Mission Statement:
The mission of the Office of Housing and Residence Life is to promote a safe, clean, service-oriented, efficiently managed, nurturing living learning environment that is conducive to students’ academic pursuits and personal growth while fostering a sense of community, civic responsibility, and an appreciation of diversity.

Housing Model:
Implementation of a Housing Model is very important to the development of the Office of Housing and Residence Life, especially as the residence education area is developed and new ideas and concepts implemented. Many departments on campus are not familiar with a true residence education program. The model will assist in communicating to others, within and outside of the university, how and why certain things are done. It will also assist with the development of departmental goals, creating and implementing programs and activities, future staffing structures, budget development, etc.

The central focus of the Office of Housing and Residence Life is “Student Learning.” This is what sets the department apart from other student housing opportunities in and around the city. There are three areas of concentration that interconnect and together support student learning. They are as follows:

Effective Environment – Maslow’s Hierarchy of Needs states that before student learning and development can successfully occur, basic needs must be met. Our goal is to start with the physical environment and/or the lower level needs and after those needs are meet, develop programs and activities that assist students with the development of upper level needs.

Systems of Support – Developing relationships with other campus departments allowing staff to serve as a resource for students. Also, providing an opportunity for those resources to come in the residence halls and directly assist the students.

Learning Linkages – Additional learning takes place when residence life programs support the classroom environment.
How Do We Currently Do This?

Effective Environment
- Assigning maintenance staff to specific buildings
- Tracking maintenance work orders
- Daily maintenance walk-through
- Developing deep cleaning and daily cleaning specifications
- Evaluation of building security systems (doors, locks, etc.)
- Proactive approach to dealing with health and safety issues
- Monthly room inspections
- Refurbishment of lobby areas and computer labs
- Staff customer service is a priority and making sure policies and procedures are student centered and friendly

Systems of Support
- Developing relationships with other campus departments for programs and activities (i.e., Health Services, Counseling Services, Campus Recreation, Student Activities, Campus Police, Financial Aid, etc.)
- Developing relationships with other campus departments that can assist with the administrative functions of the department and allow the department to better serve residents (i.e., Student Financial Services, Human Resources, Payroll, Enterprise Information Technology, Registrar’s Office, etc.)
- Developing relationships with other campus departments to assist with the upkeep of facilities and related services provided to residents (i.e., Plant Operations and Maintenance, Contracted Services, etc.)

Learning Linkages
- Residence Hall peer tutorial programs
- Judicial system that supports educational initiatives as well as hold residents responsible for their actions
- Leadership opportunities (i.e., Resident Housing Associations, individual Hall Governments, Resident Assistant positions, etc.)
- Providing opportunities for residents and student employees to attend state, regional, and national conferences
- Collaborating with academic areas to develop special interest housing and living learning communities (i.e., Honors and STEM Living Learning Communities)
- Developing organized service learning opportunities for residents

Related Staffing Changes:
To successfully implement this model, a different staffing pattern was required. In previous years, the Resident Directors were employed to work a 9:00 to 5:00 shift, and left for the day. At that time, clerks covered the front desks and were in charge of the facilities after the Resident Director was gone for the day. This system was not as effective for the development of the Housing community.
During the Summer of 2006, apartments were constructed at each residence hall for live-in professional staff members. Since the current Resident Directors could not live in the residence halls, 6 new Resident Directors were hired. The new Resident Directors hold bachelor and master level degrees in education, counseling, student personnel, etc. Also, 3 Graduate Assistants were hired and the Resident Assistant staff was increased from 20 to 75. With a capacity of 2,353 residents, the staff to resident ratio is now as follows:

**Resident Director to Resident**
(Gibbs Hall, Truth Hall, Wheatley Hall, McGuinn Hall, Diamond Hall, Palmetto Apartments (North and South), and Phase III)
Approximately - 1:300

**Graduate Assistant to Resident**
(Paddyfote Complex (1 male and 1 female) and Cropper Hall)
Approximately - 1:150

**Resident Assistant to Resident**
(all buildings)
Approximately - 1:25

Along with this staffing pattern, staff members are on-call 24 hours to assist residents, handle and resolve issues, and serve as a resource.

Another change in the staffing is the clearly defined distinction between Housing Operations and Residence Life. The Housing Operations sections includes assignments, maintenance, and custodial, and supervised by the Associate Director. The Residence Life area is supervised by the Assistant Director and includes the programmatic and educational functions of the Resident Directors, Graduate Assistants, and Resident Assistants.

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**Accomplishments:**
Since the implementation of this model, the department has noticed positive changes and immediate affects.

**Residence Life**
Fall 2006 –
- Implemented a residence life program that increased the number of Resident Assistants from 22 to 75
- Implemented a live-in Resident Director model
  - Hired 6 professional live-in Resident Directors
  - Hired 3 live-in Graduate Resident Directors
- 10 Resident Assistants and 2 Resident Directors attended Florida Resident Assistant Seminar (FRAS) at UCF in Orlando, FL – of the 25 state public and private college and universities that attended, placed 3rd in the Roll Call Competition

Revised 06/29/07
• 5 Residents and 2 Resident Directors attended Florida Association of Residence Halls (FARH) at UNF in Jacksonville, FL
• 1 Resident Director and the Assistant Director for Residence Life attended SEAHO (South Eastern Association of Housing Officers)
• 2 Resident Directors attended National Association of Student Affairs Professionals (NASAP)
• Implemented Project P.R.I.D.E. (Providing Residential Initiatives to Develop Excellence) – emphasizes academic initiatives, leadership development, programming, residential involvement, and resident recognition
• 225 programs have been conducted in the residence halls
• Policy violations decreased by 29% (Fall 2005 – 178 violations, Fall 2006 – 127 violations)
  - Incidents of theft decreased by 58% (Fall 2005 - 28 violations, Fall 2006 - 12 violations)
  - Incidents of violence/assaults decreased by 72% (Fall 2005 - 14 violations, Fall 2006 - 4 violations
• Relationships and program collaborations have been developed with the University Police Department, Office of Student Activities, Campus Recreation, Counseling Services, Financial Aid, and Health Services

Spring 2007 –
• 82 Candidates applied for next academic year’s Resident Assistant positions
• 43 of the 75 original Resident Assistants re-applied and were hired
• 35 new RAs were hired for the next academic year
• Sponsored monthly Resident Assistant in-services for on-going training for the semester
• 2 summer Conference Assistants were hired to assist and better serve summer conference groups
• Sponsored the end of the year Resident Assistant Awards Luncheon
• 221 programs were conducted in the residence halls
• Parents newsletter was created and sent to parents to update them on upcoming Housing events and activities
• 948 residents participated in the ACUHO-I Benchmarking Survey; results will be received in mid-July
• Community service projects – serving meals at the Homeless Shelter, visiting the elderly in retirement communities, and mentoring and tutoring youth at the local community centers
• Honors Housing Living Learning Community was developed to start in Fall 2007, collaboration with the University Honors Program
• Developing a mediation program for Fall 2007, collaboration with the University Ombuds Office

Housing Operations
Fall 2006 –
• Increased occupancy from 90% Fall 2005 to 95% Fall 2006

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Increased collections from 79% Fall 2005 to 91% Fall 2006
Decreased customer complaints during opening by 95%
Implemented new room transfer process
Deep cleaned all traditional and apartment style residence halls prior to Fall 2006 opening, including the cleaning of carpet and waxing of floors
Established a database for tracking maintenance requests
Provided cross training for maintenance staff
85% of maintenance work orders completed
To ensure accountability and improve customer service maintenance staff were assigned to specific residence halls
Summer conference revenue - $236,927

Spring 2007 –
Increased occupancy from 87% Spring 2006 to 95% Spring 2007
Increased collections from 83% Spring 2006 to 84% Spring 2007
Implemented a successful marketing campaign for Summer 2007 and Fall 2007 (Rattler Re-up)
Reduced number of maintenance requests
Developed a proactive approach to handling fire safety related issues
Monthly meetings with Plant Operations and Maintenance
Completed 100% annual property inventory
Replaced 305 beds in Gibbs Hall
Replaced 55 worn mattresses in Phase III
Coordinated carpet replacement in 20 apartments in Palmetto South

Conference Participation:

<table>
<thead>
<tr>
<th>Conference Name</th>
<th>Number of Delegates</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida Housing Officers (FHO)</td>
<td>2</td>
<td>Haines City, FL</td>
</tr>
<tr>
<td>Florida Residential Association Seminar (FRAS)</td>
<td>12</td>
<td>University of Central Florida</td>
</tr>
<tr>
<td>National Association of Student Affairs Professionals (NASAP)</td>
<td>2</td>
<td>Savannah, GA</td>
</tr>
<tr>
<td>Florida Association of Residence Halls (FARH)</td>
<td>10</td>
<td>University of North Florida</td>
</tr>
<tr>
<td>Southeastern Association of Housing Officers (SEAHO)</td>
<td>2</td>
<td>Lexington, Kentucky</td>
</tr>
<tr>
<td>African American Males Conference</td>
<td>1</td>
<td>North Carolina Central University</td>
</tr>
<tr>
<td>Association for Student Judicial Administrators (ASJA)</td>
<td>1</td>
<td>Clearwater, FL</td>
</tr>
</tbody>
</table>
Support to the University and Surrounding Community:

Committees – member of the Housing staff served on numerous University committees:
- University Emergency Response Team, Crisis Response Team, Enrollment Management Committee, University Appeals Committee, Housing Appeals Committee, Fall Opening Committee, Student Affairs End of the Year Celebration Planning Committee, and Faculty and Staff Scholarship Endowment Campaign
- Numerous University wide employee search and screen committees

Community Service – Members of the Housing staff gave numerous hours working in the surrounding community serving as a resource and representing Florida A&M University
- Resident tutorial program at Walker Ford, volunteered at Gaither Community Center, Apalachee Ridge Technology Learning Center, Orange Avenue Community Center, Centre Pointe Health and Rehabilitation Center, Phase III Recycling Program, Donation of Food to Second Harvest, and church volunteers

Honors Living Learning Community – The Honors Living Learning Community will open the Fall of 2007 in a partnership with the University Honors Program.

Summer Conferences – 9 summer conference groups representing areas around the University and 11 summer freshmen orientations

The departmental accomplishments and contributions to the University are attributed to the hard work of the staff even with limited resources and were accomplished during one academic year. As mentioned in the section outlining the Housing model, in order for student success and student learning to be accomplished, students must have an effective learning environment. This area of the department is of greatest concerns and presents the most challenges. As you will see, the residence halls are aged and past due for renovations or replacement. The next section of this document will focus specifically on facilities and the associated needs.

Facility History
Young Hall is the oldest residence hall at the University, constructed in 1927 and Phase III Apartments is the most recent, constructed in 1998. The most recent renovations were done in 1989 (Cropper, Diamond, and Wheatley Halls). Diamond Hall was refurbished in 2006.

<table>
<thead>
<tr>
<th>Residence Hall</th>
<th>Year Occupied</th>
<th>Last Year Renovated</th>
</tr>
</thead>
<tbody>
<tr>
<td>McGuinn Hall</td>
<td>1938</td>
<td>1980</td>
</tr>
<tr>
<td>Truth Hall</td>
<td>1958</td>
<td>1988</td>
</tr>
<tr>
<td>Cropper Hall</td>
<td>1947</td>
<td>1989</td>
</tr>
<tr>
<td>Wheatley Hall</td>
<td>1947</td>
<td>1989</td>
</tr>
<tr>
<td>Gibbs Hall</td>
<td>1955</td>
<td>1989</td>
</tr>
<tr>
<td>Paddyfote Complex</td>
<td>1967</td>
<td>N/A</td>
</tr>
<tr>
<td>Palmetto North Apartments</td>
<td>1974</td>
<td>N/A</td>
</tr>
<tr>
<td>Palmetto South Apartments</td>
<td>1992</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Revised 06/29/07
Today, most students come from households where they do not have to share bathrooms and they have several amenities within their own private rooms (i.e., cable, internet, phone service, etc.). To accommodate the needs of this growing number of students, many colleges and universities across the country have been renovating and upgrading their housing options. Many schools are constructing suites and apartment style residence halls and making them available to not only upperclassmen but to freshmen as well. Schools are also renovating traditional residence halls to upgrade the appearance and add additional amenities. In all styles of residence halls, areas have been added to promote socialization and the development of a community. Examples of these areas are places that allow students to relax, cook, and do laundry. Residence halls are also being developed and renovated to support the academic needs of students. Space is designated for study lounges and classrooms are added to halls to assist with the implementation and development of living learning communities, freshmen/sophomore experiences, and residential colleges. Some schools are also providing food options in the halls, including cafes and convenience stores.

At the November 2006 FHO (Florida Housing Officers) meeting, many of the state public and private college and university housing Directors announced renovation and/or new construction projects. The types of facilities many of them described are in line with the recent trend of other schools throughout the nation. All of these schools are also competing for the same students as Florida A&M University and are providing options to students that this University does not. Currently, Florida A&M University offers two types of residence halls, traditional and apartment style and within these styles are limited amenities. If Florida A&M University is going to keep up with the growing and changing trends in university housing and increase enrollment and the retention of students, then the university must start doing similar projects as other universities throughout the state and nation. Students are looking for diversity in housing products (traditional halls, suites, apartments, coed halls, etc.) and they are also looking for amenities to assist with their social and academic development.

**Facility Needs Assessment:**

*(Projects Report - see attachment)*

The attached projects report illustrates some of the needs of the facilities. The report is divided into four sections, interior/exterior enhancement, facility maintenance, security and safety, and life safety. The estimated total is over 8.9 million dollars. Note some of the amounts are estimates and are as close to the actual cost as possible. To put the needs in perspective, the first priority should be given to life safety and security/safety related issues. The life safety issues are related to areas of concern as noted by the State Fire Marshal. There are other issues in this area that are not mentioned but should be addressed during renovation projects. Security and safety is also a priority and an area of concern. Data Set Ready Inc., a local security company, worked with the department and
the University Police to address some areas of concern and proposed a plan of action. This plan includes door alarm systems and the possibility of security cameras. Another priority area is the replacement of windows, especially in the female traditional residence halls. The wood surrounding the pane of the window is dry rotting. This causes the window to be unstable and could be dangerous if a resident opens the windows. Other areas addressed are readily visible beautification projects, examples are furniture replacement, painting, etc. Also, in the facility maintenance area, the upgrade of systems is listed. Many of the system upgrades will occur when the residence halls are renovated.

**Suggested Plan of Action:**

**Bond Financing** - This method would allow the University the opportunity to put the buildings on a cycle for renovations or replacement. Since Sampson and Young Halls are off-line, they would be a priority for renovations with other buildings to follow. Before the University can proceed with bond financing, the financial audits of the University must be stable.

**Support from the University Foundation** – As an auxiliary account, the budget of the Housing department relies solely on generated revenue. This revenue is not enough to support the day to day operations of the department and facilitate the needs mentioned in the facility needs assessment project report. As mentioned, the security of bond financing requires a stable financial audit of the University and this might take some time. In the interim, the financial state of the Housing department requires additional financial resources. One option is utilizing the financial support of the University Foundation. If the Foundation would support the department at $4,000,000 per year for four years, then the department could utilize the additional resources to upgrade and repair facilities while awaiting renovation or replacement. These financial contributions would be governed by a board and reviewed at the end of each fiscal year to determine the need for the next year. This would be the start of a University wide campaign to raise revenue for Housing and develop a Housing Foundation.

**Private Housing Development** – This option would allow the University to work with an outside developer to construct or renovate residence halls for the University. This option is an immediate fix, but must be handled in a delicate manner to make sure it is a “win-win” situation for the students, University, and the developer. With this option, the University may not have full control of the management of the facility.

**Student Housing Comprehensive Plan:**

*(MGT of America Report – see attachment)*

In April of 2004, MGT of America developed and produced a Student Housing Comprehensive Plan. This report included a situational analysis, market research, a review of existing facilities, a developed schedule of projects, and a financial analysis of the department. If followed at the time of development, this report would have counteracted many of the facility and financial problems facing the Housing department. Unfortunately, because of the changes in University leadership, the findings of the report were never implemented. Some of the areas of concern that should be closely examined.
are the occupancy trends, the internal research findings from administrators and students, and the list of primary deficiencies of each residence hall.

**Summary:**
As the model introduced earlier suggests, for student learning to be achieved in Housing students must have an effective environment, systems of support, and programs and activities that link to the academic areas. If one or more of these areas are not achieved or missing, then it becomes difficult, if not impossible, for student learning to take place. With the development of the residence education component of the department, linkages to learning and systems of support are gradually being achieved. To make the model complete the University needs to better focus on the development of an effective environment. As stated in the MGT of America Report and after reviewing the facility and maintenance needs, it is past time to renovate or replace the current residence halls, especially since many of the systems in the residence halls are outdated and need replacing, furniture upgrades are needed, and other related maintenance and fire safety issues need to be addressed. Students now have other university options that provide residence halls with amenities and product diversity (singles rooms, suites, apartments, etc.) that are similar to the students’ personal home residence. All of these issues are important to the recruitment and retention of students at Florida A&M University.