

**Florida Gulf Coast University
Division of Administrative Services**

Annual Report 2004-05

Mission Statement

Administrative Services is comprised of seventeen administrative units that support the university's mission of teaching, research, and community service. The Vice President for Administrative Services provides leadership to the division and publicly represents the university in business and community affairs. Administrative Services is dedicated to the vision of a supportive campus climate, providing the facilities and necessary services to meet the needs of students, faculty, staff, and the public in the pursuit of their goals. The support services allow faculty and students to concentrate their attention and energy on their academic activities while ensuring that the business practices, financial transactions, contractual obligations, and record-keeping responsibilities of the university are performed efficiently and effectively.

Background

The Division of Administrative Services experienced a number of dramatic changes in the 2003-04 fiscal year.

- Beginning July 1, 2003, the university devolved from the State University System and began independent operation as a public corporation, headed by its own Board of Trustees. Substantial changes in its operations began July 1, including the assumption of fiduciary responsibilities heretofore performed by the State Treasury and the implementation of a new financial system.
- On August 1, 2003, Dr. Joe Shepard assumed the position of Vice President for the Office of Administrative Services, replacing the university's founding Vice President, Curtis Bullock.
- On January 1, 2004, the university completed the final task of devolution, becoming the paymaster for its employees. On this date, a new Human Resources/Payroll system was implemented, completing the installation of an integrated Enterprise Resource Planning System, SCT Corporation's Banner.

It is a testament to the dedication and professionalism of the Administrative Services staff that these momentous changes were accommodated and the new systems successfully implemented in the required time.

In his first meetings with the division leadership team, Dr. Shepard addressed the need to set measurable goals and link outcomes to the budget process. With the assistance of Planning and Institutional Performance (PIP), they have established departmental objectives and action plans linked to the university's strategic goals. Action plans and

outcomes were established for which measurable performance indicators can be determined.

Beginning in 2004-05, the annual budget process utilizes department plans to identify opportunities and coordinate the activities and initiatives among the Administrative Services departments. Resources are allocated after a review of all plans is completed and the goals for the division are established. Departments are encouraged to collaborate in developing cooperative proposals that further the division's goals.

Department plans will be instrumental in the annual performance evaluation of the Vice President's direct reports. The Vice President and each of his direct reports will review division and department performance indicators, and evaluate the department's success in achieving its objectives. The evaluation will complete the annual cycle of the budget process, but also begin a new process as goals are discussed for the next year. Completing the cycle, following the 2004-05 annual reports and performance evaluations, division directors will develop plans for use in the annual budget process for the 2005-06 year.

Highlights

Some highlights for 2004-05 are:

- Online admission application via the web implemented.
- A 19% increase in freshmen applications by the end of the fiscal year and a 47% increase in transfer student applications for Fall 2005.
- Doubled the overall FTE student increase from 6% in Fall 2004 to 12% in Spring 2005. The resulting FTE of 3,686 exceeded State targets by 162 FTE or over 5% above the benchmark.
- Increased relationships with Edison College including funding a position to assist Edison with advising students and assisting FGCU with recruiting Edison graduates.
- 55% retention rate in students returning to Housing. Maintained between an 85% to 91% occupancy rate in Housing.
- Hired athletic coaches to serve as recruiters.
- 90% of all budget transfers occurred within 48 hours.
- Through targeted Freshmen advising played major role in assisting with the overall freshman to sophomore retention rate being 80%.
- Increased 2.3% overall in hiring minorities within Administrative Services.
- Implemented the ability for students to pay online using credit cards.
- Expanded the p-card program.
- Online non-degree application implemented.
- Diplomas on Demand implemented.
- Online parking and decal registration implemented.
- Began Curriculum and Program Planning (CAPP) – will allow advisors and students to audit and monitor completion of degree – lessen errors – benefits better course planning.

- Self-managed Online Application Resource (SOAR) – Online job application, search and screen, and hiring process allowing electronic viewing, posting and screening of numerous resumes and applications for FGCU positions.
- Developed a parent outreach program complete with an interactive website to assist parents with transitioning their student to FGCU.
- Completed construction, began construction or began the design phase of 10 different building projects on campus.
- Balanced the budget and had no audit findings in the 2003-04 financial statements all while implementing the FGCU Banner Finance system.
- Developed the Leadership Academy with an initial cohort of 35 employees to provide training in supervision techniques.
- Provided leadership and support for the Staff Advisory Counsel and the successful negotiation of the UFF contract and the resulting salary increases to both faculty and staff.
- Had no findings in the Southern Association of Colleges and Schools site visit for reaffirmation.
- Implemented the Computer Replacement Plan.
- Increased financial aid awards and reduced delays in sending out financial award letters.

Assessment of Programs and Services

The Division of Administrative Services continually monitors its progress by utilizing assessment plans. The plans provide a means of obtaining essential feedback needed to make improvements in the services we provide. Since it would be too lengthy to list assessment plans for all seventeen departments within the division, just a few examples are listed in the paragraphs which follow below. For more detailed information on individual departments, please refer to the annual reports, Part I, Section C.

One good example of a completed assessment plan for 04-05 is Auxiliary Services. They have conducted a review of the department organization structure with Human Resources. The result was a re-organization of the department creating a more streamlined and efficient operating model for the campus reservations and contract management aspects of Auxiliary Services.

Housing provides another example of recent assessment with results. The question regarding construction of additional on-campus housing which 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.

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.

Assessment Plans for 2005-06

Every unit within the Division of Administrative Services has identified one or more programs and services for assessment in the coming year, these can be found in Part II, Section C of the individual unit annual reports. As an example of just one of the many assessments intended to foster continuous improvement in fulfillment of the University's mission, for the academic year 05-06, the Office of Housing & Residence Life has developed an Assessment Plan that is based on the key outcomes set forth in its 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.

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.

Annual Report for the Division of Administrative Services 2004-05

The Division has achieved notable success in meeting its stated goals and objectives for 2004-05. This success has been achieved during a time of rapid growth in the size and diversity of the university. Growth has occurred not only in the number of students attending FGCU, but in the university's physical plant and infrastructure, bringing a number of challenges to the division. As the number of buildings on campus has increased, so has the diversity of activities and programs expanded, bringing students and members of the community to the campus in greater number and at new times. In addition to scheduled classes, the campus is hosting a greater number and variety of events for our students and the public throughout the week. The university's presence has expanded in the region as programs have grown in Naples, Charlotte County, and Cape Coral.

The use of technology has allowed the division to accommodate growth with fewer additional staff than would have otherwise been required to maintain our desired standard of service. Automating and streamlining business processes is a continuous effort. Development of the Enterprise Resource Planning System (ERP) expands and enhances the services we can provide to students online, reducing the time they need to meet with staff and spend waiting in line. However, the nature of the ERP with its closely integrated systems requires careful planning to achieve the greatest benefit as new features and services are implemented. Cross-institutional work groups coordinate the management and growth of the ERP, as well as other information systems, the data network, and the technology base used by faculty, staff, and students. Administrative Services has used technology to achieve continuous improvement in the services and support it provides to the university.

Administrative Services now supports a greater variety of programs and services in a wider geographic area than ever before. This year Administrative Services has grown from a division of eleven departments to one of seventeen. The first new change came when the Vice President of Administrative Services was asked to provide leadership in Enrollment Services. Enrollment Services is a core group consisting of Admissions, Financial Aid, First-Year Advising, and University Registrar. In addition, two newly formed departments - Curriculum, Advising, and Program Planning (CAPP) and Environmental Health and Safety (EHS) have joined the division. The following departments complete the division: University Budgets, Auxiliary Services, Human Resources, Finance & Accounting, Facilities Planning, University Police & Safety, Plant Operations and Maintenance, Telecommunications, Computing Services, Information Systems, and University Housing. This new growth of the division, coupled with the acquisition of Enrollment Services has strengthened Administrative Services as a whole and has served well for balance in our collaborative efforts in dealing with both academic and non-academic issues and services.

CAPP was created to aid in the management of the university electronic audit degree

system and will serve to establish the initial implementation plan, provide ongoing support, training, documentation, policies and procedures. The department will work closely with Colleges, Administrative Services, Enrollment Management, and Student Affairs to coordinate input and support for the degree audit system. Marc Laviolette, who has previous experience at Florida Gulf Coast University (FGCU) both in the Registrar's Office and advising students in the College of Business, was hired as director in early December of 2004. Since his hiring, he has begun to build the department by adding an additional Senior CAPP Officer. CAPP will directly benefit our students and will allow advisors and students to audit and monitor completion of degree requirements online while reducing errors in the process. Another direct benefit is the further aid in course planning that CAPP provides.

In January 2005 an EHS Director, Lewis Johnson, was hired. The department was established to provide oversight, give recommendations and implement strategies for FGCU environmental initiatives and the Environmental Stewardship Plan (ESP). Lewis is also working with the Environmental Stewardship Advisory Council (ESAC) to implement environmental health and safety directives as approved by the president, coordinating with academic programs as required; planning, developing, implementing and administering comprehensive programs in environmental management for FGCU. The department interprets, explains, and enforces compliance regulations relating to environmental health and safety; risk management/insurance, permitting, environmental training, and hazardous waste management; and establishing and coordinating activities of University Workplace Safety Committee and the ESAC. The department is responsible for working with federal agencies such as the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA) and will be their host during on-site inspections. The department also works to accommodate employee's special needs such as ergonomic furniture. EHS consists of three employees and is housed in a modular unit near the Aquatics Center.

The annual report is presented in two forms. The activities and achievements of the division are first listed as they relate to the President's Annual Performance Measures established by the University Board of Trustees. In the second section, the division's accomplishments are organized under the Goals of the Strategic Plan.

The Annual Report as per the President's Annual Performance Measures

Annually, the University Board of Trustees set performance measures for the university for which the President will be accountable. The Administrative Services departments were responsible for achieving a number of these goals, and their accomplishments in meeting them are documented in this section.

Goal 1 – Grow Student Enrollment. Both the overall headcount goal (6,175 fall 2004) and the FTE goal 3,511 for 2004-5) were exceeded. The achievement of this goal was the result of both new admissions and of the retention of current students.

- The Admissions Office contributed to the achievement of this goal by strengthening recruitment, placing an FGCU recruitment staff person full time in Edison College's Advising Office, and streamlining the admissions process.
- The Office of First-Year Advising hired a Coordinator for Parent Outreach and Relations and created a parent website with critical information for parents on how to positively support their student's academic experience.

Goal 2 – Diversify Student Enrollment. The university exceeded the projected Fall 2004 measures for student diversity, the number of students of color, and international students.

- The Admissions Office has extended recruitment efforts.

Goal 5 – Build New Facilities on Campus.

- Facilities Planning
 - WCI Green Building & Demonstration Center – *Project design to be completed in Mid 2005 and construction started in Fall 2005.*
 - Kleist Health Education Center –. *Construction was completed in Spring 2005*
 - Library Expansion – Begin construction in fall 2004. Completion in late 2005. *Project construction was started in Dec 2005 and will be completed in May 2006*
 - Academic Building 5 – Begin construction in fall 2004. Completion in fall 2005. *Project construction was started in Nov 2005 and will be completed in Dec 2005.*
 - Student Housing/Phase 6 – Completed in fall 2004. *Completed in Fall 2004 and Phase 7 scheduled to be completed in Fall 2005*
 - Herbert J. Sugden Hall for Resort and Hospitality Management Education – Begin design in winter 2005. Begin construction in winter 2006. *Architect was selected in Spring 2005, construction will begin in early 2006 and completed in early 2007.*

- Naples Botanical Garden Laboratory – Begin design in spring 2005. Begin construction in spring 2006. *Property ownership being worked out with Botanical Garden, program and architect hiring complete by Fall 2005 and construction completed by Fall 2007.*
- Campus Master Plan Update 2005 – Hire consultant and begin planning the 2005 update. *Consultant has been hired and planning begun with University committee.*
- Master Plan South Housing Complex – Consultant has been hired to do design and permitting of housing area and roadways to it from campus and Ben Hill Griffin Parkway. *Planning and permitting is on-going for this project.*

Goal 7 - Increase/Improve Academic/Community Outreach.

- Auxiliary Services Campus Reservations staff and facilities hosted a number of events on the FGCU campus that facilitated community outreach. Notable events were:
 - Alico Arena Hurricane Shelter Opening
 - Vice President Cheney Event
 - Transportation Town Hall Meeting
 - University Lecture Series with Maya Angelou
 - American Idol Watch Party
 - Jazz on the Green

Goal 10 - Intercollegiate Athletics.

- Auxiliary Services is responsible for the daily operation and scheduling of Alico Arena. This structure frees the Athletics Department to focus their energies entirely on the growth of athletic programs.
 - Track attendance in Ticketmaster system along with student counts, and ticket stub counts.
 - Track gender equity compliance in Title IX with ticket sales.

Goal 11 - Balance the Budget.

- The Budget Office, as part of its continuing operations, monitors expenditures in order to advise leadership and manage resources to stay within a balanced budget. The university will end the 2004-05 fiscal year within the approved budget.

Goal 15 - Equity Accountability Program (EAP) for Recruitment and Promotion of Women and Minority Professionals.

- The Admissions Office contributed with the hiring of two minority candidates into professional positions.

Goal 16 - Faculty Development.

- The Budget Office served as a key resource for data provision and analysis of fiscal matters for the Chief Negotiator interacting with the United Faculty of Florida in pursuit of a bargaining agreement.

Goal 17 - Staff Development

- Human Resources
 - Participated in College and University Personnel Association (CUPA) and Salary Survey Online compensation surveys and compiled the results in order to update the market study. HR will process any market salary increases that may be approved by the administration.
 - The Staff Advisory Council (SAC), formed a sub-committee comprised of the SAC President, the HR Director, University Budget Director and other staff to develop a policy proposal. HR staff researched the issue of offering tuition vouchers for employee dependents by polling other institutions, viewing websites of comparable institutions and consulting with tax experts regarding tax liability questions. The resulting policy was approved and adopted by the Executive Committee and the University Board of Trustees and implemented for Fall 2004. The new policy provides each employee up to 6 hours of coursework each semester and also allows the employee to assign a spouse or eligible dependant their right to 6 hours of undergraduate coursework.
 - Develop staff training programs to enhance supervision techniques.
 - Leadership Academy
 - Started two groups, totaling 35 employees, in the two-year program.
 - Presented a total of 15 sessions to the groups.
 - Participation included Associate Deans, Assistant Deans, Chairs, Assistant Chairs, Program Leaders and faculty from Academic Affairs. Also included were Directors, Assistant Directors, Managers and Supervisors from Administrative Services.
 - As a result of Academic Affairs participation, several Chairs have reached out for assistance and coaching in dealing with employee relations issues.

- Evaluations indicated all participants rated the “Overall Content Rating” as “High” (three on a scale of one to three).
- Sexual Harassment Training Workshop presented to 12 employees in one unit.
- Facilitated a Change Management Process with Auxiliary Services redesign/restructure project resulting in new vision, mission and strategies to redesign the department.
- Offered two Performance Appraisal Workshops.
- Facilitated Computing Services retreat to edit mission and develop 2005-2006 goals.
- Completed Library training needs assessment.
- Rolled out the online Employee Orientation Program. This Program included a Sexual Harassment quiz (participants scoring a 96% success rate) and a Federal Educational Rights and Privacy Acts (FERPA) quiz (participants scoring a 79% success rate). The Program was a success and is being expanded.
- Initiated the College of Professional Studies Work Redesign Project.
- Developed Customer Service Training program with R. Lennertz and R. Rodrigues.

Goal 20 - FGCU Accounting and Reporting System. The university received approval from the State Board of Education and the University Board of Trustees to commence independent operations from the State Chief Financial Officer (formerly the State Comptroller), effective July 1, 2003. The university became a model in the State of Florida for its successful devolution from state operations and the implementation of SCT Banner Finance, a critical module of a comprehensive Enterprise Resource Planning System (ERP). Additionally, the university observed the reporting and auditing standards as noted by the Auditor General's audit reports issued for the university for the first year on Banner noting no instances of noncompliance.

- In Spring 2004, the Banner Coordinating Committee requested funding to initiate a project to implement a state-of-the-art reporting system for use by the university community. Planning for this project began in October 2004. Many members of the university community are now engaged in this effort. The data store has been implemented and is integrated with our ERP. Much of the training has occurred and the reporting tool has been selected, purchased and is installed. End-user training is ongoing and operating guidelines and procedures are currently being developed. The project is expected to be completed in August 2005.

- The Budget Office developed reports for better management, provided finance manager training, and began the process of implementing online budget transfers.

Goal 21 - SACS Reaffirmation.

- The Budget Director served as Chair of the Finance Workgroup, developing materials to respond to core requirements and standards.
- No noncompliance findings in Administrative Services were stated. Financial statements and financial controls were 100% in compliance.

Goal 23: Technology Updates.

- Information Systems has continued the development and effective utilization of the Banner Enterprise Resource Planning (ERP) system, establishing authority for coordination, assessment, management, training, and support of the system to meet the university's goals and objectives.
- Regular meetings of the Banner Coordinating Committee have resulted in collaborative planning and coordinating efforts of all of the university's major business areas in managing the Banner ERP. Several projects which integrate enrollment and business service areas have succeeded as a result, and a major project to enhance enrollment-related systems requiring the cooperation of all major departments on campus is being planned for the coming year.
- The Resource 25 space management system, the Appworx automation system, the E-Print paperless report repository, the BOSSCARS Parking Services system, and the PAVE judicial affairs system were all deployed this year. Interfaces have been implemented to integrate all of these systems with the university's ERP. In addition, several new interfaces between existing systems have been deployed. Most significantly, these include interfaces between the Bookstore and our Financial Aid Office and an electronic interface to post A/R charges. The implementation of an interface between the ERP and our Learning Management System, Angel, is well underway.
- Working with departments across campus, Auxiliary Services and Information Systems implemented the R25 Scheduling system to integrate academic and event scheduling into one software system. Efficiency of space utilization on campus has increased by making all space on campus available for reservation. R25 creates a comprehensive list of all events happening on campus or in conjunction with FGCU.
- Several new self-service options have become available this year. These include options for prospective students to complete and pay their application fee online;

for current students to fill a virtual shopping cart at the Bookstore with the books they will require for classes they register for; and for all students, faculty, and staff to have access to an online Parking Services Office. Also, a self-service option for room-reservation was deployed this year.

- The Budget Director served as Chair of the Reporting Tool Selection Committee as a sub-group of the Operational Data Store project group, charged with the selection of business intelligence reporting software.
- As a result of the university's growth and the 2004 active hurricane season Computing Services, along with Facilities Planning and Physical Plant, enhanced the Network Operations Center (NOC) to provide uninterrupted power to the university's network.
- Computing Services participated in the implementation of Technology Replacement Plan, a cyclical upgrade plan to ensure students and faculty have access to the latest information technology. The Replacement Plan keeps the latest software and hardware on desktop computers and network infrastructure, allowing for the best services and protection against malicious attacks. The total commitment for the Replacement Plan in 2004-2005 was \$955,000 which included replacing over approximately 300 PC's.

Goal 25: Environmental Plan.

- The creation of a structured department dedicated to advocacy and evaluation of university methodologies toward environmental safety and management was achieved in January 2005 with the hiring of a permanent director for the Department of Environmental Health and Safety. The director will work with the university's Environmental Stewardship Advisory Council (ESAC) to implement environmental health and safety directives as approved by the president, coordinating with academic programs as required; planning, developing, implementing and administering comprehensive programs in environmental management for FGCU.
- Physical Plant is represented on ESAC to develop a plan for FGCU environmental policy, practice and sustainable operations.
- Auxiliary Services worked with local agencies to develop a comprehensive environmental plan for the Aquatics Center. One result, the switch to propane heat, realized both economic and environmental benefits.
- Auxiliary Services developed a toner cartridge recycling program in conjunction with the College Reach Out Program (CROP), to provide students a money-making opportunity that furthered the university's environmental goals.

Goal 26 - Reorganization of Enrollment Services.

- Curriculum, Advising, and Program Planning (CAPP) was created to aid in the management of the university electronic audit degree system and will serve to establish the initial implementation plan, provide ongoing support, training, documentation, policies and procedures. The department will work closely with colleges, Administrative Services, Enrollment Management and Student Affairs to coordinate input and support for the degree audit system.
- A new Director of Financial Aid was hired in August 2004 as part of Enrollment Services' reorganization. The Office of Financial Aid and Scholarships, under this new leadership, has forged new linkages with the other units within Enrollment Services, including Admissions, First-Year Advising and Orientation and the Registrar.
- A major project was initiated in April 2005 to improve and complete the deployment of Banner in the Enrollment Services. The objectives of this project are to increase the coordination, productivity, efficiency of the University's Enrollment Services, and enable these departments to benefit from future productivity enhancements in the areas of reporting, workflow management, and document management and imaging.

The Annual Report as per the Strategic Plan

Created by the Long Range Planning and Institutional Effectiveness Committee (LRPIEC) and adopted by the FGCU Board of Trustees at the January meeting, The Strategic Plan for 2005-2010 targeted eight specific goals with measurable outcomes for the next five years. Each department campus-wide has developed and written its own assessment plan that speaks to these goals, which support the underlying mission of the university.

Administrative Services, because of its service-oriented nature, aligns itself most closely with goals 5 – state of the art infrastructure and goal 8 – ongoing quality improvement. With the exception of the Enrollment Services core, the majority of the division is dedicated to providing services that range from supplying food, to computers for labs, to student housing, to building and maintaining the academic buildings. Most of this work is done behind the scenes and the most noticeable result is a clean and beautiful campus and an organization that is fiscally responsible. If the work of Administrative Services goes unnoticed, it is because it is simply doing its job -- meeting the expectation that our campus always looks clean, we all enjoy a safe and peaceful environment, equipment is operational and functional and the buildings and grounds are well maintained.

In keeping with the mission of the university and with the strategic plan as our goal, the Division of Administrative Services has demonstrated its ability to work collectively as well as individually toward that end. This report will cite specific examples of how each department's work is directly linked to each specific goal, as well as how the assessment plans and annual reports support these goals

Goal 1: High Quality Education – FGCU's vision: Pursue academic excellence to achieve national prominence in undergraduate education and expanding recognition for selected graduate programs.

The division provides high-quality equipment and facilities, and enhanced support services in support of this goal. Facilities Planning is continually working toward this goal -- its main objective is to complete design and construction of assigned university capital projects on schedule and within budget and to review the master plan for accuracy and alignment of planned construction. The beautiful architecture and aesthetic appeal of our campus is directly due to Facilities Planning who are committed to building state-of-the-art facilities and to Physical Plant for maintaining them.

Also in support of this goal, Auxiliary Services have created internships and employs many students. This link to the student body serves to keep a pulse on the needs of our students, and also creates applicable relationships with academic departments.

University Housing builds a strong community that has a feel like home and promotes respect for diversity and a sense of trust.

Goal 2: The Student Community – Provide quality educational opportunities serving the region, underrepresented populations, the State of Florida and beyond.

This goal is directly tied to the Enrollment Services core of our division and also relates directly to Goal 2 of the President's performance measures – to diversify student enrollment. Admissions has developed and is in the beginning stages of implementing a plan to meet specific enrollment targets with a special emphasis on State of Florida targeted programs and on underrepresented populations. The degree of success will be measured and will drive additional research into whether the targets were realistic and, if so, which programs and channels were effective. They have also started a campaign to recruit more within the geographic area of the five local counties. Another new strategy was employed to strengthen the relationship between Edison College (EC) and FGCU by placing an FGCU recruiter on the Edison campus to work directly with EC students to ease their transition to FGCU. The hiring of three additional staff members specifically for recruitment purposes has given FGCU more widespread visibility. Of the three, two are from underrepresented populations themselves. At present, The First-Time-in-College (FTIC) applications are up approximately 15% over the same period in 2003-04 and transfer applications are up approximately 80%.

Major improvements have been made in the application process. With the aid of Information Systems, a communication plan has been put in place that triggers the next sequence of events to fall in place once an application has been received. Acknowledgement letters are generated and information is disseminated to the applicant much earlier. Students can expect acceptance letters in about 3 to 4 weeks, about half the time that it used to take before this new system was implemented. Web application was also made possible this year and has helped in speeding up the entire process, while adding yet another convenient optional way to apply.

The hiring of an outside marketing firm, Gravina, Smith & Matte is another strategic move that is designed to allow FGCU to gain more of the market share of students from the east coast of Florida, especially in the Miami/Dade area. This area includes a dense population of potential students that has remained mostly untapped by the university. The firm will also help refine a marketing plan and an image for our publications.

Since regional and national competition to recruit underrepresented populations has become more intense it has become even more important that Financial Aid awards be representative of our pledge to recruit more students. Financial Aid has made improvements in both expediting aid awards and getting the information to the students in a format that is easier for them to understand. In addition, the Board of Trustees have approved a committee whose charge is making decisions on awarding in-state tuition waivers to underrepresented populations such as undocumented workers, African Americans and Hispanics, students majoring in programs where there is a critical need, and/or newly developed programs such as Engineering. Financial Aid

has become more active and visible in the orientation process and has created an information sheet with personalized award information that is given to the students in attendance. Outreach efforts are continued by a local presence in Lee and Collier high school fairs.

First-Year Advising is in tune with the satisfaction level of students as determined by their responses from the Orientation Survey. Their goal is to provide services that satisfy both informational and emotional needs of new students and welcome them into the FGCU learning community. With that goal in mind, they have made improvements in providing a stronger connection with parents, and a new program was formed for Parent Outreach and Relations and a Coordinator hired to this position. New communication methods employed with parents this year in the orientation process include a parent handbook, website, and a parent information card, which all serve to help parents positively support their student's academic experience. This also contributes positively to the retention rate since the more means of support that we provide our students early on in their academic endeavors, the more likely they are to have the confidence needed to continue on a degree path.

The University Police Department would like the student community to be able to focus their time on learning and not on worrying about their safety. It is due to their efforts that we can all feel a sense of security on campus. They have been instrumental in making major improvements to the student transportation (shuttle) system by suggesting more reliable equipment and expanded routes. Students are much more satisfied with this new system over past years. With the increasing population of students living on campus, they have hired a Housing Security Officer whose duties are to limit the amount of vehicular movement from outsiders which has had a positive result, a decrease in criminal activity. In addition, some fencing, gates and a staffed security booth were built to support this effort. The UPD regularly conducts safety awareness programs and training in personal safety and self-defense.

Goal 3: Co-curricular and Athletic Programming – Offer quality co-curricular and athletic programming that promotes and enhances student development and community engagement.

University Housing provides students with a holistic living/learning experience that embraces personal growth and development and provides social interaction, resources and support for achieving academic growth.

Auxiliary Services has a close working relationship with the Athletic Department. They provide both the management services and the staff for arena events and also manage the box office and ticket sales. They provide parking attendants for the basketball season and also have a hand in reporting ticket information to the NCAA. Because Auxiliary Services manages the facility, this in turn, frees Athletics Department staff to focus more on quality athletic programming.

Physical Plant recently moved the recreation fields which are used for intramural sports from the Alico Arena area closer to the Student Union. They are responsible for all the routine maintenance of the Alico Arena which is the home for the FGCU Eagles sports teams.

Goal 4: A Talented and Dedicated Faculty and Staff - Build a diverse team of exceptional faculty and staff who support the mission and guiding principles of the University.

The Human Resources Department's mission is to provide exceptional, prompt customer service to employees, applicants, and students in the areas of recruitment, appointment, processing of payroll and benefits administration, staff development, employee relations and recognition. To measure their effectiveness in achieving these goals, survey data is collected, reviewed and evaluated in order to address any reported deficiencies in all of the above mentioned areas.

Measures have been in place to insure that qualified candidates from underrepresented populations are recruited and fairly represented in applicant pools and in the overall hiring process. In addition, with the recent implementation of a new computer program, Self-Managed Online Application Resource (SOAR), Human Resources has seen a significant increase in the response rate of self-reported information (nearly 90% response rate). This high response rate has not only enabled better identification of those populations and overall composition of the pools, it has also shortened the length of time it takes to accurately identify those persons. It also provides much more flexibility for the applicant since they now have computer access 24 hours a day 7 days per week to apply.

In addition to the above, the "Search and Screen Guidelines" have just been rewritten and are awaiting final approval. If approved this will help streamline the entire hiring process and will provide an additional program for posting positions internally before circulating position announcements to the outside. This was a recommendation made directly from the Staff Advisory Council (SAC).

Administrative Services in its entirety, both values and continues to work toward creating a more diverse workforce. As a matter of fact, the division can boast about having a 2.3% overall increase over last year in the employment of minorities. Also of significant importance is that the increase is not just at entry-level positions but is also heavily reflected in the executive, administrative and management positions, which are classified as leadership positions. See the Affirmative Action Status report on the following page for more detailed information.

Affirmative Action Status Report

January 17, 2003

EEO Category	Male					Female					Total						
	Asian	AfrAm	Hisp.	NatAm	White	Asian	AfrAm	Hisp.	NatAm	White	Total	Asian	AfrAm	Hisp.	NatAm	Minority	Female
Exec., Adm., & Man																	
Administrative Services	0	0	1	0	9	0	0	0		8	18	0.0%	0.0%	5.6%	0.0%	5.6%	44.4%
Professional																	
Administrative Services	0	1	1	0	4	0	3	3	0	13	25	0.0%	16.0%	16.0%	0.0%	32.0%	76.0%
Clerical/Secretarial																	
Administrative Services	0	0	0	0	4	0	1	3	0	15	23	0.0%	4.3%	13.0%	0.0%	17.4%	82.6%
Technical/Paraprofessional																	
Administrative Services	0	0	0	0	10	0	0	0	0	1	11	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%
Skilled Craft																	
Administrative Services	0	0	1	0	9	0	0	1	0	0	11	0.0%	0.0%	18.2%	0.0%	18.2%	9.1%
Service/Maintenance																	
Administrative Services	0	1	1	0	10	0	0	0	1	4	17	0.0%	5.9%	5.9%	5.9%	17.6%	29.4%
Total	0	2	4	0	46	0	4	7	1	41	105	0.0%	5.7%	10.5%	1.0%	17.1%	50.5%

November 29, 2004

EEO Category	Male					Female					Total						
	Asian	AfrAm	Hisp.	NatAm	White	Asian	AfrAm	Hisp.	NatAm	White	Total	Asian	AfrAm	Hisp.	NatAm	Minority	Female
Exec., Adm., & Man																	
Administrative Services	0	0	2	0	13	0	0	1	0	7	23	0.0%	0.0%	13.0%	0.0%	13.0%	34.8%
Professional																	
Administrative Services	0	1	1	0	11	0	1	4	0	11	29	0.0%	6.9%	17.2%	0.0%	24.1%	55.2%
Clerical/Secretarial																	
Administrative Services	0	0	0	0	10	0	2	0	0	8	20	0.0%	10.0%	0.0%	0.0%	10.0%	50.0%
Technical/Paraprofessional																	
Administrative Services	0	1	0	0	3	0	1	2	1	11	19	0.0%	10.5%	10.5%	5.3%	26.3%	78.9%
Skilled Craft																	
Administrative Services	0	1	2	0	7	0	0	0	0	0	10	0.0%	10.0%	20.0%	0.0%	30.0%	0.0%
Service/Maintenance																	
Administrative Services	0	2	1	0	12	0	0	0	0	2	17	0.0%	11.8%	5.9%	0.0%	17.6%	11.8%
Total	0	5	6	0	56	0	4	7	1	39	118	0.0%	7.6%	11.0%	0.8%	19.5%	43.2%

Difference	0	3	2	0	10	0	0	0	0	-2	13	0.0%	1.9%	0.5%	-0.1%	2.3%	-7.3%
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Goal 5: State-of-the-Art Infrastructure – Maintain a state-of-the-art campus that harmonizes with the environment and includes high quality facilities, furnishings, technology, equipment and support services. This goal also relates to the President’s goal number 5 - building new buildings.

An update on the building projects which were on the President’s list for the academic year:

Sugden Hall for Resort and Hospitality Management - In April 2005 the committee heard presentations from the three finalists for architectural bids on the project. A firm based in Orlando has recently been selected and should be under contract within the next several weeks.

WCI Green Building plans were presented to the Board of Trustees at the April 19, 2005 meeting.

The Kleist Education Center was completed and held its grand opening on May 5, 2005.

Academic Building 5 is under construction and has a 180 seat theater style classroom – scheduled to be completed December 2005.

The Library addition is currently under construction and will add a large amount of stack and reading space plus a 150 seat computer lab.

Modular 2 will add additional faculty office space.

The North Road is currently being widened.

Phase 7 of Housing is being completed, adding rooms for 240 more students.

Our student housing facilities are state-of-the art apartment-style living on beachfront property and continue to impress prospective students. It is one of our best “selling features” when students visit campus and are considering attending FGCU. Despite increased competition for alternatives in local markets for apartments, our student housing facilities maintained between an 85% to 91% occupancy rate this past year which was higher than predicted.

The campus master plan update is underway with Hanbury Evans Wright Vlattas & Company, LLC of Tampa hired as our consultant. Preliminary workshops were held on campus on April 26th and April 27th. This new five-year plan will balance campus growth with campus beautification and will address any recommendations that emerge from the multiple reviews of the proposed campus master plan. The resulting campus master plan will guide the growth of the campus in harmony with the growth projected in enrollments and academic programs offered by FGCU.

Admissions' objective is to elevate the visibility of FGCU through increased communication, visitation, enhanced technology and on-campus programs. A direct measure of this objective is the count of prospect contacts, requests for information and applications.

The Department of Telecommunications believes that the university can improve telecommunications services by the addition of new features such as unified messaging that integrates voicemail with email. The department is currently working on bringing a new system on campus which will add a robust call distribution system that Enrollment Services can use to effectively manage the influx of student calls and provide better customer service. The new system can support mobile telecommunications by connecting a phone into any Internet access point and creating a mobile office at home or on the road. Since we will be managing the system, request time can be greatly reduced. Planned for implementation in the 2005-06 year, the new telecommunications system will be integrated with the university's existing data network, thus saving on implementation costs and on-going support costs. The long term operating costs of a new telecommunications system will be substantially less than our current Sprint Centrex system. Preliminary estimates show that the university can save up to \$300,000 per year by migrating from our current system and that money can be used to support the campus technology infrastructure.

In an effort to increase student support during move-in week and the first week of classes, Computing Services has become more involved with the orientation process, computer training and the resident network web page. This year, in a joint effort to eradicate computer viruses coming from student housing, the department made each resident student an individual package with anti-virus software, approved network cables and anti-spyware. Computing Services provides quality service in a timely manner for all helpdesk requests and network problems.

Information Systems has supported the campus effort to automate business processes. Their support deploys several new interfaces each year and has helped make new self-service options, such as the online bill payment system, a success. This service is especially helpful to students who come from other states, but is beneficial to all because it also provides the option of making tuition payments from any location at any time using a computer. They also played an integral part in getting online applications up and running for Admissions.

Physical Plant provides on-going service in the areas of operations, including utility services and routine and preventative maintenance of the university campus and housing buildings equipment and grounds.

The Office of the Registrar (OR) is working on a plan to work in-depth with Information Systems to complete many service projects. The overall project name will be Focusing Our Resources on Enrollment Success Today (FOREST) and will be undertaken over the next 18 months. The project is multi-faceted with improvements in areas such as outbound Electronic Data Exchange (EDU) which will allow universities to transfer

academic records electronically; web transcript request with iPayment which will allow students more flexibility in ordering transcripts; Automated Cancellation of Enrollment for Non-Payment; and National Student Clearinghouse (NSS) which will allow FGCU to send and receive files related to student enrollment, priority registration, and improve printed academic transcript.

Goal 6: Research and Sponsored Programs – Foster research and sponsored programs that engage faculty, challenge students and promote public/private academic collaboration.

The Budget Office works in conjunction with the primary investigators of Research and Sponsored Programs in managing their budgets by providing both group and individual training.

Goal 7: Community Leadership – Position FGCU in a leadership role to address the educational, cultural, social and economic interests of Southwest Florida.

Auxiliary Services has worked to identify areas for partnership opportunities within the community. The department has worked with community leaders, program organizers, special interest groups and legislative groups in scheduling programming on campus. While our first priority is our students, many of these events sponsored by external entities are cultural and educational in nature and have directly benefited our students, as well as the community. A good example of one such partnership is the annual “Jazz on the Green” event which has been held here on campus for the past two years. The partnership actually started with our student leaders in Student Government getting involved in sponsorship and volunteering their help for the event. It is a community fund-raising event whose proceeds benefit a local children’s hospital. It not only serves as a fund-raiser for a worthy cause, it also showcases our campus. Participants of the event who come for a night of music share their positive experience about FGCU which brings about a broader range of exposure.

Another good example of this type of collaboration is the number of town hall events that have been held on campus. Recently we were presented an opportunity to host Congressman Don Young (Alaska) and Representative Connie Mack at a town hall meeting. They spoke to the campus and the community-at-large about transportation issues directly affecting Southwest Florida. This program was educational and benefited our students, the community and the growth and development of Southwest Florida. The forum presented opportunities for the community to ask questions and voice their opinions, as well as learn more about future plans. This meeting may have a direct bearing on federal money being committed in the future for new construction projects, widening of Florida highways in Southwest Florida and the possibility of a transportation center right here on campus.

Both the Republican National Committee and the Democratic Party held events on campus this election year. The Democrats sponsored a program called “Rock the Vote” and the Republicans hosted Vice President Dick Cheney. This gave our campus

national television exposure and provided our students an opportunity to become more politically educated and active, as well as provided a balance to the presentation of political issues.

Goal 8: Ongoing Quality Improvement – Implement and sustain an institutional effectiveness model for the University that is based on a culture of assessment, results in continuous improvement, and supports the University in effectively accomplishing its mission.

Every department within the division is required to have an assessment plan, write an annual report and use ongoing evaluation processes in place to insure measures are taken to improve performance. Departments were also encouraged to review each other's assessment plans and provide feedback as a means of cross checking the plans and as a method of gaining more knowledge about the work that each office does. Below are a few examples of some of these assessments.

The Admission's Office is currently engaging their staff in the development of a quality improvement program with the objective of improving response time and reducing errors. This will involve staff participation with the quality measures falling into two categories. The response time measures would need to be expressed as a certain percentage of obligations being met within a specific time frame. The accuracy issues will first require reasonable means of detecting errors and then recording them.

Auxiliary Services identifies priorities for operational effectiveness and promotes buy-in and cooperation between university departments and vendors to identify priority level for objectives. Units within Auxiliary Services have written priorities and project statements from which to guide their operations. In a concerted effort with Instructional Technology, they will work to identify technology needs for classrooms and other supported multi-purpose areas. The department will partner with customers and other departments on ways that they can benefit from a One Card System before making changes to the student ID card system.

Our Budget Office supports units in completion of their mission by streamlining the budget amendment processes to allow these departments to focus on their core mission with a goal of 90% of all budget transfers being completed in two days or less after receiving them.

Finance & Accounting recognizes its role of providing support for the university's mission through the efficient execution of its responsibilities. Therefore, it is the mission of Finance & Accounting to provide timely and reliable student and departmental financial information, as well as, to provide professional and efficient financial services. Although Finance & Accounting directly supports the university administration to link objectives to financial resource requirements, it is equally important to support the educational needs of the student.

Finance & Accounting will continue to manage the fiscal operations of the university to ensure that they are efficient and effective and continue to observe reporting and auditing standards imposed by various professional organizations to ensure transactions are conducted in accordance with applicable state and federal fiscal rules.

- Transitioned off the Florida Accounting Information Resource (FLAIR) system effective July 1, 2003 and successfully implemented a local accounting and reporting system, SCT Banner Finance. Successfully implemented Banner HR/PR systems effective January 1, 2004.
- Assumed devolution of duties provided by the state and absorbed many functional processes such as processing vendor payments, payroll, federal and state tax reporting, and managing local bank accounts, etc., following applicable state and federal fiscal rules.

As a service-oriented office faced with student, faculty and staff growth, the Office of the Registrar (OR) decided to focus on three phases to address critical customer service needs to the campus. Phase 1 consisted of a survey that was developed by the Office of Planning and Institutional Performance (PIP) in concert with OR. Phase 2 addressed accuracy of web pages and regular maintenance to allow students, faculty, staff, alumni as well as the community continual access to university policy and academic event information. Surveys, attached to OR web pages, serve to assist in the identification of pages in need of creation or revision to offer a more informational and friendly format. Phase 3 serves to implement service projects that impact the quality of service to the campus community. Previously identified projects selected for implementation were:

- 1) Non-Degree Web Application
- 2) NCCA Compliance Software
- 3) Diplomas on Demand

During the 04-05 academic year, OR managed several surveys. During the data collection process, student responses showed evidence of a lack of understanding pertaining to the services offered by OR. With further investigation, it was determined that students and faculty do not know what distinguishes services within OR from other Enrollment Services offices. To determine how to improve our survey efforts, the office held focus group meetings with students and faculty.

Responses from the student and faculty focus group meetings were used to develop educational tools and information. Surveys from OR will now include an informational page to explain specifically what services are being assessed. Furthermore, conversations within Enrollment Services (ES) have begun to address the number of surveys issued from the division. There is a strong need to develop one ES survey that will address specific issues for every unit. The results of the survey can be disseminated among the units for use in goal assessment.

While growth is seen as a positive force by the university, it also presents new challenges regarding space that require creative and innovative solutions. Administrative Services has worked both harder and smarter to keep pace with the changing environment. Physical Plant has done a tremendous job in keeping pace with the continuing growth. They have been responsible for more renovation projects than ever this year in both redesigning space, to moving entire departments, to new renovations of space in different buildings. This has helped to move departments out of temporary modular units. This year they have seen a significant increase in the amount of renovations needed on campus. Normally there are several major projects, but this past year a record amount of projects were completed in the following areas: Wellness Center – Counseling Services, Registrar, Testing, Finance and Accounting, International Services, Career Services, Computing Services, Human Resources, Admissions, Ben Hill Griffin 262, Network Operations Center, Lab renovation in Whitaker, moved the recreation fields from Housing to its new location, Griffin 170 and 172 restoring classrooms, and the Chiller Plant expansion.

The division is responsible for making sure that the university is in compliance with federal and state laws, statutes and regulations. Many departments, such as Financial Aid, Finance & Accounting, Human Resources, and Environmental Health and Safety have direct reporting requirements to state and federal regulatory agencies to ensure compliance. Administrative Services strives to achieve compliance with the many regulatory requirements, and to meet all of its goals in the most efficient manner possible, allowing the university to focus its resources on the primary mission of teaching, service, and research.