



**Board of Trustees Budget, Finance, and Facilities  
Committee Meeting  
November 20, 2018**

PRESENTED BY

**Finance and Administration**

Florida Agricultural and Mechanical University



## **ACTION ITEM V:**

# **Approval of Campus Master Plan**

PRESENTED BY

**Sameer Kapileshwari P.E., Associate Vice President for Facilities and Safety**

Florida Agricultural and Mechanical University



# Master Plan Update

## Process

Phase I – Evaluation

Phase II – Inventory and Analysis

- President's Vision and Senior Leadership input
- Campus development agreement (two year extension)
- Underground utility analysis

Phase III – Conceptual Design

Phase IV – Preliminary Master Plan (in conjunction with Steering Committee)

Phase V – Draft Final Master Plan

Transmitted draft Campus Master Plan Update to 22 agencies / staff of which 17 agencies / staff responded.





# Master Plan Update

## Milestones | Schedule

### November 2018

- First City of Tallahassee Public Hearing to approve existing Campus Development Agreement extension through June 2019
- BOT Meeting to approve Campus Master Plan with revisions as transmitted to Tallahassee-Leon County Planning Department

### December 2018

- Second City of Tallahassee Public Hearing to approve existing Campus Development Agreement extension through June 2019
- Second City of Tallahassee Public Hearing to approve Campus Master Plan Update
- First City of Tallahassee Public Hearing to approve updated Campus Development Agreement

### January 2019

- Second City of Tallahassee Public Hearing to approve updated Campus Development Agreement
- Execute Campus Development Agreement with City of Tallahassee



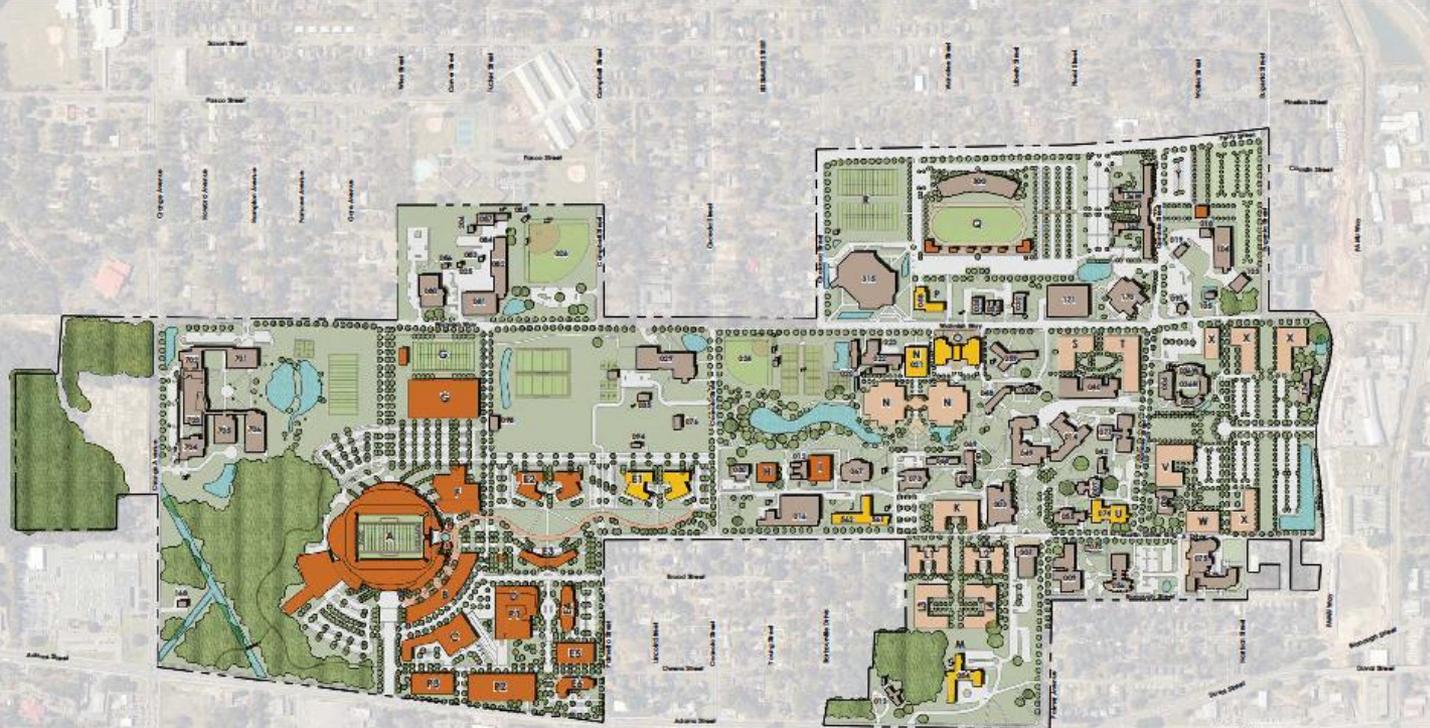


# Master Plan Update

## Campus Master Plan 2015 - 2025

### EXISTING FACILITIES KEY

001	LEE HALL	013	PRESIDENT'S HOUSE	024	UNIVERSITY SOFTBALL FIELD	042	COUNSELING CENTER	068	FOSTER-TANNER MUSIC CTR.	082	F.O.M. BLDG. C	104	TRO / ASAP	541-542	PERRY-PAIGE BUILDING
003	UNIVERSITY COMMONS	014	TUCKER HALL	025	HAZARDOUS STORAGE C	047	COLDMAN LIBRARY	069	FOSTER-TANNER CERAMIC CTR.	083	F.O. HAZARDOUS STORAGE-A	105	ELECTRICAL SUBSTATION-NORTH	701	NEW D.R.S. GYMNASIUM
005	N.S. YOUNG HALL	015	MONOR HOUSE	026	HAZARDOUS STORAGE B	050	S.B.I. EAST	070	FOSTER-TANNER ART CTR.	084	F.O. HAZARDOUS STORAGE-B	134	CHILD-CARE CENTER	703	NEW D.R.S. ADMINISTRATION BUILDING
006	S.B.I. SOUTH	018	MAIN GARAGE	029	MULTI-PURPOSE RES. CENTER	051	WHEATLEY HALL	071	GORE EDUCATION COMPLEX	085	F.O. MAINTENANCE SHOP-E	136-W	FAMI VILLAGE	705	NEW D.R.S. ELEMENTARY SCHOOL
007	CARNAGEE CENTER	019	ENVIRONMENTAL SCIENCES INST.	030	IDEA TELECONFERENCE CTR.	052	CENTRAL HEAT PLANT	073	FOSTER-TANNER BAND BLDG.	086	F.O. MECH. CHILDER	161	WILLIAM GRAY JR. PLAZA	704	NEW D.R.S. CARETOWER
008	LUCY MOYER	020	SWIMMING POOL LOCKER HOUSE	032	M.S. THOMAS BUILDING	054	FOOT-HEILER ADMIN CENTER	074	DYSON PHARMACY	087	F.O.M. STORAGE	168	ELECTRICAL SUBSTATION-SOUTH	705	NEW D.R.S. MIDDLE SCHOOL
009	WALKER-BRANNEY	021	GATHER GYM	035	UNIVERSITY BAND STORAGE	055	JONES HALL	075	COLLEGE OF PHARMACY	093	WELCOME CENTER	170	STUDENT SERVICES CENTER	706	NEW D.R.S. HIGH SCHOOL
011	ATHLETIC STORAGE BUILDING	022	GATHER OFFICE & CLASSROOM	036	S.B.I. WEST & NORTH	056	SCIENCE RESEARCH FACILITY	076	SMALL ANIMAL LAB	094	FOSTER-TANNER OBSERV. TWR.	171	PARKING GARAGE-I		
012	GEORGE CONKLY GREENHOUSE	023	LI BARTLEY ATHLETIC COMPLEX	038	CENTRAL CHILLED WATER PLANT	058	HOWARD HALL	080	F.O.M. BLDG. A	098	RECREATION STORAGE LOCKER	206	POLICE STORAGE		
		027	GATHER GYM	040	SCHOOL OF JOURNALISM	059	GIBBS HALL	081	F.O.M. BLDG. B	103	PHYSICAL PLANT STORAGE A	315	MULTI-PURPOSE TEACHING GYM		



### PROPOSED FACILITIES KEY

A	Stadium	J	Jerry-Polje Remodel	T	Social Sciences
B	Field / Alumni Housing	K	Dining Hall	U	Dyson Remodel
C	Field	L1-4	Dormitory	V	Small Business Development Center
D	Mixed Use (Retail / Housing)	M	Pool-River Remodel	W	Science Teaching Facility (STEM)
E1-5	Dormitory	N	Student Union Expansion	X	STEM / STEAM
F	Support - Athletics	O	Center for Access and Student Success	Y	RV Game Day Parking
G	Indoor / Outdoor Athletic Facility	P	Howard Hall Remodel	P1-P3	Parking Garages
H	Engineering Technology	Q	Track + Field Remodel		
I	Entomology Building	R	Band Practice + Intramural Fields		
		S	General Classroom Phase II		





# Master Plan and Campus Development

## Agreement

### Campus Master Plan 2015 - 2025

## Authorized Development per Campus Development Agreement

ITEM	UNIT TYPE	EXISTING AMOUNT	ADDITIONAL AMOUNT AUTHORIZED*	TOTAL AMOUNT
TOTAL BUILDING AREA	GSF	2,894,941	918,120	3,862,749
TOTAL PARKING <sup>1</sup>	Spaces	5,799	328	6,127
TOTAL IMPERVIOUS	AC	93	19	112
STUDENTS	Headcount	9,614	1,844	11,458
HOUSING <sup>2</sup>	Beds	3,621	288	3,781

1 – Existing Amount of parking (spaces) identified above includes previously authorized spaces consisting of existing spaces and not yet constructed spaces.

2 – Existing Amount of housing facilities (beds) identified above includes previously authorized beds consisting of existing beds and offline beds.

\*"Additional Amount Authorized" includes all previously approved and already mitigated but unbuilt square footage, as well as additional square footage reviewed in this Master Plan cycle.





# Master Plan and Campus Development Agreement

## Agreement

### Campus Master Plan 2015 - 2025

## Authorized Development per Campus Development Agreement

ID	2015-2025 AUTHORIZED FACILITIES (NEW CONSTRUCTION OR ADDITIONAL GSF TO AUTHORIZED FACILITIES - UNBUILT)	GROSS SQUARE FEET
-	Infrastructure – Central Plan Improvements	-
E1	Housing Phase 1 A	178,000
E2	Housing Phase 1 B	178,000
O	Student Affairs Building / CASS	32,847
X	Computer Information Systems Building <sup>3</sup>	N/A
W	Science Teaching Facility (STEM) <sup>3</sup>	N/A
T	Social Sciences Building <sup>3</sup>	N/A
H	Engineering Technology Building <sup>3</sup>	N/A
S	General Classroom Phase II <sup>3</sup>	N/A
	<b>Total:</b>	<b>388,847</b>

<sup>3</sup> – Projects designated with a Gross Square Footage of N/A shall require additional analysis and assessment for possible modification of the Campus Development Agreement by both parties prior to commencing construction.

ID	2010-2020 AUTHORIZED FACILITIES (UNBUILT)	GROSS SQUARE FEET
JJ	Student Affairs Building / CASS	49,688
EE	Computer Information Systems Building	119,250
I	Arts and Sciences Teaching Facility	123,900
J	Social Sciences Complex	69,720
K	Dining Hall	8,000
JJ	Bragg Stadium Complex	96,465
Q	Coleman Library Phase III	62,250
	<b>Total:</b>	<b>529,273</b>





# Master Plan and Campus Development

## Agreement

### Campus Master Plan 2015 - 2025

## Authorized Development per Campus Development Agreement

ID	2015-2025 AUTHORIZED FACILITIES (RENOVATIONS / BUILDOUT / REMODEL)	GROSS SQUARE FEET
-	Classroom Technology – Distance Learning Upgrades (Remodel)	28,800
001	LEE HALL AUDITORIUM RENOVATIONS	50,052
075	INTERDISCIPLINARY RESEARCH BUILDOUT	34,458
M   054	FOOTE-HILYER GROUND AND 1ST FLOOR RE-PURPOSE (REMODEL)	33,600
J   562+561	NAVY ROTC – PERRY-PAIGE RE-PURPOSE (REMODEL)	54,393
	<b>Total:</b>	<b>201,303</b>

4 - "2015 – 2025 Authorized Facilities (Renovations / Buildout / Remodel)" is included "Existing Amount" table above.

ID	2010-2020 AUTHORIZED FACILITIES (RENOVATIONS / BUILDOUT / REMODEL)	GROSS SQUARE FEET
UU   074 (U   074)	STEM TEACHING LAB – DYSON BUILDING RE-PURPOSE (REMODEL)	57,500
WW   058 (P   058)	ARMY ROTC – HOWARD HALL RE-PURPOSE (REMODEL)	22,158
P7 (J   561-562)	NAVY ROTC – PERRY-PAIGE RE-PURPOSE (REMODEL)	10,500
V   111-112	BANNAKER COMPLEX REMODEL	80,564
	<b>Total:</b>	<b>170,722</b>

5 - "2010 – 2020 Authorized Facilities (Renovations / Buildout / Remodel)" is included "Existing Amount" table above.





# Approval of Campus Master Plan

## **Rationale/Benefit:**

The development of the FAMU Master Plan Update is a requirement under Subsection 1013.30 (9) F.S. The Final Master Plan and Supporting Inventory, and Analysis documents are used to determine necessary facility requirements, building placement and proposed campus expansion to support the proposed student enrollment.

## **Recommendation:**

It is recommended that the Board of Trustees approve and adopt the Campus Master Plan update and the Campus Development Agreement.





## **ACTION ITEM VI:**

# **Approval of Continuing Services Vendors**

PRESENTED BY

**Sameer Kapileshwari P.E., Associate Vice President for Facilities and Safety**  
**Craig Talton, Director Facilities Planning and Construction**

Florida Agricultural and Mechanical University



# Approval of Continuing Services Vendors

## Rationale and Summary:

The goal was to select Five (5) companies from each Category (Architects, Civil, Mechanical-Electrical-Plumbing Engineering - MEP, and Construction Management).

Additional two (2) companies will be selected for Environmental Health and Safety, and one (1) each for Landscaping and Structural Engineering services.

## Process for Procurement:

The Request For Qualifications was posted in August 2018 and submittals were due in September 2018. A selection committee consisting of 5 members was established to evaluate the responses and make recommendation, based on the pre-established selection criteria:





# Approval of Continuing Services Vendors

- Past Performance
- Experience and Ability
- Design Ability
- Minority Business Enterprise (MBE) Credit
- Work in Progress
- SUS Work

**Recommendation:** Board of Trustees approve the selection of proposed Continuing Services vendors and authorizes the President to execute the necessary contracts and agreements. These contracts will be executed after the Board approval and review and comments by Office of General Counsel.





## **ACTION ITEM VII:**

# **Approval of University's Carryforward Spending Plan**

PRESENTED BY

**Ronica Mathis, Director, University Budget Office**

Florida Agricultural and Mechanical University



# Approval of University's Carryforward Spending Plan

## **Rationale:**

The carryforward funds are unexpended E&G balances from all prior-period appropriations. The Board of Governors' Regulation 9.007(3)(a)2 indicates Universities shall accumulate these funds for activities such as, but not limited to a contingency for unfunded enrollment growth, potential budget reductions, anticipated increases in university operations and prior year encumbrances.

## **Recommendation:**

It is recommended that the Board of Trustees approve the 2018 Carryforward Spending Plan as recently required by the Board of Governors.





## **ACTION ITEM VIII:**

# **Approval of Student Government Carryforward Funds**

PRESENTED BY

**Ronica Mathis, Director, University Budget Office**

Florida Agricultural and Mechanical University



# Approval of Student Government Carryforward Funds

## **Rationale/Benefit:**

Additional Budget Authority is requested in the following budget entity: Fund 117 Student Activities - Florida Statutes 1009.24(10)(b) states: “Unexpended funds and undisbursed funds remaining at the end of a fiscal year shall be carried over and remain in the student activity and service fund and be available for allocation and expenditure during the next fiscal year.” The amount of unexpended funds for fiscal year 2017-18 is \$328,000 and additional budget authority is being requested for this amount.

## **Recommendation:**

It is recommended that the Board of Trustees approve the Student Government Carryforward Funds.





## **ACTION ITEM IX:**

# **Approval for Payment of FAMU DRS Roof Repairs**

PRESENTED BY

**Ronica Mathis, Director, University Budget Office**

Florida Agricultural and Mechanical University



# Approval for Payment of FAMU DRS Roof Repairs

## **Rationale:**

The FAMU DRS roof was damaged during Hurricane Hermine. The original quote for the roof repairs for FAMU DRS was \$67,900. However, once the roof was inspected, it was determined that the entire roof needed to be replaced. The quote to replace the roof is \$229,500. The insurance company settlement is in the amount of \$128,105.34. We are requesting additional budget authority of \$128,106 for fund 118, the DRS Trust Fund. The additional dollars will be funded from the DRS PECO appropriations.

## **Recommendation:**

It is recommended that the Board of Trustees approve the budget amendment to pay the FAMU DRS Roof Repairs.





## **ACTION ITEM X:**

**Approval of the Stanley Tate Project STARS Tuition Differential**

**Waiver**

PRESENTED BY

**Tiffany Holmes, Assistant Vice President / University Controller**

Florida Agricultural and Mechanical University



# Approval of the Stanley Tate Project STARS Tuition Differential Waiver

## **Rationale:**

The Stanley Tate Project STARS program is a scholarship program under the Florida Prepaid College Program that provides financial support for economically disadvantaged students. Project STARS does not, however, provide for payment of Tuition Differential Fees. Therefore, the Board of Governors has issued a memorandum of proposed action whereby the Tuition Differential Fee will be waived for all students in the Project STARS program.

## **Recommendation:**

It is recommended that the Board of Trustees approve the Project STARS Tuition Differential Waiver.





## **INFORMATION ITEM XI:**

# **Financial Status Report**

PRESENTED BY

**Tiffany Holmes, Assistant Vice President / University Controller**

Florida Agricultural and Mechanical University



# FINANCIAL STATUS REPORT

## Condensed Statement of Net Position at June 30

(In Thousands)

	2018	2017
<b>Assets</b>		
Current Assets	\$ 92,192	\$ 95,230
Capital Assets, Net	556,818	562,295
Other Noncurrent Assets	12,312	13,277
<b>Total Assets</b>	<b>661,322</b>	<b>670,802</b>
<b>Deferred Outflows of Resources</b>	<b>41,572</b>	<b>34,699</b>
<b>Liabilities</b>		
Current Liabilities	30,616	26,669
Noncurrent Liabilities	226,706	189,812
<b>Total Liabilities</b>	<b>257,322</b>	<b>216,481</b>
<b>Deferred Inflows of Resources</b>	<b>13,667</b>	<b>1,368</b>
<b>Net Position</b>		
Net Investment in Capital Assets	490,734	491,124
Restricted	28,331	30,905
Unrestricted	(87,160)	(34,377)
<b>Total Net Position</b>	<b>\$ 431,905</b>	<b>\$ 487,652</b>





# FINANCIAL STATUS REPORT

## Condensed Statement of Revenues, Expenses, and Changes in Net Position For the Fiscal Years

(In Thousands)

	<u>2017-18</u>	<u>2016-17</u>
Operating Revenues	\$ 124,519	\$ 121,256
Less, Operating Expenses	<u>286,769</u>	<u>276,716</u>
<b>Operating Loss</b>	<b>(162,250)</b>	<b>(155,460)</b>
Net Nonoperating Revenues	<u>140,237</u>	<u>141,178</u>
<b>Loss Before Other Revenues</b>	<b>(22,013)</b>	<b>(14,282)</b>
Other Revenues	<u>7,568</u>	<u>12,125</u>
<b>Net Decrease In Net Position</b>	<b><u>(14,445)</u></b>	<b><u>(2,157)</u></b>
<b>Net Position, Beginning of Year</b>	<u>487,652</u>	<u>489,809</u>
Adjustment to Beginning Net Position (1)	(41,303)	-
<b>Net Position, Beginning of Year, as Restated</b>	<u>446,349</u>	<u>489,809</u>
<b>Net Position, End of Year</b>	<b><u>\$ 431,904</u></b>	<b><u>\$ 487,652</u></b>

Note: (1) As discussed in Notes 2 and 3 to the financial statements, the University's beginning net position for the 2017-18 fiscal year was decreased in conjunction with the implementation of GASB Statement No. 75.

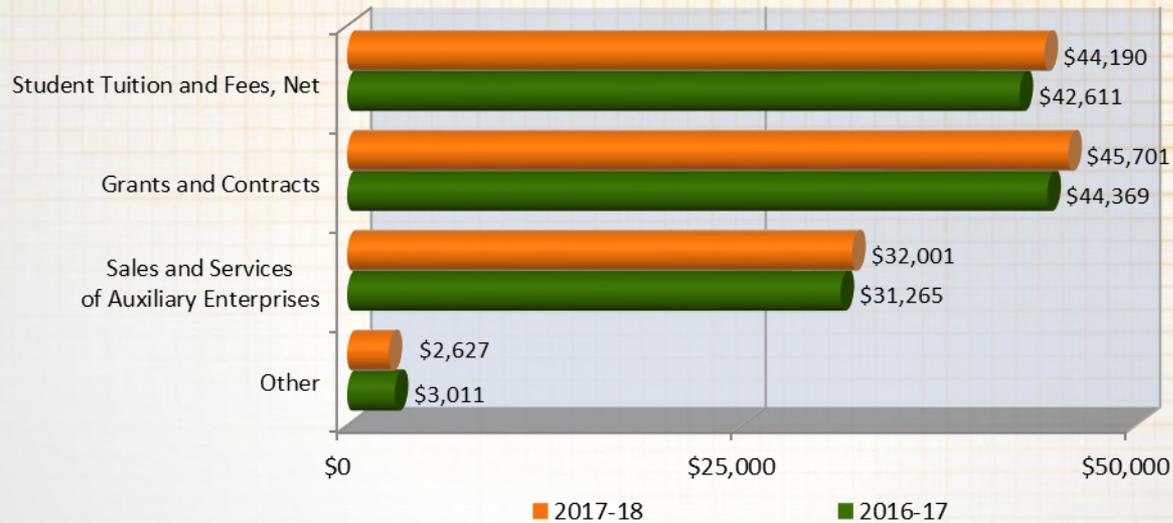




# FINANCIAL STATUS REPORT

## Operating Revenues

(In Thousands)



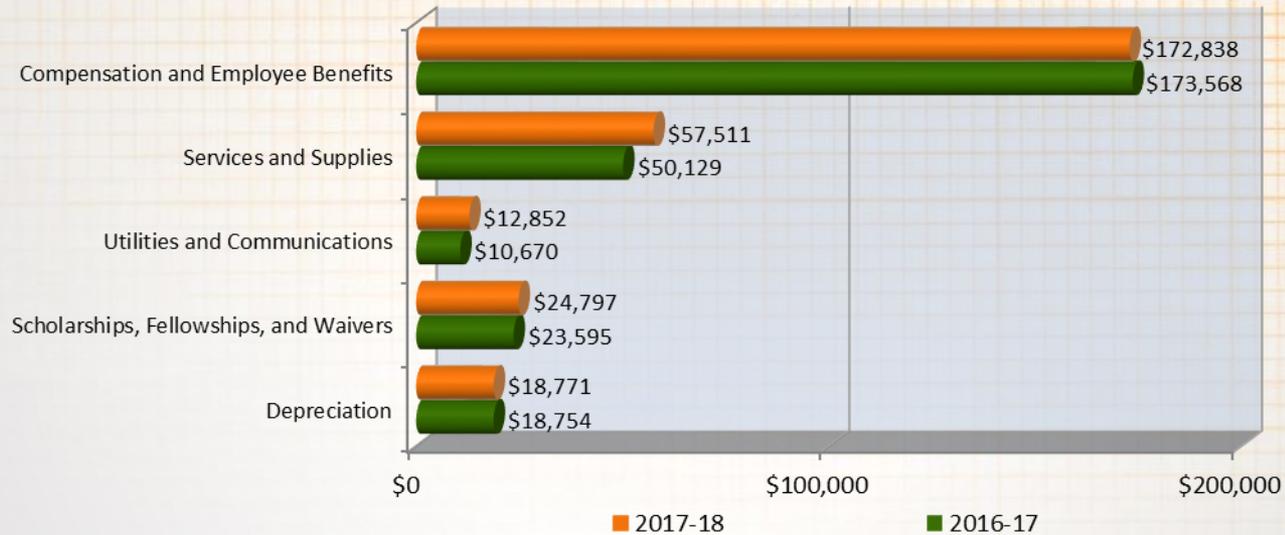
	2017-18	2016-17
Student Tuition and Fees, Net	\$ 44,190	\$ 42,611
Grants and Contracts	45,701	44,369
Sales and Services of Auxiliary Enterprises	32,001	31,265
Other	2,627	3,011
<b>Total Operating Revenues</b>	<b>\$ 124,519</b>	<b>\$ 121,256</b>





# FINANCIAL STATUS REPORT

## Operating Expenses (In Thousands)



	<u>2017-18</u>	<u>2016-17</u>
Compensation and Employee Benefits	\$ 172,838	\$173,568
Services and Supplies	57,511	50,129
Utilities and Communications	12,852	10,670
Scholarships, Fellowships, and Waivers	24,797	23,595
Depreciation	18,771	18,754
<b>Total Operating Expenses</b>	<b><u>\$ 286,769</u></b>	<b><u>\$276,716</u></b>





**INFORMATION ITEM XII:  
Cost Savings (Quarterly Update)**

PRESENTED BY

**Archie L. Bouie, II, Associate VP, Administrative and Business Services**

Florida Agricultural and Mechanical University



# Cost Savings – Central Strategies

## Status of major areas to realize savings:

Strategy	Approx. Savings
<b>Currently in progress for this year:</b>	
• Procurement from shared SUS & consortium agreements (April – June 2018 #1) (FY2018 #2)	#1 - \$282,383* #2 - \$4,332,368*
• Bulk purchases for IT/equipment (April –June 2018 #1) (FY2018 #2)	#1 - \$0* #2 - \$322,810*
• Virtual Payable Process	\$20,000**
• Sidewalk Initiative	\$597,000**
• Utility Savings (Boiler /Energy)	\$380,000*
Strategy	Estimated Implementation
<b>Currently under review:</b>	
• Purchase/Implementation of Travel Management Software	TBD
• Shared Services Initiatives	TBD
• Annual Leave Payout Process Re-engineering	TBD

**Legend:** \* Cost Savings \*\* Cost Avoidance





**INFORMATION ITEM XIII:  
Travel Process Enhancements**

PRESENTED BY

**Tiffany Holmes, Assistant Vice President / University Controller**

Florida Agricultural and Mechanical University

# Travel Process Enhancement Options



Options→	1) Use of Additional Travel Software	2) Use of Contracted Travel Agency	3) Enhancements to Existing Travel Module in PeopleSoft
Pros	<ul style="list-style-type: none"> <li>- User friendly booking tools</li> <li>- Easier creation of expense reports</li> <li>- Programmable restrictions for compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Ease of booking arrangements</li> </ul>	<ul style="list-style-type: none"> <li>- Campus familiarity</li> <li>- Existing IT expertise and support</li> <li>- Possibility of modifications to ease expense report creation and approval</li> <li>- Budget integration</li> <li>- Monetary investment in current financial system</li> </ul>
Cons	<ul style="list-style-type: none"> <li>- Must interface with Peoplesoft</li> <li>- Requires ongoing on-site IT support</li> <li>- Initial investment plus ongoing annual &amp; transactional fees</li> </ul>	<ul style="list-style-type: none"> <li>- Historically, the fees paid to the agency were too costly</li> <li>- Budgeting concerns</li> </ul>	<ul style="list-style-type: none"> <li>- Does not provide booking tools</li> <li>- Lacks user friendly mobile interface</li> </ul>
Estimated Costs	\$200k + \$50k annual fees	Varies	
Other Considerations	<ul style="list-style-type: none"> <li>- Requires campus-wide training</li> <li>- Long-term solution</li> </ul>	<ul style="list-style-type: none"> <li>- Financial responsibility of the University (unallowable charges)</li> </ul>	<ul style="list-style-type: none"> <li>- Workflow approvals</li> <li>- Assignment of travel reps</li> </ul>

# Travel Process Enhancement Recommendation



- Recommendation:
  - Option #3: Enhancements to existing Peoplesoft travel module
- Rationale:
  - Currently, provides the best solution to effectively address audit concerns in a timely manner





## **INFORMATION ITEM XIV:**

### **Project Updates**

PRESENTED BY

**Dr. Wanda Ford, VP, Finance & Administration/CFO; Sameer Kapileshwari P.E., Associate VP for Facilities;  
Craig Talton, Director - Facilities Planning and Construction; Archie Bouie, Associate VP Administrative &  
Financial Services; Dr. Jennifer Wilder, Director, University Housing**

**Florida Agricultural and Mechanical University**



# BOG Construction Certification

## CERTIFICATION OF FUNDING SOURCES FOR CAPITAL PROJECTS WITH EXCEPTIONS

Since July 1, 2008 to the present, the university has constructed 6 new capital projects adding more than 10,000 gross square feet of space or exceeding \$2 million in cost. For each capital project, we have reviewed university records, such as project budgets and expenditures, educational plant surveys, project programs, and project funding sources, necessary to determine that each project was constructed with funding from legally available and authorized sources.

Based upon our review<sup>1</sup>, we hereby certify to the Florida Agricultural and Mechanical University Board of Trustees and the Board of Governors, that each project was constructed with funds from legally available and authorized sources.

This Certification is premised on the representations made by University administrators who reviewed the University's regularly kept business records related to capital projects completed between the dates indicated. The signatories have relied on those representations to certify the type and use of the funds.

<sup>1</sup>This Certification is premised on the representations made by University administrators who reviewed the University's regularly kept business records related to capital projects completed between the dates indicated. The signatories have relied on those representations to certify the type and use of the funds.





# Center for Access and Student Success (CASS) Update

## Background:

The FAMU Center for Access and Student Success (CASS) is designed to be a multipurpose building serving as a one-stop shop for programs such as recruitment, admissions, financial aid and enrollment management. This building will also house registrar, scholarship office, counselling services and the Center for Disability Access and Resources.





# Center for Access and Student Success (CASS)

**Total Project  
Budget**

\$40,728,149

**Prior Funding:**

\$16,155,000

**2019-20 Request:**

\$21,473,149

**Future Request:**

\$3,100,000



**Project Site**



**Current Status (Underground  
utilities, site development,  
foundation and vertical structure)**



**Proposed Completion Date – Fall 2021**





# Student Housing Project – Phase 1A

## Key Project Milestones and Next Steps:

### Milestone

- FAMU BOT Project Approval
- USDOE & RCAP Site Visit
- Governor Patel's Visit
- Governor Cerio's Visit
- FL BOG Project Approval
- FAMU, DBF, RCAP/DOE Term Calls
- Governor Scott Cabinet Meeting
- USDOE Loan Closing
- Construction Begins

### Timeline

- June 7, 2018
- August 15, 2018
- August 27, 2018
- August 28, 2018
- September 13, 2018
- November, 2018
- December 4, 2018
- December 2018 (Exact Date TBD)
- March 2019





# Conceptual Rendering



BUILDING PERSPECTIVE

**FAMU STUDENT HOUSING**

ORLANDO, FLORIDA | A4  
01-22-18



**FINFROCK**  
FINFROCK DESIGN, INC.

**MANICA**  
ARCHITECTURE

Kimley»Horn

SKB STUDIO



# Housing Facilities Action Items a/o 11-13-18

ACTION ITEMS	ESTIMATED TIMELINE	STATUS	RESPONSIBLE PARTY
Initiate Quarterly Housing team Meeting	Fall 2017	Completed	VP Hudson
Explore Relocation of Housing Office		Preparations have been made to move the Housing Office to the new CASS Building	AVP Kapileshwari/ VP Hudson
Track repair cost by building	Continuous	Tracking occurs monthly at the end of the month	Dr. Wilder
Monitor Debt Coverage Ratio	Per semester	Hired Financial Advisor to help with Housing system finances and associated analysis	AVP Holmes
Monitor Enrollment /Retention	Per semester	Tracking occurs on an ongoing basis	VP Hudson
Survey students for continuous improvement	Continuous	End of year survey completed for Spring 2018; Tell us how we are doing survey added to signature line of all housing staff; RHA town hall meeting each semester	Dr. Wilder
Technology : New Housing Assignment System	November 19, 2018	Housing Portal opens for all applications for 2019-2020	Dr. Wilder
Fundraising Strategy Launch	Ongoing	Established Housing Facilities Foundation account. Portfolio of giving opportunities due to the Foundation by November 30, 2018	Dr. Wilder and Housing staff
Comprehensive Plan for Repairs/Renovations	Ongoing	Focus remains on solving HVAC and Humidity issues in select buildings	AVP Kapileshwari / Kendal Jones/ Dr. Wilder
Transition of Housing Maintenance to POM	July 1, 2018	Housing and POM meet regularly to facilitate a smooth transition	VP Ford/VP Hudson
Monthly residence hall facility meetings	Monthly	Continuous starting August 2018	Housing Staff



**Thank you**

**Questions?**

