

**PRAIRIE VIEW A&M UNIVERSITY
THE STRATEGIC PLAN UPDATE 1999-2004
DIVISION OF STUDENT AND ENROLLMENT SERVICES
DEPARTMENT OF HOUSING AND RESIDENTIAL SERVICES**

I. PHASE ONE: UNIT PROGRAM MISSION AND STATUS

A. STATUS: REVIEW AND REPORT

1. STRATEGIC PLAN UPDATE 1999-2004

Strategic Planning Committee

Chair

A. D. Aldridge

Director of Housing and Residential Services

Co-Chair

Charles Crockett

Assistant Director of Housing and Residential Services

Committee Members

Freman Fletcher

Don Toney

Student

Niki Jones

2. Mission (Purpose) Statement

The mission of the Department of Housing and Residential Services is to provide on campus living and learning communities that support the intellectual, moral and academic growth of students (who live in on campus housing) outside of the formal classroom. Consistent with the mission of the university and the Division of Student and Enrollment Services, the Department of Housing and Residential Services is committed to providing a co-curricular environment which allows students to pursue special interests, fulfill individual needs, and actively contribute to the university's living and learning community life. The Department of Housing and Residential Services serves as the primary resource for guidance in all areas of the campus residential communities, and is responsible for supporting the university's co-curricular life mission. Student development, learning and growth process is supported by providing safe, secure, clean and health living and learning facilities in all on campus residential communities.

3. Relationship of Mission to the University Mission

The Department of Housing and Residential Services demonstrates its commitment to completing the mission of the university and the Division of Student and Enrollment Services by ensuring that on campus residential community programs and experiences are relevant to the needs of the student residents, and provide an atmosphere for cultural, intellectual, moral, growth, and development of the students who live in on campus housing.

4. Unit Goals Listing

- Demolition of Alexander/Buchanan, and Holley Hall by December 1, 1999.
- Begin construction on a University College facility by January 1, 2000. This will be a learning and living community for 1200 new first time in college students, and is scheduled to open by August 15, 2000. The construction of the facility will be done by American Campus Communities under the approved Land Lease Agreement for on campus privatized student housing.
- Close Fuller Hall by December 22, 1999.
- Close Drew Hall in May 2000 for complete renovation, and conversion to two students per room suites. Reopen Drew Hall in August 2001. The new renovated residence hall will provide 482 assignable spaces at two students per room.
- Close L.O. Evans Hall in May 2000 for complete renovation, and conversion to a private suite with kitchen and day care (with a secured playground) living community for married students, graduate students, faculty and staff. Reopen L.O. Evans in August 2001. The new renovated married student family facility will provide 30 one bedroom suites with a living/kitchen area and provide child care services for up to 80 children per day.
- Assuming that Phase IV (University College) privatized housing will be 50% complete in the Fall of 2000, it will be necessary to maintain both Banks and Fuller Halls in operation. These halls will provide a total of 675 student and staff spaces until Phase IV is complete. Considering the previously stated goals concerning Drew and L.O. Evans, this is the most logical plan.
- Close Banks Hall in May 2001 for renovation and conversion to two students per room suites. Reopen Banks in August 2002. The new renovated residence hall will provide 282 assignable spaces at two students per room.

- Develop and implement programs that support the recruitment, retention, and graduation of a diverse student population.
- Establish and maintain lines of communications and an effective relationship with staff, faculty, students and all service support agencies.
- Encourage and promote diversity within all on campus learning and living communities.
- Reorganize the Department of Housing and Residential Services to optimize resources, and provide the best quality of services to all of the on campus residential communities.

5. Accomplishments Since 1994

- Opened New Student Phase I, II, III privatized housing and designated Phase III as an intensive learning and living community for student scholars. Finalized plans for Phase IV privatized housing which will open as the new University College Community in the Fall of 2000.
- Improved the quality of living and learning for all students living in traditional residence halls.
- Overwached the planning, construction and opening of a third phase of new student housing. The new University Village ("River Oaks") North adds 600 spaces to the university's total on-campus (assignable) capacity of 3117 spaces.
- Achieved the most intensive residence hall maintenance upgrade since 1991. Installed new windows, bathroom ceilings, mattresses, chairs, painted all student rooms and installed security surveillance systems in selected halls. Simultaneously, transitioned Banks Hall into a pilot living and learning community, "The Place."

B. STATUS: SWOT ANALYSIS

1. The Department of Housing and Residential Services continues to search for ways to provide quality learning and living communities for students who chose to live in on-campus housing.

a. Strengths:

- The Department of Housing and Residential Services maintains a strong, cooperative working relationship with the student body, parents, staff, faculty, and American Campus Communities - the contracted developer and management for on campus privatized student housing.

- State of the art residential learning communities to promote a wholesome, safe, and secure living, academic, social and cultural atmosphere.

b. Weaknesses:

- Budget-budgetary allocations are far too low and makes it extremely difficult to plan and forecast the amount of maintenance that can be accomplished in the traditional residence halls during each summer.
- Counseling Services and Residential Life Programing - these services are needed in each on-campus learning and living community.
- Low occupancy during the Spring Semester and Summer Sessions. We must find ways to improve retention in our residential communities, and for the university.

c. Opportunities:

- The new modern on campus residential communities provide an opportunity for the university to renovate three of its residence halls; Banks, Drew, and L.O. Evans. More and better facilities yield more and better students
- The window of opportunity to prepare for the obvious future population growth is 1999-2001. It is highly likely that the student population will rise sharply during this time frame and probably even greater after 2001.
- The renovation of the aforementioned facilities provides an opportunity for the university to offer on campus housing for married student couples and children plus a child care facility and protected playground.
- Renovation of L.O. Evans also provides the university an opportunity to establish a "Child College" or a "Kinder Kollege" for employees' elementary age children after their normal school day. This is ideal for employees who are not able to find a facility to take care of their children after school. This would provide a safe environment for employees' children for 2-3 hours after the children's normal school day and the employees/parents can continue to work stress-free while the children are tutored in their home work, or other skills, e.g., computer training and behavior and life skills development.

- This is a great time to capitalize on outreach programs that impact on the living and learning process at all levels.

d. Threats:

- Low budget allocations will continue to subdue the ability to provide the best possible services and programs.
- The greatest threat is the possibility of missing our window of opportunities to greatly improve on campus living and learning communities due to an inability to achieve funding.

2. SACS Must and Should Scan

The Department of Housing and Residential Services must develop policies and procedures governing four residence halls, and provide coordination and guidance for the development of policies and procedures governing University Village apartments and University College (scheduled to open in the Fall of 2000). Reasonable precautions must be taken to provide healthful, safe and secure housing facilities for student residents. The living and learning environment in each community must support the educational mission of the university.

Many of these policies and procedures have already been developed and widely published and disseminated. Modification of these policies and procedures are on going and necessary due to ongoing changes in living and learning concepts, and construction of new student housing facilities on campus.

PHASE ONE: UNIT/PROGRAM MISSION AND STATUS, CONTINUED

C. Status: Review of Effectiveness Plan - 1994-1999

1. Narrative Overview

During the academic years of 1994-1999, the Department of Housing and Residential Services experienced several changes in residential community operations on campus at Prairie View A&M University. There were significant improvements in residence hall maintenance each summer. The maintenance concentration was on facilities that are currently in use, and that are scheduled for upgrade and renovation within the next five years.

In 1995, ground breaking occurred for privatized development of new student housing on campus. This new approach to providing a better quality living and learning environment for our students resulted in the opening of Phase I in 1996, Phase II in 1997, and Phase III in 1998. As new student housing opened, traditional residence halls that were determined to be cost prohibited to renovate were closed. The university has closed three of its original seven residence halls and at the same time maintained the capability to provide housing for over 50 % of its enrolled undergraduate population.

The Department of Housing and Residential Services is committed to ensuring quality living and learning conditions in state of the art facilities that support the university's academic mission and goals. To ensure that we are effective in providing quality service, the department will continue its annual review for future housing needs, and initiate an assessment program in academic year 1999-2000 to measure our success level in future academic years.

2. Assessment Record

The department has used community forums, staff and student lead meetings, weekly status reports, semester reports, and a project feasibility study to provide information on the quality of our residential services programs. The initiation of new assessment methods will enhance our ability to capture useful information and ensure continuous quality in housing and residential services programs.

Model:

HOUSING AND RESIDENTIAL SERVICES

Expanded Statement of Institutional Purpose:

Institution Mission/Goal:

(Goal 6)... The University will continue to provide programs that will improve the retention rate of first-time, full-time, degree-seeking freshmen after the first academic year.

Unit Mission Statement:

To provide quality on-campus housing and residential services for university students.

Administrative Objective/Expected Results:

1. First time in college students will be satisfied with residential services and developmental programs provided in on campus housing.

2. Students will appreciate the learning and living opportunities available in on campus housing, and they will become more aware of the importance of their contribution to the community living and learning environment.

3. The number of new and returning students desiring to live in on campus housing will increase. Retention rate of first-time, full-time, degree-seeking freshman will increase.

Means of Assessment & Criteria for Success:

1a. Respondents will indicate on a residential services end of semester survey an average rating of 3.5 or higher on a scale of 1 to 5.

1b. 90% of residents completing the end of semester survey will be very satisfied with the on campus housing facilities or very satisfied with the overall residential learning and living experience.

2a. Records maintained will indicate an annual increase of 10% of all students desiring to live in on campus housing.

2b. Records maintained will indicate that the Junior and Senior student population in on campus housing will increase by 10% each year.

3a. Housing records will indicate the number of students moving on campus from off campus during each semester.

3b. Housing records will indicate the reason for students moving from on to off campus, and the reason for students moving from off campus to on campus each semester.

Assessment Results:

1a. To be completed after review of surveys.

1b. To be completed after review of surveys.

2a. Records there was an increase of 6% of students desiring to live on campus.

2b. Records indicate an increase of **% of juniors and seniors desiring to live on campus.

3a. Records show that the number of students moving from off campus to on campus has increased each semester.

3b. To be completed after review of surveys.

Use of Results:

1a. To be completed after review of surveys.

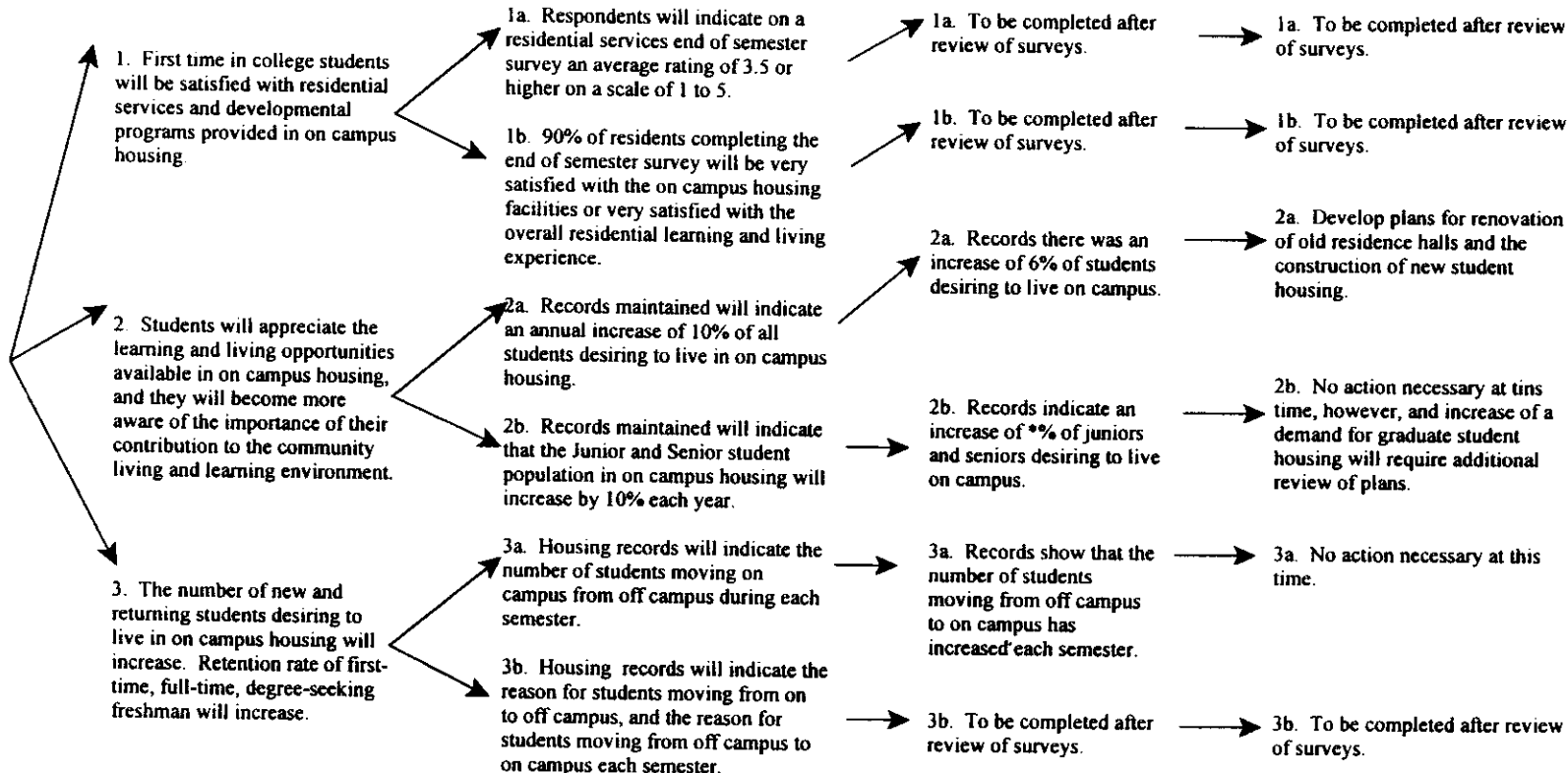
1b. To be completed after review of surveys.

2a. Develop plans for renovation of old residence halls and the construction of new student housing.

2b. No action necessary at this time, however, and increase of a demand for graduate student housing will require additional review of plans.

3a. No action necessary at this time.

3b. To be completed after review of surveys.



Unit/Program Housing and Residential Services MUST SCAN (Not Applicable)

SACS CRITERIA: Update 10/98 "MUST" Statements & Status

Section II Education Programs

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Line 10 An institution MUST publish its grading policies an its grading policies MUST be consistent with policy.

Status (Brief Statement)	Tasks	Person Responsible By Task	Due Date	Location

Task Identifiers:

- CD = Create Handbook , guide, plan, etc.
- WP = Write Policy, procedure, etc
- LP = Locate policy, plan procedure, etc
- CS = Change Structure

- FC = Formulate council, committee, task force
- EP = Employ Personnel
- ES = Establish Program
- FA = Finalize action on agreement
- O = Other (specify)

TITLE OF PROGRAM OR UNIT ASSESSED Housing and Residential Services
Assessment Methods (Grid) Score = 1.0 - 5.0

	1994	1995	1996	1997	1998	1999
Total number of undergraduate students enrolled*	4831	4912	5391	5132	5216	5157
Total number of graduate students enrolled*	969	1070	1137	1001	975	1373
Total number of undergraduate students living on campus*	2810	2825	3096	3048	3282	2913
Total number of graduate students living on campus*	28	26	37	41	24	22
Total number of undergraduate students living in residence halls*	2810	2825	2426	1732	1378	1176
Total number of graduate students living in residence halls*	28	26	35	37	18	10
Total number of undergraduate students living in University Village*	n/a	n/a	670	1316	1904	1737
Total number of graduate students living in University Village*	n/a	n/a	2	4	6	12
Total number of undergraduate students living off campus**	3037	3174	3407	2956	3224	2244
Total number of graduate students living off campus**	941	1044	1102	960	951	1351
Resident feedback	2.0	2.5	4.0	4.0	4.0	4.0
Residential community programs	4.5	4.5	4.5	4.0	4.0	4.0
Residential community services	4.5	4.5	4.5	3.5	4.0	3.5
Computer labs available	3.0	3.0	3.0	3.0	2.9	2.9
Telephone services	5.0	5.0	5.0	5.0	5.0	5.0
Cable TV service	3.0	3.0	2.5	2.5	2.0	3.0
Judiciary Counsel	4.0	4.0	4.5	4.5	4.0	5.0
Residence hall staff training and performance	4.5	5.0	5.0	5.0	4.5	5.0
University Village staff training and performance	n/a	n/a	5.0	4.0	4.0	4.0
Residence hall student counsel	5.0	5.0	4.0	3.5	3.5	3.0
University Village student counsel	n/a	n/a	5.0	4.5	3.5	4.0
Residence hall association	2.0	2.0	4.0	5.0	4.0	3.5
Residence hall maintenance	3.5	4.0	4.0	4.0	4.0	4.0
University Village maintenance	n/a	n/a	5.0	4.5	4.0	3.5
Custodial services	4.5	3.0	2.0	3.5	4.0	3.5
Pest control	4.0	4.0	5.0	5.0	5.0	4.5
Safety	4.0	4.0	4.0	4.0	4.0	4.0
Security	3.5	3.5	4.0	4.0	4.0	4.0
Health	2.0	2.0	3.5	4.0	4.0	4.0
Residence hall billings	1.0	1.0	2.5	3.5	4.5	4.0
University Village billings	n/a	n/a	5.0	5.0	5.0	4.5
End of Semester survey for Residence halls <i>(To be implemented in 1999-2000)</i>						
End of Semester survey for University Village <i>(To be implemented in 2000)</i>						

*Numbers are taken from Fall Semester reports

**This includes students enrolled at the college of Nursing in Houston.

III - A. PHASE THREE: CHANGE DYNAMICS

A. Major Changes Affecting Unit 1994-1999

1. Construction of new privatized student housing on campus. Three phases were completed from 1995 to 1998. The new student housing provided a total of 1877 assignable private bedrooms in new apartmentized student housing.
2. Three traditional residence halls were closed as new housing units were opened. These residence halls were determined to be cost prohibited to renovate, and will be torn down.
3. A reduction in staffing has occurred due to traditional residence hall closures. The reduction in staff impacts the department's ability to execute programs within living and learning communities, therefore, other university agencies must be relied upon to assist in residential community programs.
4. A reduction in revenue required for operations and residential community programs has been experienced due to closure of three traditional residence halls.
- 5.
- 6.

III - B. CHANGE DYNAMICS, CONT'D

PROJECTED IMPACT OF ENVIRONMENTAL FACTORS ON FUTURE PROGRESS
(See Appendix C)

Positive Impactors	Negative Impactors
<p>3. Closure of residence halls in serious need of repair, cost prohibited to renovate.</p>	<p>1. Significant loss in local revenue due to traditional residence hall closure.</p>
<p>2. Opening of new modern housing with private bedrooms and bathrooms shared by only two students (only one student in two bedroom units).</p>	<p>2. Students who do not qualify for financial aid or scholarships may not be able to afford the rent for privatized housing.</p>
<p>3. New student housing is better suited for privacy and quiet studying.</p>	<p>3. First time independence for some students may result in a change in study habits and discipline.</p>
<p>4. New student housing has increased the desire of students to live on campus.</p>	<p>4. In the future, students who cannot afford on campus privatized housing will move off campus in the future if traditional residence halls are not available as an affordable option.</p>
<p>5. New student housing has been a factor in improved retention rates.</p>	<p>5. If traditional residence halls are not available, and off campus accommodations are unsuitable, students will withdraw and leave the university.</p>
<p>6. New student housing has positively impacted student behavior</p>	<p>6. Unavailable child care will negatively impact enrollment growth and student success.</p>

III - C. PHASE THREE: PROJECTED CHANGES EXPECTED TO YIELD SAVINGS

Description of Changes	Year and Expected Savings*				
	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
The renovation of residence halls will result in cost savings of \$ 85,000 in the area of facilities maintenance over the next five years.	N/A Renovation Cycle	N/A Renovation Cycle	\$30,000	\$30,000	\$25,000
The new privatize housing and newly renovated residence halls will result in a reduction in staff requirements for traditional residence halls. The total savings will be approximately \$180,000.00 over the next five years.	N/A Transition Period	N/A Transition Period	\$60,000	\$60,000	\$60,000

*Savings should include resources expected to be reallocated.

UNIT PROGRAM NAME: HOUSING AND RESIDENTIAL SERVICES

IV - A. PHASE FOUR: THE FUTURE 1999-2004, OBJECTIVES, PERFORMANCE MEASURES, AND STRATEGIES

Univ. Goal # (See Appendix A)	Admin Unit Goal Obj.	Unit Performance Measure	Method of Assessment	Strategy by Goal
5,6, and 11	Renovate four (4) residence halls between 1999 and 2002	Provide and maintain living and learning residential facilities that will enhance the desire of freshman to remain in college and complete a baccalaureate degree within six years. Increase of first time freshman retention rate to 75%.	Administration of residents satisfaction survey each semester. Implement a by-semester tracking system that will identify the percent of returning undergraduate students from beginning freshman through graduation.	Develop a residential living and learning facility concept and preliminary design for renovation. Coordination with V.P. for Finance and Administration to identify funding for renovation. Coordinate with V. P. for University Operations to develop plans, design and construction time lines. Monitor and evaluate the project through completion.

*** Academic Units MUST include academic degree program (student outcome) measures. They should also include at least one measure for research and one for service.**

IV - B. PHASE FOUR: THE FUTURE 1999-2004, STRATEGIES BY COST AND NON-COST RELATED INPUTS

<p>STRATEGY BY GOAL (Repeat IV-A, Col 5)</p>	<p>INPUT REQUIREMENTS (e.g. Personnel, Equipment, Technology)</p>	<p>*COST ESTIMATES FOR COST RELATED INPUTS</p>
<p>Develop a residential living and learning facility concept and preliminary design for renovation. Coordinate with V.P. for Finance and Administration to identify funding for renovation. Coordinate with V. P. for University Operations to develop plans, design and construction time lines. Monitor and evaluate the project through completion.</p>	<p>The stated goals of renovation will require the coordination and continuous monitoring of the Director of Housing and Residential Services, the development of designs, time lines and bid process by the physical plant construction manager, and the identification and approval of funding by the V.P. Finance and Administration. In addition, an outside construction company agency who will provide the necessary equipment must be contracted to conduct the renovation.</p>	<p>\$ 1,560,000.00</p>

*Implementing some strategies requires funding. However, not all inputs require funds. Changing personnel duties and responsibilities, improving, customer relations, changing schedules are among the cost for inputs.

UNIT PROGRAM NAME: Housing and Residential Services

VI. PHASE SIX: Description of How Unit's Achievement of Objectives Will Facilitate Attainment of State Mandated Performance Measures

STATE MANDATED PERFORMANCE MEASURES (as applicable to unit. See next page)	PROGRAM UNIT OBJECTIVES	IMPACT OF CONTRIBUTION ON UNIVERSITY'S STATE MANDATED PERFORMANCE MEASURES
<p>1. (Goal 6)... The University will continue to provide programs that will improve the retention rate of first-time, full-time, degree-seeking freshmen after the first academic year.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p>	<p>The Department of Housing and Residential Services is committed to improving the retention rate by providing a co-curricular environment which allows students to pursue special interests, full fill individual needs, and actively contribute to the university's living and learning community life.</p>	<p>First year Freshman will be satisfied with residential services and developmental programs provided in on campus housing.</p> <p>Students will appreciate the learning and living opportunities available in on campus housing, and they will become more aware of the importance of their contribution to the community living and learning environment.</p> <p>The number of new and returning students desiring to live in on campus housing will increase. Retention rate of first-time, full-time, degree-seeking freshman will increase</p>

PVAMU STATE PERFORMANCE MEASURES WITH ANNUAL TARGET GOALS

	8/2000	8/2001
1. State licensure pass rate of Engineering graduates (80%)	60%	65%
2. State licensure pass rate of Nursing graduates (99%)	93%	93%
3. State licensure pass rate of Education EXCET Examination (86%)	75%	75%
4. Percent of course completers (99.4%)	99.4%	99.4%
5. Percent of first-time, full-time, degree-seeking freshman who earn a baccalaureate degree within six academic years. (33%)	30%	31%
6. Retention rate of first-time, full-time, degree-seeking freshman students after one academic year (73%)	65%	65%
7. Retention rate of TASP students requiring remediation education after one academic year (58%)		
8. Dollar value of external or sponsored research funds (in millions) \$11 million	\$11M	\$11M
9. External or sponsored research funds as a percent of state appropriations (35.3%)		
10. Percent of lower division courses taught by tenured faculty (52.2%)	47%	47%
11. Percent of Baccalaureate Graduates who are First Generation College Graduates	47.7%	47.7%
12. Administrative Cost as a Percent of total expenditures	10%	10%

Reference: President Hines' May 26, 1999 Memorandum, Performance Goals for Instruction and Operation at Prairie View A&M University for the 2000 - 2001 Biennium

VII PHASE SEVEN: ORGANIZATION CHART

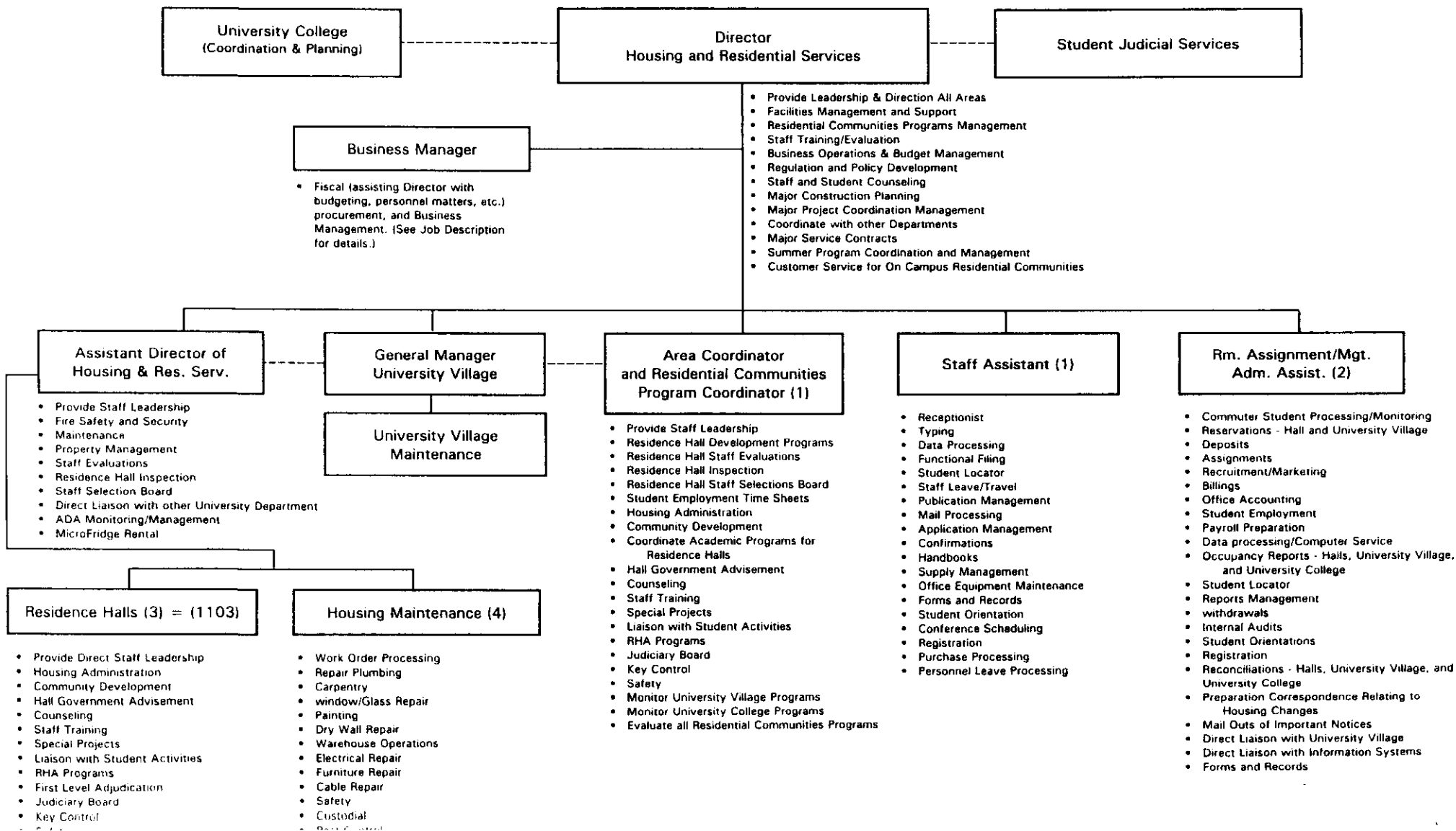
A. Current Chart

B. Proposed Chart

PRAIRIE VIEW A&M UNIVERSITY

A Member of The Texas A&M University System

DIVISION OF STUDENT AND ENROLLMENT SERVICES DEPARTMENT OF HOUSING AND RESIDENTIAL SERVICES (Current Organization)



UNIT/PROGRAM NAME: Housing and Residential Services

VIII: PHASE EIGHT: POSITION DESCRIPTIONS

A. Current Positions

Position Titles	Brief Description
Director, Housing and Residential Services	Responsible to the Vice President for Student and Enrollment Services for carrying out the major administrative responsibilities for planning, implementation, execution, and evaluation of coordinated housing and residential services and programs to support student development in seven on campus learning and living communities. Provide leadership for 14 professional, and over 80 student staff personnel.
Assistant Director of Housing and Residential Services	Deputy and primary assistant to the Director of Housing and Residential Services. Major responsibilities include supervision of residence hall maintenance, safety, security and health related services, and the training, education, and supervision of the professional and student staff in four residence halls.
Business Manager	Responsible to the Director of Housing and Residential Services for planning, organizing, administering, monitoring, evaluating and managing fiscal operations, records, procedures, personnel management, and administrative office management. As Necessary, assist the Office of the Vice President for Student and Enrollment Services.
Administrative Assistant (One)	Responsible for planning coordinating, implementing, supervising, and monitoring the conduct of occupancy inventories; monitoring and verify the accuracy of community and residence hall rosters; and maintaining automated data on all billing/assessments for all residential communities.
Administrative Assistant (Two)	Responsible for planning, coordinating, implementing and managing reservation and room assignments in residential communities. Supervise verification, and monitoring the accuracy of community and hall rosters. Responsible for the accountability, operation, and maintenance of the department's two-way radio communications equipment.

UNIT/PROGRAM NAME: Housing and Residential Services

VIII: PHASE EIGHT: POSITION DESCRIPTIONS

A. Current Positions

Position Titles	Brief Description
Area Coordinator for On Campus Residential Community Programs	The Area Coordinator is responsible to the Director of Housing and Residential Services for the overall management of all residence halls, and the coordination, development, implementation, monitoring and supervision of educational/ development programs in all on campus living and learning communities. The Area Coordinator is also responsible for staff advisement for the Residence Hall Association (RHA).
Staff Assistant (Vacant)	Primary assistant to the Director of Housing and Residential Services for office management, records management, data processing, and the preparation, management and distribution of executive level correspondence. The Staff Assistant also serves as the department's receptionist , mail manager, and student locator.
Maintenance Supervisor	Responsible for the development, coordination, management, and execution of maintenance programs; and the implementation, supervision, and evaluation of the overall maintenance for four residence halls.
Residence Hall Director (Four)	The Residence Hall Director lives in the residence hall, and has direct supervisory responsibility for two Graduate Assistants, up to 16 Resident Assistants and 6 to 8 front desk workers. The Hall Director is responsible for all residential community programs within his/her hall, and must ensure that the facility provides an environment that ensures academic, social, recreational, interpersonal, health and safety needs of all residents.
Security Attendant	Responsible for coordination of security guard requirements for four residence halls. Monitors, evaluates, and reports performance to the Director of Housing and Residential Services.
Maintenance Workers	Responsible to the Maintenance Supervisor for performing general residence hall maintenance and custodial services as determined by the Assistant Director of Housing and Residential Services and the Maintenance Supervisor.

UNIT/PROGRAM NAME: Housing and Residential Services

VIII: PHASE EIGHT: POSITION DESCRIPTIONS

B. Projected Positions

Position Title	Brief Description	Estimated Cost and Year (e.g. 70,000 '02)
There are no New Positions Projected At This Time		