

Report to the  
**Departmental Review Advisory Committee**  
**State University of West Georgia**

for

**Campus Planning and Facilities**

**Submitted by Mike Renfrow, Assistant Vice-President**  
**June 25, 2004**

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## **A. Departmental Goals and Directions**

### **1. Responsibilities of the Department**

The State University of West Georgia's (UWG) Department of **Campus Planning and Facilities (CP&F)** is comprised of the Office of the Assistant Vice President for Planning and Facilities, Facilities and Grounds, Campus Planning and Development, and Risk Management/Environmental Health and Safety.

Facilities and Grounds (F&G) serve the UWG community by providing a safe, comfortable, and appealing environment for students, faculty, and staff. All requests are channeled through the Work Information Center and are assigned to the appropriate skilled trades' personnel. The work processes of landscaping, custodial services, vehicle maintenance, construction, move/set-ups, building repair, routine maintenance, electrical and special events, are managed, coordinated, scheduled, and performed for over 1.7 million square feet of building floor space across 397 acres of land.

Campus Planning and Development (CP&D) coordinate and provide construction expertise for all planned and long-range campus development. Services also include development of capital requests for Board of Regents' approval and funding, construction administration, regulatory compliance assurance and maintenance of facility information.

The responsibility of Risk Management/Environmental Health & Safety (RM/EHS) is to protect the students, visitors, faculty and staff through training, education and information dissemination. RM/EHS enhances the overall working environment while fully supporting the education mission on campus by assisting in the future preparation of students in the area of environmental health and safety, as well as ensures that all activities conducted on campus meet and exceed requirements set by local, State and Federal agencies.

## 2. Departmental Five-Year Planning Goals

CP&F five-year planning goals and aspirations include:

Goal	Description	Assessment	Status Summary
1	Develop and implement Life Cycle Planning that allows UWG to create multi-year plans for Facilities renewal.	-Renew Facilities Condition Analysis -Develop Life Cycle Planning renewal curve -Compare Life Cycle Planning report to 5-yr. MRR funding.	Facilities Condition Analysis was developed and is utilized for prioritization of PM's and building repair. Status is considered on-going.
2	Develop a comprehensive Energy Policy as part of an Energy Conservation Program	-Develop mission/vision -Cross-functional committees -Current "status" of energy conservation programs; review financial and historical trends -Review capital plans of utility infrastructure -Review current operation and maintenance programs and determine areas of improvement	-Complete -On-going  -On-going -On-going
3	Master Plan Update	-Incorporate Capital Plan Development -Incorporate Space Planning Management	-Complete -Complete
4	Outline and implement a program in CP&F to strengthen organizational development and effectiveness, by improving communication and implementing programs in strategic trust, personal trust and organizational trust.	-Define and provide examples of strategic trust, personal trust, and organizational trust. -Develop and implement a series of programs to enhance or rebuild trust. -Design, and develop "instruments" that can be implemented on an annual basis to assess behavior as well as organizational effectiveness regarding trust. - Implement first analysis during the Fall '04 semester.	-Complete -In process -On-going  -On target
5	Design and implement a comprehensive strategic facilities plan structural around a system of performance measures to improve service delivery and cost effectiveness.	-Perform benchmark comparisons to comparable-sized universities. -Engage staffing consultants to develop performance measures. -Measure customer satisfaction level of facilities services.	-Completed. In-process of establishing internal measures to benchmark annually. -In process -Bi-annual surveys administered

**3. Briefly discuss the relationship of departmental goals to the University’s Mission Statement, Bread and Butter Goals, and Visionary Goals.**

UWG Mission Statement	CP&F Long Range Goals in Support:
High-quality undergraduate and graduate programs in selected fields in the Arts and Sciences, in Business, and in Education, that are grounded in a strong liberal arts curriculum, and that <ul style="list-style-type: none"> <li>• Impart broad knowledge and foster critical understanding needed for intellectual growth, personal and social responsibility, cultural and global literacy, and life-long learning;</li> <li>• emphasize disciplinary rigor;</li> <li>• foster the development of effectiveness in communication, critical and independent thinking, problem solving, and the use of technology.</li> </ul>	Goal 1,2,4,5
A learning community dedicated to instructional excellence where close student-faculty interaction enhances both teaching and learning for a diverse and academically well-prepared student body.	Goal 1,2,3
Educational opportunities for exceptional students through initiatives such as the development of an Honors College and, for extraordinary high school juniors and seniors, through The Advanced Academy of Georgia.	Goal 3,4,5
Faculty research, scholarship, and creative endeavors which promote knowledge, enhance professional development, contribute to the quality of instruction, and provide significant opportunities for student involvement and field-based experience.	Goal 4
A broad range of public service activities and proactive partnerships to promote more effective utilization of human and natural resources; to contribute to economic, social and technical development; and to enhance the quality of life within the University's scope of influence.	Goal 2,3,5
Regional outreach through a collaborative network of external degree centers, course offerings at off-campus sites, and an extensive program of continuing education for personal and professional development.	Goal 3
Student services which increase opportunities for academic success and personal development and enhance the climate of campus life.	Goal 4,5
Affirmation of the equal dignity of each person by valuing cultural, ethnic, racial, and gender diversity in students, faculty, and staff.	Goal 4
A collegial environment in the decision-making processes and supporting practices that embody the ideals of an open, democratic society.	Goal 4

UWG Visionary Goals (The Three Fives)	CP&F Long Range Goals
Faculty-directed student research and professional activities	Goals 1,2,3,5
The Honors College and the Advanced Academy	Goals 1,2,3,5
The First-Year Program	Goals 1,2,3,4,5
Technology across the curriculum	Goals 1,2,3,5
Innovations in professional preparation	Goals 2,3,4,5

The aforementioned **CP&F** long range goals help to strengthen the overall mission and vision of UWG as well as support the Bread and Butter goals specific to:

**Goal 5** - Continue to improve the quality of the *University Experience* for both commuter and residential students through the renovations completed in the UCC Food Court and the Z-6 Dining Hall, the completion of a 386 space commuter parking lot, construction on improving front and middle campus landscape, the completion of uniformed campus signage, residence hall renovations to Boykin Hall, Gunn Hall, Row Hall and Tyus Hall, campus-wide asphalt paving, campus-wide ADA improvements and constructing six-miles of nature trails.

**Goal 7** - Forge stronger *External Relations* by conducting forums and workshops with neighboring communities, becoming involved in civic and professional organizations, publishing a web-site that is inclusive of campus projects, goals and achievements, contributing with the community on improvements to roadways, traffic, water runoff, lighting, and historical preservation.

**Goal 8** - *Regional collaboration for economic and community development* through partnerships with Carroll Tomorrow, Carroll County Chamber of Commerce, Chattahoochee Flint Reservoir, Georgia conservation and the West Georgia Foundation, Inc.

**Goal 10** - Improve *campus infrastructure* through the development of Life Cycle Planning, designing a comprehensive strategic facilities plan, replacement of the west campus electrical distribution system, and improve HVAC design in 13 residence halls. Student housing was expanded by creating a partnership with the West Georgia Foundation, Inc., for the construction of 612-bed residence hall complex.

“Professionally we Serve, Personally we Care”, is the core value statement of **CP&F** and its mission is to professionally operate, maintain and support the development of quality facilities, grounds, and services, and at the same time to support the campus community, students, faculty and staff. Through its efforts, **CP&F** supports the university’s commitment to the pursuit of “Educational Excellence in a Personal Environment” with safety, cost-effectiveness, and in an environmentally responsible manner.

**1. Describe any additional departmental, university-wide, or system-wide planning initiatives or efforts that will impact the department over the next five years.**

Planning Initiative	Description
Privatized Housing	A new 612-bed residence hall complex. Approved by the University System of Georgia's Board of Regents in October 2002, the privatized student housing complex will consist of three four-story residence halls plus a community building. This project will be funded by bonds issued through the West Georgia Foundation, Inc. and is considered a public/private partnership.
HWLCC	The HWLCC will house several entities, including: Physical Education, Nursing, Center for Caring, and Continuing Education. The main purpose of this facility will be for instructional use, however it will also support other activities such as freshman convocation, graduation, athletic events, trade shows/conventions, concerts and camps. The proposed facility is approximately 168,700 square feet and will seat up to approximately 7,300 for end stage events. Since this facility will host a wide variety of activities, the lobby will serve as a central access point to allow access into the various departments during different parts of the day.
Student Center	Increase from 62,000 to 97,200 gsf. Will include 220 fitness space positions, food service, book store and climbing wall.
Landscape	Restoration of Historic Landscapes for Front and Middle Campus.

**CP&F** has implemented several performance measures as well as “major” organizational changes to help strengthen their leadership efforts. They include:

- Provided logistical support and assistance in the strategic planning for the Facilities Master Plan Update.
- Re-designed the UWG Safety Manual.
- Saved significant budget dollars as a direct result of energy audits and energy conservation.
- Submitted “Best Practice” criteria for Campus Beautification and Energy Partnerships.
- Selected as a Beta Site for the Board of Regents Preventative Maintenance study.
- Managed a total of 166 projects on campus.
- Produced the Major/Minor Capital and MRR requests for the institution.
- Developed and implemented a Project Management methodology for Building Projects, using the concept of Project Advocate to negotiate and mediate issues between Faculty and staff building users, Administration and Architect team. Conducted educational sessions for Faculty and staff involved in the design of future buildings to prepare and educate them on design and construction terminology, budget considerations, project schedules, etc.
- Updated the Facilities Room Utilization Report.
- Established a thirteen-member University Safety Committee
- Developed and installed 191 uniquely-designed Fire Evacuations Plans in 16 University Buildings.
- Designed and presented 21 safety training classes to Facilities and Warehouse personnel throughout the year.

**CP&F** is currently performing a self-assessment in accordance with the Georgia Oglethorpe Criteria for Performance Excellence, the same criteria used to determine the Malcolm Baldrige National Quality Award. Representatives from each area meet weekly to discuss and document the criteria that is used for such categories as Social Responsibility; Strategic Planning; Customer and Market Focus; Measurement, Analysis and Knowledge Management; Human Resource Focus; Process Management; and Business Results. The self-assessment for evaluation is targeted for submission by October 2004.

In the spring of 2004, **CP&F** also implemented Business Process Redesign, having identified fifteen core business process and over 80 sub processes. **CP&F** will be partnering with remaining departments within the Business and Finance Division, to evaluate key processes, eliminate non-value added steps, improve overall departmental efficiency, and strive towards continuous improvement of it's current processes.

## **B. Discuss Departmental Staff/Faculty**

### **1. Briefly describe how the preparation and interests of the department's staff/faculty support the goals of the department.**

The Assistant Vice-President of CP&F received his degree in Marketing from Southern Illinois University and has over thirty years experience of progressive management in the administration of facilities management and operations for major universities.

The Director of CP&D has over thirty years of experience with the University of West Georgia serving in variety of facilities, engineering and mechanical capacities. He currently serves on the University System of Georgia Board of Regents Facilities Advisory Committee.

The Assistant Director of RM/EHS has a B.S. degree in Political Science and over twenty years experience administering Safety and Environmental Health for Auburn University and UWG.

The Director of F&G majored in horticulture at the University of Georgia and has over thirty years of administration experience in landscaping and facility maintenance.

The department's development and effectiveness is predicated on its ability to trust and respect each other, communicate and implement the mission and vision of UWG. Its proactive and multi-skilled members have in-depth experience and are empowered to strive for continuous improvement through such initiatives as continuing education, tuition remission, professional licenses, internal promotion, input on projects/materials, cross-functional team memberships and departmental evaluations.

### **2. Resumes have been attached to the end of this report. All certified trades personnel continue to maintain existing certifications and licenses on an annual basis.**

**3. Describe efforts by the department to encourage continued professional development, activity, and growth by the staff/faculty. Summarize the effectiveness of these efforts and the extent of staff/faculty participation.**

Through effective leadership, budgeting, detailed job descriptions/hourly classifications, and a proactive working culture, **CP&F** fosters continued professional activity in all areas of operations.

The results of these efforts for the current year include:

- Four employees attending the Sherwin Williams paint conference.
- Five employees attending GAPPA.
- Two employees attending an Energy Coalition conference.
- Three employees re-certifying for Pesticide applicators license.
- One employee attending the Institute of Facilities – Facilities Management.
- Two employees attending the SRAPPA Conference.
- One employee attending the SCUP meeting.
- One employee attending the NACUBO Conference.
- A staff member serving on the Board of Regents search committee for the Assistant Vice Chancellor of Facilities.
- A staff member serving on the Board of Regents Facilities Advisory Committee.
- A staff member serving on the University Matters Committee.
- Two employees attending OSHA Industry training.
- Two employees attending the Georgia Department of Administration Services Customer Conference.
- Two employees attending refresher courses for Asbestos, and one completed their RCRA and DOT certifications.
- One employee was re-certifying as a Master Level Hazardous Materials Manager and as an Environmental Trainer.
- One employee receiving 30 hours of OSHA training certification.
- One staff member serving as Secretary of the UWG Homeland Security Committee.
- One employee is serving as a member of the Board of Regents Environmental Safety Advisory Council.
- One staff employee is serving as a member of the Georgia Higher Education Network for Environmental Health and Safety.
- One employee is chairing of the University Safety Committee.

**C. Demonstrated Student, Staff, and Faculty Demand for the Department**

- 1. Describe the department’s method for projecting student, staff, and faculty need for services for both short and long term. If the department does not directly work with students, the student part may be omitted.**

Short-Term Service Needs	Long-Term Service Needs
Work Information Center requests	UWG Mission, Vision and Goals
Daily communications (e.g. e-mails, telephone calls)	Student population growth
Presidential directives	Presidential directives
Capital requests from vice-presidents, deans, department chairs, and directors.	Technology enhancements
Capital funding approval by BOR and Georgia Assembly	Master Planning Committee
Summer camps and community events (Tour de Georgia)	Consultants, Planning and Design Teams (e.g. Sasaki & Associates)
Information obtained from conferences, seminars and re-certifications	Building and land inspections
Recommendations and requests from such UWG organizations as the Residence Hall Association, Student Government Association, University Senate, University Matters Committee, Facilities Advisory Council, Facilities Staff Advisory Council, and the President’s Advisory Council.	Recommendations and requests from such UWG organizations as the Residence Hall Association, Student Government Association, University Senate, University Matters Committee, Facilities Advisory Council, Facilities Staff Advisory Council, and the President’s Advisory Council.
Community forums	Capital requests from vice-presidents, deans, department chairs, and directors
Facilities and Grounds survey	Capital funding approval by BOR and Georgia Assembly
NCAA field guidelines and requirements	Land and revenue contributions
Government mandates	Government mandates (e.g. Clean Air Act, Homeland Security, etc.)

**1. Identify the optimal capacity for your department.**

Based on the current assignable-area statistics, and in consideration of such planned projects as privatized housing (180,000 gsf), historic preservation of campus buildings and grounds, expansion of the Student Recreation Center (160,000 gsf) construction of the Health Wellness and Lifelong Learning Center (118,000 gsf), and 200 additional acres granted from the City of Carrollton, CP&F would require additional personnel in the following classifications to meet the minimum standards:

Dept.	Classification	Personnel Required
F&G	Landscaping/Grounds Maintenance	7
F&G	Maintenance	5
F&G	Custodial	9
CP&D	Architect	1
CP&D	Project Manager	1
CP&D	Contract Administrator	1
RM/EHS	Inspector	1

**2. Identify the optimal capacity for your department given the existing circumstances.**

**CP&F** is faced with an era of declining resources coupled with enhanced expectations. It endeavors to strive for improvement, but continues to be challenged by “doing more with less.” Through the aforementioned objectives in Energy Management Conservation, Life Cycle Planning, and Organizational Development, **CP&F** has not only increased the efficiency of the equipment and facilities, but has expanded the area of employee responsibilities by placing emphasis on empowerment, continuous improvement and “doing things right the first time”.

**CP&F** encourage their employees to become engaged in the decisions that are necessary to meet the demands of the next five-year planning cycle. Employee input is garnered for the kinds of materials, uniforms, and equipment to purchase, as well as the work methods and techniques used.

In addition, **CP&F** has outsourced on an as-needed basis, consultants in planning, design, energy management, and staffing, to provide advice and assistance in the campus expansion/budget challenges that lie ahead.

**D. Departmental Resource Management**

**1. Comment on the achieved productivity indicators as related to departmental goals (i.e. cost per student, revenue generated orders processed per employee, etc.)**

The following Four-Year statistics were compiled and published by the American School University Magazine in April 2003 for participating institutions. UWG cost data was added in for comparison.

**Maintenance & Operation Costs**  
(Expressed in mean dollars per FTE student)

Indicator	Four-Year	%	UWG	%
Salaries	\$1,503.07	48%	\$401.99	41%
Benefits	\$345.47	11%	\$152.52	16%
Total Utilities	\$985.07	32%	\$242.90	25%
Total Equipment & Supplies	\$235.33	8%	\$176.40	18%
Vehicle Maintenance	\$33.51	1%	\$5.07	1%
Total M&O Budget	\$3,102.45	100%	\$978.88	100%
% M&O of Total College Budget	16.0%		11.8%	

Category	Four-Year	UWG
Sq. ft. maintained per student	426	183
Sq. ft. maintained per custodial employee	38,636	41,468
Sq. ft. maintained per maintenance employee	68,737	70,513
Acres maintained per grounds employee	23	28

UWG figures reveal significant differences in lower Maintenance and Operation costs per FTE student, reduced square feet maintained by a student, and increased area maintained by UWG custodial, maintenance, and landscaping personnel.

**1. If applicable, describe efforts to secure external funding to support department's mission and goals. Describe the outcomes of these efforts.**

In response to student needs and housing shortages, the University System of Georgia's Board of Regents in October 2002 approved a new 612-bed residence hall complex in the area of Pritchard Hall. Now under construction, this privatized student housing complex is funded by bonds issued through the West Georgia Foundation, Inc., and will consist of three four-story residence halls plus a community building. The central community building will support the three housing units, and will contain recreational/game rooms, a multipurpose room, conference room, aerobics room, fully equipped kitchen, commons area, offices for the Residence Life Staff, and a two-bedroom apartment for the hall director.

The recent master plan study identified that the most critical existing space deficiency is in the area of student services. Overall, campus meeting and social space, and indoor and outdoor recreation facilities are inadequate. These shortfalls mandate extensive improvements to existing facilities and in some cases, new construction. A total of 310,000-550,000 gross square feet is required. The Student Recreation Center Expansion has been approved for construction beginning this fall. Funding will be provided by increasing student activity fees.

Grant applications for historic preservation of front campus property have been applied for with the endorsement of local state representatives.

Facilities and Grounds sponsors a golf tournament each spring for the purpose of raising funds that are used to promote employee recognition and departmental awards.

**2. Describe the staff resources devoted to meeting the mission and goals of the department. Evaluate the adequacy of these resources in meeting the needs of the department.**

At present, CP&F is comprised of 135 personnel. A breakdown by position is exhibited in Figure 1.1.

CP&F maintains an additional 139,000 gsf than it did five years ago with 25 fewer personnel. Through strategic planning, good stewardship, technology, proper training, and development of trust, the department has been successful in accomplishing its goals as well as maintaining the overall vision of UWG.

With the future acquisition of two hundred acres of land from the City of Carrollton, additional construction (e.g. Student Recreation Center, HWLLC), and less funding, **CP&F** finds it a challenge in utilizing its existing resources while maintaining the same high level of performance. Energy, planning, and staffing consultants have been retained to assist the department through this period of expansion.

**3. Describe the facilities, equipment, support services and supplies devoted to meeting the mission and goals of the department. Evaluate the adequacy of these resources in meeting the needs of the department.**

Dept.	Facilities	Equipment	Support Services	Supplies
CP&D	70 principal structures (1.7 million gsf) 394 acre campus Nursery Lighting	-Architectural Desktop, Aperture, Auto CAD 2000, KIP 2000, CTX 123 -Networked PC's & Peripherals -Vehicle & Portable Radios -Survey Equipment	-Space Planning Planning /Design; - Construction Mgmt. -Maintenance of Facility info.	-Drafting & Drawing -Survey
F&G	70 principal structures (1.7 million gsf) 394 acre campus Nursery Lighting	-Networked PC's & Peripherals -Vehicle & Portable Radios -Cargo Vans -Pick-up Trucks -Sedans -Terrain vehicles -Grounds Keeping Equip. -Material Handling Equip. -Custodial Equip. -Diagnostic & Repair Equipment -Digital Building Codes -Automated Security Systems	-Fleet Maintenance -Campus Activities -Office moves -Sporting Events -Utility Operations -Custodial Training -Equipment Repair -Pest Mgmt. -Waste Mgmt.	-Cleaning -Landscape -Lawn maintenance -Equipment inventories -Vehicle parts inventory -HVAC repair -Building repair -Roof repair -Paint -Swimming Pool -Plumbing -Electrical -Construction -Pesticides
RM/EHS	70 principal structures (1.7 million gsf) 394 acre campus Nursery Lighting	-Networked PC's & Peripherals -Vehicle & Portable Radios -Wired and Wireless Phones	-Chemical Mgmt. -Bldg. inspections -Health inspections -Environment Mgmt. -Insurance claims -Safety Mgmt. -Regulatory	-Inspection Forms -Insurance Forms -Safety Manuals -MSDS -Respirators -Air/Noise monitoring -Storage containers -Storage tags

The key strategic processes of CP&D for meeting the goals of UWG include space planning, construction development, construction administration, development of capital request, maintenance of facility information and program management.

F&G provides special event support, budget assessment, building assessment, capital planning, custodial services, electrical support and energy conservation, landscaping, grounds maintenance, building maintenance, construction and painting, pesticide application, project management, purchasing, and vehicle maintenance.

RM/EHS ensures that UWG is a forerunner all areas of compliance by maintaining current regulatory information and providing training and continuing their positive presence throughout the University community. In addition, RM/EHS is responsible for workers compensation claims, pipeline safety, public health inspections, fire safety, life safety, asbestos management, laboratory and office safety, DOAS insurance and DOT compliance.

Together, all three areas rely on forecasting, funding resources, needs assessment, BOR approval and follow-up to successfully achieve CP&F 1, 5 and 10 year goals.

**E. SWOT Analysis**

Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none"> <li>- An experienced, well trained and educated staff that maintains it's edge on providing professional, quality and efficient services.</li> <li>-Ability to measure and service customer needs and satisfaction.</li> <li>- A good rapport with the campus and surrounding communities.</li> <li>- Remain active in seeking assessment of departmental performance.</li> <li>- Actively engaged in community decisions such as traffic signals, water run-off and roadways.</li> <li>- Active level of participation with community development (i.e. Carroll Tomorrow, Carroll County Chamber of Commerce).</li> <li>- Assessment of economic impact on Carrollton and the West Georgia community (e.g. construction).</li> <li>-Active in finding revenue resources to pay expenses.</li> </ul>	<ul style="list-style-type: none"> <li>- Budget reductions coupled with mandated mileage restrictions will reduce the number of fleet vehicles used for University transportation and increase the number of vehicles limited for campus-only travel.</li> <li>- Increased workload means that despite our commitment to quality service, future services may not be as frequent as in the past. F&amp;G has employed the services of Rosser Consulting to help determine the most effective and efficient means to maintain the existing and projected UWG land and facilities.</li> <li>- Budget reductions will also impact non-funded projects. CP&amp;F will have to place greater emphasis and education on project planning to all departments in order to avoid planning disruptions.</li> <li>- The downside to being an experienced/well trained workforce is that it also can be an aging workforce. Increased workload and reduced staffing means less hiring opportunities and increased physical and mental responsibilities on the existing staff. Workplace safety, ergonomics, staggered work schedules and automated equipment are some of the issues to be considered.</li> <li>- Reticent in accepting challenges of looking for opportunities for improvement in staff productivity.</li> <li>- Complacent in working roles – we don't believe that we have the influence in making things better.</li> <li>-Inability to project out into the future and work our way back – lack of enthusiasm to pursue the future in an aggressive manner.</li> <li>- Do not always take advantage of the technology literature available with internet or trade publications.</li> </ul>

External Opportunities	External Threats
<ul style="list-style-type: none"> <li>-Visual impacts to UWG with growth thru Master Plan.</li> <li>-Enrollment growth means additional construction.</li> <li>-Transportation Grant to help fund historic preservation of front campus.</li> </ul>	<ul style="list-style-type: none"> <li>-Security – Anticipation, preparation, implementation, evaluation, and follow-up are the keys in both construction and event planning.</li> <li>- Disaster relocation –Is there a plan to accommodate the loss of a building?</li> <li>-Loss of funding and being flexible enough to absorb without impacting service</li> <li>-Outsourcing – striving to improve the level of quality services.</li> <li>-Outsourcing – other departments within UWG want to spend your resource base on other priorities (e.g. Plaza paving).</li> <li>-Privatization of Housing – Less control. g) Perceived by the community as inactive or unresponsive.</li> <li>-Constant reorientation of strategies depending on the academic environment you’re in.</li> <li>-Diminished resources that you have available for maintenance opportunities.</li> <li>- Inability to be flexible with budget.</li> <li>- Others (Office of Planning &amp; Budget) making determination of funding with no understanding of business.</li> <li>-Constant reallocation of dollars for pressing needs.</li> </ul>

**Departmental Review Advisory Committee  
State University of West Georgia  
Campus Planning and Facilities**

Figure 1.1

Department	Position	Total
CP&F	Assistant Vice-President	1
	Administrative	1
CP&D	Director	1
	Administrative Assistant	1
	Drafter	1
	Architect	1
	Project Superintendent	2
F&G	Director	1
	Associate Director	2
	Administrative	5
	Supervision	12
	Custodian	53
	Groundskeeper	11
	Carpenter	3
	Painter	6
	Buyer	1
	Mail Clerk	1
	Mechanic	3
	Electrician	4
	A/C Mechanic	5
	Plumber	1
	Skilled Trade Workers	6
	Maintenance Workers	8
	Special Projects Asst.	1
	Equipment Operator	1
	Facilities Support	1
RM/EHS	Assistant Director	1
	Administrative	1
<b>TOTAL</b>		<b>135</b>