

Annual Report

Part 1

Section A

Unit Information

Unit:Office of Housing & Residence Life

Mission Statement:

Our Mission is to provide students with a successful on-campus living/learning residential experience. We accomplish this by:

- Providing clean, safe, well-maintained, and affordable facilities;
- Developing a community that feels like home and promotes respect for diversity and a sense of trust;
- Managing a responsible student-centered business operation that provides efficient & effective services;
- Providing services that respond to resident's needs and concerns;
- And promoting the holistic living/learning experience that embraces personal growth and development, provides social interaction, and resources and support for achieving academic goals.

Section B

Unit goals set within last year's (2003-2004) Annual Report

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report?](#)

Strategic Goal 8: Ongoing Quality Improvement

Goal 1: Establish a plan for assessment of current programs and services

What action did you undertake to achieve this goal?

Efforts to accomplish this goal began with a staff retreat held July 2004 during which the unit mission statement and key strategic actions for meeting that mission were identified. During Fall term, the Assessment Plan was drafted; the methodology for measuring achievement for each of the key strategic actions was identified and preliminary benchmarks were established. The Assessment Plan was reviewed by the Planning & Institutional Performance (PIP) office in November and officially submitted to the Associate Vice President for Administrative Services and the PIP office later that same month.

By what means did you assess goal achievement?

The target performance was the approval of the plan and evidence of progress toward implementing the plan. The data used to determine achievement of this goal based on the indicator were (1) submission of the plan to the PIP office and (2) documentation of the specific actions taken toward plan implementation, namely the development of data tools and reports.

The Assessment Plan outlines a number of evaluation efforts for which either qualitative or quantitative methodologies will be used. Areas for improvement as revealed by the data will appear as future goals and indicators.

Describe the assessment results and the conclusions about goal attainment you inferred from them.

The plan was drafted, reviewed, submitted and approved during this annual goal cycle. In addition, progress has been made toward the implementation of the Plan primarily in the development of the tools needed to collect and report data.

What continuous improvement resulted from the use of the assessment data?

The completed Assessment Plan provided the unit a “to do” list of actions necessary to implement the plan. To date, the establishment of the plan has led to the following activities:

- Collaboration with the Office of Institutional Research resulting in a draft of the Quality of Residential Life Survey (a major data collection tool required by the Assessment Plan);
- A pilot of the Work Order Satisfaction Survey;
- Development of a report on completion of work orders;
- Use of a student activity evaluation form;
- Completion of a plan for monitoring and collecting data related to payment of student housing fees;
- Evaluation of the demand for student participation in the special interest halls.

In summary, while actual assessment data as outlined in the Plan have not yet been collected, completing the Plan has resulted in specific progress toward implementation of a full-blown assessment effort within the unit. The development of this assessment plan is in support of the University’s strategic plan approved by the Board of Trustees earlier this year.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?

Strategic Goal 5: State of the Art Infrastructure

Goal 2: Conduct an analysis of the need for additional on-campus housing, the amount needed, and preferred style of housing.

What action did you undertake to achieve this goal?

Given the projected growth of the institution and the desired number of on-campus residential units, approximately 1500-2000 additional units are necessary to meet projected demand; the campus master plan designates an area to the south of the campus core for this additional housing. In September, a meeting was held with an engineering firm hired to design and permit the south campus housing development. During that meeting, it was suggested the projected timeline for additional housing at that site was approximately 3 to 4 years.

Growth in enrollment during the next 3 to 4 years will continue, which raised concern about the ability of the institution to accommodate the number of students who desire to live on campus. This concern led to a decision to proceed with construction of an additional 284 beds near the current housing complex.

By what means did you assess goal achievement?

The target performance was to successfully carry out a decision to open additional on-campus housing for Fall 2005. Determine the style of housing accommodations for the south campus development. The decision to proceed with Phase VII housing accommodations was based on occupancy reports.

Describe the assessment results and the conclusions about goal attainment you inferred from them.

Construction of Phase VII of student housing located at North Lake Village began in December 2004. The project is currently on schedule; the unit director meets regularly with the developer, architect, and construction manager to monitor progress and address issues associated with the construction process.

Initial discussions were held regarding potential designs for the south campus development. Progress on this aspect of the project has been limited due to the current construction. However, floor plans used at several other institutions for recent construction projects have been reviewed. Finally, the director of the unit attended a conference in October 2004, which focused on student housing facility design, development, and maintenance. In addition, the unit sponsored three "brainstorming sessions" with staff and students to investigate staffing, services, and facilities issues to consider in future developments. Efforts on this task support the President's performance measure #5 ("Build new facilities on campus – Master plan south housing complex).

What continuous improvement resulted from the use of the assessment data?

Cost was a major factor influencing the decision to build in 2004-2005 as opposed to next year (when construction costs are likely to be even higher), and cost also dictated that the same architectural design used for all previous housing facilities would also be used for this additional housing. This decision eliminated any need or opportunity to re-evaluate the design of on-campus units. Construction of this additional phase of on-campus housing addressed goal nineteen of the President's performance measures for 2005-2005.

The decision to move forward with additional housing resulted in an analysis completed by the unit that identified the target number of applications from new students, returning students, and transfer students in order to meet occupancy benchmarks. This analysis was shared with University

leadership for planning purposes and also has guided the marketing efforts of the unit.

Given that the opportunity to live on-campus as compared to commuting contributes to the academic success and satisfaction of students, this additional housing indirectly supports all aspects of the University mission. The residential experience increases students' sense of shared community and their commitment to the institution.

<u>Strategic Plan Goal</u>	Unit Goal
With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?	What were your unit level goals for 2004-2005 as contained in your <u>2003-2004 annual report?</u>
Strategic Goal 2: The Student Community	Goal 3: Further develop marketing materials to include publications aimed at both current and prospective students.

What action did you undertake to achieve this goal?

In an effort to improve communication with current and prospective residents and in response to increased competition from off-campus housing developments, the following was accomplished:

- A redesign of the web page which involved staff and students in a brainstorming session to determine content;
- The design and production of a new large tri-fold brochure outlining the advantages to living on campus;
- A re-design of existing “rack” brochure to reflect consistent visual theme for all publications;
- The production and delivery of three parent newsletters.
- A re-design of FTIC and transfer student orientation materials pertaining to the unit;
- The introduction of new marketing campaign “Live Where You Learn”;
- A revision of marketing materials aimed at returning students.

By what means did you assess goal achievement?

Target Performance:

While there may be numerous reasons to produce attractive marketing materials, occupancy is the primary reason. Therefore the target performance for this indicator is as follows:

- 55% return rate from Spring 2005 to Fall 2005
- 95% occupancy rate for Fall 2005

The method for assessing performance on this indicator is occupancy reports produced by the Assistant Director for Housing Operations. Occupancy reports are generated by using data in the student information system housing module and completed on an on-going basis.

Describe the assessment results and the conclusions about goal attainment you

inferred from them.

The return rate from Spring term to Fall currently sits at 56%; the occupancy rate for Fall 2005 will be determined on or about August 29, 2005.

What continuous improvement resulted from the use of the assessment data?

As a result of the projects noted in the “action narrative”, the unit has had more consistent and thorough communications with the Admissions Office, the First Year Advising Office, and the Orientation Office, and has developed a relationship with the newly established Parents Office. In addition, having introduced several new publications, the need for additional pieces is being considered.

On-campus facilities and the programs and services that support this function are attractive to prospective students. Some students report that their decision to attend FGCU was heavily influenced by the on-campus housing program. Appropriate marketing of these facilities will support student enrollment growth, a performance measure outlined in the President’s report for 2004-2005.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?

Strategic Goal 1: High Quality Education;
Strategic Goal 3: Co-Curricular & Athletic Programming

Goal 4: Work collaboratively with academic units to explore interest in additional “special interest” halls integrating classroom and co-curricular learning.

What action did you undertake to achieve this goal?

Establishing special interest residence halls requires planning and consideration for how the program will benefit students. Collaborating with the academic or co-curricular units associated with the special interest hall is key. The intent of this goal was to explore the initial interest of two academic programs and one student support service area in partnering to establish additional special interest programs:

- December 9 International Services
- December 10 College of Health Professions
- March 14 Engineering

The interest from the leadership of the Engineering program was high but it was decided that a residential component of the program should be postponed until 2007-2008, the third year of the academic program. Interest from both the College of Health Professions and the Office of International Services was also very high and it was agreed that the next step in the process would

be to survey students involved in those areas to gauge interest.

By what means did you assess goal achievement?

Target Performance:

Conduct at least 3 meetings with other units (academic & co-curricular) to discuss collaborating on the development of a special interest hall; gauge interest from students who represent the “target market” for these special interest programs.

Notes from the meetings documented expression of interest in these programs. While not yet defined, the assessment methodology for gauging student interest will likely include both quantitative survey and focus group or other qualitative approach.

Describe the assessment results and the conclusions about goal attainment you inferred from them.

Meetings were scheduled and conducted. Response from the meetings indicated that additional action is necessary. Future action includes assessing the degree of interest from the target student populations served by these special interest halls. The assessment methodology for this aspect of the program has not yet been defined.

What continuous improvement resulted from the use of the assessment data?

Because of the interest expressed by the units, additional exploratory action will occur (i.e. surveying students who represent the target market for these programs). The data collected will determine future action toward establishing additional special interest programs. Through this goal, the Office of Housing & Residence Life is working to enrich the residential experience of students by piloting accommodations for students who share special academic pursuits.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?

Strategic Goal 3: Co-Curricular & Athletic Programming

Goal 5: Serve a growing on-campus student population by offering opportunities for involvement, personal development and leadership development.

What action did you undertake to achieve this goal?

The Office of Housing & Residence Life supports the mission of the University by supporting the development of the whole student. The on-campus residential program is designed such that opportunities for involvement and personal and leadership development are made available to students and stand at the core of the residence education function within the unit.

The actions taken to support this on-going goal include:

- Specific budget allocations to fund staffing as well as programs and services aimed at residence education;
- Special assignments given to full-time professional staff members to advise and guide specific programs and activities aimed at residence education such as the Housing Judicial Board, the Resident Housing Association (student government), the para-professional staff training and development program, and special interest hall student committees;
- Specific expectations of para-professional staff based on a residence education model to offer participatory activities for residential students.

By what means did you assess goal achievement?

Target Performance:

Involve a significant number of residential students in structured programs facilitated by the Office of Housing & Residence Life that encourage personal and leadership development.

The source of data used to determine achievement of this goal was basic documentation and final data pertaining to the items listed in the next section will be compiled by April 30. What has not been assessed is the actual development or change as reported by students as a result of participation in these activities, which suggests an additional, more sophisticated and reliable indicator of the unit's success.

Describe the assessment results and the conclusions about goal attainment you inferred from them.

Judicial Boards – The unit recruited and trained a total of 19 students to participate on 3 peer judicial review boards. To date, the three boards have heard 65 cases of alleged violations of university housing policies.

RHA – This student organization involved 6 individuals elected to the executive board and 25 building representatives. These students met each Tuesday evening during the Fall and Spring semesters and sponsored a number of programs and activities for on-campus residents. Specific numbers of events will be compiled at the end of Spring semester.

Programs & Activities – Data will be compiled at the end of Spring semester.

Student Leadership Conferences – Residential students attended two state-wide leadership conferences. Ten resident assistants traveled to FIU for the Florida Resident Assistant Seminar in February and 9 RHA members participated in the Florida Association of Residence Halls conference at Embry Riddle University.

Student Para-professional Leadership Positions – This year, the unit recruited, trained, and supervised 35 Resident Assistants, student leadership positions that support personal development in skill areas including interpersonal skills, communication skills, time management, critical thinking, and teamwork.

Special Interest Hall Student Committees – Two student committees were formed to support the development of the programs in the Honors Hall and the Wellness Program building.

What continuous improvement resulted from the use of the assessment data?

In reviewing the data associated with this goal, the unit concluded that these same activities should continue to be an integral part of our residence education program and that the resources allocated should continue to be so designated. In addition, additional assessment measures were identified for future evaluation including student focus groups and qualitative methods to capture specific students' experiences as participants. This additional assessment might also determine the extent to which the residence hall programs and services support student retention at the institution, a specific goal within the President's performance measures for 2004-2005.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?

Strategic Goal 5: State of the Art Infrastructure

Goal 6: Develop a plan for long-term facility maintenance and improvements including budgetary commitments necessary to meet projected demands.

What action did you undertake to achieve this goal?

A long-term facility maintenance and improvement plan was completed in January 2005 and submitted to the Vice President for Administrative Services and the Executive Director of the Finance Corporation in February. The plan included the following components:

- Building Summary for current facilities;
- Age of Buildings by Phase chart;
- Schedule of Building Usage chart(historical);
- Building Systems & Amenities chart that includes life cycle estimates
- Capital Improvement Schedules by Project;
- Historical review of labor charges report;
- Request for funding for Summer 2005 projects;
- Summary of Funds Needed chart (three-year projection)

The development of the plan required information gathering and analysis regarding building conditions, expected life span of facility components, cost estimates, and determining priorities.

By what means did you assess goal achievement?

Target Performance:

Initiate and complete projects for year-one as outlined in Facilities Plan and obtain an 85% satisfaction level with the condition of the apartments at check-in as reflected on the Quality of Residential Life Survey (QRLS).

Projects will be monitored through the Summer for completion by Fall term (August). The Quality of Residential Life Survey will be used to gauge resident's satisfaction level with the condition of

the apartments at check-in. Constraints that may hinder the full evaluation of this indicator include budget constraints that may delay or postpone projects.

Describe the assessment results and the conclusions about goal attainment you inferred from them.

Plans are currently underway to schedule the facilities improvement plans for year-one as outlined in the Facilities Plan; most projects will be initiated and completed during the Summer term. The QRLS will be administered in the Spring 2006.

What continuous improvement resulted from the use of the assessment data?

The plan will be used to guide decision-making pertaining to facilities improvements and management of budget reserves designated for this purpose. The plan outlines a specific number of projects to be completed each year so that the residential facilities are maintained at a level that meets the expectations of residents and standards pertaining to safety, attractiveness, and affordability.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report?](#)

Strategic Goal 5: State of Art Infrastructure

Goal 7: Develop a strategy to address the introduction of computer viruses by students who move into on-campus housing and connect to the University network.

What action did you undertake to achieve this goal?

Following the start of Fall term 2003 during which residential students experienced interruptions in network access, the unit identified this goal in collaboration with Computing Services. Action taken to accomplish this goal included a series work team meetings comprised of representatives from both units. The work team took the following action in support of the goal:

- Establishment of a web page called ResNet to disseminate information to residential students about computer viruses, network privileges and responsibilities;
 - Production of an anti-virus CD;
 - Purchase of network cables for individual PCs;
 - Distribution during residence hall check-in of the cables and CDs to every network port in the residential community;
 - On-site help desk resources for residential students the first two weeks of the Fall term;
 - Relocation of all residential student computer network connectivity to a network separate from University network;
 - Designed a process for informing students of policies via computer registration.
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By what means did you assess goal achievement?

Target Performance:

Reduce the amount of time residential students were denied access to the University network as well as the number of individual students denied access as compared to Fall 2003.

Data was obtained from the Computer Services staff and based on the number of contacts to the Help Desk.

Describe the assessment results and the conclusions about goal attainment you inferred from them.

During the Fall term 2004, residential students were never denied access to the University network, as compared to several days of network interruption during Fall 2003. Only 3 students as compared to 128 were removed from the network due to high volume virus traffic.

What continuous improvement resulted from the use of the assessment data?

The unit, in collaboration with Computing Services, determined that this initiative did improve network services to residential students and clearly was an improvement over Fall 2003 in terms of the negative impact on the general University community.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?

Strategic Goal 8: Ongoing Quality Improvement

Goal 8: Utilize technology in ways that improve efficiency of operations

What action did you undertake to achieve this goal?

A number of efforts have been made during this goal cycle to utilize technology with the intended outcome of improved efficiency:

- Use of a share drive available to all full-time staff in unit; a “content description” was created for each folder so that files placed in each folder are in fact stored in the appropriate place on the drive;
- Fall and Spring term assignment letters were sent electronically after accessing student email addresses from the student information system (SIS);
- Use of a program for moving data pertaining to room assignments stored in the student information system into the electronic key system (B.A.S.I.S.);
- Use of “read receipts” to track communications with residents regarding delinquent payments.

Several other decisions were made to utilize technology in the future for greater efficiency:

- The Quality of Residence Life Survey (currently under development) will be issued to students electronically;
- The Work Order Satisfaction Survey (currently being piloted) is issued electronically;
- The unit web page is undergoing a complete revision in an effort to provide more and easily accessible information to current and prospective students;
- The Parent Newsletter, currently sent via U.S. mail, will be sent electronically to those parents who register an email account with the Parents Office.

By what means did you assess goal achievement?

Target Performance:

Reduce time investment and costs associated with unit operations, namely communications with current and prospective residents.

The assessment method used was to compare the level of efficiency before and after using certain technology resources.

Describe the assessment results and the conclusions about goal attainment you inferred from them.

The unit has specific data on two of the four specific actions described in the action narrative:

(1.) The data transfer process (from the SIS to the B.A.S.I.S. system) resulted in a times savings of approximately 36 hours. For Fall 2003, this process was completed manually, taking approximately 36 hours. For Fall 2004, the program utilized reduced the process to several minutes.

(2.) For Fall 2003, while assignment letters were sent electronically, approximately 145 students required a hard copy version due to either having no email account or an inaccurate email. For Fall 2004, only 10 hard copy assignment letters were required. This change was due to the unit’s ability to access form-accurate email accounts.

What continuous improvement resulted from the use of the assessment data?

Efficiency of operations could be documented for at least two of the four actions noted in the action narrative. These improvements are testament to the benefit of using technology and the unit continues to look for additional ways to do so. More specific documentation of the “before and after” levels of efficiency is necessary to better gauge success. These efforts, in particular the electronic communications with students, reinforces this communication methodology to students as the efficient and typical method for exchanging information throughout the University.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?

Strategic Goal 8: Ongoing Quality Improvement

Goal 9: Continue the process of defining what

data are useful for decision-making and operations and establish how that data will be managed.

What action did you undertake to achieve this goal?

Since Fall 2003, the unit has been recording certain information for purposes of comparison and forecasting. The purpose of this goal was to narrow the focus and proceed with documenting only that information that proved useful.

The following data are currently collated by the unit and used for related decision-making:

- Occupancy by week
- Number of applications by week for the upcoming Fall term
- Collection of rent charges by week
- Number of work orders completed by week and by facility
- Number of activities/programs sponsored by unit
- Evaluation ratings of activities/programs
- Number of judicial cases by semester
- Conference information – number of groups; dates; revenues

By what means did you assess goal achievement?

Target Performance: Decisions that include the use of data for purposes of comparison, benchmarking, forecasting, and improving service.

Data are accessed through a variety of sources and compiled by staff within the unit on a regular basis.

Describe the assessment results and the conclusions about goal attainment you inferred from them.

Data collected by the unit have been used in the following situations:

- The number of work orders has been used to support a proposal for an additional position.
- The number of applications for the upcoming Fall term has been used in forecasting occupancy and in guiding marketing efforts toward specific groups, namely transfer students.
- Data pertaining to collections have contributed to a new procedure that outlines the specific actions taken by the unit in response to delinquent accounts.
- The number of judicial cases has been used for comparison purposes to gauge whether the increase in number of residents has also increased the number of judicial cases (by percentage).

Summer conference data will be used for comparison purposes and for purposes of planning facility use during the summer term

- Occupancy reports have been used for forecasting occupancy for the Spring term, for comparison with prior years, and to guide marketing efforts toward current residents to return for next year.
 - Data pertaining to activities/programs have been used in evaluating the para-professional
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staff.

What continuous improvement resulted from the use of the assessment data?

On a more consistent basis than during the previous year, staff within the unit are considering data when making key decisions pertaining to a variety of issues. Given that in some cases, data have been collected and recorded for only one year, the usefulness has yet to be fully realized. Over time, the unit will not only have access to more historical data but can also determine which data are helpful and should continue to be available versus that data which is not as useful.

The unit is represented on several University committees that focus on the use of information through BANNER. Additional resources such as reporting tools now available at the institution will be used by the unit to further streamline the process of gathering and reporting useful data.

Section C

Program or Service Specific Assessments

What program or service specific assessment occurred in the current academic year?

(1) The question regarding construction of additional on-campus housing was addressed by analyzing the expected rate of growth in enrollment as compared to the number of on-campus beds currently in demand. The timeline for the south campus development project was also evaluated and projections regarding future demand were formulated. This analysis resulted in the decision to proceed with construction of Phase VII.

(2) The Office of Housing & Residence Life developed and launched an Assessment Plan during this reporting period that is based on the key outcomes set forth in the unit mission statement. For each outcome, specific assessment criteria and measures were established.

Of the measurement tools outlined in the Plan, the *Quality of Residential Life Survey* is slated to be used to collect data on all key outcomes. This tool has been developed and is currently being field tested. The final version of the tool will be completed by the end of the Summer term and distribution of the survey will be conducted in March 2006.

How were the results of the assessment used to improve programs or services?

(1) The decision to proceed with construction of additional on-campus residence halls was a decision clearly in line with the University's mission. External research indicates that students who live in residence are generally more successful academically and are more satisfied with their college experience. Because of the strong preference by students and their parents for on-campus accommodations, a lack of available on-campus housing could likely impact enrollment growth. Consequently, the opportunity to live on campus must be available to those students who request it and additional housing facilities allow FGCU to keep up with

this demand.

(2) Once administered, the Quality of Residential Life Survey will be very useful in gauging students' perception of the benefits of on-campus living pertaining to academic achievement and satisfaction with the University. This survey also asks students to comment on the degree to which living in residence has assisted their development in certain skill areas. Results from the survey will be used in a direct fashion in that programs and services will be modified to better meet students' needs then re-evaluated.

Section D

Unit Contribution to President's Performance Measures

Please review the President's Performance Measures for 2004-2005. Did your unit contribute to any specific performance goals for the President? (If so, please indicate whether the measure set was attained and to what degree.)

Phase VI of on-campus student housing (President's Performance Measure Goal 5) was completed on schedule and opened August 2004. In addition, the Director of the Office of Housing & Residence Life participated in initial meetings with the firm hired to design and permit the south campus housing complex. The timeline associated with this project facilitated a review of the need for additional on-campus housing sooner than could be supported by the south campus development. This review resulted in the decision to proceed with the construction of Phase VII housing located west of Alico Arena and contiguous to existing on-campus housing facilities. Phase VII is currently on schedule to open to student residents in August 2005 (President's Performance Measure Goal 19).

Part 2

Section A

Unit Goals for Coming Year (2005-2006)

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal

Goal for 2005-2006

Strategic Goal 8: Ongoing Quality Improvement
Goal 1: Improve programs and services within the Office of Housing & Residence Life outlined in the mission statement.

What action(s) will you undertake to achieve the goal?

The primary action related to this goal will be implementation of the established Assessment Plan for the unit. The plan is based on the five desired outcomes as stated in the mission; the plan includes between two and three specific assessment criteria / measures for each desired outcome. In order to ensure completion of the plan, each assessment criteria / measure will

be assigned to an individual or team of individuals within the Office. Efforts toward implementation will be reported during bi-monthly staff meetings and a written "update" on all progress will be created one time during the Fall and Spring semesters each. A final report will be created at the end of the planning cycle.

By what means will you assess goal achievement?

Achievement of this goal will be noted by implementation of the unit Assessment Plan, documentation of collected data, and the development of a plan to address problem areas, if applicable.

How will you know if you have successfully attained each goal?

Progress reports (oral and written) along with a final report created at the conclusion of this planning cycle (June 2006).

How will the results of the above assessments be used to improve student learning or services?

The Office of Housing & Residence Life directly supports the mission of the University by providing on-campus accommodations for students along with services and programs that support the achievement of academic goals and personal growth. The unit Assessment Plan is based on the five desired outcomes for performance of the unit that are directly tied to the unit mission. The data gathered as a result of implementing the Assessment Plan will indicate to what extent the unit is meeting its mission; shortcomings will suggest specific changes or actions that need to be made in order to meet the mission and continue to support the University.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal

Goal for 2005-2006

Strategic Goal 5: State of the Art Infrastructure Goal 2: Meet the accommodations needs of (future) students who desire to reside on the campus.

What action(s) will you undertake to achieve the goal?

This goal will be achieved through various actions as outlined below:

A. Research activity -

- Research current trends in on-campus housing;
- Review architectural plans for housing construction being planned or implemented at other colleges/universities.
- Gather data from current and prospective students.

B. Participation in the revision of the campus master plan.

C. Collaborate with architect to produce draft designs.

By what means will you assess goal achievement?

Documentation of research and participation in planning activities.

How will you know if you have successfully attained each goal?

(1) Documentation of the above mentioned activities along with (2) near completion of the master plan for the south campus housing development, (3) establishment of the design and designated program for each phase of the south campus development.

How will the results of the above assessments be used to improve student learning or services?

As FGCU grows, it is imperative that the physical environment, specifically residential facilities, be designed and constructed to serve the student population for many years into the future. Facilities - as well as the programs and services offered within those buildings - that support the academic achievement and personal growth of students are key to supporting the mission of the University. Well-designed residential buildings can and do directly support student success.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal

Goal for 2005-2006

Strategic Goal 2: The Student Community Goal 3: Support the University's goal of recruiting and retaining students from under-represented groups.

What action(s) will you undertake to achieve the goal?

- A. Evaluate and adjust if necessary current marketing materials such that the diversity of our community is fairly communicated.
- B. Evaluate and adjust if necessary the presence of full-time and para-professional staff members from historically under-represented groups.
- C. Spearhead a programmatic effort directed specifically toward first-year students from under-represented groups that focuses on the residential experience (i.e. homesickness; financial issues; networking; study strategies; getting involved, holiday celebrations, etc.) Collaborate with other units on these efforts when appropriate.

By what means will you assess goal achievement?

Measure the percentage of students from under-represented populations who live in residence; this number will match or exceed the institution-wide percentage for that same group.

How will you know if you have successfully attained each goal?

The retention rate of students from under-represented groups from Fall to Spring semester and

from Spring to Fall semester. Satisfaction with the residential experience has been shown to be a factor in retention of students. The results of the Quality of Residential Life Survey (to be administered in March 2006) can be reported by race. This analysis will indicate the degree of satisfaction with the residential experience for those respondents from under-represented groups.

How will the results of the above assessments be used to improve student learning or services?

The assessment results will indicate satisfaction levels for students from under-represented groups in a number of program and service areas of the Office of Housing & Residence Life. This data will either support existing efforts or suggest additional or alternative efforts necessary to improve the satisfaction level. The information may also suggest efforts that can be taken in other areas of the University to improve satisfaction and/or success of these students.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal

Goal for 2005-2006

Strategic Goal 1: High Quality Education Goal 4: Collaborate with academic and co-curricular units to support student achievement by offering special interest housing options.

What action(s) will you undertake to achieve the goal?

- A. Continue efforts to determine interest and define the purpose of three special interest halls currently under consideration: nursing major special interest hall; "global village" hall (focus on international travel); engineering or women in science & engineering special interest hall.
- B. By July 2005, make a decision whether to proceed with the establishment of one or more special interest halls for Fall 2005.
- C. Draft a plan for future progress in establishing these programs.

By what means will you assess goal achievement?

The establishment of at least one new special interest hall for Fall 2006.

How will you know if you have successfully attained each goal?

- (1) The demand for accommodations in the special interest hall meets or exceeds capacity.
- (2) Feedback from the student residents and program coordinators will be positive and support continuation of the program.

How will the results of the above assessments be used to improve student learning or services?

Special interest halls that focus on an academic major have been shown to improve the academic success and retention of students. Special interest halls that focus on common interests such as international travel have been shown to support students retention at the institution by increasing their satisfaction level. Presuming these special interest halls are well-designed, supported, and directed, the residents will likely benefit both academically and personally.

Strategic Plan Goal
With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal
Goal for 2005-2006

Strategic Goal 5: State of the Art Infrastructure Goal 5: Maintain existing facilities at acceptable levels of safety, cleanliness, and efficient operation.

What action(s) will you undertake to achieve the goal?

- A. Implement the Capital Improvement Plan which focuses on major facility improvements and maintenance.
- B. Continue to work collaboratively with the current contracted custodial services.
- C. Evaluate the current maintenance staffing arrangement in terms of efficiency and effectiveness of service to residents.

By what means will you assess goal achievement?

- (1) Completion of the facility improvement projects outlined in the Capital Improvement Plan.
- (2) Meet or exceed the assessment criteria outlined in the Assessment Plan for key outcomes pertaining to physical facilities.

How will you know if you have successfully attained each goal?

The satisfaction level of residents as reported on the Quality of Residential Life Survey questions pertaining to facilities.
Data collected from the on-line survey sent to residents who submit a work order.

How will the results of the above assessments be used to improve student learning or services?

A physical environment that is perceived to be clean, safe, and well-maintained is fundamental if residential students are to feel that the campus environment is their "home away from home." Dissatisfaction with the physical facilities can contribute to unacceptable behavior, unhappiness, and a poor impression of the University in general. In some cases, a poor physical environment can hinder academic success. Achievement of this goal will support the University's mission in offering an appropriate infrastructure to support the primary function, academic pursuits.

Section B

Resources

What additional resources have you requested and received a commitment for during 2005-2006 from your area VP or the President that is based on your analysis of assessment data for 2004-2005?

- A. Approval to create a fourth Resident Director position to accommodate the addition of Phase VII.
- B. Approval to proceed with year-one of the Capital Improvement Plan

What additional resource needs do you have for fulfillment of your goals that you wish for consideration from your area VP or the President that is based on your analysis of assessment data for 2004-2005?

- A. HVAC Technician position to support the growing maintenance needs.
 - B. Facilities Project Manager position to support the increasing number of facilities projects and management.
 - C. Business Officer position to assist with business functions such as billings and collections, budget projections, utilities usage analysis, tracking facilities costs, etc.
 - D. Assignments Clerk position to assist with contract management, assignments, room transfers, cancellations, room sign-up, and communications.
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Section C

Assessment Plans

What assessments are you planning to conduct during 2005-2006?

- A. Quality of Residential Life Survey
 - B. Analysis of Work Order "Turn Around Time"
 - C. Occupancy Reports
 - D. Collections Reports
 - E. Student Program (Activities) Evaluations
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Section D

Coming Year - Strategic Plan Contributions

2.1.1.a; 2.2.1; 2.3.1.a; 5.1.3; 8.2.1
