam Items	Domain	Sub-Domains	Knowledge & Tasks
5%	Foundations of the Profession	<ol style="list-style-type: none"> 1. Connect student affairs to the cultures, histories, and contexts of higher education systems. 2. Make individual decisions, support others' decisions, and model behavior that is congruent with research, professional standards and codes of practice, law, and organizational policies. 	<ol style="list-style-type: none"> 1a. Recognize the influence of political climate, and government policies and laws, on the administration of higher education. 2a. Navigate political realities and conflicting compliance issues. 2b. Evaluate to what extent self or others' actions or behaviors are consistent with organizational philosophies.
9%	Student Learning, Development, and Success	<ol style="list-style-type: none"> 1. Develop and implement programs and services for holistic student success. 2. Center and advocate for student learning, development, and success. 	<ol style="list-style-type: none"> 1a. Identify and interpret standards of behavior for the residential environment. 1b. Recognize the role of campus dining services in supporting student personal and academic success. 1c. Develop and operationalize learning communities and theme-based housing based on organizational goals and desired learning outcomes. 1d. Develop student involvement opportunities that serve as a catalyst for personal, career, and leadership development. 1e. Identify institutional partners and collaborate to meet needs and address gaps. 2a. Engage students as active participants in creating their institutional experience.

7%	Assessment and Evaluation	<ol style="list-style-type: none"> 1. Engage in comprehensive and cyclical assessment and evaluation planning. 2. Utilize insights and findings from assessment and evaluation data to improve policy and practice. 	<ol style="list-style-type: none"> 1a. Develop and implement a departmental or division-wide assessment plan. 1b. Distinguish among learning, needs, and satisfaction assessments. 2a. Use assessment and data to effectively craft a narrative for public use. 2b. Utilize narrative to use assessment data to make meaning of the results, and better illustrate our gaps and challenges. 2c. Connect assessment data to program standards.
21%	Social Justice and Inclusion	<ol style="list-style-type: none"> 1. Acknowledge and address systems of oppression, privilege, and power. 2. Critically reflect on self-identity, bias, and culture. 3. Create living and learning environments that foster equitable participation of all groups. 	<ol style="list-style-type: none"> 1a. Facilitate dialogue about power, privilege, and oppression 1b. Engage in bystander intervention to address systems of oppression, privilege and power 1c. Facilitate training about power, privilege, and oppression 1d. Acknowledge greater off-campus/national/international context regarding oppression, privilege and power, and situate those in one's work. 1e. Acknowledge greater off-campus/national/international context regarding oppression, privilege and power, and situate those in one's work 1f. Acknowledge greater off-campus/national/international context regarding oppression, privilege and power, and situate those in one's work. 2a. Engage in ongoing personal learning and development. 3a. Acknowledge greater off-campus/national/international context regarding oppression, privilege and power, and situate those in one's work. 3b. Respond effectively to incidents of bias. 3c. Facilitate training about power, privilege, and oppression. 3d. Create safe and inclusive residential communities. 3e. Create accessible environments and facilities.
13%	Leadership	<ol style="list-style-type: none"> 1. Establish priorities and outcomes that align to unit/department, divisional, and institutional vision. 	<ol style="list-style-type: none"> 1a. Shape and influence the institutional strategic plan and master plan. 1b. Employ change management principles in order to help staff understand the importance of their roles in institutional strategic plan, vision, and mission. 1c. Demonstrate a leadership philosophy that supports students and staff across multiple identities.

		<ul style="list-style-type: none"> 2. Develop diverse teams and communities that are equity-minded. 3. Build coalitions and consensus between and across the unit/department, division, academic, and external community levels to foster institutional success. 4. Utilize effective communication to achieve goals and priorities. 	<ul style="list-style-type: none"> 2a. Create opportunities to foster a learning organization mentality dedicated to diversity, equity, and inclusion. 3a. Recognize and execute effective communications to foster relationships, understanding, and collaboration. 4a. Apply and assess marketing strategies to meet goals and priorities (e.g., related to occupancy, programming, recruitment). 4b. Maintain awareness of emerging and evolving issues that may impact programs, services, and populations served when developing strategies and plans. 4c. Tailor communications based on the needs and expectations of different stakeholder audiences.
18%	Talent Management	<ul style="list-style-type: none"> 1. Navigate and challenge politics, power, and privilege inherent in hierarchical structures. 2. Recruit and select staff. 3. Orient and train staff. 4. Supervise and develop staff (performance management, processes). 	<ul style="list-style-type: none"> 1a. Use an approach in designing a staffing structure that meets the mission and goals of the program and addresses inherent power and privilege inequities. 2a. Design and utilize job assignment processes that align departmental goals, operational needs, and staff member talent and development 2b. Provide appropriate accommodations for the changing needs of live-in staff as it supports strategic recruitment and retention. 3a. Design and deliver training programs with appropriate learning outcomes. 3b. Evaluate the effectiveness of onboarding and training programs. 3c. Incorporate principles of universal design in staff orientation and training. 4a. Develop recognition programs that advance organizational goals and values. 4b. Create and offer development opportunities for professional and student staff. 4c. Strategically utilize individual staff talents and personnel resources to achieve the identified priorities and outcomes. 4d. Recognize the impact of policies, union contracts, and other HR legal

			<p>compliance into supervision and decision-making.</p> <p>4e. Practice identity-conscious supervision.</p>
15%	Crisis and Risk Management	<p>1. Develop and implement risk and crisis preparation and management plans.</p> <p>2. Respond to and manage information and data.</p> <p>3. Take necessary actions in response to a risk or crisis.</p>	<p>1a. Develop appropriate level of continuity of operations plan.</p> <p>1b. Identify financial and human resources needed to respond to and manage crises, and mitigate risk.</p> <p>2a. Adhere to laws and policies pertaining to privacy of personally identifiable information.</p> <p>2b. Take action to reduce risk of a data breach.</p> <p>2c. Recognize components of relevant information systems, change management processes, permissions, and controls.</p> <p>2d. Manage internal and external communication to determine response opportunities that respect privacy issues and public relations goals</p> <p>3a. Carry out appropriate response protocols within one's permission and purview.</p> <p>3b. Collaborate and work within institutional response protocols and frameworks.</p> <p>3c. Provide during- and after-incident support for staff responding to crisis situations.</p>
13%	Financial and Facility Management	<p>1. Manage financial resources.</p> <p>2. Manage facility resources.</p>	<p>1a. Recognize a process for setting housing rates and fees.</p> <p>1b. Develop long term financial plans that reflect goals, priorities, and ensure organizational viability.</p> <p>1c. Recognize the role of housing operations in funding campus-wide initiatives.</p> <p>1d. Manage budgets with attention to salaries and benefits, equitable compensation (including in-kind remuneration) across the department and field, staffing, classifications, and labor float/lapsed salary/time to fill position vacancies.</p> <p>2a. Develop an occupancy management philosophy and strategy.</p> <p>2b. Leverage use of facilities to meet organizational goals and priorities.</p> <p>2c. Recognize need for capital planning, and how it interfaces with occupancy plan, budget, and campus policies.</p> <p>2d. Recognize needs of a residential community for appropriate live-in staff accommodations and residential community spaces that meet goals or priorities.</p>