



2017 Strategic Plan

DRAFT

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## **I** Introduction

In March 2011, Florida Agricultural & Mechanical University (FAMU) contracted with MGT of America, Inc., to develop a Comprehensive Plan for Student Housing. This planning effort reflects the interest of FAMU to support recruitment and retention of students through an enriched living experience in university housing.

The project methodology included:

- a campus visit in June 2011 to interview university leadership and staff, conduct student focus groups, and review the existing University.
- an analysis of enrollment and housing trends.
- a review of the local off-campus rental opportunities available to students.
- the compilation and analysis of benchmark information from housing programs at select peer and/or competitor institutions.
- projections for future demand for campus housing at FAMU.
- development of a list of proposed construction and renovation projects and a schedule for implementation.
- determination of appropriate rental rates for existing and proposed facilities.
- detailed financial analyses of the proposed projects and the system's capacity to implement the plan.

In May 2016, FAMU Facilities Planning and Construction engaged the services of Novagradac to do a University Housing Demand Study as a follow up to the MGT study

Two forms of student survey were used to capture the most students: an online method, which utilized a web-based survey tool to send emails to and gather information from current students, and an intercept method, which involved in-person surveys conducted on-campus over a three-day period between May 16 to 18, 2016.



In the context of the input from our multiple stakeholders, and taking into account the President's growth plan for the campus, the University Housing Leadership Team has prepared a plan that describes our mission, primary activities, key priorities, and strategic initiatives as we move forward over the next 3–5 years. This document will serve not only as a planning framework, but also as a reference point as we respond to shifting campus priorities and unanticipated needs.

## **II.** ■ **Mission**

The mission of FAMU Housing 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.

### **We Value:**

**Collegiality:** We promote student's collegiality and learning through the intellectual, physical, psychological, career, social and spiritual development of students.

**Excellence:** We strive to achieve excellence and professionalism in all programs and services, and set high expectations.

**Caring:** We treat others as we want to be treated. We teach caring by example with consideration, sharing, and kindness.

**Integrity:** We value high standards of ethical behavior. We demonstrate and expect responsibility and accountability in all community members.

**Diversity:** We honor the history, traditions and culture of all members of the university community and promote a nurturing environment. We celebrate diversity and the unique contributions of individuals.

**Respect:** We recognize the dignity, worth and individuality of all members of our community. We pursue an environment that is fair, open, and just.



## **III. What We Do and Whom We Serve**

### **Overview**

University Housing provides living accommodations, and student and community development programming to nearly 2,550 students: 1,672 in residence halls and 874 on-campus apartments.

University Housing manages 6 residence halls and 3 on campus apartment complexes, comprises 76 career staff and 80-100 student employees. We manage student accounts totaling more than \$13 million.

During the summer months, the University Housing's Conference Housing Office provides rooms and public spaces to many different groups both internal and external to the university. Conference housing allows the department to generate additional revenue for operational needs in buildings that do not have planned preventive maintenance or renovation projects. Campus constituents and external groups who have utilized this opportunity include FAMU summer session students, the FAMU Orientation program, TRIO programs, and Band camp.

### **Student Populations**

University Housing's capital plans are designed to house all- first-year first time in college students as a foundational priority. These accommodations are provided in single or double residence hall rooms.

Most continuing students prefer to live off campus for their second year and beyond because of the conditions of the residence halls and limited available space for upper class students. While only a small number of continuing students prefer to stay on campus, the availability of such housing is important to students and families when they are considering which campus to attend.

Incoming international students are integrated with other FAMU students in the standard housing options. While international students do not prefer specialized or separate housing, they do have needs that vary from domestic students related to distance and travel. Many international students arrive to campus and check in prior to our scheduled move-in periods and stay on campus during holiday closure periods.



To ascertain the off-campus housing supply and demand, Novagradac was engaged to analyze annual vacancy and rental information within the City of Tallahassee.

### **Student Programs and Services**

University Housing provides a robust residential education program that includes the Residence Hall Advisory Board, The Housing Court, leadership development opportunities, living-learning, social and extracurricular activities and a broad range of academic support programs. To facilitate these programs and services, University Housing employs professional, paraprofessional and student staff who also provide for the safety, community development and individual needs of student residents.

To facilitate positive community and ensure residents follow University Housing policy and the FAMU Standards of Conduct for Students, University Housing has professional staff who meet with students involved in alleged policy or behavioral violations. In most instances, an educational and developmental solution can be found. For serious or repetitive situations, a student's housing contract and/or their overall student status may be reviewed.

In collaboration with Academic Affairs, University Housing began offering Living Learning Communities in 2014. The Living Learning Communities includes academic advising, tutoring, academic workshops, peer advising and other academic support programs for cohorts of student in the same major.

In addition to advising and other support programs, all FAMU housing residents have access to the Computer Centers, which provide space for group study and review sessions, access to computers, printers, shredders, scanners and free printing. Drop-in, on-call and personal computing support is available to all residential students.

## **IV. ■ Housing Supply and Demand**

### **Undergraduate Demand**

University Housing conducts ongoing analysis of student enrollments, first year residency requirements and yield rates for admissions and housing offers. We stay in alignment with campus goals by planning in advance to provide the necessary bed spaces, taking care not to overbuild and create a financial liability for the campus.



## **V ■ Facilities Operations and Planning**

University Housing operates and maintains over 834,847 gross square feet within a variety of building types and locations, including residence halls and apartments. In addition, we provide daily custodial services and the delivery of residential and maintenance services.

### **Computer Services**

Computer Services provides the information technology infrastructure for the department. This department performs, system administration, and desktop and user support for all residential students and department staff.

### **Capital Projects**

All University Housing capital projects are coordinated with the office of Facilities Planning & Construction and include direct involvement of Student Affairs.

Recent renovation projects include the roof replacement on Gibbs Hall, the replacement and insulation of chill water lines, ceiling and light upgrades, replacement of the hot water tank and painting in Palmetto Phase III, three roof replacements, health and safety upgrades, mold remediation, carpet removal and tile replacement, select appliances and select furniture replacement and painting at Palmetto North.

### **Five-Year Capital Plan**

The campus initiative for enrollment growth and our continuing commitment to provide ample housing for the first-year residency requirement and our desire to increase our attractiveness to upper-class and graduate students will result in many facility investments over the next 5 years. Below is a summary of our current 5-year capital plan.

#### **Summer 2018** Sampson Hall- Seal the Building Envelope

Paddyfote (B & D), Palmetto South, Palmetto North (select buildings)- Replace Roofs

Palmetto North Install Aqueduct System for Downspouts

Gibbs, Paddyfote, Truth, Palmetto South-upgrade/replace



HVAC systems

Gibbs, Truth – renovate bathrooms

Truth -Replace the closets

Palmetto Phase III- Paint apartments,

Palmetto North – install aqueduct system for down spouts,  
Replace all windows

Palmetto South – Enclose the building for security & climate control

Village- Paint, replace the doors in Game day room with windows to stop rain intrusion, repair sprinkler system, redesign landscaping

**Summer 2019**

Gibbs- replace windows and paint building

Paddyfote- paint complex, Install LED lights

Palmetto South =

upgrade kitchen cabinets and bathroom vanities

paint complex

Install LED lights,

install card access on all gates

Renovate RD apartment

Phase III- Enclose the building for security & climate control

Summer 2020

Village, Palmetto Phase 3, Sampson & Young- paint

Summer 2021

Gibbs, Paddyfote, Palmetto North, Palmetto South – Paint

Summer 2022-

Village, Palmetto Phase 3, Sampson & Young- paint buildings



## **VI. Financial Planning**

### **Housing Rates**

FAMU Housing is committed to providing affordable housing to our residents. Our University Housing rates are currently under review. Over the past three years our average annual rate increase was 4.%. We would like to ensure our annual increase over the next 10 years will allow us to remain competitive without overtaxing our target population; however, this data is currently under review to ensure our ability to meet updated reserve balance goals from the Budget and Finance department. We will continue to control costs and make strategic decisions to remain affordable as we work to achieve our mission.

### **Revenues, Expenses and Reserves**

We achieve our commitment to affordability while still providing quality facilities and services by preparing and adhering to a long-term strategic financial plan. Our 5-year plan as outlined by Budget and Finance provides for the allocation of reserves for necessary renovation, upgrade and construction projects.

## **VII. Future Organizational Development and Staffing Needs**

The department has undergone a leadership change in the past year and is in a period of transition and changes in the organizational chart. A revised organizational chart can be found in Appendix A.

In the next 3–5 years, we anticipate several campus and administrative changes. In this context, we are committed to ensuring that position descriptions accurately reflect the totality of the work assigned, classifications are appropriate, and compensation reflects the market as well as individual performance. In addition to preparing for planned changes, we are committed to being nimble and responsive to unanticipated needs. When prudent and appropriate, adjustments will be made as staff members leave, new opportunities arise, or campus priorities shift.



### **Student Development**

As part of the overall campus growth and anticipated growth of Living Learning communities University Housing will continue to provide professional development opportunities to ensure the staff meets all competency levels of the profession. To ensure the development of our students, the department is implementing a Residential Curriculum model this academic year.

### **Facilities Operations**

The maintenance operation is currently understaffed, but the team has organized to handle the maintenance issues in a timely and efficient manner as we work to fill the Sr. Maintenance Superintendent and three Maintenance Mechanic positions. A work order/ inventory clerk was added to the staff in May 2017. The growth of our operation merits an ongoing human resource review and we will begin succession planning for the retirement of our plumber and locksmith. Additionally, we will be implementing a new Computerized Maintenance Management System, TMA, by February 2018.

## **VIII. Strategic Initiatives**

University Housing's strategic initiatives represent our priorities over the next 3-5 years. During this time, we will develop specific goals, identify applicable metrics and commit the time and resources necessary to ensure continued progress.

### **Student Program Enhancements**

The demographics of our student population are ever changing. As such, we will continue to evolve and enhance our program in both anticipation of and response to students' changing needs

### **Marketing and Communications**

We will enhance communication and information sharing for both our internal and external audiences through the hiring of a full time Marketing and Communications Coordinator for the department by January 30, 2018. These enhancements will include but not be limited to website improvements as well as expanded use of social and print media. External communication initiatives will include close collaboration with the University's Communications office. Internally, we will evaluate the quantity and structure of our department and unit meetings, enhance opportunities for staff social interaction, and revisit the use of a department newsletter



### **Professional Development and Succession Planning**

University Housing provides a broad range of professional development opportunities for our staff. We will continue to enhance these efforts with a focus on providing a more structured array of opportunities. In addition, we will work to identify project-based and interim/short-term assignments that will prepare staff for future advancement while also contributing to department needs and goals.



***Gibbs Hall*** is a six-story building with brick veneer housing male and female students. Rooms are double occupancy on a double-loaded corridor with community baths on each floor. Common areas include a lobby, laundry facility, and shared computer lab with wireless Internet connections. The wireless network is accessible in each student's room.

Primary deficiencies include: an unsatisfactory HVAC system, deteriorating piping and plumbing systems, insufficient electrical systems, insufficient ventilation in bathrooms and corridors, and inadequate fire sprinkler protection. The building does not comply with ADA requirements.



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***Paddyfote Complex*** is a group of four buildings (each four or five stories) with brick veneer and is home to female students. Rooms are single occupancy and are located around a center utility area on a single-loaded corridor. There is one community bath on each floor. Common areas include a lobby, shared laundry facility, TV room in an adjacent building, and computer lab with wireless Internet connections. The wireless network is accessible in each room.

***Primary deficiencies*** include: Poor window system, an unsatisfactory HVAC system, deteriorating piping and plumbing systems, insufficient electrical systems, poor lighting, inadequate room size, insufficient ventilation in bathrooms, asbestos floor tiles, and inadequate fire sprinkler protection. The building does not comply with ADA requirements, and the site floods at south building during heavy rain.



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***Palmetto Street North*** consists of eight, two-story apartment buildings with brick and wood veneer. Currently, the complex houses single male and female students in separate buildings. Each two-bedroom apartment includes a kitchen, dining, bathroom, living room, and storage closet. These units are equipped with cable ready outlets, central HVAC, and wireless Internet connections. A separate Common's Building contains a laundry, office, meeting room, and recreation/TV room.

***Primary deficiencies*** include: inadequate fire alarm system, poor window system, wall, and ceiling finishes, as well as interior and exterior doors, deteriorating piping and plumbing systems, insufficient electrical and lighting systems, insufficient ventilation in bathrooms, and lack of fire sprinkler protection. The building does not comply with ADA requirements.



***Palmetto Street Phase III*** consists of two, three-story apartment buildings and a common building, all with brick veneer. Currently, they house both male and female students. Apartments contain 4 single



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bedrooms, two or three double bedrooms with a kitchen, dining/living room, bathroom, and storage closet. These units also are equipped with cable ready outlets, central HVAC, and wireless Internet connections. An ADA accessible elevator is available on all levels of these buildings. A separate common building includes a laundry, vending area, office area, a large recreation/TV room, and with computer lab with wireless Internet connections. The wireless network is accessible in each room.

**Primary deficiencies include:** Inadequate fire alarm system, plumbing systems. Corridors are open ended and exposed to the outside climate, allowing condensation to form in these ceilings between floors, and run down the walls and doors of each unit, causing damage throughout the complex. The condensation will eventually damage the steel floor structure beyond repair. Many exterior doors are showing signs of rusting. Water from the roof runs down the face of the exterior masonry and is beginning to infiltrate the window systems on the lower floors flooding student bedrooms and staining the exterior brick.



**Palmetto Street South** consists of four, three-story apartment buildings with brick veneer. Currently, the complex is coed by apartment. Apartment suites contain one, two or three bedrooms with a kitchen, dining/living room, bathrooms, and storage closet. These units also are equipped with cable ready outlets, central HVAC. A very small separate Commons Building includes a laundry, vending area, office, and recreation/TV room and computer lab with wireless Internet connections. The wireless network is accessible in each apartment.

Primary deficiencies include: Deteriorating piping and plumbing systems with insufficient shut-off valves, insufficient ventilation in bathrooms, and HVAC units which are housed in closets that are too small for the existing equipment. Mildew problems have occurred in bathrooms. Corridors are open ended and exposed to the outside climate, allowing condensation to form in the ceilings and run down the walls and doors of each unit, causing damage throughout the complex. The bottom floor level often floods during heavy rainfalls. The building does not comply with ADA requirements.



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**Sampson Hall** is a four and a half-story building with brick veneer. It houses male students. Rooms are double occupancy on a double-loaded corridor with community baths on each floor. Common areas include a lobby, laundry facility, recreation room, and shared computer lab with wireless Internet connections. The wireless network is accessible in each room.

Primary deficiencies include:



**Truth Hall** is a four-story building with brick veneer housing upper-class female students. Rooms are double occupancy on a double-loaded corridor with community baths on each floor. Common areas include a lobby, laundry facility, study room, and computer lab with wireless Internet connections. The wireless network is accessible in each room.

**Primary deficiencies include:** Water penetrates the exterior shell of this building through leaking gutters and downspouts, deteriorating windows, and clogged drainage piping in basement window wells allowing standing water to penetrate the masonry walls. Without a complete renovation of the exterior building system, this facility will become uninhabitable. Other deficiencies include an unsatisfactory HVAC system, deteriorating piping and plumbing systems, insufficient electrical systems,



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inadequate fire sprinkler protection, and asbestos floor tiles. The building does not comply with ADA requirements.



**FAMU Village** is a state-of-the-art, two-person suite-style facility that was constructed in 2014. The facility consists of six floors with approximately 30 suites on each floor and features two computer labs, two multi-purpose rooms, a game day lounge (with three 80" televisions), and lobbies with televisions. Also, all floors are equipped with a conference room.



**Young Hall** is a three and a half-story building with brick veneer. It is currently closed for renovations. It formerly housed male students. Rooms are double occupancy on a double-loaded corridor with community baths on each floor. Common areas include a recreation room, small lobby, and shared computer lab in Gibbs Hall with wireless Internet connections. The wireless network is accessible in each student room.