

RESIDENCE LIFE COMPETENCY MODEL

COMPETENCY	EMERGING Understand & Participate	BEGINNER Apply & Contribute	INTERMEDIATE Lead & Develop	LEADING Strategize & Influence
Occupancy Management	Understand housing processes and occupancy basics	Support assignments and use basic occupancy data	Lead assignments, forecasting and occupancy planning	Develop strategic occupancy plans aligned with institutional goals
Student Learning & Development	Understand student development and the residence learning environment	Create and assess learning opportunities for students	Lead learning strategies and mentor staff	Provide department-wide leadership for student learning and development
Assessment, Evaluation & Research	Understand the assessment cycle and provide basic feedback	Assess programs and interpret results	Use data to inform decisions and recommendations	Use assessment and storytelling to demonstrate impact and drive improvement
Equity, Diversity, Inclusion & Indigeneity	Recognize identity, privilege, bias and diverse experiences	Apply inclusive practices and challenge exclusion	Mentor others and advocate for systemic change	Embed EDII into departmental strategy, policy and partnerships
Strategic Planning & Project Management	Understand basic project planning	Support project goals, priorities and stakeholder communication	Lead projects, manage timelines and address challenges	Establish strategic vision and develop others in project management
Ancillary Services & Partnerships	Understand the role of campus and external partners	Collaborate with partners to support student needs	Coordinate partnerships, contracts and service delivery	Develop strategic partnerships and represent housing externally
Policy & Ethical Foundations	Understand policies, confidentiality and professional boundaries	Apply policies and recognize ethical concerns	Develop policies and ensure legal/institutional compliance	Lead policy frameworks, ethical leadership and accountability
Organizational & Human Resources	Understand staffing structures and basic hiring practices	Support recruitment, training and team development	Lead hiring, performance management and staff development	Lead workforce planning, organizational development and change
Facilities & Infrastructure Management	Understand safety, maintenance and responsible facility use	Coordinate maintenance and support facility operations	Oversee operations, budgets, vendors and emergency planning	Lead infrastructure planning, capital projects and long-term sustainability
Marketing & Communications	Promote and represent the residence experience	Create communications and marketing materials	Develop marketing strategies and assess engagement	Lead housing communications, branding and institutional strategy
Student Behaviour & Crisis Management	Understand basic procedures and know when to refer	Support students, manage conflict and respond to crises	Develop response strategies, policies and professional tools	Lead behavioural and emergency response systems and policies
Fiscal Responsibility	Understand basic budgeting and responsible resource use	Manage program-level budgets and track spending	Develop operational budgets and forecast financial needs	Provide strategic financial oversight and long-term planning
Leadership	Build self-awareness, teamwork and leadership foundations	Develop personal leadership style and professional goals	Lead teams, apply leadership theory and develop others	Coach leaders, solve complex problems and shape department direction