



The University of New Orleans
2015 – 2020 Campus Master Plan Update
Technical Appendices

Introduction

The University of New Orleans 2020 Campus Master Plan benefited from a plethora of concurrent studies to support assessing the current state of the campus and providing a vision for its near-term direction. The technical appendices included here are intended to support the several studies called for by the current master plan, as well as support the proposed development alternatives called for in the master plan update.

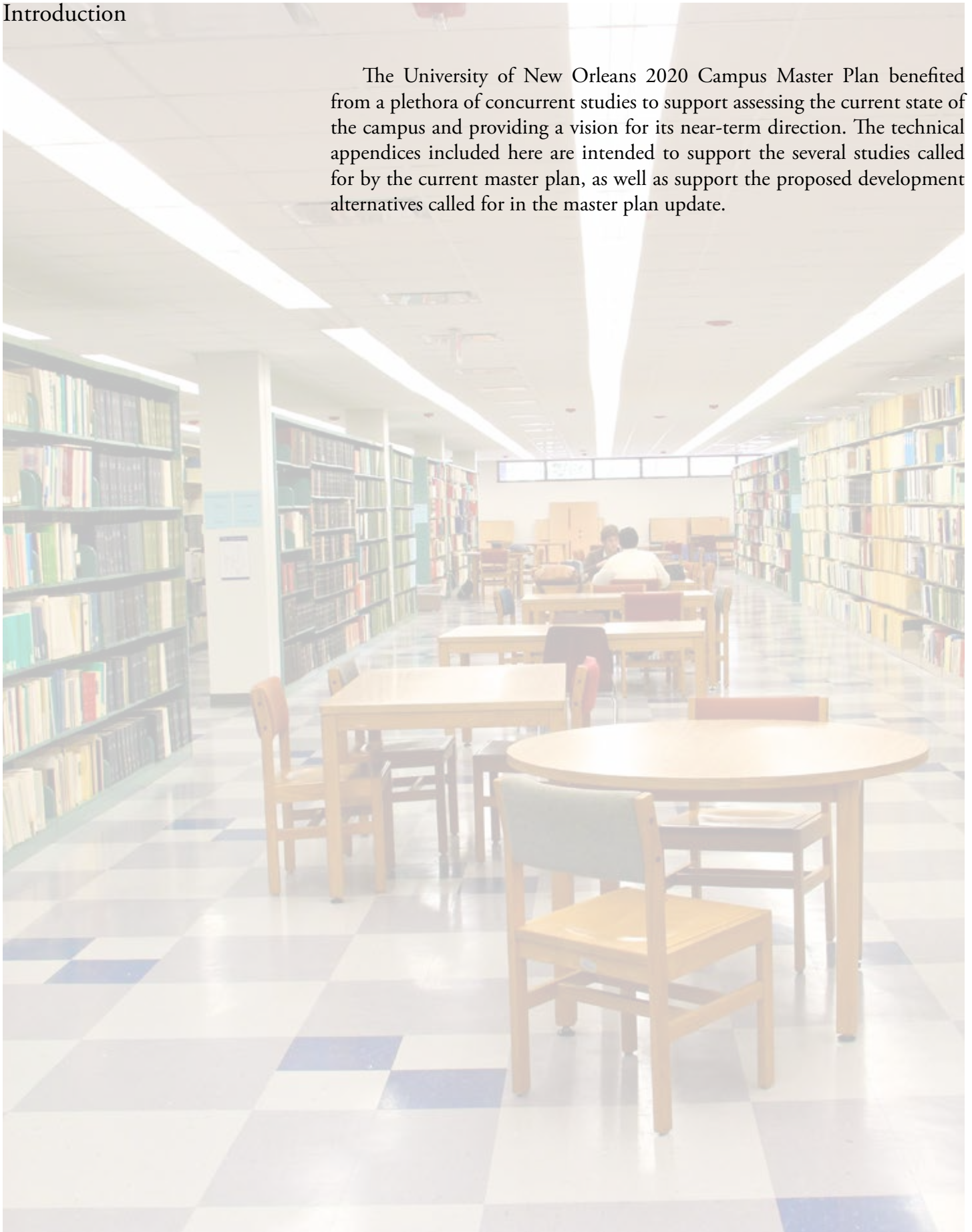


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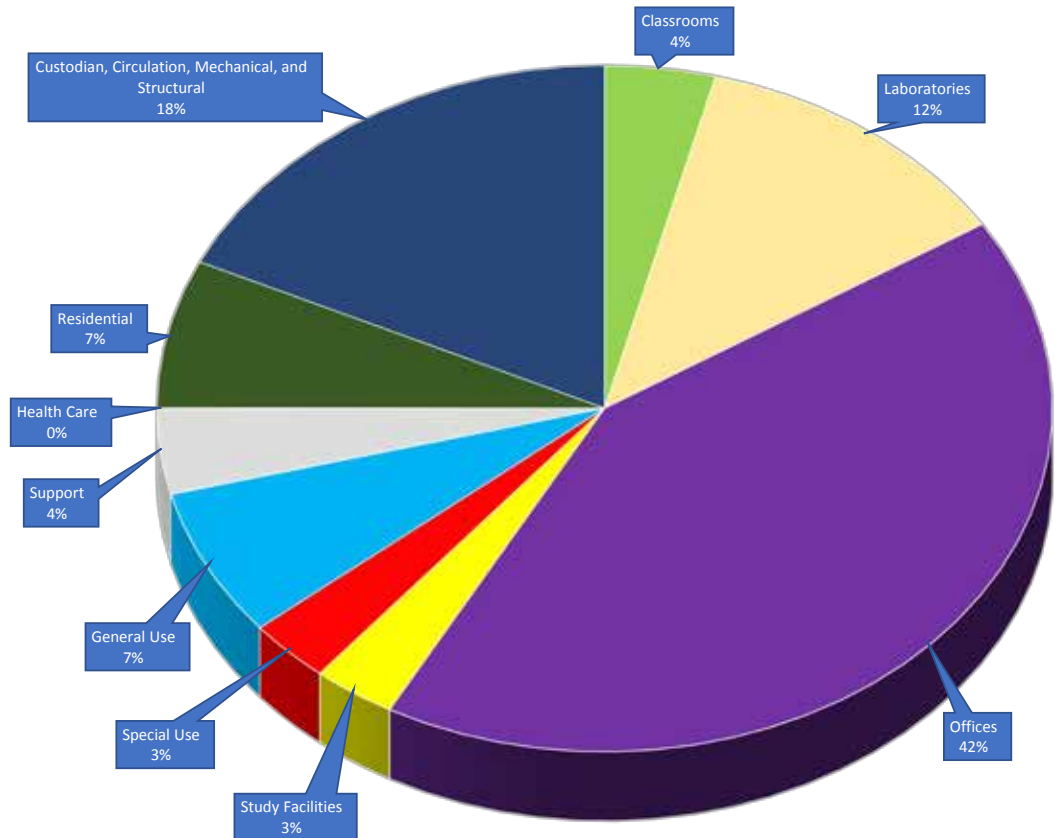
Space Utilization

The most recent space utilization plan for the University projects a zero net change from the previous year in classroom facilities, student labs, office facilities, study areas, special facilities, general use facilities, supporting facilities, medical care facilities, and unclassified facilities, based on an estimated total FTE of 7,808 for 2014 - 2015, see table.

The plan also projects a net loss of 127,812 ASF of residential facilities from previous years. While the zero change in most facilities suggests that the University has the potential to reallocate space for future departmental growth due to compression from declining enrollments and program consolidation, the loss of residential facilities is damaging to

the University's facility portfolio. Based upon UL System guidelines, requiring all first-year full time freshman to live on campus, and national standards to improve student retention, the availability of safe, clean, and accessible on campus housing is critical to the success of first year students—even to the extent that many students and their families select a University based upon the housing options available on campus.

Space Utilization by Standardized Code



Space Utilization Assignable Square Feet/FTE 2014-2015

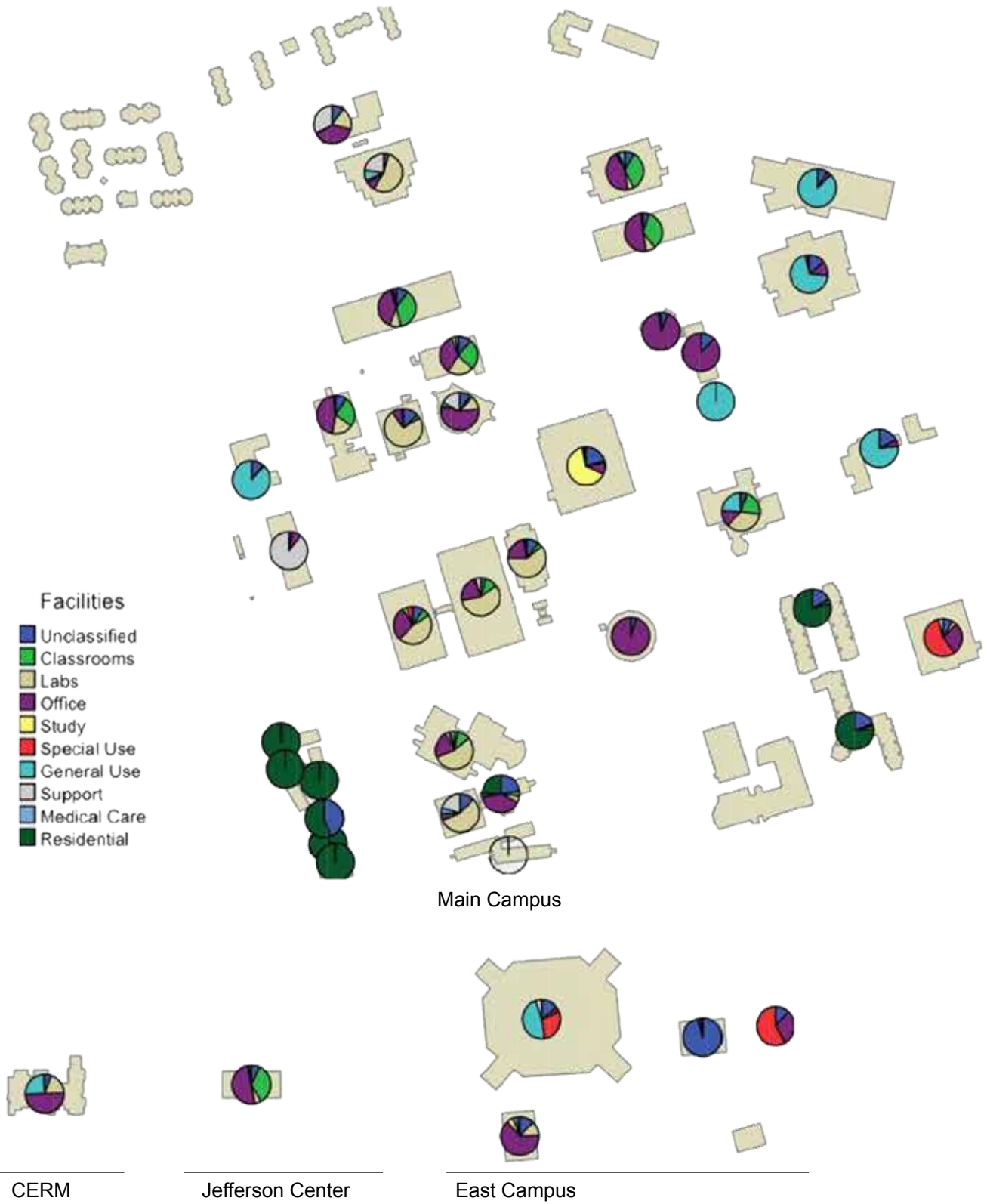
**Capital Outlay Request
Space Utilization Plan
Assignable Square Feet/FTE
The University of New Orleans versus Comparable Universities Statewide
Before and After Projects Requested in First Year
FY 2014-2015 Capital Outlay Projects**

Institution	Total FTE Enroll	Total Assignable Area	Total Facilities ASF/FTE	100s Classroom Facilities		200s Laboratory Facilities		300s Office Facilities		400s Study Facilities		500s Special Use Facilities	
				ASF	ASF/FTE	ASF	ASF/FTE	ASF	ASF/FTE	ASF	ASF/FTE	ASF	ASF/FTE
Louisiana Public 4 Year Institutions*	115,546	25,424,859	220.0	2,125,513	18.4	3,347,801	29.0	4,636,188	40.1	1,550,575	13.4	3,131,873	27.1
University of Louisiana in Lafayette	14,309	3,280,825	229.3	237,453	16.6	380,607	26.6	464,115	32.4	167,907	11.7	472,049	33.0
The University of New Orleans*	7,803	1,563,470	200.0	176,341	22.6	281,451	36.1	417,582	53.5	150,198	19.2	118,832	15.2
Net Change (Summary Adjustments)		-127,812		0.0		0.0		0.0		0.0		0.0	
REVISED TOTALS (After 1st Yr. C.O. Projs.)		1,435,658	184.0	176,341	22.6	281,451	36.1	417,582	53.5	150,198	19.2	118,832	15.2

Institution	600s General Use Facilities		700s Supporting Facilities		800s Medical Care Facilities		900s Residential Facilities		000s Unclassified Facilities		Total Less Residential Facilities		Total Facilities
	ASF	ASF/FTE	ASF	ASF/FTE	ASF	ASF/FTE	ASF	ASF/FTE	ASF	ASF/FTE	ASF	ASF/FTE	ASF/FTE
Louisiana Public 4 Year Institutions*	3,320,926	28.7	1,717,675.0	14.9	132,720.0	1.1	4,427,852.0	38.3	1,033,736.0	8.9	20,997,007	181.7	220.0
University of Louisiana in Lafayette	391,802	27.4	370,089.0	25.9	29,071.0	2.0	719,427.0	50.3	48,305.0	3.4	2,561,398	179.0	229.3
The University of New Orleans*	159,075	20.4	99,630.0	12.8	1,392.0	0.2	143,773.0	18.4	15,196.0	1.9	1,419,697	181.9	200.4
Net Change (Summary Adjustments)	0.0		0.0		0.0		-127,812.0		0.0		0.0	0.0	-16.4
REVISED TOTALS (After 1st Yr. C.O. Projs.)	159,075	20.4	99,630	12.8	1,392	0.2	15,961.0	2.0	15,196.0	1.9	1,419,697	181.9	181.9

* Board of Regents 2012 Facilities Inventory and Utilization Study, Table 9

Space Utilization Plan



Percent Space Use per Building for Classified Activities

Building Name	Unclassified	Classrooms	Labs	Office	Study	Special Use	General Use	Medical Support	Care	Residential
Administration Building	7%			89%				3%		
Administration Annex	5%			91%			1%	3%		
The Athletic Center (TAC)	15%		3%	67%	7%		4%	3%		
Biology	15%	1%	56%	26%				2%		
Campus Police Building (HRT)	17%		11%	59%			2%	11%		
Central Utilities Plant	14%			86%						
CERM	6%		12%	66%			14%	3%		
Chemical Science Annex	19%	1%	48%	29%	1%		1%	1%		
International Center	18%			12%			70%			
Commons	25%		29%	21%			18%	7%		
Cove	28%			6%		3%	59%	3%		
East Campus Utility Plant	67%			8%				25%		
E K Long Library	22%	1%	1%	24%	46%	3%	2%	1%		
East Campus Service	20%			27%		40%	13%			
Education	11%	12%	12%	63%	0%	0%		2%		
Engineering	4%	4%	34%	52%	2%		1%	3%		
Fine Arts Building	13%		47%	19%		6%	5%	11%		
Geology And Psychology	9%	2%	40%	38%	1%	8%		1%		
Greenhouse						80%		20%		
Health & Physical Education Center	25%	1%	3%	47%		21%		3%		
Jefferson Center	14%	14%	2%	66%			1%	3%		1%
Kirschman Hall	15%	9%	3%	66%	2%	1%	3%	1%		
Lafitte Village Apts										100%
Liberal Arts	9%	15%	3%	67%	1%	3%	2%	1%		
Mathematics	13%	9%	10%	63%	2%		1%	2%		
Milneburg	8%	12%	3%	75%	0%	0%	1%	1%	0%	
Performing Arts Center	7%	9%	46%	29%	1%		8%	1%		
Physical Plant Services	4%			65%			2%	29%		
Pontchartrain Hall North	22%			3%	1%		4%	9%		62%
Pontchartrain Hall South	26%			1%	1%		2%	16%		54%
Recreation And Fitness Center	31%			25%			44%			
Rehabilitation Center	22%	3%	5%	29%		1%	1%	1%		38%
Science Building	9%	5%	43%	36%		2%		6%		
Student Park Amphitheater							100%			
Temporary Storage							50%	50%		
UCC	12%	1%	5%	66%	1%	1%	2%	13%		
University Center	17%			44%	1%	0%	28%	1%	9%	
UNO Kiefer Arena	15%			26%		23%	28%	8%		
Total	18%	4%	12%	42%	3%	3%	7%	4%	0%	7%

Space Utilization : Classrooms

Assignable Square Feet Per Student Station For Classrooms

The capacity of a room is determined by the size and shape of the room as well as the type of seating. The square feet per station of a room could be as few as nine for auditoriums equipped with small desks or as many as 30 for seminar rooms equipped with tables and chairs. The number of stations per classroom is an important corollary to station size. The average student station per room is the ratio of the number of student stations (capacity of the room) to the number of rooms which have a room type of "110" (classrooms). The square feet per student station is the ratio of total assignable square feet (net square feet) to the number of student stations. The assignable area is the sum of all areas of a building assigned to, or available for assignment to, an occupant. This includes every type of space functionally usable except that defined as custodial, circulation or mechanical. In this table only room types of "110" classrooms are being used.

According to the 2012 Board of Regents Report on class room utilization (see Appendix), the University has adequate classroom space to support 11,863 students at 100% usage. Considering the variance between room availability, actual use, and student schedules, the University has sufficient classroom space to manage enrollment projections.

The high availability of classroom space suggests that the University may receive some economic benefit from how it schedules classrooms. Desirable classroom utilization goals hover around 71% based upon a M-F, 8 - 5, schedule for classrooms, events, and other uses.

The University should consider evaluating classroom use based upon two common criteria:

Time Utilization:

Total hours the classroom is scheduled divided by the total hours the classroom was available to be scheduled expressed as a percentage.

Example: Class days in semester = 70, time period = 8am-5pm (9 hours), number of hours classroom scheduled = 315, then time utilization = $(315)/(70*9) = 50\%$

Seat Utilization:

The average percentage of seats occupied in the classroom when the class is in use.

Projected: Calculation is based on seats requested by departments for class and event room assignments.

Actual: Calculation is based on actual class enrollment. (Actual event attendance is usually not available and is ignored for this calculation.)

Assignable Square Feet per Student Station for Classrooms

INSTITUTION	NUMBER OF ROOMS	NUMBER OF STUDENT STATIONS	AVERAGE STUDENT/STATION PER ROOM	TOTAL ASSIGNABLE SQ. FT.	SQ. FT. PER STUDENT STATION					
					2012	2011	2010	2009	2008	
PUBLIC FOUR YEAR INSTITUTIONS										
University of New Orleans	217	11,863	55	174,554	15	15	15	15	15	
Grambling State University	170	8,619	51	127,503	15	15	15	15	15	
Louisiana Tech University	152	7,757	51	149,271	19	19	15	15	15	
McNeese State University	81	4,648	57	76,762	17	17	17	17	17	
Nicholls State University	147	7,692	52	114,470	15	15	15	15	15	
University of Louisiana in Monroe	94	5,737	61	105,928	18	20	15	14	16	
Northwestern State University	171	7,467	44	149,966	20	20	20	19	18	
Southeastern Louisiana University	226	9,622	43	188,534	20	19	20	19	19	
University of Louisiana in Lafayette	237	14,224	60	215,444	15	17	16	16	16	
LSU at Alexandria	55	2,531	46	45,510	18	18	17	16	16	
LSU A&M (Including Aq. & Law)	440	26,142	59	385,711	15	14	14	15	15	
LSU in Shreveport	86	3,929	46	66,001	17	17	16	16	16	
Southern University A&M	270	11,291	42	163,586	14	14	14	15	15	
Southern University at New Orleans	56	2,339	42	38,502	16	16	17	**	**	

Classrooms Buildings



Classrooms Space by Building

Building Name	Classrooms	Square Feet	Average ASF	Average Student Stations per classroom
Liberal Arts	35	23,030	658	44
Kirschman Hall	24	27,714	1155	77
Milneburg	33	22,797	691	46
Education	28	16,809	600	40
Jefferson Center	26	15,942	613	41
PAC	15	12,276	818	55
Mathematics	13	10,380	798	53
Engineering	11	9,906	901	60
Science Building	13	9,017	694	46
Geology And Psych	5	4,275	855	57
Chemical Sci Annex	2	1,996	998	67
E K Long Library	2	1,661	831	55
Biology	1	1,002	1002	67
Rehabilitation Ctr	3	974	325	22
UCC	1	663	663	44
HPC	1	88	88	6
Total	213	158,530	744	50

Recommended Assignable Square Feet per Station

Number of Stations	ASF for Tables and Chairs	ASF for Armchair Desks Small	ASF for Armchair Desks Large
10-19	20-30	18	22
20-29	20-30	16	20
30-39	20-25	15	18
40-59	18-22	14	16
60-69	18-22	13	15
100-149	16-20	11	14
300+	16-18	09	12

ASF Calculations

Norm: 15 assignable square feet per student station

$$\text{Average Student Station Per Room} = \frac{\text{Number of Student Stations}}{\text{Number of Rooms}}$$

$$\text{Square Feet Per Student Station} = \frac{\text{Total Assignable Square Feet}}{\text{Number of Student Stations}}$$

Assignable Square Feet per Student Station for Class Laboratories

It is hard to assess the definition of an “average” class laboratory, even though average square footage and average student station sizes are used as guidelines. Institutions offering agriculture and engineering curricula tend to have larger laboratories with more area per student station than do those whose only professional programs are in education and business. It should be noted that differences in program offerings among institutions, particularly at different academic levels, often result in variations in the size of laboratory student stations among departments as well as among institutions.

The average student station per

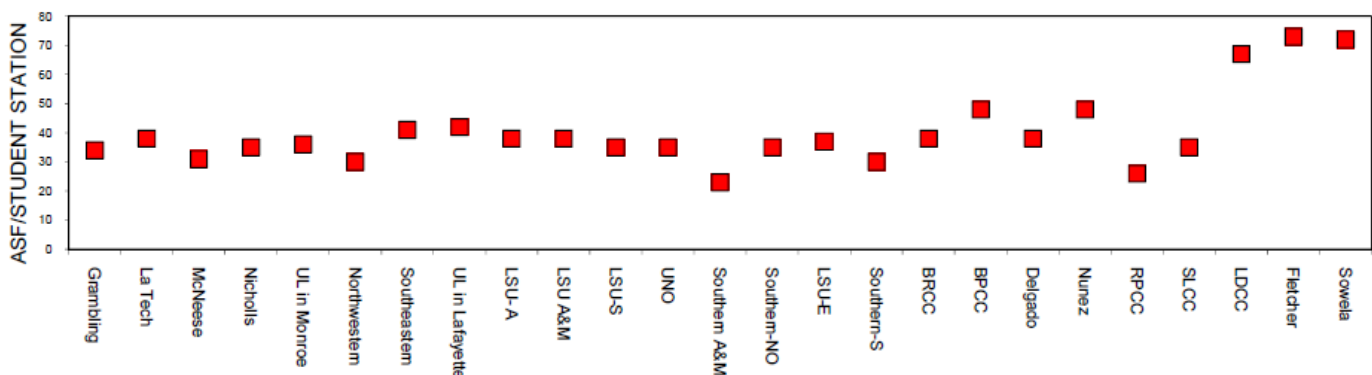
room is the ratio of the number of student stations (capacity of the room) to the number of rooms which have a room type of “210” (class laboratories). The square feet per student station is the ratio of total assignable square feet to the number of student stations. The assignable area is the sum of all areas of a building assigned to, or available for assignment to, an occupant. This includes every type of space functionally usable except that defined as custodial, circulation, mechanical, and structural areas. In this table only room types of “210” class laboratories are being used.

$$\text{Average Student Station Per Room} = \frac{\text{Number of Student Stations}}{\text{Number of Rooms}}$$

$$\text{Square Feet Per Student Station} = \frac{\text{Total Assignable Square Feet}}{\text{Number of Student Stations}}$$

Assignable Square Feet per Student Station for Class Laboratories

INSTITUTION	NUMBER OF ROOMS	NUMBER OF STUDENT STATIONS	AVERAGE STUDENT/STATION PER ROOM	TOTAL ASSIGNABLE SQ. FT.	SQ. FT. PER STUDENT STATION				
					2012	2011	2010	2009	2008
					PUBLIC FOUR YEAR INSTITUTIONS				
University of New Orleans	72	1,812	25	62,922	35	35	35	35	34
Grambling State University	97	2,521	26	86,033	34	34	34	39	39
Louisiana Tech University	58	1,742	30	65,880	38	40	37	37	37
McNeese State University	46	1,403	31	43,708	31	35	33	34	36
Nicholls State University	94	2,620	28	91,147	35	35	35	34	34
University of Louisiana in Monroe	50	1,503	30	53,846	36	33	24	40	45
Northwestern State University	122	3,495	29	104,995	30	31	31	31	33
Southeastern Louisiana University	99	2,537	26	103,631	41	43	50	43	43
University of Louisiana in Lafayette	64	1,796	28	76,064	42	42	41	38	38
LSU at Alexandria	35	713	20	27,440	38	38	45	40	40
LSU A&M (Including Aq. & Law)	234	6,025	26	228,539	38	36	36	39	38
LSU in Shreveport	31	877	28	30,475	35	36	38	38	38
Southern University A&M	180	5,346	30	122,988	23	23	23	36	39
Southern University at New Orleans	18	485	27	16,806	35	35	35	**	**



Space Utilization : All Labs



- CERM
- Kirschman Hall
- Milneburg Hall
- Mathematics
- Computer Center
- Biology
- Education
- Chemistry
- Science
- Geology and Psychology
- Engineering
- Liberal Arts
- Jefferson Center
- HPC
- PAC
- Library
- TAC
- Rehabilitation Center
- Fine Arts
- HRT Building
- Commons

Main Campus

East Campus

Lab Vacancy per Building

	Percentage of Lab Vacancy*					Total
	0	20%	50%	90%	100%	
Biology	53	0	0	0	1	54
CERM	24	0	0	0	5	29
Chemical Science Annex	60	0	6	0	1	67
Computer Res Center	5	0	0	0	3	8
E K Long Library	3	0	0	0	1	4
Education	28	0	1	0	0	29
Engineering	75	0	0	0	9	84
Fine Arts Building	28	0	2	0	0	30
Geology And Psychology	88	1	0	5	9	103
HPC	1	0	0	0	2	3
Performing Arts Center	79	0	0	0	1	80
Science Building	106	0	0	0	11	117
Total	614	1	9	5	43	672

* Note: Buildings without lab vacancy omitted.

All Lab Space

Building Name	Labs	Square Feet
Engineering	84	53,016
Science Building	117	48,964
Geology And Psychology	103	27,751
Chemical Science Annex	67	27,830
Biology	54	23,138
Performing Arts Center	80	19,538
Fine Arts Building	27	14,862
CERM	29	14,662
Education	29	10,978
Mathematics	14	8,329
Commons	8	8,305
Liberal Arts	8	5,966
Milneburg	7	4,806
Kirschman Hall	9	4,233
HRT Building	6	3,812
UCC	4	3,396
Jefferson Center	4	2,385
HPC	3	1,919
TAC	2	1,472
E K Long Library	4	1,411
Rehabilitation Center	5	1,138
Chemical Storage	1	401
Total	672	288,314

THE UNIVERSITY *of* NEW ORLEANS STRATEGIC PLAN 2015-2020



UNO 2020

A Student-Centered
Urban Research University

UNO 2020
A STUDENT CENTERED URBAN UNIVERSITY
STRATEGIC PLAN 2015-2020





THE UNIVERSITY *of*
NEW ORLEANS

OFFICE OF THE PRESIDENT

Dear Members of the University of New Orleans Community:

For more than half a century, the University of New Orleans has been one of the city's most important public assets by serving as a beacon for scholarship, research, discovery, creativity and service. The institution was founded on the twin pillars of academic excellence and accessibility, two core attributes that continue to be at the heart of the University today. And as much as the institution and our graduates have achieved, we remain committed to reaching our full potential.

I am grateful to the members of the Strategic Planning Committee who contributed their diligence, thoughtfulness and compassion to UNO 2020, our strategic plan for 2015-2020. I recognize that they have spent a significant amount of time developing and refining a vision, set of values and overarching goals. I am delighted to present this plan, which offers a blueprint for us to reach our aspiration—to be broadly recognized as one of the preeminent urban research institutions in the nation.

The information contained in UNO 2020 has been developed and articulated by individuals from units, departments, and colleges across the university, reflecting the shifts they see as necessary for our continued growth and advancement. The university community will be called upon to achieve these goals in an innovative, collaborative and flexible manner. Progress will require effective use of resources and an adaptive infrastructure to meet the demands.

I call on all members of the University of New Orleans community to participate in the process of pursuing excellence while maintaining our status as a distinctive and inclusive institution of higher learning.

Sincerely,

Peter J. Fos
President

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A Member of the University of Louisiana System Committed to Equal Opportunity



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“The University is one of the region’s foremost public resources, offering a variety of world-class, research-based programs, advancing shared knowledge and adding to the region’s industry, culture and economy.”

The University of New Orleans: A Student-Centered, Urban Research University

MISSION

The University of New Orleans is a comprehensive urban research university committed to providing educational excellence to a diverse undergraduate and graduate student body. The University is one of the region’s foremost public resources, offering a variety of world-class, research-based programs, advancing shared knowledge and adding to the region’s industry, culture and economy. The University of New Orleans, as a global community asset, serves national and international students and enhances the quality of life in New Orleans, the state, the nation, and the world, by participating in a broad array of research, service learning, cultural and academic activities.

SCOPE

The University of New Orleans, as an urban research university, offers a number of challenging and in-demand programs, many of which are uniquely linked to the rich and vibrant city of New Orleans. The University of New Orleans grants baccalaureate, master’s and doctoral degrees in academic colleges, including but not limited to: business administration, education and human development, engineering, liberal arts, and sciences, as well as interdisciplinary studies.

VISION

The University of New Orleans will be recognized as one of the preeminent urban research institutions in the nation, noted for its commitment to excellence in teaching and in student success; its location in a culturally vibrant city; its innovative and relevant undergraduate, graduate, professional and research programs; and its role as a primary engine of social, economic, intellectual and cultural development in the New Orleans region and beyond.

VALUES

The University of New Orleans values an academic environment that facilitates intellectual growth through open and honest expression. The University is committed to excellence at all levels of the educational and creative experience, to success for all students and to development of the capacity to make reasoned and discriminating judgments with respect for differences and diversity in ideas. We pledge to adhere to five guiding values:

Integrity

We will promote honesty, academic freedom, and responsibility in the creative expression and clear communication of truth, knowledge, social and moral development.

Justice

We will provide equal access, equal rights and equal justice to all, and promote mutual regard for the rights and liberties of diverse persons and their ideas, backgrounds, and approaches to the pursuit of knowledge.

Respect

We will foster collaborative community service and social responsibility that supports and promotes learning, research, service-learning, culture, and quality of life on- and off-campus.

Competence

We will seek and promote innovation in the search for new knowledge and in the development of curricular programs and disseminate and apply new knowledge in research, teaching, and service activities among on- and off-campus constituents.

Utility

We will provide, through faculty-student collaboration, individualized student attention that fosters students' development as life-long learners, critical thinkers, and engaged citizens who are knowledgeable in their fields.

“We will provide, through faculty-student collaboration, individualized student attention that fosters students’ development as life-long learners, critical thinkers, and engaged citizens who are knowledgeable in their fields.”

GOAL ONE:

Ensure high-quality academic programs which will prepare students for success in a globally competitive, multicultural, and changing environment.

1) Strengthen and support current academic programs.

2) Provide greater access to educational opportunities for students in metropolitan New Orleans and beyond.



GOAL ONE:

Ensure high-quality academic programs which will prepare students for success in a globally competitive, multicultural, and changing environment.

STRATEGIES:

1) Strengthen and support current academic programs.

A) Develop a comprehensive planning and review process that incorporates institutional effectiveness plans, academic program reviews, and program accreditation reviews.

B) Realign budgets and the appropriate distribution of student designated fees along with transparency in the budget process within a responsibility-centered management approach.

C) Enhance collaboration and coordination between academic programs with the Offices of Academic Affairs, Student Affairs and Enrollment Management, and the Registrar to improve student learning, persistence, and graduation rates.

D) Revise the general education learning outcomes and curriculum.

E) Support continued development of Earl K. Long Library’s information resources, services, facilities, and technology to meet the evolving information, research, and learning needs of the campus community.

F) Develop the Honors Program and student participation in collaboration with Colleges and the Office of Enrollment Services.

G) Improve laboratories and studios along with support for academic programs.

“Evaluate potential program growth in areas that meet workforce and societal needs...”

2) Provide greater access to educational opportunities for students in metropolitan New Orleans and beyond.

A) Create Global UNO to expand community-based programs (non-credit, certificate programs, and off-campus offerings).

B) Promote international programs via study abroad, faculty/student exchanges, and collaborative international partnerships.

C) Develop and promote new online degree programs to enhance access, especially for place-bound students.

D) Evaluate potential program growth (inclusive of interdisciplinary/cross-disciplinary programs) in areas that meet workforce and societal needs in leveraging UNO expertise and excellence as well as collaborative partnerships with other higher education institutions.

E) Invest in necessary technology infrastructure, support, and training for online/hybrid courses and programs.

STRATEGIC PLAN GOAL ONE (STRATEGY 1)

Ensure high-quality academic programs which will prepare students for success in a globally competitive, multicultural, and changing environment.

Action Steps	Responsible Parties	Plan	Strategies for Assessment and Improvement of Outcomes
1) Strengthen and support current academic programs.			
<p>A) Comprehensive planning and review process that incorporates annual reports from all academic units, institutional effectiveness plans, academic program reviews, and program accreditation reviews.</p>	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Deans • Department Chairs 	<ul style="list-style-type: none"> • Academic Affairs develops academic program review process and work plan for reviewing all programs on an annual basis aligned with accreditation reviews, institutional effectiveness plans and reports, and departmental and college reports. 	<ul style="list-style-type: none"> • Programs reviewed are modified based on review process outcome.
<p>B) Realignment of budgets and the appropriate distribution of student designated fees along with transparency in the budget process within a responsibility-centered management approach (RCM).</p>	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Business Affairs • University Budget Committee • Deans • Department Chairs 	<ul style="list-style-type: none"> • Establish the University Budget Committee • Departmental budget requests vetted through College annual budget process. • College budget requests are presented in an open-forum to Academic Affairs and the University Budget Committee. 	<ul style="list-style-type: none"> • Annual distribution of student fees associated with academic programs. • Annual review of budget requests in conjunction with annual reports from departments and colleges. Chairs and deans review program productivity and budget to modify financial strategies for programs as needed for the next academic year.
<p>C) Collaboration and coordination between academic programs and the Offices of Academic Affairs, Student Affairs and Enrollment Management, and the Registrar to improve student learning, persistence, and graduation rates.</p>	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for VP for Enrollment Management and Student Affairs 	<ul style="list-style-type: none"> • Establish the University Recruitment and Retention Committee which facilitates the development of UNO's retention plan in coordination with colleges and departments retention plans • Colleges, departments, and other appropriate administrative units implement retention plans. 	<ul style="list-style-type: none"> • Annual report of University Recruitment and Retention Committee to review effectiveness of retention plans and modify as needed in the next academic year.

STRATEGIC PLAN GOAL ONE (STRATEGY 1)

Ensure high-quality academic programs which will prepare students for success in a globally competitive, multicultural, and changing environment.

Action Steps	Responsible Parties	Plan	Strategies for Assessment and Improvement of Outcomes
1) Strengthen and support current academic programs.			
D) Revise the general education learning outcomes and curriculum.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • General Education Committee 	<ul style="list-style-type: none"> • General Education Committee revises learning outcomes and conducts curriculum mapping. • General Education Committee assesses learning outcomes in courses for SACSCOC reaffirmation and revisions to general education curriculum. • Completion of General Education curriculum revision. 	<ul style="list-style-type: none"> • Completion of the General Education section for SACSCOC reaffirmation. • Complete review of General Education curriculum. • Annual review of General Education learning outcomes by the General Education Committee.
E) Support continued development of Earl K. Long Library to meet the evolving information, research, and learning needs of the campus community.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Business Affairs • Dean of the Library 	<ul style="list-style-type: none"> • Establish the Library Committee which reviews requests from academic deans in consultation with the Dean of the Library for funding recommendations. • Integrate the Library into the RCM budgeting process. • Library budget requests presented in an open-forum to Academic Affairs and the University Budget Committee. 	<ul style="list-style-type: none"> • Library Committee surveys UNO library users: faculty, staff, and students. • Library Committee reviews survey results and recommends change as needed in the next academic year.

STRATEGIC PLAN GOAL ONE (STRATEGY 1)

Ensure high-quality academic programs which will prepare students for success in a globally competitive, multicultural, and changing environment.

Action Steps	Responsible Parties	Plan	Strategies for Assessment and Improvement of Outcomes
1) Strengthen and support current academic programs.			
F) Develop the Honors Program and student participation in collaboration with Colleges and the Office of Enrollment Management.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Enrollment Management and Student Affairs • Honors Program Director • Honors Council • Deans 	<ul style="list-style-type: none"> • Honors Program Director meets with department chairs and deans to determine needs and interest of departments to participate in the Honors Program. • Establish the Honors Council. • Honors Program Director develops strategic plan in consultation with the Honors Council. • Integrate the Honors Program into the RCM budgeting process. • Honors Program budget requests presented in an open-forum to Academic Affairs and the University Budget Committee. 	<ul style="list-style-type: none"> • Vice President for Academic Affairs reviews annual report from Honors Program Director. Honors Program activity is modified as needed in the next academic year.
G) Improve laboratories and studios along with support for academic programs.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Business Affairs • University Budget Committee • Deans • Department Chairs 	<ul style="list-style-type: none"> • University Budget Committee, in consultation with the Vice President for Business Affairs, evaluates and establishes improvement and maintenance plan for labs and studios. 	<ul style="list-style-type: none"> • Vice President for Academic Affairs and Vice President for Business Affairs evaluate the success of the improvement and maintenance plans for labs and studios to develop recommendations for the next academic year.

STRATEGIC PLAN GOAL ONE (STRATEGY 2)

Ensure high-quality academic programs which will prepare students for success in a globally competitive, multicultural, and changing environment.

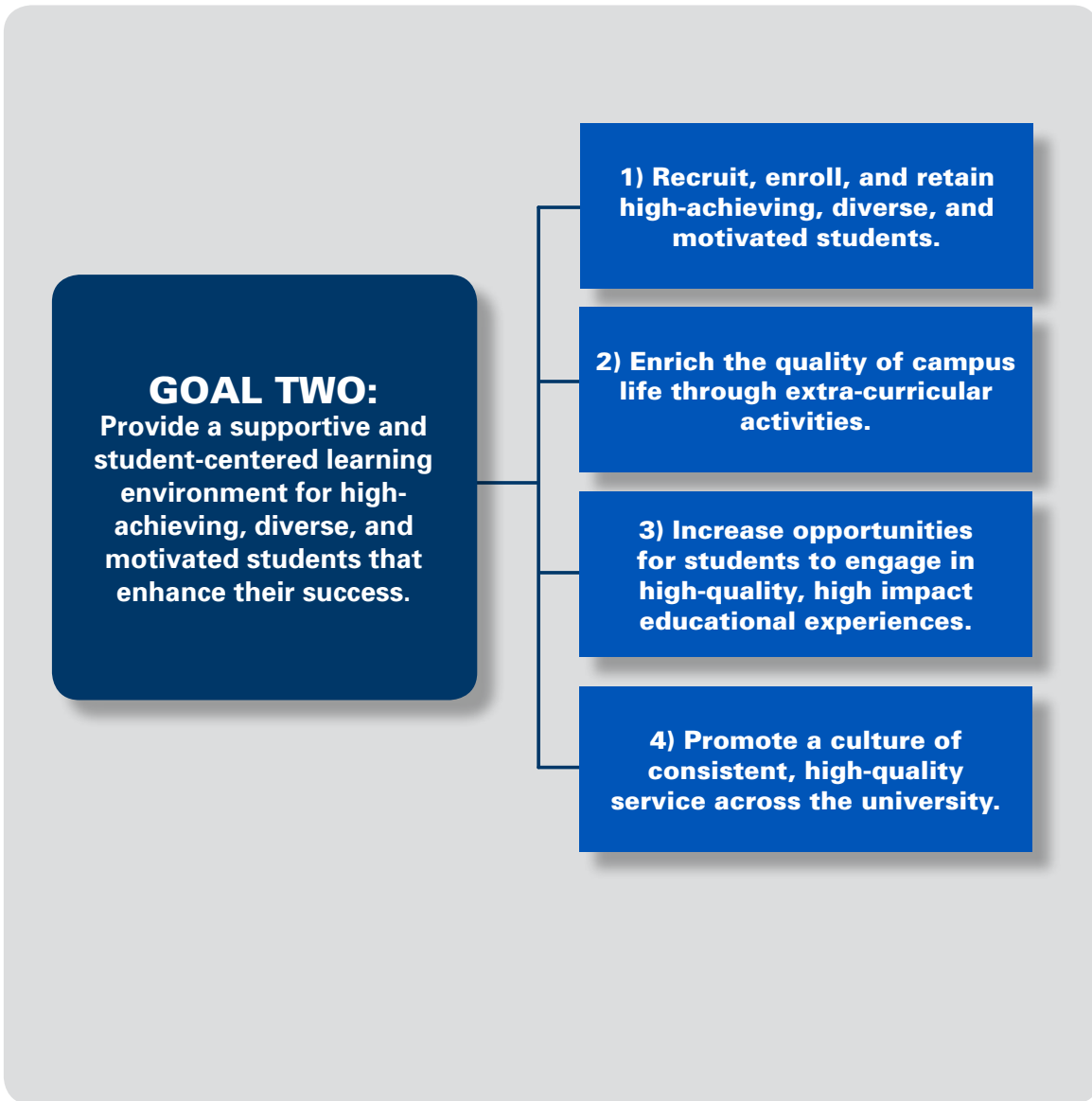
Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
2) Provide greater access to educational opportunities for students in metropolitan New Orleans and beyond.			
A) Creation of Global UNO to expand community-based programs (non-credit, certificate programs, and off-campus offerings).	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Executive Director of Global UNO • Vice President for Communications, Marketing, and Public Relations • Deans • Department Chairs 	<ul style="list-style-type: none"> • Establish the Global UNO Advisory Committee which oversees the mission and strategic plan for Global UNO. • Develop a self-sustaining budget model for Global UNO. • Develop Global UNO website. • Colleges and departments design non-credit, certificate, and other off-campus, community-based programs for approval. • Develop marketing strategy for Global UNO and program offerings. • Implement new programs. 	<ul style="list-style-type: none"> • Evaluate Global UNO mission and strategic plan within a self-sustaining budget model with recommendations for modifications. • Completion of Global UNO website. • Coordinate the launch of approved programs. • Launch of marketing strategy.
B) Promote international programs via study abroad, faculty/student exchanges, and collaborative international partnerships.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Executive Director of Global UNO • Associate Director International Students and Scholars • Vice President for Communications, Marketing, and Public Relations • Deans • Department Chairs 	<ul style="list-style-type: none"> • Develop strategic plan, budget, and integration of international programs with university information system in collaboration with Vice President for Academic Affairs and the Executive Director of Global UNO. • Develop marketing strategy for international programs. • Establish new collaborative international partnerships. 	<ul style="list-style-type: none"> • Annual report from Executive Director of Global UNO on student composition for study abroad programs, faculty/student exchanges, and number of collaborative international partnerships established. • Coordinate the launch of new international partnerships. • Launch of marketing strategy for international programs and partnerships.

STRATEGIC PLAN GOAL ONE (STRATEGY 2)

Ensure high-quality academic programs which will prepare students for success in a globally competitive, multicultural, and changing environment.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
2) Provide greater access to educational opportunities for students in metropolitan New Orleans and beyond.			
C) Develop and promote new online degree programs to enhance access, especially for place-bound students.	<ul style="list-style-type: none"> • Vice President Academic Affairs • Executive Director of Global UNO • Vice President for Communications, Marketing, and Public Relations • Coordinator of Distance Learning • Deans • Department Chairs 	<ul style="list-style-type: none"> • Departments and colleges develop new online degree programs within a self-sustaining budget model in collaboration with the Vice President for Academic Affairs and the Executive Director of Global UNO. • Develop marketing strategy for online degree programs. • Implement new online degree programs. 	<ul style="list-style-type: none"> • Executive Director of Global UNO reports on performance of online degree programs in terms of student populations served and cost of delivery. • Coordinate the launch of new online degree programs. • Number of new online degree programs launched. • Launch of marketing strategy for online degree programs.
D) Evaluate potential program growth (inclusive of interdisciplinary/cross-disciplinary programs) and promote it in areas that meet workforce and societal needs, by leveraging UNO expertise and excellence as well as collaborative partnerships with other higher education institutions.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Executive Director of Global UNO • Director of Interdisciplinary Studies • Deans • Department Chairs 	<ul style="list-style-type: none"> • Deans, department chairs, and faculty evaluate areas for program growth inclusive of credit and non-credit programs. • Foster mutually beneficial relationships with other institutions and government agencies to develop sustainable models for workforce development initiatives. 	<ul style="list-style-type: none"> • Review annual department reports on programs, in relation to strategic plans and State of Louisiana workforce projections, modifying programs as needed.
E) Invest in the technology infrastructure, support, and training for online/hybrid courses and programs.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Executive Director of Global UNO • Chief Information Officer • Deans • Department Chairs 	<ul style="list-style-type: none"> • Information Technology Assistance Committee establishes a baseline of current state of technology use at UNO and develops a plan for improvement of technology. • Implement a plan for strategic investments in technology. • Establish a Teaching and Learning Center to assist faculty and staff in the use of technology, the development of online courses, and improvements in teaching. 	<ul style="list-style-type: none"> • Information Technology Assistance Committee reviews achievements against baseline evaluating the budget process to achieve further improvements in technology in the next academic year. • Evaluate the performance of the Teaching and Learning Center in terms of faculty, staff, and students served as well as efficiency and effectiveness of operations.

“Increase partnerships across campus and with other educational, civic, and corporate partners that support experiential learning opportunities.”



GOAL TWO:

Provide a supportive and student-centered learning environment for high-achieving, diverse, and motivated students that enhance their success.

STRATEGIES:

1) Recruit, enroll, and retain high-achieving, diverse, and motivated students.

- A) Increase need-based and merit-based financial aid for students to promote access and affordability.
- B) Implement creative recruitment and enrollment strategies (in-state, out-of-state, and international).
- C) Strengthen relationships with community colleges to provide a seamless transition to UNO.
- D) Increase the competitiveness of support packages in the recruitment of graduate students.
- E) Continue to promote diversity among the student population.

2) Enrich the quality of campus life through extra-curricular activities.

- A) Provide recreational sports and intramural leagues.
- B) Promote greater awareness of student organizations and increase student participation.
- C) Promote student participation and school pride through, academic, athletic, and social events on campus.
- D) Develop a student transportation service to transport students around campus and to city destinations.

3) Increase opportunities for students to engage in high-quality, high impact educational experiences.

- A) Increase partnerships across campus and with other educational, civic, and corporate partners that support experiential learning opportunities (internships, coops, study abroad, service learning, and civic engagement).
- B) Increase student participation in research at both the undergraduate and graduate levels.
- C) Create and support themed, living-learning environments within campus housing, to enhance a sense of community.
- D) Increase opportunities for students to develop skills and credentials for career, professional and graduate school success.
- E) Foster greater faculty-student interaction and mentoring.

4) Promote a culture of consistent, high-quality service across the university.

- A) Create a one-stop shop that encompasses the functions of the Registrar, Bursar, Advising and Enrollment Services (which includes Financial Aid, First Year Experience, Admissions and Orientation) for easy access by students and their families.
- B) Enhance information technology infrastructure and support in both academic programs and student services that address the needs of students and their academic success.
- C) Provide customer service training to all faculty and staff.

STRATEGIC PLAN GOAL TWO (STRATEGY 1)

Provide a supportive and student-centered learning environment for high-achieving, diverse, and motivated students that enhance their success.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
1) Recruit, enroll, and retain high-achieving, diverse, and motivated students.			
A) Increase need-based and merit-based financial aid for students to promote access and affordability.	<ul style="list-style-type: none"> • Vice President for Enrollment Management and Student Affairs • Executive Director of Enrollment Services 	<ul style="list-style-type: none"> • Develop a plan to increase merit based financial aid through foundation resources. • Attend seminars and webinars to stay current on FASFA guidelines. 	<ul style="list-style-type: none"> • Review and analyze foundation and financial aid annual report data, and modify resources if needed.
B) Implement creative recruitment and enrollment strategies (in-state, out-of-state, and international).	<ul style="list-style-type: none"> • Vice President for Enrollment Management and Student Affairs • Executive Director of Enrollment Services • Director of Athletics 	<ul style="list-style-type: none"> • Develop and implement strategic recruitment plans to build working relationships locally, nationally, and internationally. 	<ul style="list-style-type: none"> • Review and analyze annual report data and results from recruiting efforts. • Conduct cost-benefit analysis of recruitment efforts.
C) Strengthen relationships with community colleges to provide a seamless transition to UNO.	<ul style="list-style-type: none"> • President • Vice President for Academic Affairs • Vice President for Enrollment Management and Student Affairs • Executive Director of Enrollment Services 	<ul style="list-style-type: none"> • Collaborate with stakeholders through UNO forums, Presidential town hall meetings, and collaboration with area college administrators to discuss college programs. 	<ul style="list-style-type: none"> • Review attendance reports and data, and modify efforts if needed.
D) Increase the competitiveness of support packages in the recruitment of graduate students.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Business Affairs • Dean Graduate School • Deans • Department Chairs 	<ul style="list-style-type: none"> • Develop and Implement a plan to create competitive support packages to help recruit graduate students. 	<ul style="list-style-type: none"> • Evaluate data on support packages each semester on graduate student recruitment and retention, and modify efforts if needed.
E) Continue to promote and recruit diversity among the student population.	<ul style="list-style-type: none"> • Vice President for Enrollment Management and Student Affairs • Executive Director of Enrollment Services • Executive Director of Global UNO • Diversity Cabinet 	<ul style="list-style-type: none"> • Coordinate efforts to promote diversity among our student recruits. 	<ul style="list-style-type: none"> • Conduct periodic surveys and evaluate institutional data, and modify efforts if needed.

STRATEGIC PLAN GOAL TWO (STRATEGY 2)

Provide a supportive and student-centered learning environment for high-achieving, diverse, and motivated students that enhance their success.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
2) Enrich the quality of campus life through extra-curricular activities.			
A) Provide recreational sports, intramural leagues and club sports	<ul style="list-style-type: none"> • Director of Recreation and Intramural Sports 	<ul style="list-style-type: none"> • Develop a plan for regular meetings to discuss proposals and resources required • Prioritize proposals based on resources. 	<ul style="list-style-type: none"> • Conduct an evaluation of programs by semester by comparing year to year participation. • Conduct periodic student satisfaction and participation survey, and modify efforts if needed.
B) Promote greater awareness of student organizations and increase student participation.	<ul style="list-style-type: none"> • Vice President for Enrollment Management and Student Affairs • Executive Director of Enrollment Services • Student Government Association 	<ul style="list-style-type: none"> • Develop a plan for regular meetings, open forums, events, campus wide and social media initiatives to promote and increase student participation. 	<ul style="list-style-type: none"> • Review and analyze data from participation in open forums, events, campus wide and social media initiatives with periodic student satisfaction surveys, and modify initiatives if needed.
C) Promote student participation and school pride through, academic, athletic, and social events on campus.	<ul style="list-style-type: none"> • Vice President for Enrollment Management and Student Affairs • Executive Director of Enrollment Services • Director of Athletics • Student Government Association 	<ul style="list-style-type: none"> • Develop a plan for regular meetings, open forums, events, campus wide and social media initiatives to promote and increase student participation. 	<ul style="list-style-type: none"> • Review and analyze data from participation in open forums, events, campus wide and social media initiatives with periodic student satisfaction surveys, and modify initiatives if needed.
D) Develop a student transportation service to transport students around campus and to city destinations.	<ul style="list-style-type: none"> • Master Planning Committee 	<ul style="list-style-type: none"> • Conduct an initial student based survey to identify destination points of interest. • Develop and institute a route for campus transportation and provide destinations. 	<ul style="list-style-type: none"> • Conduct periodic student satisfaction and participation survey, and modify efforts if needed.

STRATEGIC PLAN GOAL TWO (STRATEGY 3)

Provide a supportive and student-centered learning environment for high-achieving, diverse, and motivated students that enhance their success.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
3) Increase opportunities for students to engage in high-quality, high impact educational experiences.			
A) Increase partnerships across campus and with other educational, civic, and corporate partners that support experiential learning opportunities (internships, coops, study abroad, service learning, and civic engagement).	<ul style="list-style-type: none"> • President • Vice President for Academic Affairs • Executive Director of Global UNO • Career Services • Deans • Department Chairs 	<ul style="list-style-type: none"> • Establish the Civic Engagement and Experiential Learning Committee. • Inventory of current educational, civic, and corporate partnerships. • Coordinate action plan to increase and enhance collaborative partnerships. • Leverage collaborative partnerships for external fund raising. 	<ul style="list-style-type: none"> • Track number of educational, civic, and corporate partnerships.
B) Increase student participation in research at both the undergraduate and graduate levels.	<ul style="list-style-type: none"> • Vice President for Research and Economic Development • Deans • Department Chairs 	<ul style="list-style-type: none"> • Continued participation in the UL System Academic Summit for Undergraduate Research. • Inventory the number of student participants in undergraduate and graduate research. • Develop a plan to enhance faculty participation in student research. 	<ul style="list-style-type: none"> • Track number of students participating in the UL System Academic Summit for Undergraduate Research. • Track number of students participating in research and the faculty involved with such efforts. • Implement a plan to enhance faculty participation in student research.
C) Create and support themed, living-learning environments within campus housing, to enhance a sense of community.	<ul style="list-style-type: none"> • Vice President for Enrollment Management and Student Affairs • Executive Director of Enrollment Services • Director of Student Housing • Master Planning Committee 	<ul style="list-style-type: none"> • Conduct survey to determine types of housing is needed. • Develop a plan for housing based on survey results. 	<ul style="list-style-type: none"> • Review and analyze periodic student satisfaction surveys on housing. • Implement student housing plan.

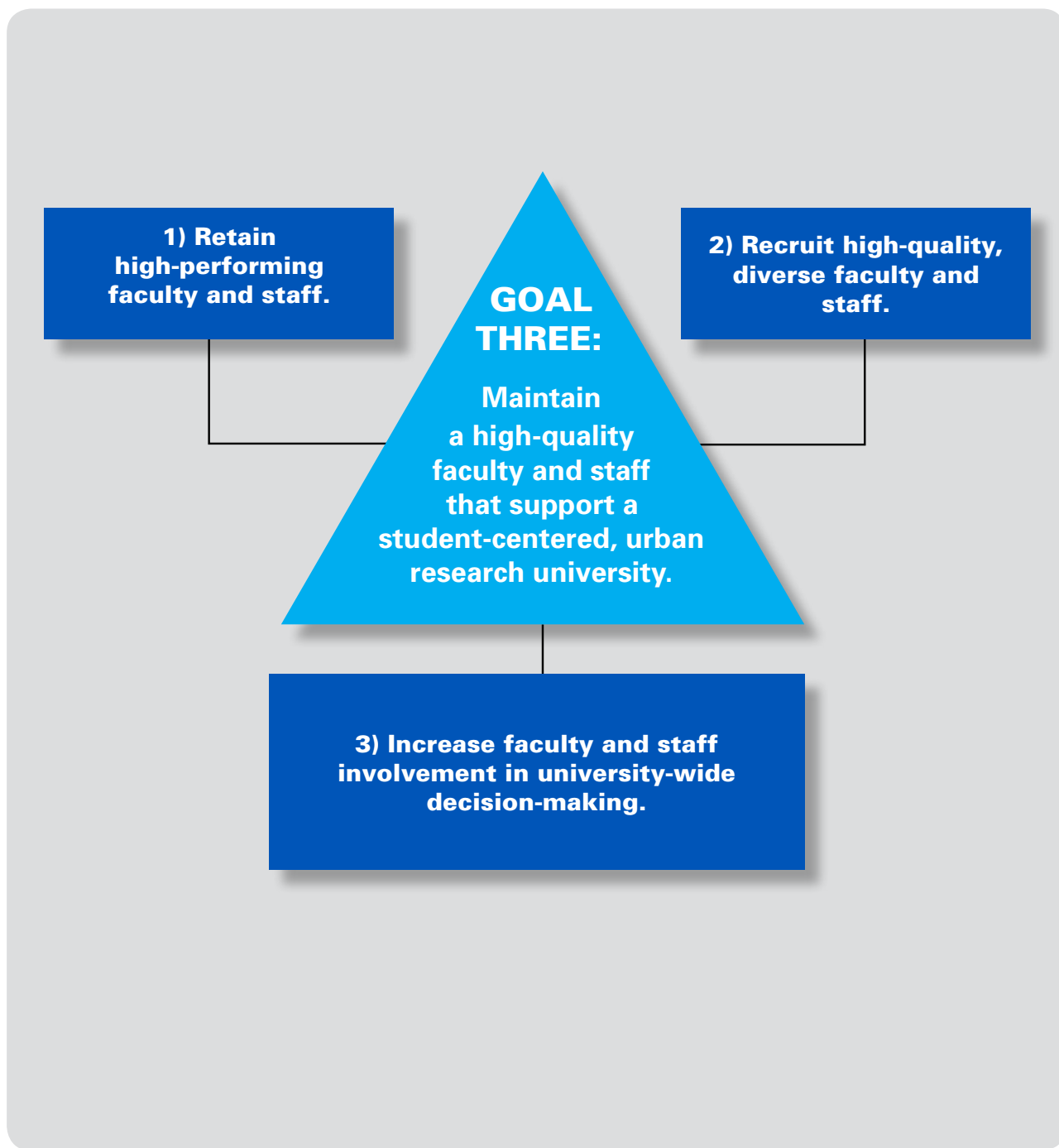
STRATEGIC PLAN GOAL TWO (STRATEGY 3)

Provide a supportive and student-centered learning environment for high-achieving, diverse, and motivated students that enhance their success.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
3) Increase opportunities for students to engage in high-quality, high impact educational experiences.			
D) Increase opportunities for students to develop skills and credentials for career, professional and graduate school success.	<ul style="list-style-type: none"> • Director of Alumni Affairs • Career Services • Deans • Department Chairs 	<ul style="list-style-type: none"> • Develop a program for students on networking, professional skill development, career paths, and employment and graduate school opportunities. • Develop a program for alumni and corporate partners to facilitate student mentoring. • Inventory of student worker and internship opportunities. • Enhance student worker and internship opportunities. 	<ul style="list-style-type: none"> • Implement program for students on networking, professional skill development, career paths, and employment and graduate school opportunities. • Launch student mentoring program. • Document and evaluate student worker and internship opportunities and student participation.



“Provide leadership and professional development opportunities for faculty and staff.”



GOAL THREE:

Maintain a high-quality faculty and staff that support a student-centered, urban research university.

STRATEGIES:

1) Retain high-performing faculty and staff.

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| <p>A) Integrate annual faculty performance evaluation with promotion and tenure that is aligned with discipline norms and resource base.</p> <p>B) Develop and implement an equity adjustment plan to address salary compression/inversion based on long-term performance.</p> <p>C) Institute a system of merit-based raises tied to annual faculty and staff performance evaluation.</p> | <p>D) Enhance recognition of outstanding faculty and staff performance in advancing UNO's mission in teaching, research, and service.</p> <p>E) Implement an orientation and mentorship program for new faculty and staff.</p> <p>F) Provide leadership and professional development opportunities for faculty and staff.</p> <p>G) Promote initiatives that enhance the morale, health and wellness of faculty and staff.</p> |
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2) Recruit high-quality, diverse faculty and staff.

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| <p>A) Implement a transparent and timely budget process for hiring authorization aligned with the recruitment cycles across disciplines.</p> <p>B) Enhance the recruitment of faculty and staff by providing competitive salary and start-up funds aligned with peer institutions.</p> <p>C) Assess the current allocation of faculty and staff resources in light of academic program</p> | <p>enrollment trends, workforce and societal needs, quality of the academic unit, and minimum number of faculty necessary to meet the teaching and research mission of the university.</p> <p>D) Explore strategies and support to spousal hiring.</p> <p>E) Enhance recruitment efforts of underrepresented faculty and staff.</p> |
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3) Increase faculty and staff involvement in university-wide decision-making.

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| <p>A) Ensure adequate faculty and staff representation on major university policy committees.</p> <p>B) Increase transparency in university decision-making through open forums and town hall meetings.</p> | <p>C) Provide more autonomy to Colleges and Departments in the budget process and resource allocation decisions via a responsibility-centered management approach.</p> |
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STRATEGIC PLAN GOAL THREE (STRATEGY 1)

Maintain a high-quality faculty and staff that support a student-centered, urban research university.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
1) Recruit high-quality, diverse faculty and staff.			
A) Implement a transparent and timely budget process for hiring authorization aligned with the recruitment cycles across disciplines.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Business Affairs • Deans • Department Chairs 	<ul style="list-style-type: none"> • Establish the University Budget Committee. • Coordination of faculty searches. 	<ul style="list-style-type: none"> • Timely authorization of faculty searches by the start of the academic year.
B) Enhance the recruitment of faculty and staff by providing competitive salary and start-up funds aligned with peer institutions.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Business Affairs • Deans • Department Chairs 	<ul style="list-style-type: none"> • Identify resource base and rate of return evaluation for startup funds. 	<ul style="list-style-type: none"> • Implement plan to fund and rate of return evaluation of startup allocations.
C) Assess the current allocation of faculty and staff resources in light of academic program enrollment trends, workforce and societal needs, quality of the academic unit, and minimum number of faculty to meet the teaching and research mission of the university.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Deans • Department Chairs 	<ul style="list-style-type: none"> • Evaluate faculty sufficiency standards for continuing academic programs in line with SACSCOC standards. • Develop hiring plan to address faculty sufficiency standards for continuing academic programs. 	<ul style="list-style-type: none"> • Results of faculty sufficiency standards for continuing academic programs and implementation of hiring plan to address faculty sufficiency standards.
D) Explore strategies and support to spousal hiring.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Deans 	<ul style="list-style-type: none"> • Develop a plan to coordinate hiring efforts across academic units to address spousal accommodations • Develop a plan to coordinate employment opportunities through UNO community partners for spousal accommodations. 	<ul style="list-style-type: none"> • Implement a plan for the coordination of spousal accommodations within academic units. • Implement a plan to coordinate employment opportunities through UNO community partners for spousal accommodations.
E) Enhance recruitment efforts of underrepresented faculty and staff.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Deans • Department Chairs 	<ul style="list-style-type: none"> • Develop a plan to recruit underrepresented faculty and staff through a greater range of advertising venues. 	<ul style="list-style-type: none"> • Implement a plan to expand advertising reach in the recruitment of underrepresented faculty and staff when hiring authorization is granted.

STRATEGIC PLAN GOAL THREE (STRATEGY 2)

Maintain a high-quality faculty and staff that support a student-centered, urban research university.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
2) Retain high-performing faculty and staff.			
A) Integrate annual faculty performance evaluation with promotion and tenure that is aligned with discipline norms and resource base.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Deans • Department Chairs 	<ul style="list-style-type: none"> • Departments develop discipline specific criteria for annual faculty evaluation and alignment of annual faculty evaluation process with promotion and tenure guidelines in consultation with the Vice President for Academic Affairs and Deans. 	<ul style="list-style-type: none"> • Implement new faculty evaluation process and revise appropriately departmental promotion and tenure guidelines. • All faculty will be evaluated on an annual basis.
B) Develop and implement an equity adjustment plan to address salary compression/inversion based on long-term performance.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Business Affairs • Deans • Department Chairs 	<ul style="list-style-type: none"> • Develop a plan for addressing salary compression/inversion. 	<ul style="list-style-type: none"> • Implement plan for addressing salary compression/inversion. • Annual monitoring of salary structure in relation to peer institutions recognizing cost of living differentials.
C) Institute a system of merit-based raises tied to annual faculty and staff performance evaluation.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Deans • Department Chairs 	<ul style="list-style-type: none"> • Develop a merit based raise process based on annual faculty and staff performance evaluation. 	<ul style="list-style-type: none"> • Implement merit based raise process based on annual faculty and staff performance evaluation.
D) Enhance recognition of outstanding faculty and staff performance in advancing UNO's mission in teaching, research, and service.	<ul style="list-style-type: none"> • President • Vice President for Academic Affairs • University Committee on Honors and Awards 	<ul style="list-style-type: none"> • Establish the University Committee on Honors and Awards. • Establish annual monetary awards in teaching, research, and service for faculty vetted through the University Committee on Honors and Awards. • Establish annual monetary awards for staff service vetted through the University Committee on Honors and Awards. 	<ul style="list-style-type: none"> • Implement annual monetary awards in teaching, research, and service for faculty. • Implement annual monetary awards for staff service.

STRATEGIC PLAN GOAL THREE (STRATEGY 2)

Maintain a high-quality faculty and staff that support a student-centered, urban research university.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
2) Retain high-performing faculty and staff.			
E) Implement an orientation and mentorship program for new faculty and staff.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Deans • Department Chairs 	<ul style="list-style-type: none"> • University level new faculty professional development and mentoring program. • College and department faculty professional development and mentoring program. 	<ul style="list-style-type: none"> • Implement University level new faculty professional development and mentoring program. • Implement college and department faculty professional development and mentoring program.
F) Provide leadership and professional development opportunities for faculty and staff.	<ul style="list-style-type: none"> • Deans • Department Chairs 	<ul style="list-style-type: none"> • College and department develop a plan leadership and professional development opportunities for faculty and staff participation. 	<ul style="list-style-type: none"> • Implement college and department a plan for leadership and professional development opportunities for faculty and staff participation.
G) Promote initiatives that enhance the morale, health and wellness of faculty and staff.	<ul style="list-style-type: none"> • Director of the Wellness Center 	<ul style="list-style-type: none"> • Develop a plan to enhance faculty and staff morale, health and wellness opportunities. 	<ul style="list-style-type: none"> • Implement plan to improve faculty and staff morale, health and wellness opportunities.



STRATEGIC PLAN GOAL THREE (STRATEGY 3)

Maintain a high-quality faculty and staff that support a student-centered, urban research university.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
3) Increase faculty and staff involvement in university-wide decision-making.			
A) Ensure adequate faculty and staff representation on major university policy committees.	<ul style="list-style-type: none"> • Executive Assistant for the President • Faculty Senate Executive Committee • Staff Council Executive Committee 	<ul style="list-style-type: none"> • Executive Committees of Faculty Senate and Staff Council will oversee all elections and appointment procedures. 	<ul style="list-style-type: none"> • Executive Committees of Faculty Senate and Staff Council review results of elections and appointments.
B) Increase transparency in university decision-making through open forums and town hall meetings.	<ul style="list-style-type: none"> • President • Vice President for Academic Affairs • Vice President for Business Affairs • Deans 	<ul style="list-style-type: none"> • Initiate monthly Provost Open Forum. • Initiate biweekly Faculty Roundtable. • Initiate Fall/Spring University Convocation. • Initiate President Faculty, Staff, and Student Luncheons. • Initiate semester Open Forum. • Initiate semester College level Open Forum. 	<ul style="list-style-type: none"> • Implement monthly Provost Open Forum. • Implement biweekly Faculty Roundtable. • Implement Fall/Spring University Convocation. • Implement President Faculty, Staff, and Student Luncheons. • Implement semester Open Forum. • Implement semester College level Open Forum.
C) Provide more autonomy to Colleges and Departments in the budget process and resource allocation decisions via a responsibility-centered management approach.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Business Affairs • Deans 	<ul style="list-style-type: none"> • Align UNO budgets in response to cost containment committee recommendations. • Provide training to appropriate staff on zero-based budgeting within RCM framework. • Transition to annual zero-based budgeting process within RCM framework. 	<ul style="list-style-type: none"> • Implement cost containment recommendations. • Provide training platform to appropriate staff on zero-based with RCM framework. • Implement zero-based budgeting process within RCM framework.

“Provide incentives and resources for pursuing collaborative research activities with both academic and commercial/non-academic partners.”



GOAL FOUR:
Strengthen UNO’s research and creative activity.

STRATEGIES:

1) Improve research infrastructure.

- A) Improve the institutional infrastructure and support for the pre- and post-grant or contract award processes.
- B) Foster productive public-private research partnerships by re-establishing the UNO Research and Technology Park mission and utilization plan.
- C) Promote the use of core facilities and expand the support of these facilities to enhance collaborative research.
- D) Provide incentives to faculty for external funding through the transparent and responsible use of indirect funds.
- E) Enhance the coordination between governmental relations and the Office of Research and Sponsored Programs.

2) Identify and support areas of research excellence and promise.

- A) Identify, provide incentives, and develop high impact research/creative areas of current or potential excellence at both the University-wide level and within individual units.
- B) Promote the pursuit of grant applications to prestigious national and international funding agencies by incentivizing faculty and enhancing university support services (e.g., grant-writing programs, workshops focused on networking and collaborations).
- C) Promote basic and translational research tied to regional and state economic development efforts as well as federal priorities.
- D) Provide worldwide access to an organized collection of faculty and student research and creative activity.
- E) Disseminate information about on-going research and creative activities by instituting a marketing and communication plan.

3) Build internal and external collaborations with a focus on interdisciplinary or cross-cutting collaborations.

- A) Enhance research, communication, and collaboration within the University, across disciplines, and with other institutions.
- B) Provide incentives and resources for pursuing collaborative research activities with both academic and commercial/non-academic partners.
- C) Institute monthly research forums open to the general public for faculty to provide an overview of their research agendas.
- D) Provide seed funding for interdisciplinary/cross-disciplinary research teams for external grant submissions/awards.

STRATEGIC PLAN GOAL FOUR (STRATEGY 1)

Strengthen UNO's research and creative activity.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
1) Improve research infrastructure.			
<p>A) Improve the institutional infrastructure and support for the pre- and post-award processes associated with sponsored projects.</p>	<ul style="list-style-type: none"> • Vice President for Research and Economic Development • Vice President for Business Affairs • Deans 	<ul style="list-style-type: none"> • Support faculty in obtaining personalized database searches on grant opportunities. • Assign research administrators to specific Colleges. • Identify and train individuals in Colleges to support research-related business processes. • Provide training and central coordination in Colleges to (1) monitor sponsored project budgets, and (2) generate monthly/quarterly budget reports for principal investigators and department chairs. • Implement focus groups with principal investigators to assess improvements in research infrastructure. • Create a repository of sections from successful grant proposals sorted by category (e.g., adequacy of resources, evaluation plan) to assist proposal development by other faculty. 	<ul style="list-style-type: none"> • Track number of grant proposals submitted. • Track number of grant proposals funded. • Track dollar amounts of grant proposals submitted. • Track dollar amounts of grant proposals funded. • Track percentage of dollar amounts in awarded grants successfully expended. • Monitor overdrafts of sponsored project accounts.

STRATEGIC PLAN GOAL FOUR (STRATEGY 1)

Strengthen UNO's research and creative activity.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
1) Improve research infrastructure.			
B) Foster productive public-private research partnerships throughout the entire university, as well as through the UNO Research and Technology Park mission and utilization plan.	<ul style="list-style-type: none"> • Vice President for Research and Economic Development 	<ul style="list-style-type: none"> • Provide technical support for SBIR/STTR grants, and for technology transfer processes. • Assign Office of Research and Sponsored Programs staff to directly assist faculty with industry/private connections. • Re-evaluate and, if needed, adjust UNO's intellectual property policies and procedures to maximize the likelihood of fruitful partnerships. 	<ul style="list-style-type: none"> • Track number of SBIR/STTR proposals submitted. • Track number of SBIR/STTR proposals funded. • Track number of startup companies in Research and Technology Park and at UNO • Track number of industry/private partnerships that directly support UNO research initiatives. • Track dollar amounts of industry/private partnerships that directly support UNO research initiatives. • Track number of new technologies patented. • Track number of new technologies licenses.
C) Promote the use of core facilities and expand the support of these facilities to enhance collaborative research.	<ul style="list-style-type: none"> • Vice President for Research and Economic Development • Vice President for Business Affairs • Deans 	<ul style="list-style-type: none"> • Develop a practical model for service/re-charge centers applied to marketable facilities. • Adopt a sustainable funding model for maintaining and upgrading core facilities. 	<ul style="list-style-type: none"> • Track number of core facilities generating revenue from outside users and budgeted grant utilization. • Track number of maintenance contracts and/or viable repair/replacement reserves funded from core facility revenues.
D) Provide incentives to faculty and units to expand revenue generation via externally funded projects.	<ul style="list-style-type: none"> • Vice President for Research and Economic Development • Vice President for Business Affairs • Vice President for Academic Affairs • Deans 	<ul style="list-style-type: none"> • Dedicate a reasonable proportion of recovered indirect costs to principal investigators for discretionary investment in research. • Re-evaluate the proportions of recovered indirect costs returned to Colleges and BoR-approved centers/ Institutes, and adjust (if needed) to bring the proportion in line with best practices and UNO's RCM budget model. 	<ul style="list-style-type: none"> • Track number of faculty pursuing external grants. • Track number of external grant proposals • Track distribution of indirect costs to colleges and BoR centers/institutes.

STRATEGIC PLAN GOAL FOUR (STRATEGY 2)

Strengthen UNO's research and creative activity.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
2) Identify and support areas of research excellence and promise.			
A) Maintain active engagement with the Vice President for Academic Affairs and Deans in the entire faculty recruitment and hiring process (Goal 3 of the Strategic Plan) to ensure that the faculty cohort develops in a manner that elevates the research portfolio of the institution.	<ul style="list-style-type: none"> Vice President for Research and Economic Development 	<ul style="list-style-type: none"> Periodic meetings with Vice President for Academic Affairs and Deans regarding faculty hiring plan and searches. Develop a structured approach for planning and implementing start-up packages for faculty recruitment. 	<ul style="list-style-type: none"> Track research accomplishments of new faculty appointments. Track grants transferred to UNO by new faculty appointments. Track number of grant proposals submitted by new faculty appointments within their first year at UNO. Track number of grant proposals awarded by new faculty appointments during their first year years and rate of return on startup packages.
B) Identify, provide incentives, and develop high impact research/creative areas of current or potential excellence at both the University-wide level and within individual units.	<ul style="list-style-type: none"> Vice President for Research and Economic Development Vice President for Business Affairs Deans 	<ul style="list-style-type: none"> Develop internal faculty grants to support promising research/creative collaborations. Establish recognitions and awards to high performing faculty. Promote the nomination of high performing faculty for outside scholarly awards and distinctions. 	<ul style="list-style-type: none"> Track rankings/ratings of departments' scholarly and creative impact by national, regional, and state organizations. Track number of faculty receiving recognitions and awards from external organizations.



STRATEGIC PLAN GOAL FOUR (STRATEGY 2)

Strengthen UNO's research and creative activity.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
2) Identify and support areas of research excellence and promise.			
C) Promote the pursuit of grant applications to prestigious national and international funding agencies.	<ul style="list-style-type: none"> • Vice President for Research and Economic Development • Deans 	<ul style="list-style-type: none"> • Identify and match high-priority funding opportunities with high-promise researchers (individuals as well as teams). • Provide specialized support (workshops, consultant reviews of draft proposals prior to submission, etc.) to increase the likelihood of success. 	<ul style="list-style-type: none"> • Track number of large (>\$1 million) and high profile/prestige (NSF Advance or LSAMP) proposals submitted. • Track number of large (>\$1 million) and high profile/prestige (NSF Advance or LSAMP) proposals awarded.
D) Promote basic and translational research tied to state and national priorities (regional and state economic development efforts, federal funder emphases, etc.)	<ul style="list-style-type: none"> • Vice President for Research and Economic Development • Vice President for External Affairs 	<ul style="list-style-type: none"> • Prioritize internal grants in alignment with published state and national priorities. 	<ul style="list-style-type: none"> • Track number of external proposals in prioritized areas. • Track dollar amount of external proposals in prioritized areas. • Track number of funded proposals in prioritized areas. • Track dollar amount of funded proposals in prioritized areas. • Track number of collaborations between economic development groups and UNO faculty/staff.

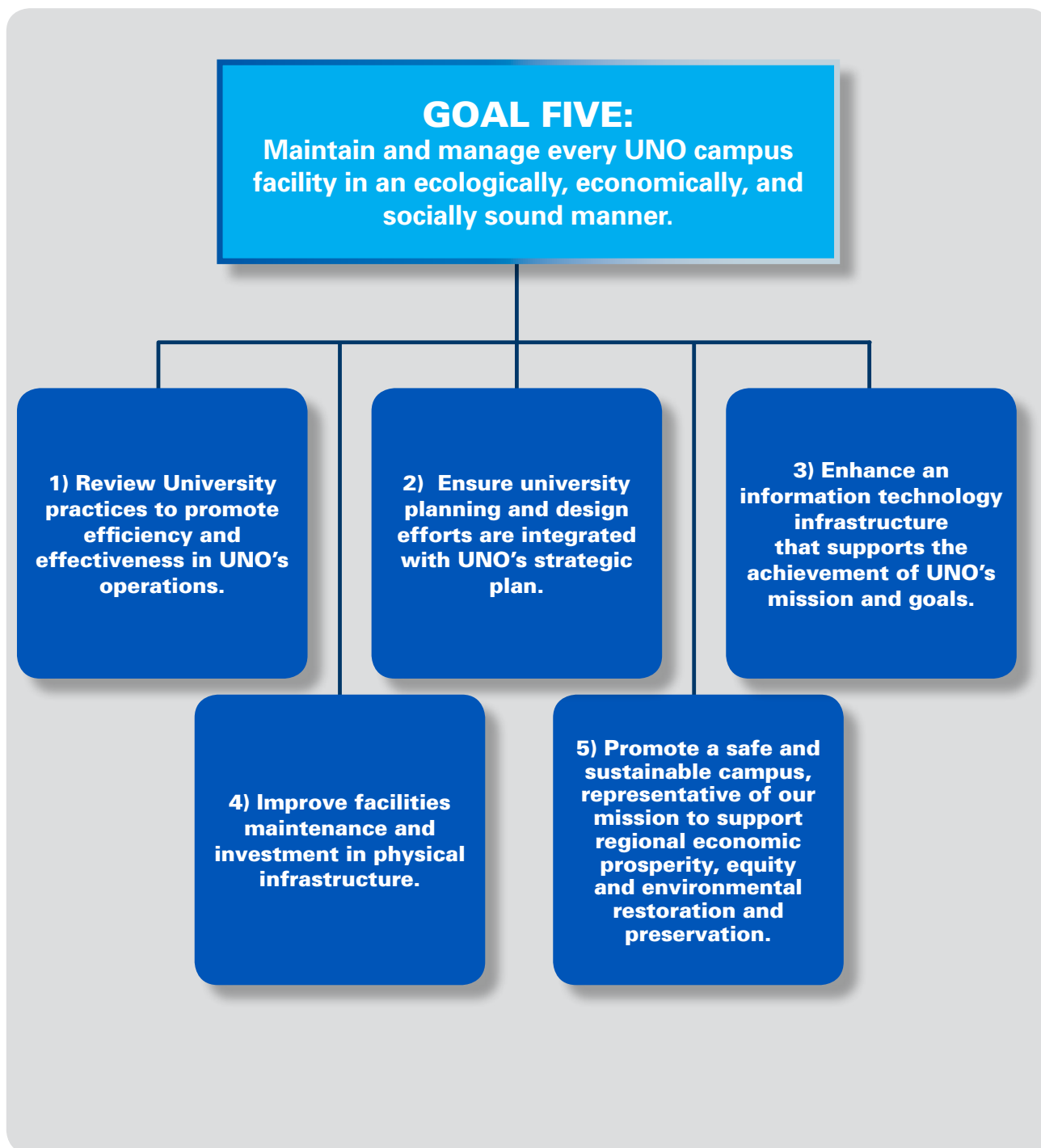


STRATEGIC PLAN GOAL FOUR (STRATEGY 3)

Strengthen UNO’s research and creative activity.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
3) Build internal and external collaborations with a focus on interdisciplinary or cross-cutting collaborations.			
A) Enhance research-related communications and collaborations within the University, across disciplines, and with other institutions.	<ul style="list-style-type: none"> • Vice President for Research and Economic Development • Vice President for Communications, Marketing, and Public Relations 	<ul style="list-style-type: none"> • Target internal grants/ research awards to promote interdisciplinary and/or inter-institutional collaboration. • Create a format for thematic discussions among researchers. Use each discussion forum as an opportunity to identify faculty and public/private organizations and businesses aligned with the selected theme who could potentially serve as partners to pursue research funding. • Establish regular research forums open to the general public for faculty to provide an overview of their research agendas. • Develop and implement a communications plan to ensure that the campus community and the Greater New Orleans region are informed of research excellence at UNO. 	<ul style="list-style-type: none"> • Track number of external grant proposals that involve interdisciplinary and/or inter-institutional teams. • Track dollar amount of external grant proposals that involve interdisciplinary and/or inter-institutional teams. • Track number of external grant proposals funded that involve interdisciplinary and/or inter-institutional teams. • Track dollar amount of external grant proposals funded that involve interdisciplinary and/or inter-institutional teams. • Track number of new collaborations arising from research forums.
B) Develop policies and programs that give UNO faculty direct access to high-impact researchers on-site for collaborations.	<ul style="list-style-type: none"> • Vice President for Research and Economic Development • Vice President for Academic Affairs 	<ul style="list-style-type: none"> • Pursue partial/joint appointments with highly accomplished researchers at other institutions who would spend part of their time at UNO to develop collaborations with UNO researchers. • Market UNO as a destination for high profile researchers to occupy time-limited visiting professorships. 	<ul style="list-style-type: none"> • Track number of research products (grants, publications, etc.) by full-time UNO researchers in collaboration with high-profile persons hired by UNO on partial/joint appointments. • Track number of research products (grants, publications, etc.) by full-time UNO researchers in collaboration with high-profile researchers currently or recently in a visiting professorship at UNO.

“Educate and support effective habits across the UNO community on how to incorporate sustainable practices into everyday living.”



GOAL FIVE:

Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

STRATEGIES:

1) Review University practices to promote efficiency and effectiveness in UNO's operations.

- A) Incorporate a standard space allocation and utilization review process.
- B) Systematically review UNO's student facility support functions to ensure quality, efficiency, and consistency with UNO's mission.

2) Ensure university planning and design efforts are integrated with UNO's strategic plan.

- A) Develop a master plan that meets the needs of the global UNO community.
- B) Develop a campus landscape master plan for the UNO Lakefront Campus.
- C) Develop and maintain an annual facilities master plan, budget, and reporting process.
- D) Develop a long-range financial plan that incorporates both cost-saving and revenue enhancement strategies.
- E) Develop pre-disaster, continuity-of-operations, and mitigation plans and policies to ensure that UNO is prepared to handle any disruption in service, reduce vulnerability, and continue to support its academic mission with minimal delays in service.

3) Enhance an information technology infrastructure that supports the achievement of UNO's mission and goals.

- A) Fully implement information systems that meet the changing needs of UNO, including student and financial information systems.
- B) Enhance technology infrastructure and support for all UNO community, learning, and research activities.

4) Improve facilities maintenance and investment in physical infrastructure.

- A) Remodel and improve learning environments for student retention.
- B) Improve exterior and interior maintenance as well as presentation of buildings.
- C) Undergo ongoing campus beautification and improve the functionality of community spaces.
- D) Promote effective energy use and conservation.

5) Promote a safe and sustainable campus, representative of our mission to support regional economic prosperity, equity and environmental restoration and preservation.

- A) Evaluate UNO's climate impact and establish a goal to become carbon neutral.
- B) Advance the UNO campus as a model of sustainability in our unique, physical environment.
- C) Educate and support effective habits across the UNO community on how to incorporate sustainable practices into everyday living.
- D) Incorporate sustainability throughout UNO processes and practices.

STRATEGIC PLAN GOAL FIVE (STRATEGY 1)

Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
1) Review university practices to promote efficiency and effectiveness in UNO's operations.			
A) Incorporate a standard space allocation and utilization review process.	<ul style="list-style-type: none"> Space Utilization and Allocation Committee 	<ul style="list-style-type: none"> Periodic meetings throughout year to discuss issues. Develop accessible, online service for space or change in utilization requests . 	<ul style="list-style-type: none"> Document space allocation. Document improvements in efficient use of space and changes in fulfilling requests.
B) Systematically review UNO's student facility support functions to ensure quality, efficiency, and consistency with UNO's mission.	<ul style="list-style-type: none"> Vice President for Business Affairs Executive Director of Facilities Services Energy Savings and Efficiency Committee 	<ul style="list-style-type: none"> Establish Energy Savings and Efficiency Committee. Establish monthly meetings. Develop annual facilities master plan. 	<ul style="list-style-type: none"> Conduct periodic campus wide survey. Establish utility benchmarks and efficiency savings. Conduct life-cycle cost analysis. Compile facilities annual report.



STRATEGIC PLAN GOAL FIVE (STRATEGY 2)

Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
2) Ensure university planning and design efforts are integrated with UNO's strategic plan.			
A) Develop a master plan that meets the needs of the global UNO community.	<ul style="list-style-type: none"> • Master Planning Committee • Executive Director of Facilities 	<ul style="list-style-type: none"> • Develop campus master plan. • Master Planning Committee has oversight of master plan. 	<ul style="list-style-type: none"> • Adoption by campus community of master plan.
B) Develop and maintain an annual facilities master plan, budget, and reporting process.	<ul style="list-style-type: none"> • Vice President for Business Affairs • Executive Director Facilities Services • Facility Directors 	<ul style="list-style-type: none"> • Develop facilities master plan. • Regular meetings among responsible parties to discuss proposals, budgets, priorities, and progress. 	<ul style="list-style-type: none"> • Annual facilities master plan update.
C) Develop a long-range financial plan that incorporates both cost-saving and revenue enhancement strategies.	<ul style="list-style-type: none"> • Vice President for Business Affairs • Master Plan Committee • Sustainability Coordinator 	<ul style="list-style-type: none"> • Develop long-range financial plan to align with master and facilities plan. • Regular meetings among responsible parties to discuss proposals, budgets, priorities, and progress. 	<ul style="list-style-type: none"> • Implement long-range financial plan that aligns with master and facilities plan.
D) Develop pre-disaster, continuity-of-operations, and mitigation plans to ensure that UNO is prepared to handle any disruption in service and reduce vulnerability.	<ul style="list-style-type: none"> • University Council • Campus Safety, Insurance & Risk Management • Student Government Association • Emergency Preparedness Committee • Continuity of Academic Support Committee 	<ul style="list-style-type: none"> • Establish Emergency Preparedness Committee. • Establish Continuity of Academic Support Committee. • Develop safety, infrastructure, and academic plans to address UNO preparedness, resilience, and recovery (mitigation plan). • Develop policy on continuity of academic mission. • Maintain UNO's FEMA approved campus mitigation plan. • Integrate mitigation plan into facilities master plan. 	<ul style="list-style-type: none"> • Adoption of integrated mitigation plan by campus community. • Conduct post-event performance evaluations by external committee. • Institute procedures on continued academic support as part of mitigation plan.

STRATEGIC PLAN GOAL FIVE (STRATEGY 3)

Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
3) Enhance an information technology infrastructure that supports the achievement of UNO's mission and goals.			
A) Fully implement information systems that meet the changing needs of UNO, including student and financial information systems.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Enrollment Management and Student Affairs • Vice President for Business Affairs • Vice President for Research and Economic Development 	<ul style="list-style-type: none"> • Coordinate UNO's information technology infrastructure (PeopleSoft) towards improved service • Train faculty and staff on use of innovative information technology. • Continued Investment in information technology infrastructure. 	<ul style="list-style-type: none"> • Annual progress report including external evaluations and recommendations for new or improved resources
B) Enhance technology infrastructure and support for all UNO community, learning, and research activities.	<ul style="list-style-type: none"> • Vice President for Business Affairs • Chief Information Officer • Information Technology Assistance Committee 	<ul style="list-style-type: none"> • Incorporate information technology infrastructure and training within RCM budgeting approach. • Invest in tech infrastructure and training. • Provide faculty training to provide seamless transfer to on-line course presentation in event of physical campus closure. 	<ul style="list-style-type: none"> • Annual report on information technology infrastructure improvements. • Annual report on faculty training for online delivery of courses.



STRATEGIC PLAN GOAL FIVE (STRATEGY 4))

Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
4) Improve facilities maintenance and investment in physical infrastructure.			
A) Remodel and improve learning environments for student retention.	<ul style="list-style-type: none"> • Master Planning Committee • Space Utilization and Allocation Committee • Executive Director of Facilities • Library Committee • Student Government Association 	<ul style="list-style-type: none"> • Cost and prioritize classroom, technology, and other student settings for improvements. • Implement recommended improvements in a balanced approach between priorities and availability of resources. 	<ul style="list-style-type: none"> • Annual report on improvements in student learning environments.
B) Improve exterior and interior maintenance as well as presentation of buildings.	<ul style="list-style-type: none"> • Master Planning Committee • Executive Director of Facilities • Student Government Association 	<ul style="list-style-type: none"> • Cost and prioritize façade improvements. • Improve UNO ADA compliance and universal design. 	<ul style="list-style-type: none"> • Annual report on façade improvements, ADA compliance and universal design.
C) Undergo ongoing campus beautification and improve the functionality of community spaces.	<ul style="list-style-type: none"> • Master Planning Committee • Executive Director of Facilities • Student Government Association 	<ul style="list-style-type: none"> • Develop campus master plan. • Master Planning Committee oversees master plan. 	<ul style="list-style-type: none"> • Annual report on campus master plan.
D) Promote effective energy use and conservation.	<ul style="list-style-type: none"> • Energy Savings and Efficiency Committee • Executive Director of Facilities 	<ul style="list-style-type: none"> • Establish a policy cap for zero-net gain in energy usage. • Establish benchmark buildings regarding energy usage. • Improve building controls for electricity and HVAC. • Provide incentives and resources for implementation of cost saving measures • Consider external consultant to decrease energy use and find additional cost savings. 	<ul style="list-style-type: none"> • Implement policy cap for zero-net gain in energy usage. • Implement cost savings measures.

STRATEGIC PLAN GOAL FIVE (STRATEGY 5)

Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
5) Promote a safe and sustainable campus representative of our mission to support regional economic prosperity, equity, and environmental restoration and preservation.			
A) Evaluate UNO's climate impact and establish a goal to become carbon neutral.	<ul style="list-style-type: none"> • Sustainability Coordinator 	<ul style="list-style-type: none"> • Participate in the Association for the Advancement of Sustainability in Higher Education by registering for STARS and meet initial criteria. • Conduct campus greenhouse gas emissions survey. • Develop plan to reduce campus greenhouse gas emissions in a cost-effective manner. 	<ul style="list-style-type: none"> • Maintain good standing with Association for the Advancement of Sustainability in Higher Education. • Inventory campus greenhouse gas emissions. • Implement plan to reduce campus greenhouse gas emissions in a cost-effective manner.
B) Advance the UNO campus as a model of sustainability in our unique, physical environment.	<ul style="list-style-type: none"> • Campus Sustainability Task Force 	<ul style="list-style-type: none"> • Establish the Campus Sustainability Task Force. • Develop a plan for UNO's sustainability effort. 	<ul style="list-style-type: none"> • Adoption of sustainability plan by campus community. • Implement sustainability plan.
C) Educate and support effective habits across the UNO community on how to incorporate sustainable practices into everyday living.	<ul style="list-style-type: none"> • Sustainability Coordinator • Campus Sustainability Task Force • Student organizations • Vice President for Enrollment Management and Student Affairs • Vice President for Communications, Marketing, and Public Relations 	<ul style="list-style-type: none"> • Work with student organizations to develop a plan for habit changing behaviors related to sustainability. 	<ul style="list-style-type: none"> • Implement plan for habit changing behaviors related to sustainability. • Increase public relations related to "green" initiatives.

STRATEGIC PLAN GOAL FIVE (STRATEGY 5)

Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
5) Promote a safe and sustainable campus representative of our mission to support regional economic prosperity, equity, and environmental restoration and preservation.			
D) Incorporate sustainability throughout UNO processes and practices.	<ul style="list-style-type: none"> • President • Campus Sustainability Task Force • Executive Director of Facilities • Deans • Department Chairs 	<ul style="list-style-type: none"> • Develop strategies for the integration of recommendations identified by the Campus Sustainability Task Force into UNO policies and procedures. 	<ul style="list-style-type: none"> • Incorporate Campus Sustainability Task Force recommendations into UNO policies and procedures.
E) Promote initiatives and procedures designed to improve safety and security and educate students, faculty, and staff on the phases of disaster preparedness.	<ul style="list-style-type: none"> • Campus Safety, Insurance & Risk Management • Student Government Association • Emergency Preparedness Committee 	<ul style="list-style-type: none"> • Develop a plan to educate faculty, staff, and students on disaster preparedness. • Develop procedures and initiatives to enhance safety and security 	<ul style="list-style-type: none"> • Implement plan to educate faculty, staff, and students on disaster preparedness. • Implement procedures and initiatives to enhance safety and security.
F) Promote interdisciplinary and cross-institutional activities addressing campus issues related to sustainability.	<ul style="list-style-type: none"> • Sustainability Coordinator • Campus Sustainability Task Force • Student organizations • Deans • Department Chairs 	<ul style="list-style-type: none"> • Address interdisciplinary nature of sustainability through inter- and intra- collegiate course offerings, promoting opportunities and partnerships with green Industry. 	<ul style="list-style-type: none"> • Track the number of interdisciplinary sustainability partnerships.

“Support programming and ensure long-term viability of community engagement activities.”



GOAL SIX:

Broaden UNO’s image as a premier university at the regional, national and international level while expanding our connection to the community.

STRATEGIES:

1) Strengthen UNO’s commitment to civic engagement.

A) Increase curricular/co-curricular initiatives and activities that include civic engagement for faculty, staff, and students.

B) Support programming and ensure long-term viability of community engagement activities.

C) Increase the number and variety of service learning opportunities.

D) Increase the number of opportunities for students to work in the field, including internships, professional development, on the job training, and student projects that meet community needs.

2) Increase pride, engagement, and sense of community among UNO stakeholders.

A) Coordinate a consistent message in fostering relationship-building opportunities to university constituents.

B) Provide opportunities for students and alumni to create

enduring connections to UNO.

C) Provide opportunities for all UNO stakeholders to engage in the campus community.

3) Promote UNO as a community asset.

A) Communicate effectively to external constituencies regarding UNO faculty expertise, research activities, and academic programs.

B) Communicate effectively to external constituencies regarding UNO athletic, social and cultural events.

C) Enhance UNO’s role as a cultural resource for the campus and the Greater New Orleans community.

D) Advance public and legislative support of UNO initiatives.

F) Enhance workforce development initiatives.

4) Build a culture of philanthropy throughout the UNO community.

A) Increase participation of faculty, staff, alumni, and retirees in philanthropic activity.

B) Educate current students about philanthropy and the importance of alumni participation.

C) Demonstrate the impact of philanthropy through UNO events, publications, and online media.

D) Develop an efficient and effective fund raising infrastructure to facilitate engagement activities and fund raising strategies in preparation of a capital campaign.

5) Advance UNO’s reputation through initiatives that promote the mission of UNO.

A) Develop and refine the UNO brand through marketing research, integrated communication planning, and the creation of brand resources.

B) Promote faculty, staff, student, and alumni achievements.

C) Market our academic programs and their uniqueness, especially leveraging those programs that are nationally ranked.

STRATEGIC PLAN GOAL SIX (STRATEGY 1)

UNO’s Image and Connection to the Community.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
1) Strengthen UNO’s commitment to civic engagement.			
A) Increase curricular/ co-curricular activities that include civic engagement for faculty, staff, and students	<ul style="list-style-type: none"> • Executive Cabinet • Deans • Department Chairs 	<ul style="list-style-type: none"> • Identify resources such as expertise, leadership and educational programs to achieve the desired increase in activities. Plan in consideration of levels of involvement being one-time efforts, time-limited assignments, or ongoing partnerships. 	<ul style="list-style-type: none"> • Analyze annual progress report generated by units/departments/ colleges and institutional effectiveness plans to identify activities that include civic engagement for faculty, staff, and students.
B) Support programming and ensure long-term viability of community engagement	<ul style="list-style-type: none"> • Executive Cabinet 	<ul style="list-style-type: none"> • Executive Cabinet will make adjustments according to findings in annual report. 	<ul style="list-style-type: none"> • Annual report from University Advancement.
C) Increase the number of activities in the variety of service learning opportunities at the university	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Deans • Department Chairs 	<ul style="list-style-type: none"> • Identify other service learning activities that could be utilized and the resources needed to increase activities in current and potential activities. Plan in consideration of levels of involvement being one-time efforts, time-limited assignments, or ongoing partnerships. 	<ul style="list-style-type: none"> • Analyze Service Learning Council annual reports generated by departments and colleges. • Annual report generated by units/departments/colleges and institutional effectiveness plans to measure number of service learning initiatives. • Track student involvement in service learning opportunities.
D) Increase the number of opportunities for students to work in the field, including internships, professional development, on the job training, and student projects that meet community needs.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Enrollment Management and Student Affairs • Deans • Department Chairs • Director of Career Services 	<ul style="list-style-type: none"> • Identify resources such as expertise, leadership and educational programs to achieve the desired increase in activities. Plan in consideration of levels of involvement being one-time efforts, time-limited assignments, or ongoing partnerships. 	<ul style="list-style-type: none"> • Analyze annual reports generated by units, departments, colleges and institutional effectiveness plans to measure number of opportunities for students to work in internships, professional development, on the job training, and student projects in the community. • Track student involvement.

STRATEGIC PLAN GOAL SIX: (STRATEGY 2)
UNO's Image and Connection to the Community.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
2) Increase pride, engagement, and sense of community among UNO stakeholders.			
A) Coordinate a consistent message in fostering relationship-building opportunities to university constituents.	<ul style="list-style-type: none"> • Executive Director of University Advancement • Office of Alumni Affairs • Vice President for Enrollment Management and Student Affairs • Community Engagement Committee 	<ul style="list-style-type: none"> • Establish Community Engagement Committee, define message, establish baseline, initiate plan. 	<ul style="list-style-type: none"> • Evaluate messages. • Track participation in events and activities. • Periodic feedback survey/email. • Annual report on community engagement.
B) Provide opportunities for students and alumni to create enduring connections to UNO.	<ul style="list-style-type: none"> • Executive Director of University Advancement • Office of Alumni Affairs • Vice President for Enrollment Management and Student Affairs • Community Engagement Community 	<ul style="list-style-type: none"> • Establish Community Engagement Committee, review existing opportunities, initiate plan. 	<ul style="list-style-type: none"> • Track responses, participation in events and activities. • Periodic feedback survey/email. • Annual report on community engagement.
C) Provide opportunities for all UNO stakeholders to engage in the campus community.	<ul style="list-style-type: none"> • Executive Director of University Advancement • Office of Alumni Affairs • Vice President for Enrollment Management and Student Affairs • Community Engagement Community 	<ul style="list-style-type: none"> • Establish Community Engagement Committee, review existing opportunities, initiate plan. 	<ul style="list-style-type: none"> • Track responses, participation in events and activities. • Periodic feedback survey/email. • Annual report on community engagement.

STRATEGIC PLAN GOAL SIX: (STRATEGY 3)

UNO’s Image and Connection to the Community.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
3) UNO as a community asset.			
A) Effective communication to external constituencies regarding UNO faculty expertise, research activities, and academic programs.	<ul style="list-style-type: none"> • President • Vice President for External Affairs • Vice President for Communications, Marketing, and Public Relations 	<ul style="list-style-type: none"> • Compile information from sources; distribute to relevant audiences via media, including social networks. 	<ul style="list-style-type: none"> • Weekly media reports. • Online “hits” on University web pages featuring subject matter. • Reports at the end of each semester.
B) Effective communication to external constituencies regarding UNO athletic, social and cultural events.	<ul style="list-style-type: none"> • President • Vice President for Communications, Marketing, and Public Relations 	<ul style="list-style-type: none"> • Compile information from sources; distribute to relevant audiences via media, including social networks. 	<ul style="list-style-type: none"> • Weekly media reports. • Online “hits” on University web pages featuring subject matter • Measure attendance at events via tickets purchased, etc. • Reports at end of each major event. • Reports at the end-of-semester.
C) Enhance UNO’s role as a cultural resource for the campus and the Greater New Orleans community.	<ul style="list-style-type: none"> • President • Vice President for Communications, Marketing, and Public Relations 	<ul style="list-style-type: none"> • Compile information from sources; distribute to relevant audiences via media, including social networks. 	<ul style="list-style-type: none"> • Weekly media reports. • Online “hits” on University web pages featuring subject matter. • Interaction on social media. • Feedback from community leaders, alumni, high school administrators and other relevant audiences.
D) Advance public and legislative support of UNO initiatives.	<ul style="list-style-type: none"> • President • Vice President for External Affairs 	<ul style="list-style-type: none"> • Develop and implement a comprehensive federal, state and local governmental relations strategy that supports the academic mission and research agenda of UNO. 	<ul style="list-style-type: none"> • Track number of campus visits by governmental officials. • Identification of funding opportunities. • Monitoring of policy issues that may affect UNO and garnering of resources in support of UNO’s strategic plan. • Annual report of policy issues monitored and funding secured.

STRATEGIC PLAN GOAL SIX: (STRATEGY 4)

UNO's Image and Connection to the Community.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
4) Build a culture of philanthropy throughout the UNO community.			
A) Increase participation of faculty, staff, alumni, and retirees in philanthropic activity.	<ul style="list-style-type: none"> • Executive Director of University Advancement • Office of Alumni Affairs • UNO Foundation 	<ul style="list-style-type: none"> • Generate newsletter to alert stakeholders. • Invite stakeholders to appropriate committees, projects. • Approach retirees with ideas and support. • Establish Faculty Emeritus Advisory Board. 	<ul style="list-style-type: none"> • Track number of participants. • Track number of pledges of monetary support deemed appropriate by Office of Development. • Track number of donations as documented in the Philanthropic Report.
B) Educate current students about philanthropy and the importance of alumni participation.	<ul style="list-style-type: none"> • Executive Director of University Advancement • Alumni Association • Student Government Association • Student organizations 	<ul style="list-style-type: none"> • Invite student government representative to attend UNOIAA board meetings. • Establish events to build relationships between students and alumni (i.e. mentoring sponsorships). 	<ul style="list-style-type: none"> • Measure level of participation in student/alumni events and sponsorships as reported in the student response report.
C) Demonstrate the impact of philanthropy through UNO events, publications, and online media.	<ul style="list-style-type: none"> • Vice President for Communications, Marketing, and Public Relations 	<ul style="list-style-type: none"> • Compile information from sources; distribute to relevant audiences via media, including social networks. 	<ul style="list-style-type: none"> • Measure testimonials and interactions via media, including social networks. • Measure revenue and attendance at events. • Reports at the end of each event; end-of-fiscal year report; and media reports.

STRATEGIC PLAN GOAL SIX: (STRATEGY 4)

UNO’s Image and Connection to the Community.

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
4) Build a culture of philanthropy throughout the UNO community.			
<p>D) Develop an efficient and effective fund raising infrastructure to facilitate engagement activities and fund raising strategies in preparation of a capital campaign.</p>	<ul style="list-style-type: none"> • Executive Director of University Advancement • Office of Alumni Affairs • Alumni Association • UNO Foundation 	<ul style="list-style-type: none"> • Expand advancement staff by two. • Increase unrestricted annual giving by empowering and educating Alumni and Foundation Boards through training and board governance. • Increase giving to the annual fund by through increased participation and increase in average gift size. • Continued expansion of advancement staff by two. • Develop strategic case for a comprehensive campaign. • Enter quiet phase of campaign-board members engaged with high-end donors and community leaders with President and advancement staff through small group cultivation events. • Continued increase in giving to annual fund through increased participation and increase in average gift size. • Continued expansion of advancement staff, evaluation of quiet phase and develop strategy for public launch of comprehensive campaign 	<ul style="list-style-type: none"> • Assess staff and board effectiveness through objective measurement of funds raised per development officer and scope of prospects cultivated. • Measure effectiveness of development officers by cost of dollar raised and evaluation of prospects in the pipeline. • Continue assessment of board effectiveness through objective measurement of funds raised per development officer and scope of prospects cultivated; re-evaluate and set new goals. • Continued measurement of effectiveness of development officers by cost of dollar raised and evaluation of prospects in the pipeline. • Assess funds raised by board either directly or indirectly. • Objectively review progress on quiet phase and assess public launch of comprehensive campaign through focus groups and surveys aimed at securing feedback on attitude and openness to campaign. • Objectively measure the receptiveness of donors to the message of the comprehensive campaign and their likelihood to give.

**STRATEGIC PLAN GOAL SIX: (STRATEGY 5)
UNO's Image and Connection to the Community.**

Action Steps	Person Responsible	Plan	Strategies for Assessment and Improvement of Outcomes
5) Advance UNO's reputation through initiatives that promote the mission of UNO.			
A) Develop and refine the UNO brand through marketing research, integrated communication planning, and the creation of brand resources for faculty and staff.	<ul style="list-style-type: none"> • Vice President for Communications, Marketing, and Public Relations 	<ul style="list-style-type: none"> • Create and disseminate new brand based on market research and public opinion. 	<ul style="list-style-type: none"> • Review internet activity; weekly departmental reports; update and continue to supply brand products. • Feedback from faculty, staff, other constituents. • Annual report of performance.
B) Promote faculty, staff, student, and alumni achievements.	<ul style="list-style-type: none"> • Vice President for Communications, Marketing, and Public Relations 	<ul style="list-style-type: none"> • Collect information from departments that directly constituents to be distributed internally and externally via media, modify as needed. 	<ul style="list-style-type: none"> • Measure media value and "hits" Feedback from faculty, staff, students, alumni, etc. • Measure social media impact and reach. • Document exposure via reports and distribute internally and externally.
C) Market the academic programs and their uniqueness, especially leveraging those programs that are nationally ranked.	<ul style="list-style-type: none"> • Vice President for Academic Affairs • Vice President for Communications, Marketing, and Public Relations • Deans 	<ul style="list-style-type: none"> • Collect information from academic deans and chairs; interview top students and alumni; and develop media strategies and execute accordingly, modify as needed. 	<ul style="list-style-type: none"> • Collect information about progress from academic deans and chairs at least twice each semester. • Track responses, participation in events and activities; feedback mechanism (survey, email). • Track traffic on UNO web pages and targeted social media • Track number of new student applications.



STRATEGIC PLAN IMPLEMENTATION

The preceding goals, action steps, strategies, and assessments provide a broad framework for advancing the University over the strategic plan time horizon 2015 to 2020. As with any strategic plan, a corresponding work plan will be developed by the responsible parties to ensure timely completion of the action steps in the fulfillment of the specified goals. The items listed under the Plan column are in the order of actions to be taken over the period 2015 to 2020. The Office of Academic Affairs will distribute the work plans to the responsible parties at the beginning of each academic year.

At the end of each academic year, the responsible parties will submit their completed work plans to the Office of Academic Affairs to ensure progress toward accomplishing the strategic goals. The Office of Academic Affairs will compile the work plans into an annual report for approval by the President and dissemination to the campus community.



THE HEARTBEAT *of*
the **CRESCENT CITY**



THE UNIVERSITY *of*
NEW ORLEANS

Institutional Review

November 2011

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THE UNIVERSITY OF NEW ORLEANS INSTITUTIONAL REVIEW PROCESS

The three member team comprised of Dr. Gary Reichard, Dr. Rodney Smith and Mr. Robert Lovitt was assembled in early August and Ms. Jodi Mauroner and Dr. Steve Landry of the University of Louisiana System were assigned to assist them in the institutional review (see Appendix 2 for biographies). On August 24, the full team held an initial conference call with President Randy Moffett to receive his perspective concerning the status of the University vis-a-vis the UL System and the context for the review as well as other issues that might warrant special attention from the review team.

Following this initial interview, the team opted to conduct telephone interviews with several key individuals prior to the campus visit. These included: two members of the Board of Supervisors (Finance Chair Andre Coudrain and David Guidry, both of whom are members of the Presidential Search Committee); Interim Chancellor Joe King; Interim Provost and Vice Chancellor for Academic and Student Affairs Louis Paradise; Vice Chancellor for Financial Services Linda Robison; Interim Dean of Student Affairs Pam Rault; Athletic Director Amy Champion; University Senate Chair Neal Maroney; Staff Council President Mike Adler; SGA President John Mineo; UNO Foundation CEO Patrick Gibbs; UNO Alumni Association President Brian Glorioso; UNO Foundation members and members of the Presidential Search Committee Gary Solomon and Susan Hess; and LSU System's Vice President for Academic Affairs Carolyn Hargrave and Vice President of Student and Academic Support Mike Gargano.

Further, a special dedicated webpage was established to provide team members with historical data on the institution including the organizational structure, financial status, academics, student enrollment and persistence, faculty and staff, athletics, and other relevant information.

In addition, Dr. Steve Landry worked with members of the UNO leadership to solicit input from faculty, staff and students through the *ULS Institutional Review SWOT Analysis*. In response to this online survey over 2,000 participants provided their thoughts on the strengths, weaknesses, threats and opportunities for the university. The information gleaned from the SWOT analysis helped further highlight issues to be addressed during the campus visit. (See Appendix 3 for a copy of the questionnaire.)

The core of the review exercise, however, was the campus visit conducted by the full team and Ms. Mauroner from Monday, September 26 through Thursday, September 29, 2011. The schedule included a campus tour, interviews with senior administrators and meetings with various groups of faculty, staff, students, alumni, the business community and legislators from

the local delegation. An open forum for members of the campus and the external community was held at the end of the visit on Thursday, September 29. The full schedule for the campus visit, as well as a list of all those with whom the team spoke, may be found in Appendix 1.

Prior to departing from New Orleans, the team outlined the organization of this report and identified the recommendations that appear in these pages (summarized on page 50). The draft was written and revised by all members of the team, and the conclusions and recommendations represent the consensus of the team.

SECTION 1: CONTEXT FOR THE REVIEW AND OVERVIEW OF FINDINGS

Although full institutional reviews have become standard procedure for the UL System when one of its institutions is about to conduct a presidential search, the circumstances of this institutional review of the University of New Orleans (UNO) are unique. Since the time of its founding in 1958, UNO has been a constituent part of the Louisiana State University (LSU) System. In spring 2011, following the unsuccessful introduction of legislation to merge UNO with Southern University of New Orleans (SUNO) and move the newly created institution to the University of Louisiana System, the bill (SB 266) was subsequently amended to provide for the transfer of UNO from the LSU System to the UL System. Preparations for that transfer have been ongoing since early summer 2011 and it will become final with the anticipated SACS approval of the change in December 2011. Because UNO has not been part of the UL System, the System office is not as familiar with the issues facing the campus as is normally the case; therefore, this institutional review is an especially important part of the process of selecting UNO's next leader.

As has been true for the past several years, this review is occurring in a very challenging political and economic environment for higher education in Louisiana—as well as nationally. Across the nation and in Louisiana, state funding for colleges and universities has been steadily declining. In Louisiana, these forces have been accentuated by recurrent natural disasters, starting with Hurricanes Katrina and Rita in 2005 and their lingering after-effects and compounded by the Deepwater oil spill in 2010. Although the full budget implications of these massive dislocations are still unfolding for Louisiana, undoubtedly the state's higher education institutions will continue to experience severe financial pressures into the foreseeable future, creating strong pressures to increase student fees and tuition.

The administration of Governor Bobby Jindal, as well as state legislators, has been sharply focused on higher education issues for the past few years. In February 2010, the Postsecondary Education Review Commission (also known as the Tucker Commission) issued an influential report including recommendations for tying higher education funding to performance indicators such as improved student retention and completion rates, enhancement of inter-institutional cooperation, strengthening of the community college system with improved articulation and transfer between two- and four-year institutions, and regular governing board review of academic programs for quality and cost-effectiveness. In July 2010, many of the commission's recommendations were enacted in the Louisiana Granting Resources and Autonomy for Diplomas Act (LA GRAD Act), which offers the state's colleges and universities autonomy to raise tuition incrementally over the next few years if they enter into (and deliver on) multi-year agreements with the state to increase program graduation and retention rates, increase completers at all levels, eliminate programs with low completion rates that are not aligned with economic development, ramp up online (distance) education programs, and address a number of other

goals first proposed by the commission and later contained in the LA GRAD Act. UNO, like all other senior institutions in Louisiana, submitted its yearly targets and six year goals to the Board of Regents for approval in August 2010.

In the context of the state's focus on increased efficiencies in higher education, the University of Louisiana System and its current eight constituent institutions have been engaged in almost continuous planning during the past two years. This "planning-mode" is likely to continue during the current academic year and beyond. All UL System institutions face the necessity of further reducing expenditures in the face of declining resources at the same time they make progress toward the goals expected of them under the LA GRAD Act. For UNO, which suffered greater physical and enrollment disruption as a result of Hurricane Katrina than any of the current member institutions of the UL System, these budgetary and operational challenges will be greatly magnified.

A considerable degree of administrative flux at UNO during the past decade has also intensified the pressures within and upon the institution, as two successive chancellors have had their tenures cut short. In the most recent instance, when Chancellor Timothy Ryan was removed from office in September 2010, LSU sent two senior administrators to the UNO campus to oversee day-to-day operations, before finally deciding in February 2011 to designate then-Provost Joe King as Interim Chancellor. The tensions surrounding the removals of two chancellors and the interregnum of external leadership of the campus exacerbated longstanding resentments on the part of UNO faculty and staff that their institution lacked basic rights of self-determination and that the university's fate was subject to the whims of a distant administration that may not have had its best interests at heart.

An inevitable consequence of the flux at the top of the university has been instability throughout most of UNO's upper administration. The review team found a pervasive concern – indeed, angst – throughout the institution that "stability" is desperately needed under a new president. There has also been a highly problematic tendency at UNO, particularly in the most recent years, for decisions to be made without adequate consultation and for those decisions not to be well communicated within the university—even to those most directly and immediately affected. Traditional forms of shared governance do not seem to exist at all. The new president will have to take a serious and critical look at UNO's administrative and organizational structures, consult throughout the university about the matter, and make immediate decisions about how to improve decision-making and communication processes within the university.

Demographic changes in New Orleans present a major challenge to UNO's recovery—particularly in terms of enrollment. Prior to Hurricane Katrina, the university had an enrollment of 17,142 (13,075 undergraduate and 4,067 graduate); by the following fall (2006), that figure had shrunk to 11,747 (9,156 undergraduate and 2,591 graduate). Perhaps more alarming than the

initial drop, is the slide that has continued since that catastrophic disruption. Once having aspired to be a university of more than 20,000 students, UNO has experienced slow but steady enrollment decline since 2006. In Fall 2011, enrollment has fallen below 11,000 for the first time since 1969: 8,263 undergraduates and 2,640 graduates, for a total of 10,903. Moreover, UNO was one of only two New Orleans-area four-year institutions to decline in enrollment from 2010 to 2011, presenting the institution's new leadership with a very significant challenge.¹ Part of UNO's problem seems to be that neighboring institutions—in particular, Southeastern Louisiana University—have competed successfully for students on the Northshore, which once was an important source of UNO enrollment. Additionally, census data reveal that there are approximately 60,000 fewer school-age children in New Orleans than there were ten years ago.² A severe looming problem for UNO, as for many of the UL System institutions, is that when stricter admissions standards are implemented in Fall 2012, the pool of high school graduates eligible for direct admission is expected to shrink significantly. As this report discusses, turning this situation around will require major improvements in UNO's marketing and student recruitment practices. Without such a turnaround, given the political and economic realities already described, UNO will continue to face very difficult decisions about its optimum size and program mix.

During these years of declining enrollment, UNO has also experienced a not-quite-commensurate reduction in the number of faculty, from 549 full-time faculty in 2005 to 418 in 2010 (nearly a 24 percent decrease). Most of the decrease has been in the ranks of non-tenure-track faculty, whose numbers have declined by 18 percent over the past three years, while the number of tenured and tenure-track faculty has remained almost steady (228 in 2010-2011, compared to 229 in 2008-2009). This erosion in overall numbers, however—coupled with anecdotal reports to the review team that many “movable” research-oriented faculty members have left UNO in recent years—calls into question the viability of a central goal in UNO's current Strategic Plan: to become “an urban research university with Southern Regional Education Board (SREB) Four-Year 1 status.”³ As part of the strategic planning that the university should undertake under a new president, it should examine the impact on budget and faculty workload of striving to achieve such status, and decide whether this remains a viable near-term goal.

¹ John Pope, “Most New Orleans Area Colleges Welcome More Students this Fall,” *New Orleans Times-Picayune*, September 22, 2011.

² Ed Pilkington, “New Orleans Population Falls 30% in 10 Years,” (<http://www.guardian.co.uk/world/2011/feb/04/new-orleans-population-census>).

³ The University of New Orleans Strategic Plan, 2007-2010: 4.

Faculty, administration, staff, and students at UNO all look forward with enthusiasm to the pending transition into the UL System. This optimism is fueled by hope for greater autonomy, which is likely to be realized, and for improved funding, which is not likely. In fact, UNO—like other institutions in the UL System—will probably experience continuing downward budget pressures and budget reductions going forward. Since the only possible redress lies in increased student tuition and fees, UNO’s situation could be further compromised by its continuing decline in enrollment. It will be imperative for UNO, under new leadership, to find a way to reverse the slow downward enrollment spiral at the undergraduate level, as well as to improve its troublesomely low student persistence and completion rates, if it is to stabilize and begin to grow within the UL System.

A more positive context for UNO’s future is the ongoing revitalization of the Greater New Orleans area. Although Katrina left the city and its suburbs with a substantially smaller population base than before the storm and massive flooding,⁴ it is clear that the region is on the economic rebound, with unemployment rates significantly lower than the national average and impressive performance in terms of economic growth and development. In this period of regional revitalization, the local business community, led by the Greater New Orleans Regional Economic Alliance, represents a potentially strong partner and source of support for UNO under a new president. Indeed, UNO can and should link its own revitalization with that of the surrounding city and region; a new president who takes this as an uppermost priority can play a major role in achieving this goal.

As discussed in this report, another issue that will confront new leadership at UNO is the future of intercollegiate athletics at the institution. At the time of this writing, the university has asked the NCAA to allow it to move, by July 2012, from Division I to Division II status, and planning with respect to scholarships has occurred within that context. In recognition of the role a new president must play in reaching a decision on this question, however, the university has recently suspended any movement toward Division II. There are reasonable arguments on both sides of this issue. Since the participation requirements for student-athletes depend upon the division in which the university will be competing, deciding this matter will need to be a top priority for the new president.

Lest the overall tenor of this institutional review be misunderstood, it should be emphasized at the outset that, despite the catastrophic disruptions in UNO’s development resulting from Hurricane Katrina and the major challenges the institution still faces in terms of rebuilding its

⁴ 2010 U.S. Census Bureau figures reflect a 29 percent decline in the city’s population since Hurricane Katrina hit—from an estimated 455,000 just before the flooding in August 2005 to 343,839 in 2010. Pilkington, “New Orleans Population Falls 30 % in 10 Years.”

enrollment (and its vision), this is a moment of tremendous opportunity for the institution and for a new president. The surrounding community is eager to embrace UNO as a full partner—and a stimulus—for the revitalization that is already underway in the region. Nearly all of those with whom members of this review team spoke seek a new president who will lead and implement a full re-engagement of the university with the city and surrounding community. There is a real sense throughout the university community and among its external supporters that this presidential search represents a potentially defining moment in the life of the institution—and perhaps the life of the city. The members of this review team are honored to have had a small part in helping to ensure that the university makes the most of this great opportunity and hope that the recommendations offered in this report will help to bring about a bright future for UNO in the University of Louisiana System.

SECTION 2: ADMINISTRATION AND ORGANIZATION

The University of New Orleans, originally the Louisiana State University in New Orleans (LSUNO), experienced phenomenal enrollment growth for several decades until 2005 when the area was devastated by Hurricane Katrina. Based on several earlier organizational charts (2005, 2006, 2007, 2009 and 2011), along with a “UNO Restructuring Plan” letter of memorandum dated August 12, 2009 from Chancellor Timothy P. Ryan, it appears to the review team that the administrative organizational structure and the reporting relations between the university and the LSU System never adapted to the institution’s status as an autonomous branch campus. Instead, the administrative organizational structure that was originally designed for a commuter branch campus never seemed to catch up to the rapid growth in enrollment that it had experienced since inception. The administration attempted to balance itself while remaining under the supervision of the LSU System. In addition, senior administrators were appointed from within the institution and UNO has experienced even more “flux” in recent years, as demonstrated in the Chancellor’s August 2009 memo, which announced among other changes:

- “The position of Vice Chancellor for Advancement was eliminated.
- The entire Office of Development will be moved to the UNO Foundation.
- The Office of Alumni Affairs has been shifted to the Vice Chancellor of Government and Community Affairs.
- Metropolitan College has been completely eliminated as a unit within UNO. The Dean’s position has also been eliminated.
- Testing Services have been consolidated under ... our Registrar.
- The position of Vice Chancellor for Technology and Economic Development has been eliminated.
- The Office of Academic Affairs has been streamlined by having the Director of Admissions, the Registrar, and the Director of Financial Aid report directly to the Provost.
- The Office of Student Affairs has been streamlined and organized around student support, student success, and student advocacy ... and is now the home of the initiatives that come out of Student Persistence and Recovery Initiatives (SPRI).”

In streamlining Marketing, Public Relations, Creative Services, the radio station and Institutional Research and Data Management, the Chancellor described as his rationale “bringing them closer to me” and “in keeping with the corporate model.”

These significant structural changes at the senior level appear to have been in response to continued cuts in state appropriations and what was viewed by UNO as lack of support from the LSU System Office, as well as reflecting the Chancellor's own corporate approach to managing the institution. Even though these changes might have been viewed as necessary at the time, it should be noted that for both immediate- and long-term higher education institutional planning and effectiveness, they resulted in minimal focus on such areas as institutional fund-raising, efficient and effective academic program and services coordination, student development (including residential) and student support services components, all of which are necessary for institutional growth and development. This same inadequacy of structure is reflected in the significantly under-developed athletic program.

In contrast to other extension and/or branch University campuses established to meet specific regional higher education needs, UNO never became autonomous. Further compounding the ability of this campus to grow and stabilize was the fact that for many years its senior leadership was promoted from within, causing the university to stagnate due to the lack of infusion of modern managerial and leadership principles. Furthermore, the administrative structure grew disproportionately due to efforts to navigate the somewhat restrictive approval process for hiring and academic program development as exercised by the LSU System administrative leadership, compounded by rapid uncontrolled growth in student enrollment. To quote the former Associate Provost (1998 to 2008) and coordinator of UNO's SACS-COC reaffirmation efforts in 2005:

“...when LSUNO in the mid-1960s argued that there was a need for public, graduate education in New Orleans, LSU offered to send its graduate faculty to New Orleans to teach graduate courses.....[In 2011] UNO is still met with extensive delays in getting programs approved. Our proposed Ph.D. in Materials and Nano Science was first sent to the LSU System Office approximately 10 years ago. We are convinced that our Advanced Materials Research Institute is a strong group qualified to offer the Ph.D. Many of its faculty are Chemists and UNO's Chemistry Department was our first department to offer the Ph.D. and has been doing so since the 1960s.”

Thus, over the years, UNO has resorted to internal promotions and the creation of a top heavy administrative structure in an effort to meet the growing needs of a heavily enrolled “branch campus,” to provide salary increases for long serving managerial staff, and to create an avenue to attract prospective employees.

Because the university has been without permanent leadership for the past year combined with the fact that faculty and staff positions have been left vacant, many mid-management leaders have had to, in effect, fend for themselves. Without the benefit of frequent institutional communication regarding the status of the university, revised policies and/or changes in

administrative procedures, staff members have reported receiving information through the “grapevine,” while students have complained that “an occasional email message from the administration is not enough.”

The administration and day-to-day management of the university needs to be stabilized.

Recommendation: UNO should initiate a participatory process both campus-wide and with the community in re-affirming the purpose and vision for the future of the institution which should be widely disseminated and broadly and continuously communicated.

Institutional Planning and Development

What can be described as “administrative flux” has not been conducive to institutional strategic or long-range planning with ensuing institution-wide implementation. The university reportedly engaged in extensive institutional planning under the leadership of Chancellor Ryan immediately following 2005, subsequently producing the University of New Orleans Strategic Plan 2007-2010. It is the understanding of the review team, however, that this plan was never fully vetted by campus constituents and approved by the powers that be. Despite this, portions of the plan were and still are being implemented.

The 2008-2011 Strategic Planning Committee first met on December 18, 2008, and received the following charge from the Chancellor:

“The 2008-2011 Strategic Planning Committee is charged with updating the 2007-2010 University Strategic Plan. The Committee should prepare the 2009-2012 Plan. The Committee should analyze the entire 2007-2010 plan and recommend changes in the plan as appropriate. In particular, the Committee should focus on the proposed Formula for Higher Education Funding currently under development by the Louisiana Board of Regents, changes in the external environment that may change the focus of the 2007-2010 Plan, and the increased emphasis on student recruitment and retention.”⁵

This mandate was given to the 12-member Committee (the Chancellor, Provost, University Counsel and Assistant to the Chancellor were also identified as ex-officio and non-voting members of the committee). It was reported to the review team that subcommittees were subsequently established to “define objectives, identify measurements, and craft action plans that

⁵ From the document “Charge to the 2009 Committee Membership” posted on the UNO Intranet/Strategic Planning.

were reasonable for a three-year period.” The plan was posted for public review and comment in July 2009. Subsequently, a likert-type survey questionnaire listing numbers of responses to the “Goals” was shared with the team as evidence of the campus having had an opportunity to review the strategic plan and provide input.

There were a total of 192 responses: 4 administrators, 14 alumni, 33 faculty, 42 graduate students, 19 staff, and 80 undergraduates. It is unknown if there were any open forums or if the draft plan was distributed to the entire campus community.

Examination of the documentation of the process indicates that several meetings were scheduled in 2009; however, minutes could only be located for the following dates: 12/18/08, 01/09/09, 01/22/09, 02/20/09, 04/03/09, 04/17/09, 05/01/09, 05/21/09, 05/29/09, and 06/12/09. There is no evidence that meetings were held at other times in 2009, 2010 or 2011.

However, within one week after the review team left the campus it was reported that the university had revised its strategic plan to reflect the 2011-2014 timeframe, and considered it to be finalized. This revised plan has since been posted on the university’s official website.

In a review of the above minutes of the Strategic Planning Committee meetings several statements stand out:

- “The Committee agreed to morph the old strategic plan into a new plan using existing Key Performance Indicators. Resources will be identified as needed.” (12/18/08)
- “... the Committee will review the old plan, discard those components that cannot be done, modify and update the 2007-2010 plan into a new plan for 2009-2012. The Committee is responsible for the immediate planning to guide re-budgeting decisions next year. Subcommittees will recommend longer range planning that extends into 2012.” (01/09/09)
- “...said that several errors in UNO’s calculations and reporting have been corrected and should improve our formula by \$11-12 million.” (01/22/09)
- “...there is a mismatch between the alignment of designated goal champions and administrators who are in charge.” (02/20/09)
- “...said that, following Katrina, he assigned specific department chairs to talk to the media and they became the “Go To” people when the media had questions.” (02/20/09)

- “There was a discussion about the pros and cons of performance reviews: Good reviews raise expectations for pay raises and bad reviews have no mechanism for corrections.” (02/20/09)
- “There seems to be disparate organizational reporting regarding several university units. Should they be rearranged and who should be the champions for the Strategic Plan?” (02/20/09)
- “The final document will include goals, objectives and measurables. The long version will be a separate implementation document.” (04/03/09)
- “Mr. _____ noted that one difference is the reporting line. At UNO there are different – not central – reporting units.” (04/17/09)
- “Fund raising was not addressed in the current Strategic Plan but a discussion addressed whether it should be included. ... the committee agreed that it would lose its importance as a university focus if it were not part of the plan.” (04/17/09)
- “This initiative [Honors College] was not addressed last year. ...it hinges almost entirely on outside support. He would like to remove it from the new plan but to continue to look for a benefactor.” (05/01/09)
- “Many UNO constituents want to help but are not sure of the University’s priorities.” (05/01/09)
- “...expressed concern that there is no voice on the Committee for fund raising and said that the committee must consider the impact of imposing measurables on staff who had no say into how reasonable the objectives might be.” (05/01/09)
- “Champions will be identified to be accountable for the success of the objectives. They will not necessarily be senior administrators. Champions will have an opportunity to review and comment before the Strategic Plan is finalized. This Committee will continue meeting on a regular basis to provide oversight and will be the reporting mechanism.” (05/21/09)
- “Dr. _____ explained that this “second strategic plan” is directly linked to the UNO budgeting process and has performance indicators. In the past this has never been tied to the University Strategic Plan but is a separate report that Financial Services submits. This should be associated with a realistic plan and the projected numbers on enrollment, retention, etc. should come from the new UNO Strategic Plan.” (05/29/09)

- “The Provost and Vice Chancellor for Student Affairs agreed to serve as the Goal 2 Students Champion. Dr. ____ will designate responsibility to the directors in charge of enrollment, recruitment, and retention.” (06/12/09)

These comments suggest that the institution was engaged in what could easily be termed “reactive planning,” based on non-predictive but definite budget cuts. Unfortunately, this committee seemed to be in control of decision-making with responsibility for “plan implementation” and “budgetary planning” residing elsewhere. The highlighted comments from the 2009 minutes of the Strategic Planning Committee meetings confirm the review team’s analysis concerning problems in the current organizational and administrative structure.

Furthermore, the appendices to the 2011-2014 Strategic Plan use baseline data from 2009-2010 and do not indicate actual projected numbers associated with any of the Key Performance Indicators. Nor do they include dates by which goals are to be achieved or action-steps completed, signifying attainment of objectives.

It should be noted that the organizational restructuring in the years immediately following Chancellor Ryan’s August 12, 2009 “restructuring” memorandum, left administrators, faculty and staff with considerably more uncertainty about who would be responsible for specific aspects of the institutional plan. Without the necessary stability in management and an institution-wide needs assessment based on economies-of-scale, implementing a strategic plan across multiple years in this manner will be difficult if not impossible. There will be far too many uncertainties associated with personnel, infrastructure and operational costs. Forward and backward linkages are unknown and unpredictable under the current situation. Therefore, implementation of what might be seen as an institutional academic agenda might not be feasible. There is an immediate need to conduct longitudinal studies on 1) faculty teaching hours, 2) faculty workloads, 3) student credit hours, and 4) faculty/student ratios. These should be completed by school/college, by department and by major at both undergraduate and graduate levels. Moreover, changed circumstances may well require revisiting some objectives originally developed in the 2007-2010 Strategic Plan. For example, the current strategic objective of achieving SREB Four-Year 1 status may need to be revisited.

Recommendation: UNO should re-examine the impact on budget and faculty workload of striving to achieve SREB Four Year-1 status as a part of revisiting the current University Strategic Plan.

The review team is also concerned about the timing of the most recent updating of the strategic plan. The new president needs to be able to lead a reconsideration of what has just been “finalized” in this time of continued administrative flux.

Recommendation: UNO should conduct a full institutional evaluation of current strategic planning goals, strategic initiatives, objectives, measurable outcomes, established completion dates and responsible units/divisions. These should be reviewed and coordinated with newly established priorities and include broad based campus participation throughout.

At the end of the process, the entire campus community needs to be in agreement with a broadly disseminated “institutional agenda.” This campus consensus on principles should be the basis for prioritization and budgeting of programs and services.

Recommendation: UNO should implement a campus-wide, criterion-based prioritization of all academic and non-academic programs and services, followed by re-budgeting in accordance with established priorities using master planning simulation projections.

These steps would allow UNO to establish and foster shared institutional ownership while implementing a system of integrated strategic planning that would incorporate the use of budgetary planning and key performance indicators in assessing continuous improvements based on unit level annual operational plans. This approach will assure plan implementation under managerial reinforcement at annual administrative retreats.

Strong capacity for institutional research and planning is necessary in order to maintain cohesive planning and implementation.

Recommendation: UNO should review and assure that it has a functional Institutional Research and Planning Office.

Shared governance must be the modus operandi for UNO to move forward under new leadership. Institution-wide committees and task forces should include adequate representation from faculty, staff and student organizations. The Institutional Research and Planning Office, therefore, should be the unit with responsibility for institutional data management, monitoring the implementation of the strategic plan, assessing all academic and non-academic units (using an institution-wide data-management and assessment system), and providing logistical support for respective faculty/staff committees charged with producing institutional plans in the areas of enrollment management; institutional technology; facilities management and maintenance; campus development (infrastructure); athletics program development and expansion; corporate/community partnerships; higher education partnership plans (including articulation and partnership agreements); and faculty and staff re-structuring and remuneration.

In the years immediately following transition to the UL System and under new leadership, UNO will need to establish parameters and procedures that guard against managerial uncertainties in the face of attrition.

Recommendation: UNO should establish standard operating procedures for all academic and non-academic units and these should be well coordinated with policies and procedures of the Board of Supervisors for the University of Louisiana System.

SECTION 3: FINANCE AND BUDGET

The State of Louisiana, along with most other states in the U.S., is facing serious financial problems, mandating budget cuts for all state agencies, including institutions of higher education. As a result, when the review team held its meetings and telephone conferences, a major topic of discussion was the financial structure of the university and how it has worked for the institution as it has dealt with budget cuts, budget planning, and hiring freezes. As noted in other sections of this report, communication from and with the senior administration is inconsistent, at best. These times of financial stress mandate more and better communication so that all managers of operating units are aware of their resources and can use them as needed to carry out the vision of the university.

Budget Process

The steps for assembling an institutional budget for any future period are fairly standard.

- Typically a budget planning exercise begins with the senior administration (as defined by the president). Additionally, the president and the provost may want the academic deans to participate at this stage. In this step, resources are linked to the institution's strategic plan. If the institution has a budget committee, that group, also, might participate at this early stage. The review team was told that, while UNO has such a committee, it is not functional at this point. This committee should be activated to ensure better communication and broader cross-campus participation in basic budget discussions and decisions.
- Once the resources are determined for the next fiscal year the president and key staff will establish the priorities, with the president deciding how the final allocations will be determined.
- Once the allocations are determined, this information is given to operating units for use in their departmental planning.
- The final budget stage is the actual spending of the allocation and tracking of expenditures so departments do not overspend their budget.

UNO's budget planning process appears to be badly broken. The simple process described above can be adapted and expanded to cover individual campus needs.

Recommendation: UNO should re-examine its budget processes and make such changes as necessary to improve communication and strengthen participation across the campus. Expenditure control is a very significant part of the budgetary cycle and, as such, timely financial information needs

to be provided to the campus operating units so appropriate decisions can be made to increase efficiency and effectiveness.

During discussions with campus constituencies, the review team heard the following comments about UNO's institutional finance and budget processes:

- We have a budget committee but it only has 3 members and it is not functional.
- Supposed input on the budget is merely lip service.
- Academic areas “keep their own books” as they don't trust the financial system and are not comfortable with what the finance area distributes.
- It's 3 months into the fiscal year and we have not gotten the financial information for my units.
- Budget changes are made by the finance area without communicating with the affected unit.
- An automated system is in place for processing of forms, such as personnel actions, but it is not working well per the departments. The process doesn't appear to be working the way it should for departments.
- At times, forms get stopped for no apparent reason and the department is not informed of why they were not being processed.

Recommendation: UNO should review the online personnel approval process to ascertain whether the current flow is the most efficient method, while maintaining the necessary internal controls.

In reviewing the organizational structures for both the financial and campus services divisions, the team feels that several staffing efficiencies might be possible. The review team heard from individuals on campus that the current staffing levels in these two areas probably reflect a lack of appropriate “right-sizing” from the time when UNO had 17,000 students pre-Katrina as compared to 11,000 currently.

Recommendation: UNO should review the current organizational structure to determine if there might be possible efficiencies in the structures of the Financial Services and Campus Services units.

The review team feels that, in addition to these three recommendations, communication between Financial Services and the campus needs to improve dramatically.

SECTION 4: ENROLLMENT, RECRUITMENT AND ADMISSIONS

Enrollment

The University of New Orleans first admitted students in 1958 as LSUNO. Approximately twice the expected numbers were enrolled (1,460 undergraduate students) with a faculty of 63. By the following year there were 2,207 undergraduate students enrolled. The number of faculty was nearly 140 by 1961. LSUNO did express concern at the demand without additional state financial support, but by directive from LSU and legislative resolution was told to continue admitting all qualified students. By 1963, five years later, the numbers had climbed to 3,389 undergraduate students. In just six years of existence, this “branch” campus with 4,476 undergraduate students admitted its first class of 12 graduate students; then growth continued as summarized in the following table:

YEAR	ENROLLMENT	UNDERGRADUATES	GRADUATES
1969	10,343	9,599	744
1979	14,732	12,703	2,029
1989	15,559	12,609	2,950
1999	15,868	11,872	3,996

The number of graduate students climbed from 12 to 375 by the second year of the graduate program. The undergraduate numbers reached a high of 14,106 in 1984 before experiencing gradual declines to 11,672 in 1994 followed by increases beginning in 1999 until the undergraduate number stood at 13,075 in 2005 prior to Hurricane Katrina.

In 2006, post-Katrina undergraduate enrollment stood at 9,159, similar to the 1969 enrollment. However, the numbers of undergraduates have continued to decline, falling to 8,345 in 2010 and to 7,891 in Spring 2011 – only slightly more than enrollment stood in 1967.

The number of graduate students, on the other hand, beginning with 12 in 1963 increased to 1,037 by 1973, to 2,537 by 1983, to 3,769 by 1993 and eventually 4,125 in 2004. In 2006, post-

Katrina graduate student enrollment stood at 2,591. Unlike the undergraduate numbers, graduate enrollment continued to climb to 2,931 by 2010 then declined slightly to 2,621 by Spring 2011.

It is safe to say that UNO experienced massive enrollment growth before it began leveling off in 2001 and that recruiting students was never an issue. The rapid growth in enrollment was accompanied by low retention and graduation rates among the undergraduate population while the number of graduate students increased. Given the significant and seemingly uncontrolled growth rate in the university's earlier years, it would be difficult to imagine how the institution would have been in a position to adapt and maintain quality programs and services. Yet the growth rates in graduate enrollment and the rapid expansion of graduate and professional programs clearly indicate the level of faculty and staff attention to these programs.

The current picture of undergraduate recruiting trends confirms statements made above. In Fall 2005 there were 4,232 applications for the freshman class. The acceptance rate was at 70.5 percent, an exceptionally high figure. In the same year, there were 2,093 transfer applications and the acceptance rate was 69 percent.⁶ In Fall 2006, the number of applications for the freshman class dropped to 2,383 and transfer applications to 1,274. In Fall 2010 there were 3,446 applications for the freshman class and the acceptance rate was 55.4 percent. The number of transfer applications (Fall 2010) was 2,293 and the acceptance rate was 58 percent. The yield rates for the two applicant pools were 30 percent and 37.5 percent, respectively.

In Fall 2011, both freshman and transfer applications declined slightly. Freshman applications numbered 3,322 with an acceptance rate of 55 percent; the yield rate (enrolled) was 33.3 percent of those who applied and 60 percent of those accepted. Transfer applications in Fall 2011 totaled 2,273, with an acceptance rate of 59 percent and a yield rate of 40 percent of those who applied and 67 percent of those accepted.

Given the potential capacity of the university and the onset of the new admission requirements mandated by the Board of Regents, the University should explore and implement several best practices to increase its qualified applicant pool, regionally, nationally and internationally. Effective Fall 2012, admitted freshman students must have a composite ACT of 23, SAT of 1050 or a 2.5 GPA; require no remediation; and meet academic core requirements. Transfer students must have 24 transferrable hours above remediation, English and Math credit earned, and at least a 2.25 GPA.

⁶ In Fall 2005 UNO implemented the admissions standards required by the Louisiana Board of Regents' *Master Plan for Post Secondary Education: 2001*. Up until this period, UNO admitted students with an ACT composite of 21. In the Master Plan, the university was designated a "Selective II Institution" and admitted students who had to meet certain criteria, including a composite ACT of 23 (SAT 1070).

The enrollment data along with a review of demographic issues suggests several things to this review team: 1) there is a growing local market for transfer and graduate students, 2) demographic shifts in the New Orleans population are affecting the number of applications to the freshman class, and 3) the university is not maximizing efforts in marketing and recruiting.

According to the UNO Graduate Enrollment Management Plan-2010, although overall undergraduate enrollment was down by 811 in Fall 2010, graduate enrollment was up by 340 students. In Fall 2010 UNO had the highest percentage of graduate students of any university in the state with 26 percent of its enrolled headcount in graduate programs. Graduate enrollment decreased, however, by 1.6% between Fall 2009 and Fall 2010. The Louisiana Board of Regents changed the funding formula for higher education in 2008 to remove the SREB doctoral completers quartile structure. The new funding formula, according to the 2010 plan, provides incentives based on federal research grants, total masters and doctoral completers, certificate completers and SREB category. UNO's University's Strategic Plan includes objectives related to those measures, including a primary objective of reaching SREB Four-Year 1 status.

In the Fall 2011, there were slightly more undergraduate males (50.5%) than females (49.6%); 91.7% undergraduate in-state students; 4.2% undergraduate out-of-state; and 4.2% international undergraduates. Of the graduate students, 40.4% are males while 59.6% are female; 78.5% are in-state residents while 12% are out-of-state; and 9.4% are international.

Undergraduate Students

Over the years the high quality of academic programs in combination with the low cost of attendance have proven beneficial in the institution's recruiting of students regionally, nationally and internationally. At the same time, the university's flexibility in class scheduling encouraged large numbers of non-traditional students to access higher education at UNO. The UNO story was spread by word of mouth and supported by its location and the high quality of its teaching and research faculty. UNO has become one of the most diverse institutions of higher education in the state of Louisiana emphasizing interdisciplinary teaching and research, multi-cultural exposure, experiential learning, and global education. Unfortunately, however, the institution has not placed significant emphasis on marketing these qualities within the immediate New Orleans region since attracting first-time, degree-seeking, full-time students has never been an issue. Moreover, until recently, very little if any attention has been given to student retention and persistence to graduation.

After the massive enrollment drop in fall 2005, post-Katrina overall enrollment rose steadily until 2010 when uncertainty about leadership and widely publicized budget cuts were compounded by negative press that affected all academic and non-academic programs and services. These areas were severely affected by faculty and staff attrition, followed by unilateral

top-down decision-making about budget cuts that resulted in vacant faculty and staff positions being left unfilled. Like other unilateral decisions, these budget cuts resulted in a reduction in the number of courses creating over-enrollment in lower level courses. A part of the chain reaction resulting from these administrative practices was lower enrollment in upper level courses as students transferred out of the institution due to rumors and fears that the institution might be closing, that courses would not be offered to complete a major, or that staff and faculty were being let go and would not be replaced.

Even though the number of applications for admission have not been extraordinarily high over the past few years, the yield rate for first-time, full-time, degree-seeking students enrolled has steadily increased up to Fall 2011. The overall decline in enrollment, however, reflected problems associated with retention and persistence to graduation which could also have been a result of the extreme uncertainty associated with institutional leadership.

In order to prepare for the higher Board of Regents' admission standards while counteracting the impact of negative press over the past few years, UNO should greatly improve its marketing and recruiting efforts.

Recommendation: UNO should engage in campus-wide “institutional branding and imaging” via surveys and focus groups. This should be followed by coordination of recruiting, marketing and admissions practices that support the institution’s mission, while taking into full consideration the requirements of the LA GRAD Act.

Significant ingredients in UNO's previous success and the key to its future are the tremendous diversity within its student body and its capacity to address the widely different needs of its constituent groups. In addition, UNO has obviously embraced the mantra of being an Urban Research University and all aspects associated with that title, as its educational, social, research and service mission. The institution has met the needs of its urban constituents through economic participation and applied social and scientific research; through expansion of evening and online courses leading to the attainment of degrees in career fields that serve the development and growth of the region; and through attracting international faculty and students who have enriched and strengthened the uniqueness of New Orleans.

Even with unstable leadership, the university community has been endeavoring to address issues associated with low retention and persistence to graduation. According to the students with whom the review team met, the university's advisement system works well; the tutoring and academic support system is also of tremendous support; and the newly introduced Student Success Center will be of invaluable service. The retention initiatives that are underway suggest recognition that students are not doing well academically and require academic support in order to succeed and persist to graduation. Yet the admission standards are being met and the

university has not had difficulty attracting the requisite freshman class size. An increase in the numbers of local and regional transfer applications plus applications from a broader market, domestic and international, may result in a larger pool of students that meet or exceed admissions criteria followed by a lower acceptance rate and a higher yield rate of those accepted. Thus, every effort must be made to address the diverse needs of the student body.

As one student stated to the review team, “once they get you here they leave you alone.” This is reflected in the organizational structure in which student affairs units have been treated as a secondary issue. The entire organization of student affairs appears to be dysfunctional. For instance, residence life reports to physical facilities (auxiliary services); university health services has been in disarray and the pharmacy has been closed down; the judicial system is disorganized and requires volunteers in order to have an administrative hearing; new student orientation is left to the Office of Admissions rather than an office of freshman studies located in the student affairs division. This past August (2011) was the first time there was a new student orientation just before classes began and only this year will all freshman students be required to take the freshman-oriented course, University Success 1001 (UNIV). The various factors, organizationally, that contribute to student retention are still widely dispersed and need far better coordination. UNO has several categories of students: commuter, residential, traditional, non-traditional, international, in-state, out-of-state, graduate and undergraduate and will shortly face a potential increase in the numbers of veterans under the new post 9-11 GI-Bill and the Wounded Warriors Program. In order to fully address the needs of these students and design retention initiatives all the way to graduation, the university must have a better understanding of the needs of these diverse subgroups of students and do a much better job of addressing their ever-changing needs. In other words, the university needs to implement a four-to-six year “learner-centered needs assessment system” designed to keep the institution informed of the needs of these students with the ultimate goal of continuous improvement of all academic and social aspects of retention initiatives.

Recommendation: UNO should engage in a rigorous campus-wide coordination of programmatic curricular, academic support, and student affairs services that fully supports the University’s mission and aids in the transition of students from recruitment to admission to persistence to graduation.

Graduate Students

According to the UNO Graduate Enrollment Management Plan-2010, jointly approved by the Provost and Vice Chancellor for Academic and Student Affairs, the Vice Chancellor for Research and Dean of the Graduate School, and the Director of Admissions, the Graduate School at UNO houses 31 master’s degree and 12 doctoral degree programs.

As reported in this 2010 plan, two initiatives began targeting doctoral student production: a 1:3 Program and a Graduate Enhancement Program, both administered by the Graduate School. The programs were successful and the number of doctoral completers increased to a high of 79 in 2001-2002 with graduate enrollment peaking at 4,131 in Fall 2002. As noted earlier, after Katrina actual Fall 2005 graduate enrollment fell to 2,033. In Fall 2006, there were 2,591 graduate students enrolled.

Due to budget cuts and in the aftermath of the hurricane, the Graduate School became decentralized. Three colleges remained in the Graduate School and the two professional colleges elected to manage their own graduate programs (Business and Engineering). In Spring 2010, all programs agreed to move back under the oversight of the Graduate School. Prior to that, in Spring 2009, the Coordinator of Graduate Scholarships resigned and the Graduate Dean shifted responsibilities to another staff member and hired a Graduate Admissions Coordinator. In Fall 2010, graduate admissions were moved from the Office of Admissions to the Graduate School. The Office of Admissions, however, continues to process online graduate and undergraduate applications and receipt of transcripts which could cause confusion and unnecessary delays in application processing.

In the future, the Graduate School plans to take a more active role in graduate recruiting, working with its Office of Admissions. The plan is to work with each graduate program to identify its enrollment maximum and how and where to recruit the best students. The Graduate School also intends to reinitiate program reviews including fiscal analysis, according to the UNO Graduate Enrollment Management Plan-2010. Tracking graduate student retention may be challenging, however. The university cannot provide metrics for graduate student retention because most graduate programs do not require continual enrollment for non-scholarship students.

Based on enrollment data for comparative dates, both graduate applications and the number of graduate students admitted dropped between Fall 2010 and Fall 2011. Most alarming, however, is the steep increase in the number of new graduate student withdrawals for the same period, from 37 withdrawn in Fall 2010 to 168 withdrawn in Fall 2011.

In summary, UNO experienced uncontrollably rapid growth and was unable to manage the growth by providing equitable administrative support and student services. It appears, to the review team, that there was a determination to grow a vibrant urban research university using the ever-increasing enrollment numbers and resulting academic demands as justification.

SECTION 5: FACULTY AND ACADEMIC PROGRAMS

The review team's conversations with faculty during the campus visit, including with department chairs and Senate leaders, as well as faculty responses on the survey administered by UNO's Office of Institutional Research, were consistent in revealing a dedicated, capable, and hard-working faculty that is strongly committed to a successful transition into the UL System. Although there is optimism about forward motion for the university once the transition to the UL System is complete, frustrations linger from years of chafing under what most faculty considered to be an unsupportive LSU System administration. Rebuilding faculty morale and confidence in the institution's future will be an important challenge for UNO's new president.

Faculty Morale

Faculty morale at UNO is understandably low at the present time. Most faculty still feel the effects of the disruptions brought on by Hurricane Katrina, including the sizable attrition in faculty numbers since that event. There is widespread understanding that the enrollment decline that has caused this attrition must be reversed if there is to be any hope of rebuilding the faculty to its former size and stature, but also deep concern that rebuilding may be difficult in any event. Of 235 faculty who had responded to the SWOT analysis at the time the review team saw its results, 195 (83 percent) responded affirmatively to the statement, "UNO should increase its undergraduate student enrollment." An even higher number, however—207 (88 percent)—agreed that "UNO has a decreasing ability to compete for and retain top faculty."

In addition to these challenging enrollment and faculty retention/recruitment problems, at least three other factors adversely impacting faculty morale will not be automatically resolved by UNO's transition to the UL System: distrust of the university's leadership as a result of years of inadequate communication about decision-making; a near-total lack of traditional forms of shared governance; and salary levels that have remained primarily stagnant since Katrina and that are widely considered to be noncompetitive with UNO's peer institutions. In fact, according to the most recently available salary data for the UL System (IPEDS data for 2010), UNO's average salary for all full-time instructional faculty of \$66,197 ranks ahead of Louisiana Tech (LTU) and below only the University of Louisiana at Lafayette (ULL) in the UL System. At both the Associate Professor and Assistant Professor ranks, however, UNO salaries trail both ULL and LTU. Faculty anticipate and expect that the new president will give high priority to addressing the critical issues of internal communication, shared governance, and salary issues.

Faculty Attrition and Faculty Workload

As noted earlier, UNO has experienced an overall enrollment decline of 36.3 percent since before Hurricane Katrina, almost equally at the undergraduate and graduate levels (-36.8 percent at the undergraduate level and -35.1 percent at the graduate level). Understandably, the size of the full-time faculty has also decreased significantly in that time, though not to an extent equal to the decline in enrollment (a 24 percent decline to 418 from the pre-Katrina total of 549). A major part of this reduction has been intentional, resulting from the elimination of several academic programs (including one department) and the downsizing of many others. Some of the decline, however, reflects the individual decisions of relatively more mobile faculty members, apparently including many highly productive research faculty, to seek employment at other institutions. This erosion in faculty numbers (and perhaps quality) has had a negative impact on morale, even if the erosion is less than the enrollment decrease might warrant.

Recruitment and hiring of new tenure-track faculty has been almost non-existent in the past few years. In 2010-2011, no new full-time tenured faculty were added, although fourteen (14) visiting faculty members and one (1) full-time instructor were hired. For academic year 2011-2012, as of the time this report is being written, thirty-three (33) faculty searches have been authorized. Given the recent history of state hiring freezes that have led to wholesale cancellation of searches; faculty (notably including department chairs), are not sanguine about the chances that most or many of these searches will be carried to successful conclusion.⁷

Remarkably, UNO's generally declining fortunes over the past six years do not seem to have produced extreme inflation of faculty workload. Although faculty told the review team that class sizes have steadily increased, there does not seem to have been any general escalation in the number of classes faculty are expected to teach. The traditional 12-unit workload at UNO was in fact confirmed in the university's 2010 *Policy on Faculty Workloads*. It is the review team's general impression that patterns of faculty work—particularly the balance between instruction and research—is not a major faculty complaint, with the exception of the rising class sizes and diminishing numbers of graduate assistants available to assist in very large classes.

⁷ Like other public institutions in Louisiana, UNO has been constrained by state hiring freezes over the past four years. Governor Jindal instituted a six-month hiring freeze by executive order in January 2008 followed by a one-year hiring freeze effective July 2009 that has twice been extended. The most recent extension on July 6, 2011, is effective until June 30, 2012.

Distrust and Lack of Communication

As discussed in Section 2, communication from senior administrators to faculty, staff, and students has been consistently poor and sometimes non-existent. Besides creating massive operational dysfunctions, this administrative failure has resulted in widespread distrust among the faculty about the way decisions are made that affect academic programs. Faculty responses to the SWOT analysis underscore the observations of the review team about these matters. In addition to numerous harsh comments about poor communication in the open-ended portions of the analysis,

- 211 of 237 faculty respondents (89 percent) agreed that “Communication across the campus needs to be strengthened”; and
- Only 69 of 237 respondents (29.1 percent) agreed with the statement, “UNO administration provides excellent leadership.”

To repeat a sentiment expressed earlier in this report, the review team believes it to be critically important that the new president immediately improve channels of communication throughout the institution. Especially in an environment where academic programs are being reduced and, in some cases, eliminated, it is crucial that faculty, as well as staff and students, understand how such decisions are being made and who is making them.

Shared Governance

Whereas most universities display information about shared governance prominently and clearly, such information is almost impossible to find on UNO’s official website. At <http://www.uno.edu/FacultyStaff> there is a listing of multiple entities under the title, “Governance.” Included are a number of administrative units (e.g., Administration, Chancellor’s Office, Compliance Office, etc.), along with “Faculty Handbook,” “Staff Council,” “Use Policy for Information Technology,” and bodies that represent faculty input to decision-making: “Policy Committee,” “Faculty Council” and “University Senate.” Tellingly, however, the home pages for the latter two links contain no information about the role and scope of either body. In the judgment of the review team, this presentation says volumes about the weakness and invisibility of traditional forms of shared governance at UNO.

During the campus visit, the team was led to believe that there has been slight improvement in forms of consultation under the current Interim Chancellor, but there is a palpable sentiment among the faculty that, as one Senate leader put it, a “legacy of powerlessness” continues to prevail. Currently, there are eight administrators on the forty-two member University Senate. Faculty leaders told the review team that they wish to “reshape the Senate and reclaim [Senate] prerogatives.” Clearly, a new president will benefit from restoring vigor to shared governance,

as part of a general effort to bring greater transparency and a sense of collaboration across campus.

Recommendation: UNO should re-examine its policies and practices with respect to shared governance, with the objective of improving and strengthening collaborative approaches to University decision-making.

Faculty Salaries

Low faculty salaries and a lack of salary increases for the past six years are routinely cited as the main reason for UNO’s problems in retaining and recruiting faculty—not to mention as a cause of low faculty morale. In the difficult budgetary times that will surely continue in Louisiana for at least the next few years, it is unlikely that the State will provide meaningful funding for faculty/staff salary increases. Even if this is so, however, many faculty expressed the hope that the new president will give attention to internal inequities, including salary compression and inversion, that have seriously harmed faculty morale.

Recommendation: UNO should conduct a salary study to determine the extent of salary compression and inversion, and use the results to inform development of a comprehensive faculty salary policy.

Academic Programs

For the past few years, pre-dating the LA GRAD Act, the Louisiana Board of Regents has used the academic program review process to improve “efficiency, streamline delivery, and achieve an overall re-balancing of the postsecondary system.” Specifically, the program review process includes focused examination of “low-completer” degree programs,⁸ and calls upon the institution either to terminate the program with a phase-out period, consolidate it with one or more other programs, or to offer a compelling justification for continuation with a plan for increasing productivity. At UNO, this process has led to the termination or planned termination of ten (10) degree programs, including: B.S. in Middle School Education; B.S. in Health and Physical Education, K-12; M.Ed. and M.A. in Human Performance and Health Promotion; B.A. in Biology; B.A. in Chemistry; B.A. in Economics; B.A. in Geology; B.S. in Economics/Business Economics; and B.S. in Business Entrepreneurship. Only one department,

⁸ “Low-completer” programs are defined as associate/baccalaureate/post-bachelors programs with an average of fewer than eight graduates per year over a three-year period; master/post-master/specialist programs with lower than five per year; and professional/doctoral/post-doctoral programs with fewer than two. Louisiana Board of Regents, “2011 Academic Program/Low Completer Review” (January 20, 2011), p. 1.

Health and Human Performance, has been completely eliminated but nearly all departments have experienced a significant decrease in faculty size. Nonetheless, UNO continues to offer a wide array of programs, several of which are very distinguished (Naval Architecture and Marine Engineering; Accounting; and Hotel, Restaurant, and Tourism were frequently cited to the review team as examples of outstanding programs). The UNO website lists forty (40) baccalaureate degrees, thirty-one (31) Master's degrees, and twelve (12) doctoral degrees.

A deserved point of pride for the faculty is that all of UNO's programs that are eligible for professional accreditation are accredited; this is, of course, an important aspect in marketing academic programs to prospective students at all levels. The review team was concerned to learn, however, that the College of Business Administration was placed on review by AACSB (Association to Advance Collegiate Schools of Business) in its last accreditation cycle, and to be told by Engineering faculty that there is a strong possibility, unless staffing is increased in the College of Engineering to match growing enrollment, that college, too, may be put on watch at the time of its next ABET (Accreditation Board for Engineering and Technology) re-accreditation exercise. To avert the damaging impact that losses of accreditation could have on student recruitment and retention, the new president should review the status of UNO's accredited programs to determine which, if any, accreditations may be at risk, as well as the steps necessary to maintain desired program accreditations.

As an SREB Four-Year 2 institution (a status shared by only the University of Louisiana at Lafayette and Louisiana Tech within the UL System), UNO has a very significant graduate studies mission. Moreover, given Louisiana's funding formula for higher education, maintaining strong graduate enrollment is important to mitigating further downward budget pressures for UNO. As already noted, graduate enrollment has declined by about the same percentage as undergraduate enrollment in the time since Hurricane Katrina. This is and must be a concern for the new president, even as UNO struggles to improve recruitment of first-time freshmen.

The new president will also have to deal with the widely shared expectation among some faculty that the transition to the UL System will improve the likelihood that UNO will move to SREB Four-Year 1 status.⁹ Given the current and likely future constraints confronting the university, the review team does not share this expectation. As noted earlier, the team believes the new president should undertake a collaborative re-examination of that goal. Even if the goal of achieving SREB Four-Year 1 status is ultimately revised, however, at the very least UNO

⁹ In 2009, UNO drew up a new proposed list of peer institutions that seems to the review team to be inordinately challenging. New to the list are four large and very strong research institutions (The University of Texas at Dallas, University of Central Florida, University of Maryland-Baltimore County, and University of North Carolina at Charlotte). At the time this report is being written, the Board of Regents has not yet approved this aspirational list.

should, through energetic marketing and recruitment activities, seek to rebuild graduate enrollment levels—especially in fields that might help feed the economic revitalization of the Greater New Orleans area.

Online and Technology-assisted Instruction

Like most states, Louisiana has strongly urged its post-secondary institutions to expand their online (distance) instructional programs. The LA GRAD Act, while not mandating additional distance learning, cites increasing the use of technology to expand distance learning as a specific performance goal for four-year institutions. This general guidance has been made more explicit by the Board of Regents, which has set three distance learning goals to be tracked as part of performance agreements with individual institutions under the LA GRAD Act: 1) number of course sections with 50% and with 100% instruction through distance [i.e., online] education; 2) number of students enrolled in courses with 50% and with 100% instruction through distance education; and 3) number of programs offered through 100% distance education. At UNO, Hurricane Katrina provided a strong initial impetus to accelerate distance/online learning. It is a point of great pride among faculty, administrators, staff, and students that UNO was the first among New Orleans higher educational institutions to reopen in Fall 2005; this was largely accomplished through almost overnight development of online classes. After resumption of normal (or near-normal) on-campus instruction in the 2006-2007 academic year, online instruction continued to flourish. Such instruction was the responsibility of the free-standing Metropolitan College until its demise in 2008, when oversight for online instruction was transferred to Academic Affairs. In college year 2008-2009 (i.e., fall, spring, and summer terms), a total of 492 online classes were offered, with a (duplicated) total enrollment of 11,306. Numbers have since declined, but only slightly: total number of online classes and enrollments in such classes for college year 2009-2010 were 425 and 10,494, respectively; totals for college year 2010-2011 were 412 and 9,704, respectively. Since online instruction moved into Academic Affairs, all such instruction is done as part of normal faculty workload; no changes in this practice are currently planned.

The development of UNO online programs has been limited, in part because of the unavailability of a 24-hour Help Desk. The Director of Distance Learning indicated to the review team that the university hopes to increase online instruction, but acknowledged that a Help Desk is available only during normal daytime office hours. Although UNO does not yet offer any fully online programs, the Director of Distance Learning indicated that at least three online Master's degree programs (M.Ed., M.A. in Arts Administration, and Master's in Hotel, Restaurant, and Tourism) are in the planning stage. If UNO wishes to increase its online offerings, the hours when Help Desk assistance is available to faculty and students will have to be expanded.

For the past several years, UNO has strongly encouraged faculty to use the university's Learning Management System (LMS) in teaching their classes. Until June 2011, the LMS was BlackBoard; when the university's contract with BlackBoard expired, the administration announced a switch to Moodle Rooms, reportedly with little consultation and little explanation to faculty for the change (many faculty believe that Moodle Rooms, an open source system, was chosen solely for budget reasons; the Director of Distance Learning confirms that savings amounted to approximately \$500,000 per year). In addition to confusion and operational problems created by the lack of communication surrounding the change, the transition to Moodle Rooms was greatly complicated for faculty because the BlackBoard system administrator resigned suddenly and the only technical staff member in Academic Affairs available to train and assist the faculty in the use of the new LMS was himself still learning the system late in the summer. Needless to say, the transition to Moodle Rooms has been a bumpy one, and the review team heard numerous complaints from both students and faculty about difficulties in using it. (On the survey, only sixty of 237 faculty respondents (25%) agreed with the statement, "UNO's technology to enhance student learning is excellent"; among student respondents, approximately 40 percent—409 of 905—agreed that "UNO's technology to enhance student learning is excellent.") Clearly, more training and support are necessary if the new LMS is to be accepted and used by more faculty, and to be beneficial to student learning.

Recommendation: UNO should increase the availability of training and assistance to faculty in the use of the new Learning Management System (Moodle Rooms).

Faculty Research

UNO has a strong, continuous history of faculty research. The university's Mission Statement, as approved by the Board of Supervisors for the LSU System in 2004, describes UNO as "the urban research university of the State of Louisiana," and states that the institution's "[r]esearch and graduate programs focus on fields of study in which UNO is nationally competitive or responding to specific state or regional needs." The review team heard strong statements of support for the institution's research mission—especially community-based, applied research—from a number of sources, including business leaders, legislators, and Foundation Board members, as well as UNO administrators and faculty members. Moreover, active engagement of faculty in research is of fundamental importance to maintaining strong graduate degree programs. Whatever revisions may occur in UNO's strategic directions under a new president, it seems to the members of this review team unlikely (and undesirable) that this aspect of the institution's mission would be downgraded in importance in the future.

In carrying out its research mission, UNO has developed over the years a number of specialized centers and institutes, most of which provide the bases for community and regional collaboration and economic development. These centers and institutes include:

- Institute for Economic Development & Real Estate Research
- Division of Business & Economic Research
- The Hospitality Research Center
- Louisiana International Trade Center
- Advanced Materials Research Institute (AMRI)
- Center for Hazards Assessment Response and Technology (CHART)
- Center for Information Assurance
- Merritt C. Becker Jr. University of New Orleans Transportation Institute
- National Center for Advanced Manufacturing
- New Orleans Jazz Institute
- Pontchartrain Institute for Environmental Sciences
- Energy Conversion and Conservation Center
- Maritime Environmental Resources and Information Center
- Robert E. Nims Center for Entertainment Arts, Amusements & Multimedia Industries
- Simulation Based Design Center
- Small Business Development Center at UNO
- Survey Research Center
- UNO-Northrop Grumman Maritime Center of Excellence
- Center for Urban and Public Affairs

Collectively, these research-based bodies provide a strong basis for a re-energized commitment by UNO under a new president to collaborate with business and government entities in the revitalization of the Greater New Orleans area and to re-cement the university's identity and fortunes to those of the city and region.

As a public research university, UNO has depended heavily on funding derived from research and sponsored programs. Even in the difficult economic environment of the past several years,

the university has had a good record in this area—perhaps aided by the one positive that came out of the Katrina devastation: federal recovery funds that have been made available for the physical and economic rehabilitation of the New Orleans area. From fiscal year 2007 through fiscal year 2011, UNO’s total funding for grants and contracts has averaged over \$28 million per year; the amount of such funding in fiscal year 2011 was the highest in that period: \$32,362,836. This performance bodes well, generally, for the future, although it is possible that some of the shifts that are becoming apparent in the region’s economic development focus may result in fewer contracts and grants for some of UNO’s previously most productive centers and institutes (e.g., those related to manufacturing and marine engineering). It will be important for the new president to engage actively with local and regional business and governmental leaders in order to identify those areas where UNO’s centers and institutes may play a prominent and, for the university, profitable role.

The Office of Research and Sponsored Programs seems to have exercised a strong positive influence within the university over the past two decades, although the review team has some concerns about current formulas for distributing indirect costs within the university. The team was told by the Vice Chancellor for Research and Dean of the Graduate School that the current distribution formula for such monies is 10 percent to the colleges, 25 percent to Centers and Institutes, and 65 percent to fund the salaries and operations of the Office of Research and Sponsored Programs, with nothing going back to the Principal Investigator(s) and/or academic departments. This formula seems to offer little incentive to faculty to engage in sponsored research under the aegis of the university, especially in light of complaints the review team heard (and that appear in the open-ended comments section of the SWOT analysis) about difficulties in navigating the campus bureaucracy to apply for and administer external grants and contracts.

Recommendation: UNO should re-examine policies and practices concerning distribution of indirect costs from sponsored research and contracts, with the objective of maximizing incentives for faculty and staff participation in such activities.

As the review team heard from virtually all sources and as confirmed by the SWOT analysis of students, faculty, and staff, one of UNO’s greatest assets is its strong, committed faculty. Clearly, there are academic programs of excellent quality and an ongoing research agenda that can serve as keystones for the revitalization of the university under the new president. As outlined in this section, however, there are problems that must be addressed in order to assure a strong academic future for UNO. In addition to a strong president who can recognize and act upon opportunities for linkage between UNO’s academic programs and the greater community, the university would also greatly benefit from strong, visionary leadership from the Office of Academic Affairs in carrying out the academic vision of the new president.

SECTION 6: STAFF

The review team met with members of the University's Staff Council, and senior administrative staff, among various others during the campus visit. A member of the team also conducted a telephone interview with the President of the Staff Council. As a whole, the team found the staff to be dedicated and very loyal to the university as demonstrated by the fact that most with whom the team spoke have been UNO employees for a significant amount of time. When asked what they considered the strengths of their University, a strong faculty and quality research programs topped the list. The staff seem to be very proud to work at the institution and want to be involved in implementing the new president's vision. However, lack of communication was frequently cited as a critical issue and there were concerns that staff needs and concerns were not adequately represented. Further, cumulative budget reductions have created short staffing in many parts of the university. Many staff members commented to the review team that they were "wearing several hats" to help UNO get through the budget cuts that UNO has faced over the past several years.

Staff Morale

Staff morale seems surprisingly good despite the stress that has accompanied the university's efforts to recover from Hurricane Katrina. Indeed, 82% (230 of 279) of the staff responding to the SWOT analysis agreed that UNO has a significant positive impact on the regional community— educationally, economically, and culturally. But while members of the staff with whom the review team spoke say that they very much want to promote the university to help the recovery, they indicated there is inadequate communication from the senior administration of the university on such matters as goals, achievements, and issues that are important to the general welfare of the university. An overwhelming 90% of the staff survey respondents (252 of 279) indicated that "communication across the campus needs to be strengthened and streamlined". In addition, some indicated that poor interdepartmental communications also strain recruitment and retention initiatives because students have difficulty finding the information they need when faculty and staff don't know what happens in other offices.

Recommendation: UNO should designate an individual from senior management to be the liaison with the Staff Council for improved communication with the staff.

Business Practices

Recurring budget reductions have negatively impacted staffing and campus resources, although some expressed the opinion that impacts could have been less severe if the reductions had been

more strategic in application and based on long-term goals. The current budget-driven policy for filling vacancies in the departments creates staffing imbalances. Some departments have not lost any people and others have lost several, which leads to workload inequities.

In addition, it appears that the university is not requiring departments to conduct personnel evaluations. Staff understands that evaluations are critical and are important for both the employee and the employer. Evaluations help the employee to understand what a supervisor thinks is needed to improve a staff member's job performance. Staff also told the review team that there have not been salary increases since 2006 and when they do occur, evaluations should be in place.

Recommendation: UNO should review its policy on personnel evaluations to ensure that all employees are being evaluated on an annual basis.

Environment

Significant rebuilding has occurred since the damage incurred by Hurricane Katrina. Student Housing projects are set to re-open, as is the student activity center The Cove. Final repairs are also underway at the University Center which will afford student organizations meeting rooms and office space. However, the upkeep and cleanliness of the facilities have become serious issues. In order to conserve resources to help balance the budget, the university has failed to fill many custodial positions leaving the buildings poorly maintained. According to the staff, some are even bringing bathroom supplies so the facilities are usable by students, faculty, staff, and visitors to the campus. The seriousness of this was captured in the statement; "Most buildings are not only "not clean" but actually dirty! What does this say about the university? As a parent who toured many universities last spring, I was embarrassed when I looked at UNO through a different set of eyes."

As a whole, UNO staff seem to be remarkably loyal to the institution and view themselves as customer service agents for the students, faculty, visitors, and other staff. However, there need to be improvements in all levels of communications in order to ensure more efficient internal management processes and a more effective delivery of services as they help to market the university to both the internal and external communities.

SECTION 7: STUDENTS

In the executive summary of the Quality Enhancement Plan (QEP) entitled *First Year Initiative at UNO: Strengthening the Foundations for Academic Success*, submitted to SACS-COC in 2005, it was indicated that “UNO continues to retain and graduate students at rates below that of our peer institutions. In addition, implementing new admissions standards in 2005-06 will shrink our traditional application pool. The goal of the UNO retention initiative is to encourage student persistence by improving the learning environment for all students, including those perceived to be at risk, while maintaining academic standards.”

In appendix A of the same document, under Driving Forces, it was stated that: “Eighteen percent of the student body is currently receiving the Louisiana full tuition scholarships (TOPS).”

In the same appendix, under Restraining Forces, it is stated that: “Demographics are a serious threat. The projected decline in the number of high school graduates in Louisiana as well as their academic profile in terms of achievement/readiness seems at odds with changing standards of admission across the state.”

Within the same section of the same document, the following is written:

“Higher achieving students are students with choices, and they respond to institutions that deliver information and services in a timely and consistent fashion. UNO has traditionally lacked the resources to compete successfully for the attention of these higher achieving students, particularly in the late phases of the enrollment process.”

In this document, the author(s) described the “bleak economic future facing New Orleans,” the “inadequate state financial support to support the real costs of operation across the board,” and the fact that “approximately 25% of full-time, first-time students at the University of New Orleans will earn initial GPAs below 2.0.”

These and other statements written in the spring of 2005 indicate that the kinds of issues facing the UNO student in 2011 existed prior to the onset of Hurricane Katrina. They were detrimental issues that were recognized then but further exacerbated after Katrina.

In 2011, as in 2005, the students of UNO are varied in ages, are of diverse cultural backgrounds, are loyal and committed to UNO, are very supportive of the faculty and want to see UNO thrive and survive. Of the students who volunteered to meet with the review team, not one student expressed regret at having chosen UNO. However, they did report inadequate staffing, insufficient faculty to teach courses, inadequately cleaned buildings and restrooms, difficulty transferring credits into UNO, poor communication from the Office of Financial Aid, inadequate

recruiting by the Office of Admissions, low level of customer service, poorly prepared food and severe over-pricing by the Aramark Food Services, low level of health care services on campus including no pharmaceutical services, constant campus run-around and inadequate communication from the administration. Unfortunately, these and similar issues existed prior to Hurricane Katrina and reflect the fact that enrollment was allowed to grow, uncontrolled, for far too long for this institution. Programs and services designed to meet the needs of students clearly could not and did not keep pace with the growth rate.

Staff echoed these sentiments and added that many times students receive the run-around because they (staff) do not know the answers to their questions since they are not told when changes are made, such as “who is responsible for what.” They reported that the changes have been too frequent and have not been communicated. The review team feels that the administration needs to take immediate steps to reach out to the student body, listen to their ideas and make every effort to respond to their needs.

Recommendation: UNO should designate an individual from senior management to establish regular monthly meetings with the student leaders and create an atmosphere of shared planning for the development of the institution.

In the recent campus SWOT analysis designed to receive input on institutional strengths, weaknesses, opportunities, and threats or challenges, students listed *strengths* as: location, diverse and intelligent student body, dedicated faculty and staff, affordability, and high quality academic programs. They listed *weaknesses* as: weak leadership, marketing, not student-focused, and lingering shadows of a “junior division” mentality. Under *opportunities* they listed: collaborations and partnerships, the move to the UL System, new leadership with innovative ideas, and expansion of recruitment.

Additionally, during the review team’s campus visit, students reported the following as some of the positives:

- “UNO has the simplest and easiest way to get back into college.”
- “Every major accountant in the city is a graduate of UNO.”
- “UNO took all my credits from out of state.”
- “UNO fits my work schedule.”
- “UNO has a broad spectrum offered academically.”

Some of the perceived negatives were:

- “The Non-traditional student needs are not being adequately addressed – much of the system and services are not addressing needs of traditional students, even though they corner the market.”
- “There was no or extremely limited contact with Admissions Counselors.”
- “Heard about UNO by word of mouth.”
- “Found out about UNO program through Google.”
- “UNO has a terrible PR problem and they are not addressing it.”
- “Academic departments are reaching out to the high schools and are recruiting that way.”

It is of interest to note that there seemed to be proportional per capita representation from the student body at the meeting with the review team; namely, by classification, by ethnicity, by gender and by nationality.

UNO has one of the most diverse constituent student bodies in the entire state. This level of diversity carries benefits as well as challenges. One of those challenges lies in the adequate recruitment of and processing of paperwork for transfer, out-of-state, non-traditional and international students. Another challenge is the need to provide adequate services and programs that address the varied needs of these students, thereby greatly contributing to improved retention and persistence to graduation. This is, of course, further complicated by the fact that local non-residential students also have unmet needs due to inadequate services and programs.

All of these categories represent inadequately tapped markets for both recruiting and retaining students. Not only has UNO not fully tapped into these markets, but little effort has been made to accommodate the needs of all constituent student populations with the aim of retaining and graduating more students. Unfortunately, this seems to have been the situation even before the devastation associated with Katrina. It could be added here that what has been perceived by UNO as “controls and roadblocks” created by the LSU System could also be viewed as by-product of uncontrolled growth and the associated inability of the institution to handle too rapid a growth rate.

Recommendation: UNO should explore means of addressing the needs of all student constituent groups (commuter, residential, traditional, non-residential, international, in-state, out-of-state, graduate and undergraduate), including especially the adequacy of flexibility in course scheduling to meet the needs of the non-traditional student population.

SECTION 8: ATHLETICS

Although many events bring alumni and former students back to campus, athletic competitions tend to be one of the bigger attractions in getting alumni to return. These same people, especially those who have moved out of the region, can follow “their team” through various media and online sources. Thus, when evaluating athletics, one should not let costs versus revenue be the only measuring stick. Any evaluation needs to also consider the public relations and fund-raising opportunities that athletics present for the university and how these can offset some of the budget challenges that are presented. They are major “friend raisers” and there should be recognition of their value placed in keeping former students allied with “their school.”

The new president of UNO will have to decide almost immediately in which NCAA Division the university’s teams will compete into the future. UNO was an active participant in NCAA DI until November 2009, when then-Chancellor Ryan announced that the university would explore a move to NCAA DIII, the non-scholarship Division. (This move was predicated on Chancellor Ryan’s decision to totally eliminate general fund support to athletics. He then asked the students to hold a referendum to increase their support of athletics, which failed.) The LSU Board of Supervisors authorized Chancellor Ryan to withdraw from the Sun Belt Conference in December 2009, and begin the process to move instead to NCAA DIII. When Chancellor Ryan left his position in September 2010, the move to NCAA DIII was revisited and in March 2011, the LSU Board of Supervisors approved UNO’s move to NCAA DII. Unlike the proposed move to NCAA DIII, this prospective move had unanimous support from the UNO administration, the Athletic Department, the Privateer Athletic Foundation, the Student Government, and the Alumni Association.

At the present time, UNO is considered a “NCAA DI Independent Transitional” institution. This means that UNO is ineligible for NCAA or conference postseason participation or honors for the two years the institution is in transition. As matters stand now, UNO will be considered a full member of NCAA DII, with postseason eligibility, if it meets the qualification parameters set forth on July 1, 2012. In September 2011, however, the Interim Chancellor announced that the transition to NCAA Division II would be put on hold until the new campus president was named in order to allow that person to make the very important final decision.

If UNO were to revert to NCAA DI, it would face the following challenges:

- UNO would need to increase the size of the Athletic Department by four (4) sports.
- UNO would need to provide the appropriate Athletic Department staffing infrastructure and meet athletic scholarship minimums. Failure to do so could

place the institution on probationary status on July 1, 2012, which means that it would be prohibited from receiving funds from the NCAA, and its teams would be ineligible for postseason competition.

- In light of the Academic Performance Ratings (APR) in Baseball and Men's Basketball prior to the proposed move to NCAA DII, the institution would likely suffer penalties in those programs.
- In March, 2011, the LSU System conducted a revenue/expenditure analysis for both NCAA DI and NCAA DII. Projections at that time were that remaining in NCAA DI would create a deficit of approximately \$1.4 million each year as opposed to a small surplus which could be generated each year by remaining in NCAA DII. The Athletic Director has engaged an independent consultant to conduct a similar analysis and the results should be available by early November 2011.

Continuing uncertainties concerning UNO's NCAA Division status have created turmoil for most of the coaches. A good example is the Men's Basketball (MB) program, where all twelve (12) scholarships are full scholarships in NCAA DI. In NCAA DII, the team would have the equivalent of ten (10) full scholarships which could be allocated to multiple athletes as determined by the coach. In other words, in NCAA DI, the team would have more scholarships, but they could not be divided into partial awards. The program currently has nineteen (19) student-athletes with awards. Indecision as to which Division UNO will join leaves these student-athletes uncertain of their awards and makes it difficult to recruit; as student-athletes want to know in which Division they are going to be competing.

As is the case at most institutions, balancing the athletic budget on an annual basis is extremely sensitive. Public institutions across the country have sustained significant reductions in their financial support from their respective state legislatures, and UNO falls into that category. One of the major expenditure items in athletics is the cost of scholarships for student-athletes, which has risen significantly because universities have had to increase tuition and student fees. Thus, as a campus raises tuition and fees in order to meet operating needs, it simultaneously creates difficulties for balancing the athletics budget. At this point in time, UNO is projecting a balanced budget for athletics in the current year.

Because of budgetary constraints, many on campus told the review team that they feel that UNO is not providing all of the academic support that student-athletes should be receiving. Currently, academic counseling for student-athletes is being provided by a single academic advisor and the coaches of some of the teams. While this allows the coaches of the respective teams to be current with their players, it does not provide consistent information for all the student-athletes or academic advice by an advisor who is trained in this area.

Recommendation: UNO should take the steps necessary, as part of the Student Success Initiative, to ensure regular and adequate academic counseling and support services for its student-athletes.

As a result of the various NCAA Division options that have been and are being discussed, the UNO Athletic Department has been in a state of flux for about two years. The situation has created a moving target for the coaches. UNO needs to define where athletics is going and how it will attain the desired end result. Topics addressed may include, in addition to the NCAA Division question, such matters as conference affiliation, staffing needs, facility needs, marketing, fund raising, the question of whether the university will compete in football in the future, and how to achieve the revenue streams that will ensure a balanced budget for athletics.

Recommendation: UNO should develop a strategic plan for athletics, which includes fund raising and marketing plans, to support the expense and revenue projections contemplated in the plan.

This plan should be developed with broad participation both within and outside the university, including students, faculty, staff, Alumni Association, the Privateer Foundation, and supporters from the community. Community support will be extremely critical, especially if UNO decides to remain in Division I. Whatever the decision with respect to NCAA Division status; community interest in the possibility of UNO competing in football is reflected in the recent formation of a community-based Football Development Committee for UNO. Ongoing strong support from such an organization would be important if UNO were to decide to move in that direction.

From meetings with athletic department staff, including the coaches, the review team determined that UNO is not providing overall student-athlete support services that are consistent with schools with which its teams compete. Glaring staff needs have developed as the Athletic Department has tried to operate within the budget constraints the university has been facing. This is understandable, but having trained personnel in areas such as athlete health, academic performance, compliance, and strength training is essential to a successful athletic program and to the sound development of student-athletes. Other positions, such as a Senior Women's Administrator, marketing staff, and a sports information staff, are also needed. Consultation and guidance could be sought from the NCAA.

Recommendation: UNO should review its staffing to ensure that student-athletes are receiving the assistance they need in such areas as medical support and strength training.

Regardless of the NCAA Division in which an institution competes, the student-athletes devote a lot of time to participate in their respective sport and want to be the best they can be. UNO's

student-athletes, as representatives of UNO, deserve to receive adequate support to be competitive with their opponents. A new strategic plan for athletics and future funding levels for intercollegiate athletic programs should reflect that commitment.

SECTION 9: INTER-INSTITUTIONAL RELATIONS

SB 266, which provided for the transition of the University of New Orleans from the LSU System to the University of Louisiana System, includes a statement on legislative intent (Paragraph 3241) that calls for extensive cooperation and collaboration among the public institutions serving the New Orleans region.¹⁰ This call is consistent with the recommendations of the 2010 Postsecondary Education Review Commission (the Tucker Commission), central points of which were to raise admission standards in Louisiana's four-year institutions (including banning, beginning Fall 2012, the offering of developmental courses by Tier II institutions) and relying more on the state's community colleges as points of entry into higher education for high school graduates who are not completely qualified for admission to the senior institutions. A necessary corollary of these recommendations is that there be smooth articulation and transfer policies and processes among and between two- and four-year institutions, particularly those in a single region. These expectations represent the context for assessing UNO's relations with other post-secondary institutions in the New Orleans region.

During the campus visit, members of the review team met individually (one-on-one) with the Chancellors of Delgado Community College and Southern University at New Orleans (SUNO) and the President of Southeastern Louisiana University, and spoke with various administrators and faculty groups about inter-institutional relations in the region. From these conversations, the team feels confident that UNO is taking seriously the expectations of the Tucker Commission and further embodied in SB 266. In particular, ongoing talks between UNO and Delgado Community College seem to be very promising.

It is in the best interests of both institutions that they succeed in developing smooth and strong articulation for Delgado students who wish to transfer to UNO. As already mentioned, the advent of higher admission standards at UNO in fall 2012 threatens to accelerate an already troublesome decline in undergraduate enrollment. Delgado, on the other hand, with a steadily increasing enrollment that now exceeds 20,000 (in addition to 10,000 non-credit students), could well be overwhelmed by student numbers when those higher admission standards become

¹⁰ Specifically, Part A of Paragraph 3241 spells out the "intent of the legislature that a comprehensive, integrated regional delivery system be provided for the delivery of public postsecondary education services in the New Orleans region which system will: (1) Provide a world class educational environment that will meet the academic needs and interests of every student, while providing each student with the support, assistance, and guidance necessary to attain his or her educational goals and aspirations; (2) Ensure that students who are academically unprepared are provided the educational resources they need to have a reasonable chance for success in their academic pursuits; (3) Raise the educational attainment of the population, improve the quality of life, and contribute to the economic wellbeing of the New Orleans region; (4) Make optimal use of facilities, faculties, and other academic and fiscal resources associated with the public postsecondary institutions in the region."

operative at UNO and other regional institutions. In these circumstances, the leadership of both Delgado and UNO are working collaboratively to achieve two goals:

- to develop strong “2+2” articulation agreements, whereby Delgado students who transfer with an A.A. or A.L.S. degree would receive credit from UNO for all sixty units of coursework taken at Delgado; and
- to expand the use of already-available “connection agreements” whereby first-time students who need one or two developmental courses are admitted to Delgado and can transfer seamlessly to UNO after completion of an agreed-upon number of units of coursework beyond the needed developmental course(s).

While “2+2” agreements will surely help students and may increase the flow of upper-division transfer students to UNO, it is the “connection agreements” that may do the most to avert a precipitous decline in freshman admissions at UNO after Fall 2012. As currently being discussed, students in need of developmental coursework would matriculate as Delgado students and would remain such until they complete the prescribed number of units beyond that coursework, but all Delgado courses that they take would be taught on UNO’s campus. Those students, therefore, would do all of their coursework on the UNO campus and would not be visibly different from other UNO students. Moreover, they would matriculate at UNO while still freshmen.

The Interim Chancellor at UNO told the review team that only recently the Chancellor of Nunez Community College (also in the region, on the Westbank of the Mississippi River) indicated an interest in pursuing the same arrangement. Talks between UNO and Nunez are now underway.

Recommendation: UNO should continue to negotiate with Delgado and Nunez Community Colleges to expand the use of “connection agreements” for incoming freshmen that will permit first-time freshmen with developmental course needs to receive such instruction from community college faculty on the UNO campus and move seamlessly into UNO after completion of those courses and an appropriate number of additional course units.

UNO should continue to engage in faculty-to-faculty negotiations with Delgado and Nunez Community Colleges to develop articulation agreements to ensure that coursework taken by recipients of Associate degrees at the community colleges will be fully transferable to UNO.

Relations between UNO and the two nearest four-year public institutions, SUNO and Southeastern, are neither as well developed nor as promising as those with the two regional

community colleges. The Chancellor at SUNO has been an active participant in the talks with UNO and Delgado, but apparently no bilateral negotiations between UNO and SUNO have so far resulted from the conversations. Since SUNO confronts the prospect of an even more dramatic enrollment decline than UNO as a result of mandated higher admission requirements (albeit with a 2014 effective date), there may be less disposition on the part of that university to collaborate on programs, but SUNO's Chancellor seems well disposed to continue discussions and hopes the new UNO president will be interested in promoting collaboration between the respective student bodies and faculties. While the outcomes remain unknown, the three-cornered conversation continues, as the legislation requires. It will be important that the new president of UNO take a leadership role in these talks, particularly where the UNO-SUNO relationship is concerned.

To date, Southeastern has been more of a rival for UNO in the competition for first-time freshmen than a partner in collaboration. The review team received comments from several sources, however, to the effect that it may prove possible and advantageous for both institutions if they can develop some sharing arrangements in programs offered by only one of the two. For example, UNO faculty in Hotel, Restaurant, and Tourism might offer courses for Southeastern students, perhaps even on that campus; conversely, Southeastern faculty in programs not offered at UNO might do the reverse. Despite the lack of a track record of program sharing between the institutions, the possibility might profitably be explored by the new UNO president, since Southeastern's president seems open to such exploration.

Because SB 266 requires that the Boards of Supervisors for the UL System, Southern University and Agricultural and Mechanical College, and the Community and Technical Colleges, respectively, "adopt by not later than February 1, 2012, a written plan of action" that will meet the goals outlined in the statement of legislative intent (see footnote 10), UNO's new president will need to take a leadership role in these trilateral conversations immediately upon assuming office.

SECTION 10: EXTERNAL RELATIONS

As discussed earlier, the considerable administrative “flux” that has troubled UNO during the past several years has had significant impact in the area of external relations. Former Chancellor Ryan’s August 2009 reorganization, in particular, had major impact on the whole range of such activities. Those changes included: the positions of Vice Chancellor for Advancement and Vice Chancellor for Technology and Economic Development were eliminated; the Office of Development was moved from institutional operations to the UNO Foundation; the Office of Alumni Affairs was transferred to the Vice Chancellor of Government and Community Affairs; and marketing, public relations, creative services, and the radio station were transferred to report to the Chancellor’s Chief of Staff (and, subsequently, directly to the Chancellor, which is the current situation).

Some of these changes seem to be working relatively well, while others may have had a negative impact on important aspects of UNO’s external relations. As part of the general review of administrative and organizational arrangements recommended earlier in this report, the new president should give careful consideration to the specific areas comprising external relations to determine whether a further reorganization might be beneficial.

Marketing and Public Relations

Fundamentally important to any university’s relations with the external community are the areas of marketing and public relations (including web presence). The issue of marketing, including “branding and imaging,” has been discussed in other sections of this report. Clearly, improvements are needed in this area, as much to assist in student recruitment as to improve UNO’s public image. The review team was told repeatedly, in telephone interviews and throughout the campus visit that UNO has never received the kind of positive attention it merits, a shortcoming that was most obvious in the early weeks after Hurricane Katrina when UNO was the first New Orleans area institution to reopen, yet other regional colleges and universities received more public credit. If the new president is to be as effective in the external community as all hope will be the case, UNO’s marketing and public relations functions will need to be strengthened.

Recommendation: UNO should work to improve relations with local and regional media to ensure strong and positive coverage of the University and its contributions.

Improvement of UNO’s image and marketing capabilities will require special attention to enhancing the university’s website. The review team was encouraged to learn that the Chief

Marketing Officer has strengthened the staff in web strategy and services, and plans to continue to invest, as possible, in this area. The team concurs that this should be an important part of UNO's communications and marketing strategy under the new president. At this time, the website appears to be underdeveloped and not particularly user-friendly. Significant improvement in the site will help to remedy the endemic problems of internal communication that have plagued UNO as well as to strengthen communication to and with the public.

Recommendation: UNO should strive to replicate “best practice” in making the University website user-friendly for students, faculty, staff, and the external community.

Advancement

A major change that occurred in 2009 was the transfer of all advancement activities from the direct oversight of UNO's then-Chancellor to the UNO Foundation, one of the four 501(c)3 operations with which the university has affiliation agreements. The members of this review team believe that this arrangement has had mixed results for UNO. On the positive side, both the current President/CEO and Vice President/CFO of the UNO Foundation previously held senior administrative positions at UNO and are strongly dedicated to serving the best interests of the university. Indeed, former Chancellor Ryan's decision to move advancement responsibilities to the Foundation was in response to an offer by these Foundation officers to take on the costs and responsibilities for advancement operations, estimated at the time as saving the university approximately \$500,000 (currently, according to the Foundation CEO, the UNO Foundation is also contributing \$24,000 to augment the interim Chancellor's salary, approximately \$70,000 in operating funds for the Chancellor's office, \$206,000 to support the Office of Alumni Affairs, and \$10,000 to support the University Press). All of this represents important non-state revenue for UNO, and the Foundation leadership should be complimented for their contributions in this regard.

On the other hand, the review team has concerns in several areas related to advancement. First, the decision to remove all such operations to a 501(c)3 could potentially weaken the UNO president's influence over decision-making in this area. Currently, the president is one of three non-voting ex-officio university members of the UNO Foundation Board and, according to the Foundation's CEO, is able to exercise leadership over strategic and investment decisions (as well as having the right of approval of any gift that might incur obligations on the university). The review team is concerned, however, that if the current Foundation leadership were to be replaced by individuals with lesser ties and/or loyalty to the university, the influence of UNO's president in advancement matters could be compromised. In addition—and importantly—there appears to be need for an overall review of risk assessment related to UNO's affiliation agreement with the UNO Foundation (and the other 501(c)3 foundations); it is not apparent to the review team that

such a review has occurred in recent years. The team received assurances that this will shortly be underway.

Recommendation: UNO should ensure that operating agreements with the 501(c)3 foundations operating on its behalf have adequate risk assessment and management safeguards in place.

Another deep concern is the level of fund-raising that is being achieved. In the past year, aside from receiving approximately \$10 million in estate distributions, the UNO Foundation raised only \$1.5 million in cash gifts. This is a very low standard of performance for any foundation, perhaps a reflection of staffing issues and a lack of presidential leadership. At present, it appears that the Foundation is not staffed sufficiently to undertake the level of fund-raising that UNO will need under a new, energetic president, although the Foundation CEO indicates that there are current plans to add a Major Gifts Officer and a Grants Writer, which should help. In addition to increased staffing, a rejuvenated advancement effort will require broad-based participation across the university and from engaged alumni.

Recommendation: UNO should consider ways to involve alumni, faculty and staff in support of the fund-raising activities coordinated and led by the UNO Foundation Board.

In addition to the UNO Foundation, the university has affiliation agreements with three other 501(c)3 foundations: the Research and Technology Foundation (which operates a Research Park and engages in research and economic development activities), a Property and Housing Development Foundation (which has supported specific construction projects for the University and is slated to be folded into the Research and Technology Foundation), and the Privateer Athletic Foundation (dedicated strictly to the support of UNO Athletics). As suggested above, UNO's new president should review and assure the risk assessment and management safeguards in the University's agreements with each of these foundations. The review team has particular concern about the level of contribution to the University by the Privateer Athletic Foundation, as nearly everyone involved with UNO Athletics indicated that little fund-raising has been done by that operation. As the new president reaches a decision concerning the appropriate level of NCAA competition for UNO, the fund-raising potential for Athletics must be an important consideration.

External Affairs

As discussed in Section 5, the procurement of external grants and contracts is considered by many faculty and staff to be one of UNO's strengths. During the past five years, the university has averaged \$29 million in federal and private grants and contracts, with a high of \$32,362,836

in 2011. Although this does not seem to the review team to be a particularly strong performance, it does seem that the university has been strategic in identifying opportunities for public funding, and unusually collaborative in developing those strategic directions. Continuing these approaches will be helpful to the new president in enhancing UNO's public image, as well as in maximizing sources of external funding. If it proves possible, providing additional staffing in this area might be a sound investment.

Alumni Affairs

The 2009 administrative reorganization transferred Alumni Affairs to the Vice Chancellor for External Affairs. The review team is not certain that this is the best arrangement, as it tends to divert an already-overburdened Vice Chancellor from external duties that are vital to UNO. The Office of Alumni Affairs has identified appropriate strategic focus areas (student recruitment and success, communications, donor cultivation, and advocacy), and the director seems to have adequate connections to both the UNO Foundation and the leadership of the UNO International Alumni Association. The team was told that Alumni Affairs has addresses for approximately 35,000 of UNO's 75,000 alumni. This seems an inadequate basis for building strong alumni support and contributions. Efforts in this area should be expanded.

The new leadership of the UNO International Alumni Association is energetic and enthusiastic. A chapter reorganization is underway that appears to have the potential to energize the Association's membership further, and its ARC (Alumni Recruiting Crew) program is assisting the university in its student recruitment efforts, not only in the Greater New Orleans area, but in key student recruitment cities such as Houston, Dallas, Atlanta, and Denver. Another of the Alumni Association's promising partnerships is with Students4Higher, a local non-profit that awards scholarships, as well as mentoring and employment opportunities, to student scholars who are eligible for the State's TOPS (Taylor Opportunity Program for Students) awards.

As already noted, UNO has an excellent opportunity at this juncture to reconnect with the business community and political leadership of the Greater New Orleans area, and to be part of the region's economic and social revitalization. The review team's interactions with legislators and business leaders during the campus visit underscored this opportunity. In particular, the "Foundational" and "Diversifying" focus areas that have been identified by Greater New Orleans, Inc.¹¹ include areas that are mostly well aligned with UNO's existing academic and research strengths. The university's marketing, public relations, and advancement strategies

¹¹ Foundational (i.e., longstanding) focus areas are international trade, advanced manufacturing, and energy; Diversifying (i.e., new opportunity) focus areas are digital media, medical corridor, and sustainable industries.

could all be linked with these opportunities, creating a synergy that could carry UNO to much greater prominence in the region, as well as produce substantial material benefits. An energetic new president committed to developing existing and potential external relationships could be the catalyst in creating such synergy.

SECTION 11: SUMMARY OF RECOMMENDATIONS

- 1) UNO should initiate a participatory process both campus-wide and with the community in re-affirming the purpose and vision for the future of the institution which should be widely disseminated and broadly and continuously communicated.
- 2) UNO should re-examine the impact on budget and faculty workload of striving to achieve SREB Four Year-1 status as a part of revisiting the current University Strategic Plan.
- 3) UNO should conduct a full institutional evaluation of current strategic planning goals, strategic initiatives, objectives, measurable outcomes, established completion dates and responsible units/divisions. These should be reviewed and coordinated with newly established priorities and include broad based campus participation throughout.
- 4) UNO should implement a campus-wide criterion-based prioritization of all academic and non-academic programs and services, followed by re-budgeting in accordance with established priorities using master planning simulation projections.
- 5) UNO should review and assure that it has a functional Institutional Research and Planning Office.
- 6) UNO should establish standard operating procedures for all academic and non-academic units and these should be well coordinated with the policies and procedures of the Board of Supervisors for the University of Louisiana System.
- 7) UNO should re-examine its budget processes and make such changes as necessary to improve communication and strengthen participation across the campus. Expenditure control is a very significant part of the budgetary cycle and, as such, timely financial information needs to be provided to the campus operating units so appropriate decisions can be made to increase efficiency and effectiveness.
- 8) UNO should review the online personnel approval process to ascertain whether the current flow is the most efficient method, while maintaining the necessary internal controls.
- 9) UNO should review the current organizational structure to determine if there might be possible efficiencies in the structures of the Financial Services and Campus Services units.

- 10) UNO should engage in campus-wide “institutional branding and imaging” via surveys and focus groups. This should be followed by coordination of recruiting, marketing and admissions practices that support the institution’s mission, while taking into full consideration the requirements of the LA GRAD Act.
- 11) UNO should engage in a rigorous campus-wide coordination of programmatic curricular, academic support, and student affairs services that fully supports the University’s mission and aids in the transition of students from recruitment to admission to persistence to graduation.
- 12) UNO should re-examine its policies and practices with respect to shared governance, with the objective of improving and strengthening collaborative approaches to University decision-making.
- 13) UNO should conduct a salary study to determine the extent of salary compression and inversion, and use the results to inform development of a comprehensive faculty salary policy.
- 14) UNO should increase the availability of training and assistance to faculty in the use of the new Learning Management System (Moodle Rooms).
- 15) UNO should re-examine policies and practices concerning distribution of indirect costs from sponsored research and contracts, with the objective of maximizing incentives for faculty and staff participation in such activities.
- 16) UNO should designate an individual from senior management to be the liaison with the Staff Council for improved communication with this group.
- 17) UNO should review its policy on personnel evaluations to ensure that all employees are being evaluated on an annual basis.
- 18) UNO should designate an individual from senior management to establish regular monthly meetings with the student leaders and create an atmosphere of shared planning for the development of the institution.
- 19) UNO should explore means of addressing the needs of all student constituent groups (commuter, residential, traditional, non-traditional, international, in-state, out-of-state, graduate and undergraduate), including especially the adequacy of flexibility in course scheduling to meet the needs of the non-traditional student population.
- 20) UNO should take the steps necessary, as part of its Student Success Initiative, to ensure regular and adequate academic counseling and support services for student athletes.

- 21) UNO should develop a strategic plan for athletics, which includes fund-raising and marketing plans, to support the revenue and expenditure projections contemplated in the plan.
- 22) UNO should review its staffing to ensure that student-athletes are receiving the assistance they need in such areas as medical support, and strength training.
- 23) UNO should continue to negotiate with Delgado and Nunez Community Colleges to expand the use of “connection agreements” for incoming freshmen that will permit first-time freshmen with developmental course needs to receive such instruction from community college faculty on the UNO campus and move seamlessly into UNO after completion of those courses and an appropriate number of additional course units.
- 24) UNO should continue to engage in faculty-to-faculty negotiations with Delgado and Nunez Community Colleges to develop articulation agreements to ensure that coursework taken by recipients of Associate degrees at the community colleges will be fully transferable to UNO.
- 25) UNO should work to improve relations with local and regional media to ensure strong and positive coverage of the University and its contributions.
- 26) UNO should strive to replicate “best practice” in making the University website user-friendly for students, faculty, staff, and the external community.
- 27) UNO should ensure that operating agreements with the 501(c)3 foundations operating on its behalf have adequate risk assessment and management safeguards in place.
- 28) UNO should consider ways to involve alumni, faculty, and staff in support of the fund-raising activities coordinated and led by the UNO Foundation Board.



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- **3 cubic feet** of natural gas is unused.

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A university-specific and customer-centric master planning system designed to cultivate affinity for the University through ultimate dining experiences and inviting campus environments. MarketMATCH links campus goals and customer lifestyle needs to customized dining solutions.

University of New Orleans

Introduction

Over the course of the spring 2013 semester, ARAMARK conducted its intensive, proprietary MarketMATCH® master planning study to define innovative solutions that will further the University of New Orleans student experience through enhanced residential dining experiences, customer-focused retail venues, and increased opportunities to build campus community.

We surveyed and interviewed more than 1,400 students, faculty, and staff about their dining needs and conducted campus mapping and traffic studies to identify the right brands, menus, styles of service, and environments for each campus neighborhood.

We then assembled nine experts from across the country, whose culinary, operations, retail, marketing, and financial expertise helped shape our recommendations for the future of UNO Dining. These recommendations are designed to support the University’s mission of providing high quality education, scholarship, and service to students and to regional, state, national, and international constituencies.

Goal of the MarketMATCH Study

To support the University’s Strategic Plan and Campus Master Plan, the goal of this MarketMATCH study is to provide a comprehensive review and assessment of the current dining program and a set of strategic recommendations for the future.





University of New Orleans Introduction *(continued)*

Project Scope

This was an objective study of all dining on the main campus, catering, meal plans, and needs to support planned growth. This MarketMATCH process was facilitated on the UNO campus at no charge to the University and includes a comprehensive review of:

- Existing ARAMARK-operated locations
- Planned campus growth and associated dining needs, including the impact of commuting students
- Current customer satisfaction and suggested changes
- Catering structure and execution
- Meal plan structure and pricing
- Opportunities to integrate consumer engagement strategies
- Existing sustainability practices and opportunities to expand in that area

These recommendations are designed to support planned campus growth while honoring the University's core values of providing a nurturing environment that enhances academic success, driving continuous improvement and creating strong value orientation that delivers high quality at a reasonable cost.

We appreciate the opportunity to provide this data and our recommendations to you.

Southwest ARAMARK Team

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Regional Vice President

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Vice President of Operations

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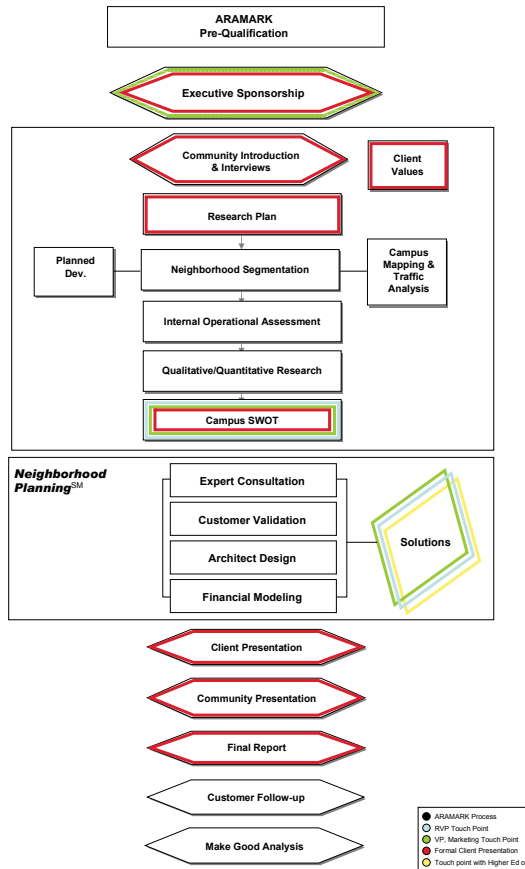


Research Process

Research for MarketMATCH at UNO consisted of the following quantitative and qualitative studies. A total of 1,416 people contributed opinions and information which represents input from 14.16% of the fall 2012 population of 10,000.

- Focus groups were conducted with targeted groups including commuters, residents and faculty/staff.
 - 83 focus group participants
- Interviews were conducted with key administrators and student organization representatives to understand the current perceptions and attitudes about dining services on campus. These interviews also served to ascertain how future dining plans for UNO Dining could best complement individual departmental goals.
 - 37 interviews with senior University staff and Student Government leaders
- Intercept surveys were completed by neighborhood to closely study the needs of each section of the campus community.
 - 321 intercept surveys completed
- DiningStyles™ surveys were submitted by students, faculty, and staff to determine overall performance ratings on various attributes of the dining program. This survey was also used to identify the current dining spending patterns of the campus constituency comparing captured dining dollars spent in on-campus locations versus the amount of money spent at off-campus venues, opinions regarding health and wellness, value, and sustainability.
 - Spring 2013 — 742 respondents = 95% confidence interval at +/- 4% margin of error
 - Fall 2012 — 233 respondents = 95% confidence interval at +/- 6% margin of error

MarketMATCH® Process





Research Process *(continued)*

5. Campus mapping and traffic analysis was completed for UNO by segmenting the main campus into 10 geographies or neighborhoods where lifestyle preferences are similar by day-part. Weekly traffic counts were collected from the University for each building and then totaled per neighborhood. In addition, current dining location capture rates were calculated to identify opportunities for expansion or need for additional venues in the neighborhood.
6. A financial analysis of current and historical performance was completed for each location and brand to help understand current and future results.
7. A Share of Stomach (the percentage of all meals consumed that are captured by on-campus dining locations) analysis was conducted to determine current market penetration.
8. A list of competitors was established through input from focus groups, intercept surveys, administrator interviews, and neighborhood review.
9. **Nine ARAMARK leaders** from around the country gathered on campus to review research findings, conduct dining assessments, and develop the MarketMATCH dining strategy.

Delores Johnson	Regional Marketing Director, Southwest Region
David Randolph	Vice President of Operations, Southwest Region
Pat Foley	District Manager, Southern Region
Bruce McVeagh	Associate District Manager, Southern Region
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Summary of Research Findings

UNO Student Synopsis

**Focus Group Research*

Freshman Experience

- **Overall very positive experience and very complimentary of faculty and staff support, and friendliness**

It was fun
 Everyone was nice and helpful
 Everyone made me feel welcome
 Met a lot of friends
 Academically challenged but really liked it
 Attended many campus events
 Fairly easy adjustment
 People much more polite than LA (California)
 Wish there was more to do

Improvements for Freshman Experience

- **Key suggestions centered on more involvement and UNO creating more school spirit and activities for better assimilation into college life**

Change programs from year to year – need variety
 Improve Greek Life
 Create group that would focus on getting the freshman involved
 More school spirit
 More options for international students
 More student participation
 Meet more people
 Longer hours at library, cafeteria, and food places especially on weekends
 Study more

Why did you choose UNO?

- **The city, people, campus, affordability, and degree offerings are the main drivers for selection. Most respondents plan to graduate from UNO. Those who do not cited LSU and LSU Nursing to receive degree.**

City and people influenced my decision
 Heard business department was great
 Excellent engineering program – 5th best in U.S.
 Naval architecture, Film, Hospitality, and Psychology programs
 English program better than Nicholls
 Most scholarship money
 More affordable than Tulane
 Close to home and offered desired major
 Beautiful campus and small classes
 Most easy going, friendly and diverse campus of them all
 High percentage of job placement after graduation





Summary of Research Findings *(continued)*

Describe UNO as a brand

- **UNO is recognized for its culture and strong ties to the city of New Orleans. Students see the possibilities of UNO attaining previous or greater viability in the future. It is also viewed as a good place to get an education in a good environment.**

Reminds me of my home country (Trinidad)

Artsy school

Lots of culture

Diverse, quality education

School for international students, engineers, and film people

Samsung — not flashy or expensive but practical and useful

Reebok — on the upswing and was once excellent

Need to market UNO more; not perceived as a big brand

UNO has great potential; not enough support

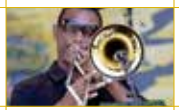
Brand everybody could buy and come; not expensive but not poor quality. It combines well with the culture of New Orleans

Good education, good environment for an affordable price

It is a company brought from the ashes to rise to the top.

Under rated but appreciated

One that needs to be promoted more; needs to stand out like Tulane or Loyola



Technology

- **Research revealed students ranked technology average to good. However, there were many specific requests made to improve access and provide additional options.**

Desire high performing wireless access all over campus; especially in resident halls and Privateer apartments

No more ethernet cable

Improve school spirit by advertising sporting events and campus activities with technology

Webstar needs improvement

Make Moodle better

Need ATM on campus

DVD Library

Reduce log on speed time

Longer computer lab hours

Licensed programs on computers such as Adobe and Dreamweaver

Desire free printing

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Neighborhood Study



CURRENT UNO DINING LOCATIONS

1. University Center
 - RFQC, Chick-Fil-A®, P.O.D. Express, Subway®, and Brewed Awakening
2. The Cove Food Court
 - P.O.D. Mini-Market, Popeyes®, Sandbar, and SUSHIC®
3. Mathematics Building
 - C3 Express
4. Pontchartrain Hall
 - Pontchartrain Place — C3 Express Convenience Store
5. Library
 - Java City



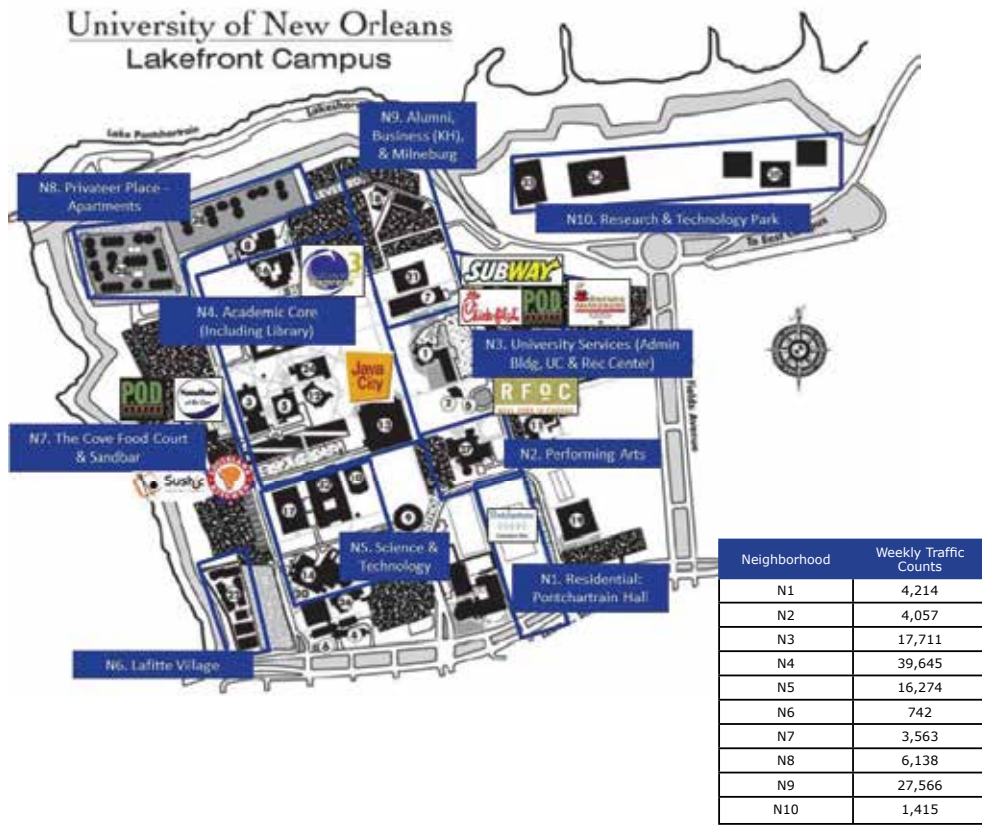


Neighborhood Study *(continued)*

Neighborhood Segmentation

Neighborhood segmentation is the process we use to divide the UNO campus into 10 distinct subsets of customers who behave in the same way or have similar needs. Each group became a target market whose needs we studied to determine the right portfolio of products and services.

Segmentation allows us to understand the unique dining needs of various groups on campus and to identify the right mix of facilities, menus, and meal plans to meet the desired needs of every group during each day-part.



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Neighborhood Study *(continued)*

Areas of Dominant Influence (ADI Circles)

The map below demonstrates the 3- and 5-minute Areas of Dominant Influence surrounding current dining locations.

In general, we find that 80% of traffic attracted to a dining venue comes from within a 3-minute walking radius of that venue while only about 55% comes from within a 5-minute radius. Nationwide, we find that if students have to walk much farther than 5 minutes to reach a dining location, they often skip the meal or leave campus.



There is a dining venue within a 5-minute walk of nearly all campus buildings and most buildings are within a 3-minute walk, indicating thorough coverage of the campus.

- All traditional residence halls are within a 5-minute walk or less of the residential dining venue. Retail venues are more conveniently placed to neighborhoods 4 and 5.
- Students would like a Starbucks in Neighborhood #4 and identified Kirschman Hall as another location for a dining outlet.
- Most of the parking is external to campus so once they have arrived students don't want to lose their parking place making it more convenient to eat on campus.
- Neighborhoods #4 and #9 have the highest weekly traffic counts of 67,211 (combined).





Neighborhood Study (continued)

UNO Spring 2013 DiningStyles™ Results

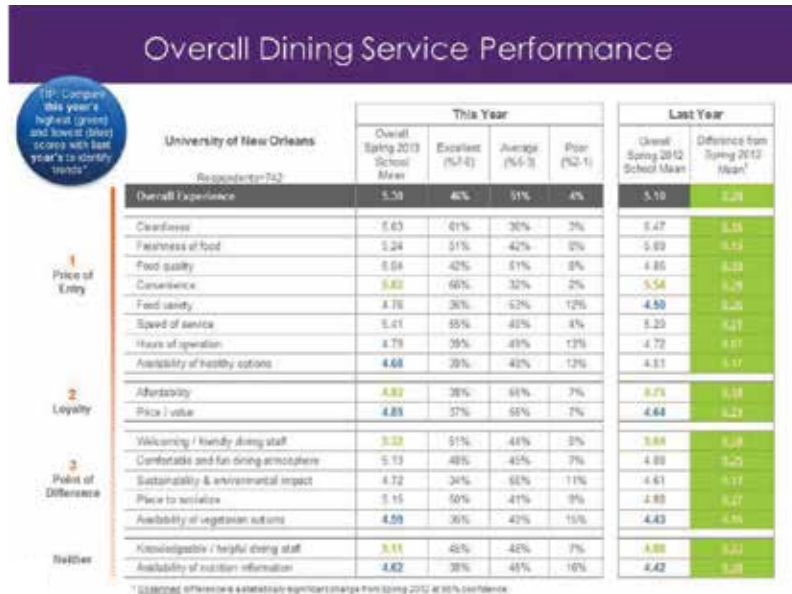
As depicted in the chart below, the campus perception of the UNO dining program has increased in the past year by .20 with the overall rating at 5.30 on a scale of 1 to 7. Scores in all categories increased over prior year.

HIGHEST RANKED ATTRIBUTES

Convenience (5.82), Cleanliness (5.63), Speed of Service (5.41), and Welcoming/Friendly Dining Staff (5.32)

OPPORTUNITIES

Availability of Vegetarian Options (4.59), Availability of Nutrition Information (4.62), and Availability of Healthy Options (4.68)



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Neighborhood Study (continued)

VERBATIM RESPONSES REVEAL

- RF9C is very popular for the variety of choices and the availability of healthy options. It is the highest sales retail venue on campus; weekly sales average is \$11,000.
- The Cove is seen as a good recruiting tool.
- The convenience stores are viewed as convenient and are “better than vending machines.”
- Significant increase year over year in Welcoming & Friendly Staff and Knowledgeable & Helpful Staff attributes.
- Quotes:
 - » “The staff has gotten much friendlier and helpful. I love the new girl at the register; she is spunky. I also really appreciate that ARAMARK has gone through such lengths to hear our opinions and actually do something about them.”
 - » “The staff is extremely nice.”



Please rate your overall satisfaction with the campus dining service.	Very satisfied 5	4	3	2	Very Dissatisfied 1	Mean
All	18%	41%	30%	9%	2%	3.65
Student Residents	12%	36%	35%	15%	2%	3.41
Student Walk-Ons	15%	36%	36%	13%	0%	3.54
Student Commuters	21%	44%	28%	7%	1%	3.77
Faculty/Employee	16%	39%	33%	8%	4%	3.55





Neighborhood Study *(continued)*

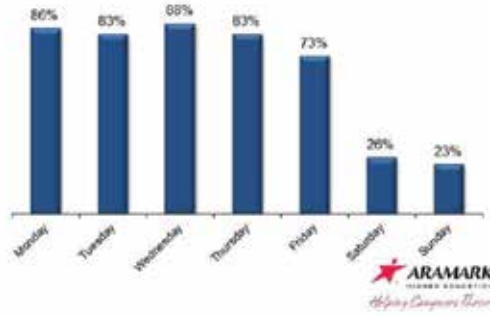
Campus Dining Opportunities

Between 83-88% of survey respondents indicated that they are on campus Monday – Thursday with Friday dropping to 73%. Student residents stated that they are on campus 6.3 days in a typical week. Student walk-ons reported that they are on campus 4.9 days and commuters 4.0 days.

On average how many days during a typical week are you on campus?

Total:	4.6
Student Residents:	6.3
Student Walk-ons:	4.9
Student Commuters:	4.0
Faculty/ Staff:	4.6

During a typical week you are on campus, what days are you on campus?

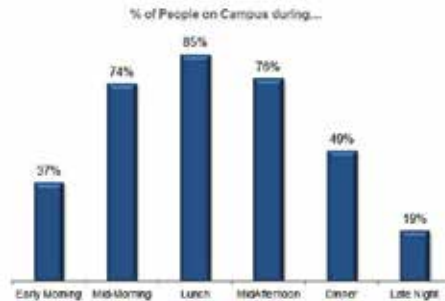


Fall 2012 DiningStyles Survey



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Neighborhood Study *(continued)*

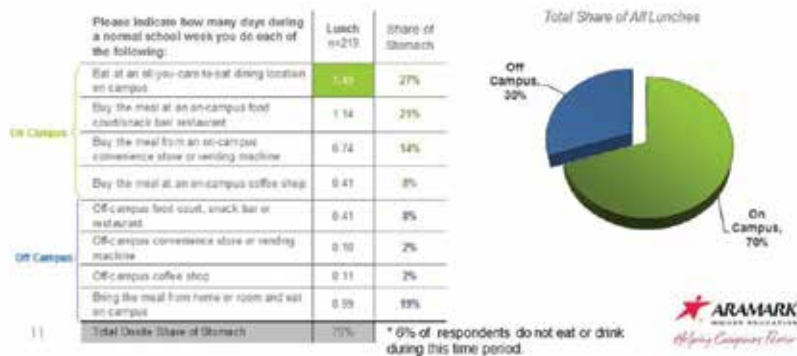


DiningStyles survey respondents indicated that 70% of them are on campus during the lunch day-part, with 74% also on campus mid-morning and 76% on campus mid-afternoon. 93% indicated that they eat or drink something on campus during the lunch day-part.

Of the 93% who indicate that they eat during the lunch period, 70% eat at an on-campus location or purchase their meal from a vending machine. This is referred to as Share of Stomach or the percentage of all meals consumed that are captured by on-campus dining locations.

Of the remaining 30%, 19% bring their meal from home and 12% purchase something off-campus. Of the total, 6% of respondents do not eat or drink during this time period.

Taco Bell, McDonald's, Wendy's, and Popeyes are the brands frequented when eating off campus.



Fall 2012 DiningStyles™ Survey

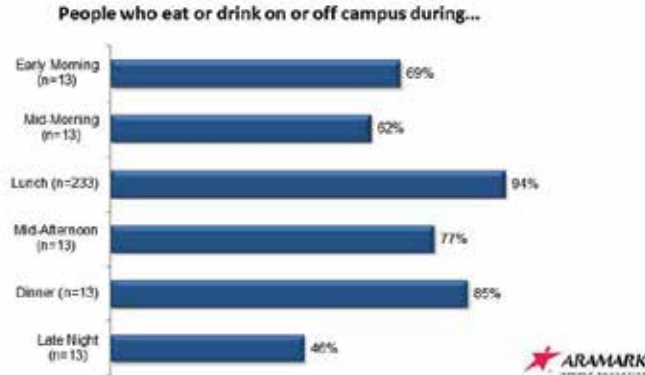




Neighborhood Study *(continued)*

While lunch is the most significant day-part, there are opportunities to offer options after 8 PM.

- “Have something open in the University Center later than 8:00 PM.”
- The chart below indicates that 46% of Fall 2012 DiningStyles participants indicate that they eat or drink during late night hours.



Fall 2012 DiningStyles Survey

Day-Part Preferences

The following chart is a compilation of responses from focus groups regarding day-part preferences for hours of operation, style of food desired, and their acceptable price point.

- There is a desire for extended hours for a location until 9:00 PM in the University Center.
- Note that late night is defined as 9:00 PM – midnight and the food desired is both snacks and full meals. The RFQC is open until 8:00 PM. Monday-Thursday; Java City (library) is open until 9:00 PM Monday-Thursday; and the Sandbar at the Cove is open until 10:00 PM Monday-Thursday.



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Neighborhood Study (continued)

The following chart is a compilation of responses from focus groups.

	Breakfast	Lunch	Snack	Dinner	Late Night
What are the ideal hours for you to eat the following meals?	8 – 10 AM	11 AM – 2 PM	2:30 – 4:30 PM	5 – 9 PM	9 PM – Midnight
Where is the ideal location for you to have this meal?	In my room RFoC	RFoC Subway Work In my room	In the room P.O.D./C-store Work/Office Home Vending	Off campus Home RFoC Cove	Pontchartrain Hall C-store Sandbar in the Cove Home/Room
What type of menu choices would you like to have for this meal?	Bagels Pop Tarts Fruit Cereal Waffle Pancake Eggs Coffee Toast Yogurt Sandwich Honeybun Omelet Donuts	Sandwiches Salads Soup Hotdogs Subs Chicken Nuggets Pasta Pizza Burgers Smoothies Fruit Nachos	Fruit Soup Bagel Chips Crackers Pretzels Popcorn Yogurt Muffins Low Carb Candy	Mashed Potatoes Home-style meals Pasta Pizza Mexican Chicken Burgers Salad Sandwiches	Desserts/Sweets Pizza Pretzels Chips Cereal Sandwiches Fruit Fast Food
What are the restaurant brands you like most during this day-part?	Starbucks McDonald's IHOP Chick-fil-A Waffle House Burger King Panera	Chick-fil-A Subway Popeyes Cove Raising Cane's Chicken Sonic	McDonald's Starbucks C-Store Dairy Queen	Asian Panda Waffle House RFoC Felipe's Panera Good Time Sushi Chick-fil-A Subway Sandbar McDonald's Wendy's	Starbucks Taco Bell Wendy's Sonic McDonald's
What style of service do you prefer?	Grab-and-go AYCTE Home Café	Made-to-order Fast Food Home Exhibition	Grab-and-go Café	All-You-Care-To-Eat From Home MTO Café Fast food	Fast Food All-You-Care-To-Eat Grab and Go
What is a fair price for this meal?	\$4 - \$6	\$5 - \$8	\$1 - \$4	\$5 - \$11	\$1 - \$5 *Dollar Menu
How are your weekend needs different for this day-part?	Wake up later Have more time Bigger meal Eat at home Don't eat	Eat later Eat More Eat at home Eat off campus	Eat less often Isn't eaten Eat at home Eat off campus Done more often	Eat earlier Eat more No different than during week	Up later Eat at home Eat off campus





Neighborhood Study *(continued)*

Students requested more use of Facebook and Apps for menus or nutritional information.

- The chart below from the Fall 2012 DiningStyles Survey shows that UNO students most preferred way to be communicated with is through Printed Materials (30%), E-mail (25%), Campus Dining Website (18%), and Social Media Channels (10%).
- Through social networks, Facebook is the most used website (91%) with YouTube (55%) and Twitter (44%). This is consistent with national trends as shown.
- Provide more nutritional content in locations and via apps.
- Conduct focus groups each semester to maintain connectivity to campus body through qualitative research.

Social Network Usage	National Student Average n=125,301	National Students Campus Students	Students n=224	Faculty/ Staff n=9
Facebook	91%		83%	44%
YouTube	55%		53%	22%
Twitter	44%		33%	0%
Instagram	32%		31%	0%
Google Plus	22%		27%	0%
Pinterest	27%		23%	11%
LinkedIn	11%		16%	0%
Foursquare	4%		4%	0%
Flickr	2%		3%	0%
Other	5%		8%	44%

Preferred Channels of Communication with Dining Services Students Only n=224	
Printed Materials	30%
E-mail	25%
Campus Dining Website	18%
Social Media Channels	10%
Friends / Word of Mouth	10%
Texting	4%
Mobile App	3%
Blog	0%
Best to My Parents	0%

Fall 2012 DiningStyles Survey



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Neighborhood 1: Pontchartrain Hall (Residential)

NEIGHBORHOOD CHARACTERISTICS

Located at Milneburg Road and St. Anthony Avenue, Pontchartrain Halls North and South are equipped to occupy 740 students with one bedroom/one bath, two bedroom/one bath, or four bedroom/two bath options. Pontchartrain Hall is currently 81% full with 602 students living in this neighborhood. UNO recently joined the University of Louisiana System and to be in compliance with the system's requirements, the University will implement mandatory freshmen housing in fall 2013. All students within a 50-mile radius will be exempt from the requirement. Affinity Housing includes the following: New Orleans Culture, Transfer Students, and Leadership & Development. The Honors section is already implemented.



CURRENT DINING

Pontchartrain Place convenience store is located in Pontchartrain Hall North on the first floor in the lobby.

DINING VENUES REVENUE PERFORMANCE

Brand	Weekly Transactions	Weekly Sales	Annual Sales	Check Average	Hours of Operation
C-Store	953	\$4,146	\$118,730	\$4.35	Monday - Friday: 10 AM - 10 PM Saturday - Sunday: 5 PM - 10 PM

INTERVIEW AND FOCUS GROUP FINDINGS

- Residents love having convenience options close to their rooms.
- 20% of intercept survey respondents specified Pontchartrain Hall as being the place that they would want a new dining option.

RECOMMENDATIONS

Convert C3 to a P.O.D. Express to have a more modern modular retail store front that will enhance building environment, provide a better product selection, and elevate customer experience.





Neighborhood 2: Performing Arts

NEIGHBORHOOD CHARACTERISTICS

This neighborhood consists of the Performing Arts Center. The total weekly academic traffic count for this area is 4,057.

There are currently no dining locations in this neighborhood.

RESEARCH FINDINGS

This neighborhood is within 3-minutes from dining locations. The closest locations are the University Center and Pontchartrain Hall.

RECOMMENDATIONS

Due to the proximity of dining locations, there are no recommendations for this neighborhood at this time.



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Neighborhood 3: University Services

NEIGHBORHOOD CHARACTERISTICS

This neighborhood is one of the most popular areas of campus for hanging out in between classes and organizations tabling for events with a weekly traffic count of 17,711. It consists of the majority of student services including:

- The Administration Building (President & Vice President Offices, Bursar, and Financial Aid)
- Recreation & Fitness Center
- University Center (Student Involvement & Leadership, SGA, Disability Services, Health Services, and Counseling Center)



CURRENT DINING

The University Center (UC) houses several of UNO Campus Dining’s retail locations: Subway, Chick-Fil-A, Brewed Awakening (Starbucks - We Proudly Brew), and P.O.D. Express. The UC also has an RFQC location that feeds approximately 10,000 students per week.

UC DINING VENUES REVENUE PERFORMANCE

Brand	Weekly Transactions	Weekly Sales	Annual Sales	Check Average	Hours of Operation
RFQC Retail Cash Sales	1,689	\$11,958	\$370,768	\$7.08	Monday - Thursday: 7 AM - 8 PM Friday: 7 AM - 6 PM Saturday - Sunday: 10 AM - 6 PM
Subway®	1,478	\$9,430	\$332,020	\$6.38	Monday - Thursday: 10 AM - 6 PM Friday: 10 AM - 3 PM Weekends: CLOSED
Chick-Fil-A®	1,438	\$7,909	\$222,538	\$5.50	Monday - Thursday: 8 AM - 5 PM Friday: 8 AM - 3 PM Weekends: CLOSED
Brewed Awakening	1,294	\$4,529	\$149,276	\$3.50	Monday - Thursday: 7 AM - 10 PM Friday: 7 AM - 3 PM Weekends: CLOSED
P.O.D. Express	1,012	\$3,775	\$117,710	\$3.73	Monday - Thursday: 8:15 AM - 5 PM Friday: 8:15 AM - 3 PM Weekends: CLOSED
TOTAL	6,911	\$37,601	\$1,192,312	\$26.19	





Neighborhood 3: University Services *(continued)*

KEY FINDINGS

The RFQC experiences high traffic volume during lunch, due to a set “dead period” in between 12 PM - 1 PM. It is the highest grossing retail venue on campus.

The RFQC’s most recent DiningStyles™ scores were 4.55 in fall 2012 and 4.72 out of 7 in spring 2013.

Retail DiningStyles scores are below:

- Subway
 - » Fall 2012: 5.69
 - » Spring 2013: 5.50
- Chick-Fil-A
 - » Fall 2012: 5.95
 - » Spring 2013: 5.07
- Brewed Awakening/Starbucks
 - » Fall 2012: 6.00
 - » Spring 2013: 5.78

The University Center was voted as the place that students would want to change if they could on campus with expanded hours, healthier food and beverage options, and lower prices being the top three adjustments they would make.

- 39% of intercept survey respondents preferred sandwich/deli brand is Subway.
- Raising Cane’s and Chick-Fil-A were the two top student preferred chicken brands.
- Coke was overwhelmingly rated (60%) as the highest desired beverage choice.
- 46% of intercept survey respondents do not drink energy drinks.

Based upon various feedback mechanisms received during the spring, the RFQC incorporated numerous changes to better serve customers including:

- A “New Orleans Item of the Day” will be highlighted during lunch on weekdays
- Enhanced merchandising of fresh fruit/vegetables in groups of three standards at every station
- Incorporated more culinary action/made to order options at pasta and exhibition stations
- Improved stations to better serve customers by offering paired food items, example: build your own hot dog paired with toppings such as chili, cheese, onions, relish, and corn chips
- Partnered with Housing for fall events, themed events, and special programs
- Extended hours till 10 PM for Brewed Awakening beginning in the fall semester

Recommendations

RFQC

Rebrand the RFQC to create the “look and feel” of New Orleans culture and environment:

- Naming contest for RFQC
- Accent painting
- Enhanced lighting
- Offer soft seating
- Install front-entrance blue and white striped awning
- Create New Orleans atmosphere
 - » Street lights
 - » Local artwork
 - » Jazz music/Muzak sound system
 - » New employee uniforms to complement updated look

Based upon research, current retail brand portfolio matches student preferences. It is recommended for any future renovations to expand RFQC that we reconfigure the Chick-Fil-A space. Due to popularity of this brand, it should be moved in the front area of the retail food court to gain more visibility.

Meal Plan findings are listed in designated sections.



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Neighborhood 4: Academic Core

NEIGHBORHOOD CHARACTERISTICS

This neighborhood includes the Earl K. Long library which is in the heart of campus and main academic buildings. It also includes "The Quad" where students spend time in between classes for events or student tabling. The total weekly academic traffic count for this area is 39,645.



- Liberal Arts Building (third highest academic traffic count on campus 12,167)
- Mathematics Building (fourth highest academic traffic count on campus 7,668)
- Bicentennial Education Center (5,719 traffic count)
- Biology Building (1,631 traffic count)
- Fine Arts Building (622 traffic count)
- Computer Center (332 traffic count)
- Earl K. Long Library (11,506 traffic count)

CURRENT DINING

The Mathematics Building has a C3 Convenience Store and the Earl K. Long Library contains a Java City that was recently re-opened in fall 2012. The Academic Core is approximately a 3-minute walk to the Cove Food Court, Sandbar, and the University Center.

DINING VENUES REVENUE PERFORMANCE

Brand	Weekly Transactions	Weekly Sales	Annual Sales	Check Average	Hours of Operation
Java City	1,154	\$4,097	\$135,991	\$3.55	Monday - Thursday: 8 AM - 9 PM Friday: 8 AM - 4:30 PM Weekends: CLOSED
C3 (C-store) Math Building	1,065	\$3,823	\$106,104	\$3.59	Monday - Friday: 8 AM - 3 PM





Neighborhood 4: Academic Core *(continued)*

KEY FINDINGS

A 12,000-square-foot section on the first floor of the Earl K. Long Library was transformed into the Privateer Enrollment Center this past summer. This will eventually include 65 additional offices and new tenants to include: 1st Year Experience, Admissions and Enrollment Management, and Academic Department Advisers. A Bursar function will also be open temporarily during the registration and enrollment process each semester.

The C-3 store located in the Mathematics building is of an old prototype and is not a highly functioning space with limited capabilities. The area needs to be updated to offer a much improved retail experience for the customer.

RECOMMENDATIONS

Existing or New Location Affected: C3 Convenience Store

- Replace C3 with P.O.D. Express to upgrade overall retail look and product variety. Since this is a modular program, custom sections will be designed to determine product needs.



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Neighborhood 4: Academic Core *(continued)*

Existing or New Location Affected: Java City

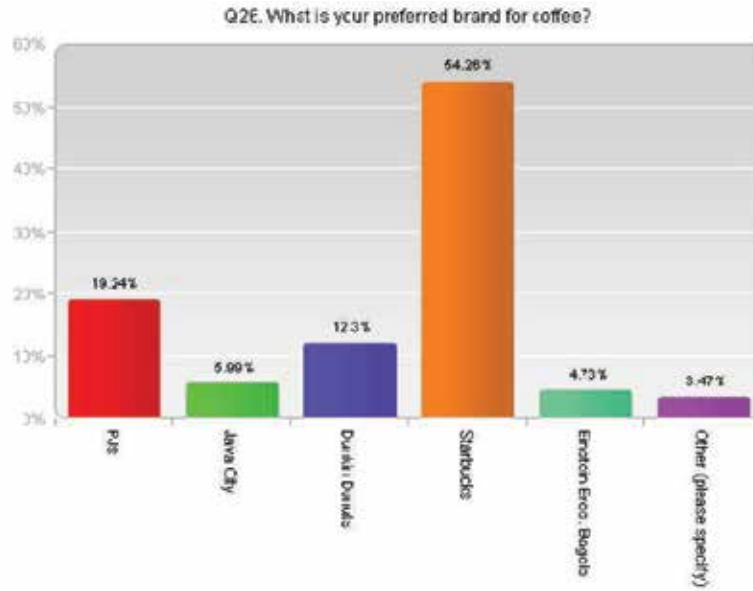
- Replace Java City with a Starbucks global kiosk to give customers the true “Starbucks experience”.
- The Starbucks food program and seating package will also be included.





Neighborhood 4: Core Academic *(continued)*

Rationale: Starbucks brand has a strong affinity as seen in the Intercept Survey results below conducted in spring 2013. 54% of respondents say it is their preferred coffee brand. Based on new Privateer Center and this being an “emotional hub” for the campus, this would be a high traffic destination for the majority of campus population.



Spring 2013 Intercept Survey



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Neighborhood 5: Science and Technology

NEIGHBORHOOD CHARACTERISTICS

This neighborhood is located on the west side of campus and strives to promote advancements in science and technology through teaching, research, and service, supporting the educational, economical, and technological development of the New Orleans metropolitan area and the state of Louisiana.

Total weekly traffic is 16,274 for this neighborhood.

The neighborhood includes:

- Science Building: The fifth highest traffic academic building on campus (7,004 weekly traffic count)
- Chemical Science Building (1,906 weekly traffic count)
- Geology & Psychology Building (3,910, weekly traffic count)
- Engineering Building (3,454 weekly traffic count)

All four buildings are approximately a 3-minute walk from the Cove Food Court and Sandbar.

There are currently no dining locations in this neighborhood.

RECOMMENDATIONS

Due to the close proximity of the dining locations, there are no recommendations for this neighborhood at this time.





Neighborhood 6: Lafitte Village

NEIGHBORHOOD CHARACTERISTICS

This neighborhood consists of the Lafitte Village, which houses 48 one-bedroom/one-bath and 72 two-bedroom/one-bath units. It is positioned as a married and family housing facility. Lafitte Village is currently only at 28% capacity with 53 out of the 192 possible number of tenants. Students in Lafitte are not required to purchase a meal plan.

RESEARCH FINDINGS

For the fall 2013 semester, the University will add non-traditional students and traditional students to occupy available rooms through the mandatory freshman-housing requirement.

There are currently no dining locations in this neighborhood.

The Cove Food Court and Sandbar are within a 3-minute walk to Lafitte Village.

RECOMMENDATIONS

- Due to the proximity of dining locations, there are no recommendations for this neighborhood at this time.
- Explore mandatory meal plan options for Lafitte Village students



N6. Lafitte Village



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Neighborhood 7: The Cove Sandbar and Food Court

NEIGHBORHOOD CHARACTERISTICS

This neighborhood is home to the Cove Food Court & Sandbar. The Cove re-opened in December 2011 after being closed for six years due to flooding during Hurricane Katrina. This space was previously a convenience store where students who lived on campus could shop for groceries and necessities. It has always been a gathering place for students. The current average weekly retail transaction count is 3,563.



CURRENT FINDINGS

The Cove retail location includes Popeyes, P.O.D. Mini-Market, and the Sandbar.

DINING VENUES REVENUE PERFORMANCE

Brand	Weekly Transactions	Weekly Sales	Annual Sales	Check Average	Hours of Operation
Popeyes®	1,248	\$7,322	\$179,882	\$6.01	Monday - Thursday: 10 AM - 3 PM Friday: 10 AM - 2 PM Weekends: CLOSED
P.O.D. Mini-Market	1,080	\$4,014	\$138,197	\$5.20	Monday - Thursday: 8 AM - 3 PM Friday: 8 AM - 2 PM Weekends: CLOSED
Sandbar	800	\$5,455	\$136,674	\$7.04	Monday - Thursday: 11 AM - 10 PM Friday - Sunday: 11 AM - 7 PM
Burger Studio	435	\$3,348	\$89,236	\$7.19	CLOSED August 2013
TOTAL	3,563	\$20,139	\$543,989	\$6.35	

RESEARCH

Retail DiningStyles scores are below:

- Popeyes®
 - » Fall 2012: 5.62
 - » Spring 2013: 5.55
- Sandbar
 - » Fall 2012: 5.27
 - » Spring 2013: 5.33
- P.O.D. Mini-Market
 - » Fall 2012: N/A
 - » Spring 2013: 5.40





Neighborhood 7: The Cove Sandbar and Food Court *(continued)*

KEY FINDINGS

The Burger Studio was underperforming and was closed this summer. It was determined that revamping the space to have an Asian concept along with attaining more square footage for a larger convenience store in the future would address student requests and improve financial results.

A storefront for SUSHIC was installed in part of the Burger Studio space. SUSHIC (sushi subcontractor) was implemented in January 2013 with product being sold in grab-and-go locations only. Sales are approximately \$4,500 per week and 2013 YTD Sales \$71,680.

- Asian was the second most popular category desired to be added to campus through intercept surveys and students also requested healthier options in focus groups.

The addition of a true retail storefront for SUSHIC allows for more menu variety and custom ordering that students desire for such menu items as noodle bowls, fried rice, and stir-fry dishes. Operating hours will be Monday-Thursday 10 AM-3 PM and Friday 10 AM-2 PM.

While students enjoy the Sandbar, there is desire for the menu to be re-designed, more alcoholic beverages choices, entertainment options added, transportation, and/or security escort service during evening hours from other parts of campus, and more programming to promote community.

RECOMMENDATIONS

- **Expand the P.O.D. Express to a P.O.D. Market to include residential items like box cereal, milk, eggs, toilet paper, paper towels, and drugstore items.**

Rationale: Feedback from interviews and focus groups dictated a need for a larger convenience store in The Cove. Currently, the students are leaving campus and are crossing the street to visit Walgreens to purchase small grocery and in-room items. The Cove was listed as the second most popular location on campus that students desired a convenience store with grocery items and household goods. As UNO moves forward with becoming a more residential campus, this would provide students a service that is currently lacking and would also be much safer for them instead of walking along a busy road. There was a full convenience store in this space before Katrina; sales were approximately \$800,000 annually. Note: Meal Plans were all declining balance during that time.

The Sandbar Revitalization

- Open for lunch and offer a limited menu; hamburgers would now be offered since Burger Studio is now closed.
- Reduce offerings on dinner day-part to create streamlined menu that has high acceptability with students.
- Use CaterTrax system for online ordering capabilities via mobile or computer.
- Offer meal equivalency at this location if new meal plans are approved to ease congestion and service time at the RFOC for the lunch crowd.
- Work with University creating security escort and/or transportation service for students who desire to visit the location during evening hours.
- Encourage University to expand RLH and Student Life programming in this location to have more student centric events; also need to promote how space can be booked for special happenings.
- Add two pool tables to The Sandbar to provide more entertainment options so space will be viewed as a "hang-out" location for both commuters and residents.
- Add TV screens behind the bar so that patrons facing the bar can watch and provide several viewing options (channels) to have variety.
- Increase student affinity for this location by exploring possibilities to allow student internships at the Sandbar by utilizing partnership with HRT (Hospitality Restaurant Tourism). This would provide a "real life" job experience for students in gaining restaurant business knowledge.
- Create Sandbar signature drinks if liquor sales added and offer New Orleans beer varieties.

Rationale: Based upon various research, revamped location with a limited lunch menu which includes burger options; increased service hours to satisfy student demand. Most recently "Call Ahead Ordering" was added during Summer 2013 for students, faculty, and staff. Since this is a "made to order" location, pickup orders can be placed through 504-280-3289 to increase speed of service. Admissions and Athletics have both expressed a desire to make this location into a more of a "showplace" for recruiting and tours. Creating a unique student destination that is all about "them" is paramount to forming a strong impression with visitors and existing students. During the Spring 2014 semester, one of the Hospitality, Restaurant and Tourism classes will be re-branding the Sandbar as their semester project.



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Neighborhood 8: Privateer Place Apartments

NEIGHBORHOOD CHARACTERISTICS

This neighborhood is a privately owned apartment style facility located on UNO's campus. Privateer Place Apartments are currently 90% full with 734 out of 816 rooms occupied. The two-bedroom and four-bedroom apartments have private bedrooms, private or semi-private bathrooms, full kitchens, and living rooms. They are fully furnished and utilities are included.

There are currently no dining locations in this neighborhood. The closest dining location is the Cove Food Court and the Sandbar, which is an approximate two-minute walk.



RECOMMENDATIONS

Due the proximity of the The Cove and Food Court being within a 3- to 5-minute walk, there are no recommendations for this neighborhood at this time.





Neighborhood 9: Alumni/Business/Milneburg

NEIGHBORHOOD CHARACTERISTICS

This area includes the highest academic traffic buildings on campus.

Total weekly traffic counts for this neighborhood is 27,566.

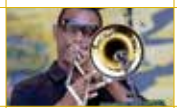
- Milneburg Hall (highest academic traffic count on campus 14,054) has numerous classes with varying subjects and several offices including the Graduate Program, Department of Political Science, and the College of Liberal Arts.
- Kirschman Hall Business Building (second highest academic traffic count on campus 13,512) offers classes for several degrees of study including Accounting, Business Administration, Finance, Management, Marketing, Healthcare Management and Hotel, Restaurant, and Tourism.

There are currently no dining locations in this neighborhood. The University Center locations are within a 3-minute walk of these buildings.



RECOMMENDATIONS

Due to the proximity of dining locations, there are no recommendations for this neighborhood at this time. However, Kirschman Hall has been identified as a potential opportunity for a dining concept in the future based upon results in student intercept survey and focus group feedback.



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Neighborhood 10: Research and Technology

NEIGHBORHOOD CHARACTERISTICS

This neighborhood is home to the UNO Research & Technology Park. It has a variety of facilities to meet the needs of the tenants, the University, and the community.

- The Advanced Technology Center is the Park's most exclusive site because of its view of Lake Pontchartrain and its close proximity to UNO. It is located in an Enterprise Zone and is eligible for certain tax credits.
- The Center for Energy Resources Management (CERM) is a \$20 million University-owned research facility, houses research in engineering, energy, environmental studies, information technologies, and interim space for companies interested in establishing a long-term presence.
- The Space and Naval Warfare Systems Center, New Orleans, is the first information technology organization of its kind to be located in Louisiana. Through a unique partnership between government, academia, and industry, the SSC has established a center for Information Technology/Information Management excellence.
- The Lindy Boggs Conference Center is located in the CERM Building. Operated by UNO, the center offers 20,000 square feet of conference facilities and planning, marketing, logistics, registration, and financial management services to Park tenants, the University, and the community.



There are currently no dining locations in this neighborhood. The University Center is within a 5- to 7-minute walk of this neighborhood and employees do visit the RF&C and retail locations.

RECOMMENDATIONS

There are no recommendations due to previous retail location not performing satisfactorily and current review does not dictate a retail location would be warranted.





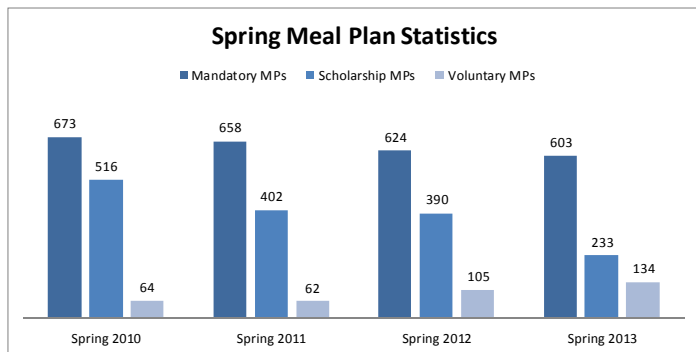
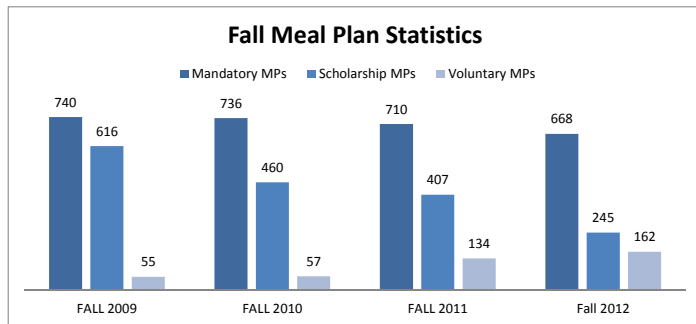
Meal Plans

MEAL PLAN REVENUE PERFORMANCE

Semester	Meal Plan Sales
Fall 2012	\$1,083,737
Fall 2011	\$1,246,879
Fall 2010	\$1,268,110
Fall 2009	\$1,339,508
Semester	Meal Plan Sales
Spring 2013	\$1,018,065
Spring 2012	\$1,126,705
Spring 2011	\$1,124,963
Spring 2010	\$1,257,645

Reduction in scholarship meal plans has affected overall participation and revenue.

Voluntary meal plan sales have increased over 200% since 2010 due to student Peer2Peer selling teams and increased marketing campaigns. However, meal plan penetration is only 5% of total voluntary population.



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Meal Plans (continued)

Fall 2012 – Spring 2013 RESIDENTIAL MEAL PLANS (per semester)

Lafitte Plan	Galley Plan	Privateer Plan	Cap'n Plan
10 Meals per Week	12 Meals per Week	14 Meals per Week	16 Meals per Week
\$135 DB	\$160 DB	\$210 DB	\$110 DB
\$1,185 per semester	\$1,305 per semester	\$1,380 per semester	\$1,355 per semester

Fall 2013 – Spring 2014 RESIDENTIAL MEAL PLANS (per semester)

Privateer All Access 7	Cap'n Plan	Lafitte Plan
19 Meals per Week	15 Meals per Week	12 Meals per Week
\$250 DB	\$250 DB	\$200 DB
\$1,625 per semester	\$1,475 per semester	\$1,300 per semester

Fall 2012 – Spring 2013 COMMUTER MEAL PLANS (per semester)

All Declining Balance	25 Block	50 Block
	25 Meals	50 Meals
\$340 DB	\$205 DB	\$335 DB
\$325 per semester	\$365 per semester	\$635 per semester
\$15 Bonus DB		

Fall 2013 – Spring 2014 COMMUTER MEAL PLANS (per semester)

All Declining Balance	25 Block	50 Block
	25 Meals	50 Meals
\$350 DB	\$205 DB	\$335 DB
\$335 per semester	\$375 per semester	\$665 per semester
\$15 Bonus DB		

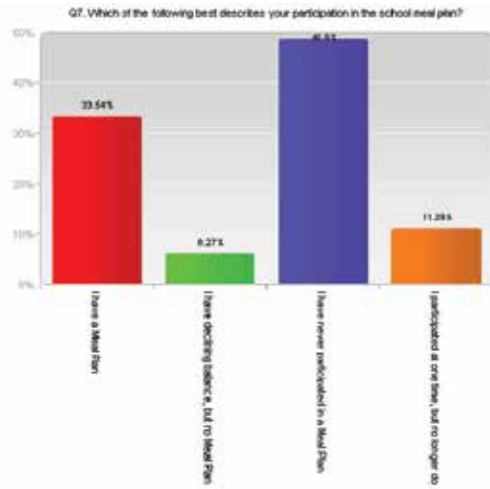




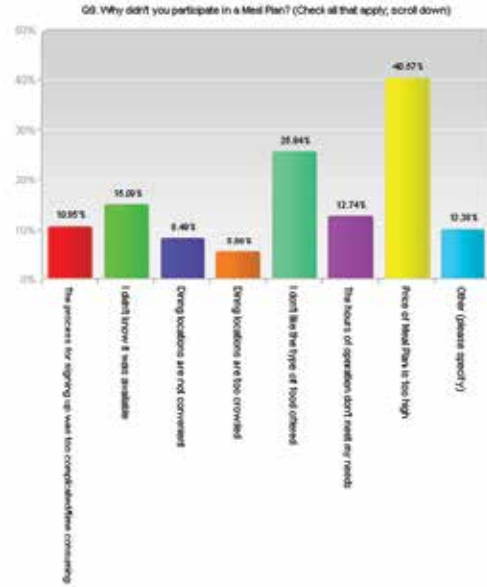
Meal Plans *(continued)*

When asked about meal plans in spring 2013 intercept surveys, 321 people responded.

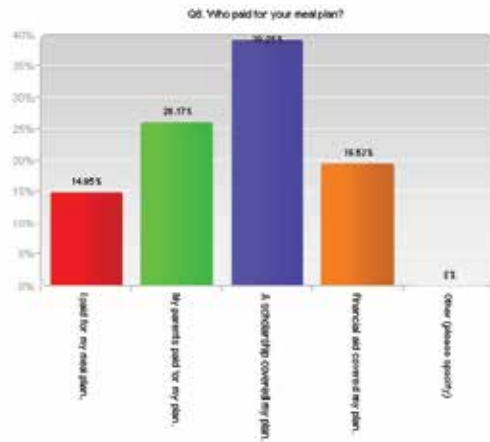
- 33.54% have a meal plan now and 11.29% have participated in a plan in the past but no longer do.



- For those who do not have a meal plan, 40.57% indicated that the price is too high, 25.94% said that they do not like the type of food offered and 15.09% indicated that they didn't know a plan was available.



- Students that have a meal plan, 39.25% funded their plans with a scholarship or financial aid while parents paid for 26.17% of plans.



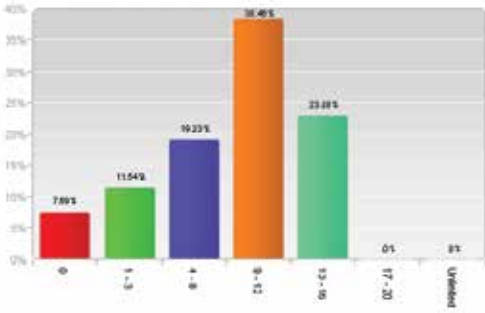
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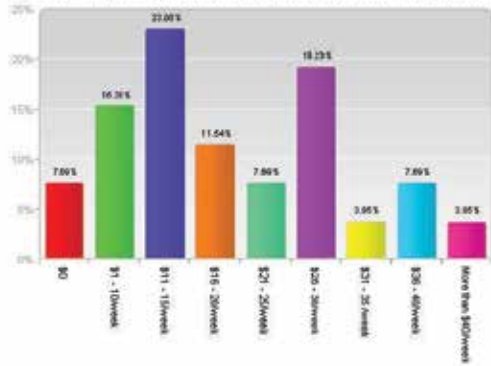
Meal Plans (continued)

- Residential Meal Plan** structure preferences align with the current meal plan structure with 38.46% preferring between 9-12 meals per week and 23.08% preferring between 13-16 meals per week. Declining Balance Dollars: 23.08% prefer between \$11-15 DB Dollars per week and 19.23% prefer between \$26-30 DB Dollars per week.

Q11. If a plan could be customized to meet your needs, what is the right number of meals in the dining hall you would need each week? (Scroll down)

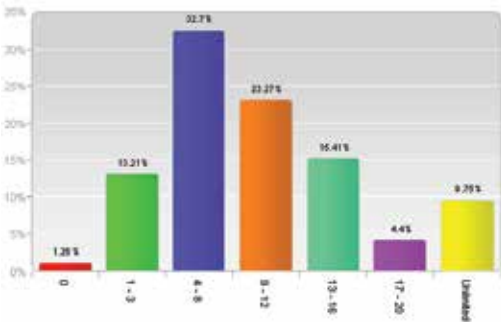


Q12. How many declining balance dollars would you like to spend per week? (Scroll down)

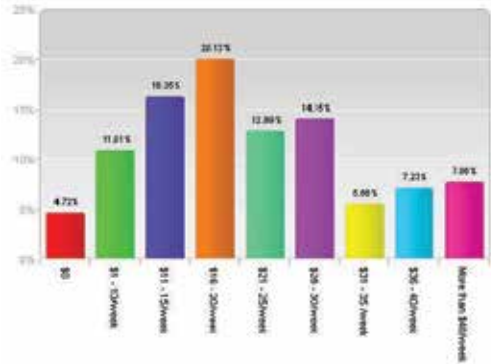


- Commuter Meal Plan** structure preferences align with the current meal plan structure with 32.7% preferring between 4-6 meals per week and 23.27% preferring between 9-12 meals per week. Declining Balance Dollars: 20.13% prefer between \$16-20 DB Dollars per week and 16.35% prefer between \$11-15 DB Dollars per week.

Q11. If a plan could be customized to meet your needs, what is the right number of meals in the dining hall you would need each week? (Scroll down)



Q12. How many declining balance dollars would you like to spend per week? (Scroll down)





Meal Plans *(continued)*

Meal Plan Findings

Note: Due to the introduction of new meal plans in fall 2013, we elected to share meal plan findings versus meal plan recommendations. After fall 2013 we will have data to determine if this new selection of plans did meet the students' needs. If needed, a new meal plan model will be constructed for next fall.

When asked about meal plans in the focus groups, **commuters** responded:

- Ultimate plan would offer equal parts of declining balance and all-you-care-to-eat meals
- Other features plan should include guest passes, more incentive to purchase a plan and capabilities to use the plan
- The primary reasons some did not have a plan included: too expensive to pay total amount up front, prefer to eat in retail venue on campus, not RFOC, prefer meals from home

When asked about meal plans in the focus groups, **residents** responded:

- Ultimate plan would offer \$200 declining balance dollars, 5 to 10 all-you-care-to-eat meals per week or block options
- Other features plan should include 8 to 10 guest passes, include a swipe to take food home
- The primary reasons some did not have a plan included: looking for more Louisiana culture and flare, not offering menu items they prefer, not enough International options, meal equivalency is not offered

When asked about meal plans in the focus groups, **faculty and staff** responded:

- Ultimate plan would offer a punch card program with a small amount of meals to purchase at a time
- Other features plan should include appreciation day with \$5 lunch, welcome back event offering complimentary food for attendance

- The primary reason some did not have a plan included: preference to bring meal from home or enjoy meal off campus to get a break

One of the primary goals is to review plans that provide more flexibility for students to essentially eliminate some of the rules associated with more traditional block or meals per week plans. In an effort to create the ultimate meal plan model, we must consider the key meal plan stakeholder and determine the customer's value perception — food quality, location, hours of operation, hospitality, and other critical aspects. Specific meal plan attributes can also impact customer price and value perceptions.

Aligning with student requested meal plan features, the following are being considered but not limited to for the fall 2014 meal plan model:

- **All-Access Plans** — Provides students who have purchased an unlimited meal plan the option of multiple visits to an all-you-can-eat restaurant during the course of a day. There may be unlimited swipes throughout the semester, over a set number of days per week or per semester, or other combinations. Unlimited meal plans do not typically allow Equivalency, unless there are other controls in place. They often include a set amount of Declining Balance.
- **Cash Equivalency** — A pre-established dollar value for use in a retail environment that enables the student to purchase items up to that value in exchange for a "swipe". Overages to the limit are paid with DB, cash or credit. Limitations may apply with cash equivalency.
- **Meal Equivalency** — A pre-established bundle of menu items offered in a retail environment in exchange for a "swipe." Bundles are preset with no substitutions.
- **Declining Balance** buy-in for all full-time commuter students allowing dollar-for-dollar value to be used in any dining location on campus.



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Meal Plans *(continued)*

Meal Plans are generally perceived as good; there are opportunities to improve the structure.

- Want to have more meals, especially for athletes
- Desire for more declining balance to use at retail locations
- Questions about why meal equivalencies are not used as with other state institutions

There is significant opportunity to capture more dollars through voluntary meal plan sales.

As seen in the chart below from the Fall 2012 DiningStyles Survey, 60% of student residents said that they would definitely or probably buy a meal plan next year while only 11% of student commuters indicated that they definitely or probably purchase a plan. There is a significant opportunity to capture more commuter dollars with the right meal plan structure combined with a strong sales strategy.

How likely are you to purchase a meal plan <u>NEXT YEAR</u> ?	Total n=224	Student Residents n=57	Student Walk-Ons n=9	Student Commuters n=158
Definitely will buy, required	11%	39%	0%	1%
Definitely will buy, not required	6%	7%	0%	6%
Probably will buy	7%	14%	0%	4%
Might or might not buy	17%	19%	22%	15%
Probably will not buy	16%	12%	33%	16%
Definitely will not buy	44%	8%	44%	57%

Value and convenience are cited multiple times as being key reasons to purchase a meal plan.

- Like the incentives associated with meal plans and that financial aid pays for them.
- Value is about the quality of food and overall experience.





Catering



RESEARCH FINDINGS Strengths

- Cultured relationship with Lindy Boggs Conference Center and on-campus departments
- Easy-to-use online CaterTrax in place
- Available campus facilities for multiple event type/sizes
- Tenured, engaged catering team
- ARAMARK catering is consistently seen as having excellent customer service

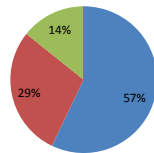
• Quotes from UNO Clients

- » "We had a great experience with catering at our event. We found you very easy to work with and our guests loved it."
- » "The catering team is always willing to go the extra mile, especially with last minute and special requests from the President's office. We truly appreciate them all!"
- » "This is our 5th year holding this event. Staff was efficient and professional. Great Job!"
- » "The service was excellent. I can't imagine working with a more helpful or accommodating set of individuals. Shout out to Tionne for making this an incredible experience for our schools."
- » "As a repeat customer, it is a pleasure to work with your staff, the assistance provided is always appreciated."



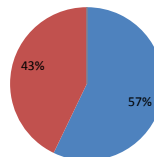
Overall Catered Experience

■ Excellent ■ Very Good ■ Average ■ Poor



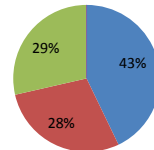
Overall Booking Process

■ Excellent ■ Very Good ■ Average ■ Poor



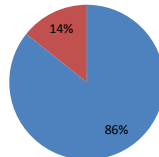
Overall Food Quality, Appearance & Temperature

■ Excellent ■ Very Good ■ Average ■ Poor



Courtesy of Catering Staff

■ Excellent ■ Very Good ■ Average ■ Poor



Source:
CaterTrax Survey Results January - July 2013



Catering (continued)



Challenges

- Specialized and trained front-of-the-house catering staff and culinary back-of-the-house staff is unavailable
- "Classic Fare" brand is in need of re-definition and a refresh; potentially rebrand catering department
- Some miscellaneous and outdated smallwares, need consistent upgrades from disposable to buffet serviceware

RECOMMENDATIONS

We continuously seek to strengthen and grow our UNO Catering business. We proactively teach that service is an approach to how you behave and training is only one element in shaping that behavior. Our employees intimately understand the expectations of our clients and desire to support their endeavors. We pay attention to the details and go the extra step to ensure our events are memorable for all attendees. The following section depicts the key findings and actions that have been determined based on the collaboration with the expert team members who visited UNO. This strategic overview will help us accelerate growth and exemplify superior service.

Below is a list of four key areas for growth and development:

CULINARY ELEVATION

- Hire Banquet Chef
- Develop a partnership with HRT (Hospitality Restaurant Tourism)
- Collaborate with Delgado Community College Culinary Department

HUMAN RESOURCES

- **Service Training**
 - » Conduct FDRP (Federation of Dining Room Professionals) training on a regular basis.
- **Sales Training**
 - » Conduct Catering Essentials Sales and Operations training.
- **Management Training**
 - » Create opportunities that allow catering management team to experience different event, execution, and design styles that could be successfully engaged at UNO.
- **Student Employment**
 - » Increase recruitment of student employees through job fairs, UNO Career Services, etc.





Catering (continued)

MARKETING

- **Share of Spend Analysis**
 - » Work with the University to determine annual catering spend and current capture.
- **Become a One-Stop-Shop for Booking and Event Planning**
 - » Study the advantages of a central event planning structure that would provide ancillary services (florals, rental options, coordinate tables/rooms, upscale linens, and parking) to drive additional sales and improve perception of value.
- **Schedule Multiple Targeted Open Houses**
 - » Coordinate small open houses to introduce new menu guides, allow clients to interact with team members and introduce promotional items.
- **Catering Guides/Brochures**
 - » Implement Menu4mulator catering guide portfolio—Premier, Every day, Drop-off, and Student/Budget.
 - » Complete competitive analysis to better understand guide pricing context.
 - » Release new collateral to coincide with appropriate updates to website.
- **CaterTrax**
 - » Monitor and respond to all customer surveys sent after each catering order.
- **Branding**
 - » Rebrand UNO Catering with a more contemporary/distinctive logo and overall approach to collateral.

OPERATIONAL STANDARDS

- **Event Sheet Review Meetings**
 - » Continue weekly event meetings to communicate event logistics, times for food preparation, challenges, and questions.
- **Establish and Enforce Departmental Policies**
 - » Review and re-establish policies and procedures to coincide with increased role in event planning—enlist formal client review/support to sponsor guidelines.
- **Establish Set Up Guidelines for all “Standard” Menu Packages**
 - » Generate diagrams and set-up details for items being offered in new brochures and guides to ensure consistency and for use as an additional training aid.
- **Create and Implement Forms and Checklists**
 - » In addition to packing lists currently in use, introduce additional forms and checklists for consistency; event recaps, room/table diagrams, disposable item orders, linen orders, and equipment logs.
- **Equipment and Smallwares**
 - » Develop a comprehensive “wish list” of items needed.



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Technology

Building customer loyalty is an important goal for any dining program. Today's students and their parents expect cutting-edge technologies that provide them with the information and convenience they want in a campus dining program.

RECOMMENDATIONS

ARAMARK wants to support UNO to develop customer-facing technology solutions. We believe that part of our role as your partner is to understand what "best in class" is and to help develop programs to achieve your goals.

As your partner, our full technology support team and resource network will be available to you. This could include sharing our industry knowledge, assisting with vendor product evaluation, and providing referrals to similar institutions that have used the products in consideration.

- Create and purchase a custom URL address such as www.unodining.com for our dining website
- Expand CaterTrax to include mobile ordering at the Sandbar
- Implement digital menu boards for SUSHIC in the Sandbar
- Expand our eCommerce capability to include CampusDish Messenger with low balance alert



Down to Zero?

CLICK HERE
to sign up for a
Balance Alert
today.

We'll email you
when your
DB dollars are
running low.

**NEVER GO
HUNGRY**





Technology *(continued)*

Some of the tools that we would like to review with you are:

CAMPUSDISH 2.0

SCANPLUS QUANTUM

ScanPlus Quantum (SPQ) is a scalable, hosted one-card Point-Of-Service (POS) solution developed by ARAMARK Higher Education. It is designed for multiple types and sized locations including those with expanded "onecard" needs. SPQ is ARAMARK Higher Education's preferred POS / OneCard solution.

SPQ is built with an open architecture design which can be interfaced to the very best of third party systems creating a modular, "onecard" solution which strengthens client partnerships and improves base business growth:

Below are additional features of the software:

- Meal Plan and DB purchase / reloads , check balances, low-balance alerts - CampusDish® (current recommendation)
- Cashless Vending Solutions - USA Technologies - e-Port®, MDS
- Cashless Laundry Solutions - USA Technologies - eSuds®, MDS
- Managed Print & Copy Services - Pharos Uniprint®
- Interfaced Bookstore Solutions - Nebraska Bookstore, Follett
- Off-Campus & Remote POS Solutions - VeriFone® VX Series®
- Convenience Retailing - ECRS - Catapult®

We have completely re-tooled our web portal. Key features of the soon to be released platform include:

- State of the art content management
- Robust ecommerce and patron system integration
- Social media links
- Global and local content
- Advanced menu and nutrition tools
- Encourages account creation (saved cards, addresses, favorites)
- Streamlined checkout
- Strong account and credit card security
- Advanced browser based management tools
- Data warehouse to support fixed and ad hoc reporting
- Platform supportable and extendable for the long term



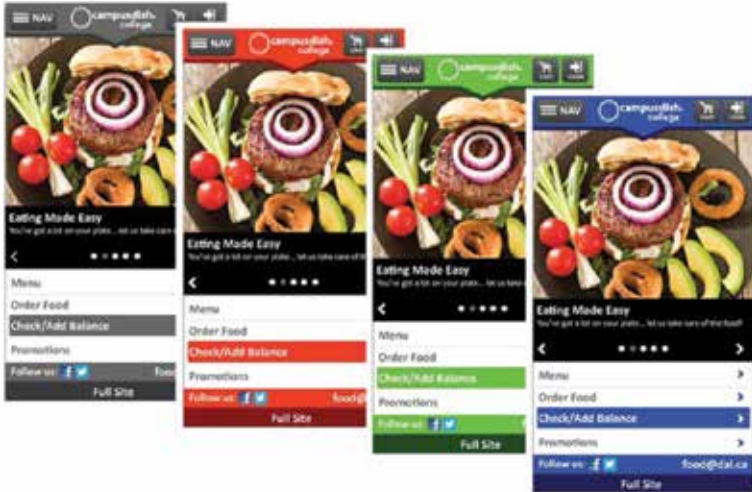
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Technology (continued)

CAMPUSDISH MOBILE

Recognizing the need for mobile web and mobile apps has led us to focus on solutions for both. Customers will have similar experiences across web, IOS, and Android platforms. This platform will support e-commerce for online ordering and the ability to check balances and add declining balance dollars.



YOUR VOICE COUNTS CUSTOMER FEEDBACK PORTAL

An open portal is available to all consumers for their input, at their convenience.

DIGITAL SIGNAGE

Our award-winning digital signage network notifies students of critical information, displays promotions, and keeps our fans connected.

SOCIAL MARKETING

Our social program is designed to connect with customers on a more personal level using the method they have told us they prefer.

As your partner, our full technology support team and resource network will be available to you. This could include sharing our industry knowledge, assisting with vendor product evaluation and providing referrals to similar institutions that have used the products in consideration.





Consumer Engagement

Health and Wellness

RESEARCH FINDINGS

UNO customers are increasingly more aware of what they eat. The chart below from the Fall 2012 DiningStyles Survey shows that 78% of respondents either always watch what they eat or are careful about the foods they eat.

Which of the following best describes your interest in making healthy choices?	n=233
I always watch what I eat / am interested in making healthy choices.	33%
I am somewhat interested in making healthy choices and am careful about many of the foods I eat.	45%
Although I am interested in making healthy choices, I rarely or never watch what I eat.	18%
I am not very interested in making healthy choices and rarely or never watch what I eat.	1%
I am not at all interested in making healthy choices and I eat whatever I want.	2%

Students specifically requested more healthy options on comments in DiningStyles Surveys:

- More healthy options and lower prices
- Add more healthy options to salad bar
- More vegetarian options

National trends agree that nutrition information is important:

Nutrition is the Most Popular Wellness Topic

- Nutrition information is #1 wellness topic researched online (38.4%) by U.S. adults
- Students most interested in receiving information on these topics from their institution
 - » Nutrition – 57.8%
 - » Physical Activity – 54.6%
- 32% of students determine meal healthiness from nutrition content

Millennial Students Strive for a Healthier Lifestyle

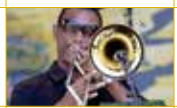
- 62% state that they work out on a regular basis
- 26% consider themselves health fanatics
- Top 5 reasons for making healthy choices:
 - » 83% to be healthier
 - » 73% to look better
 - » 72% to have more energy
 - » 65% to live longer
 - » 58% to be stronger

Millennial Students Have Individualized Definition of “Healthy Eating”

- Consumers 18-24 years old, when visiting various food service channels, look for the following when defining healthy eating:
 - » 13% - quality
 - » 10% - balanced meal
 - » 9% - portion size
 - » 8% - cooking method
 - » 8% - protein
 - » 7% - fat content
 - » 7% - salads

SOURCES:

Food Management, "2012: Plan with Cautions Optimism"
National Restaurant Association, "What's Hot in 2012?"
DiningStyles Surveys, Fall 2011 & Spring 2012
The Wall Street Journal, "Gluten Danger Puts Schools to Test," August 2012
Boston Consulting Group, "The Millennial Consumer," 2012
American College Health Association
Marketing charts.com
Food Service Director, "Marketing Healthy," July 2012

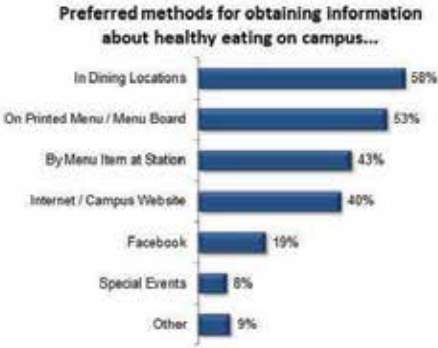


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Consumer Engagement (continued)

UNO Customers prefer to have nutrition information in dining locations or on printed menus or menu boards (Fall 2012 DiningStyles Survey.)



RECOMMENDATIONS

Healthy for Life – our comprehensive health and wellness platform – will continue to be an integral part of dining services at UNO. Our goal is to have a positive impact on the health and well-being of students, staff, and the entire campus community.

Enabling a Healthy Food Environment

- An Integrated Approach to Wellness

Enabling healthy environments includes a menu philosophy and commitments that focus on providing "better-for-you" choices wherever customers choose to dine on campus and providing nutrition information for the items we serve. We take a holistic approach by:

- » Integrating wellness at each station
- » Providing specific wellness stations
- » Offering ample vegetarian and vegan options
- » By partnering with the Athletic Department in Spring 2013, a "Meals on the Road" Program was created to allow coaches to order healthier options for away



games by using student meal plans and eliminating need to purchase fast food.

- Menu Labeling and Nutrition Awareness

Providing nutrition information for the menu items we serve is important to our customers. They tell us that the number one place they expect to see nutrition information for the menu items they choose is at the point-of-service on the serving line. We do this with our Just4U menu labeling system and we take it a few steps further by providing nutrition information online on our CampusDish® website and on-the-go via our CampusDish Mobile Nutrition App for iPhone and Android devices.



- » On the serving line — Point of Service Signage
- » On-the-Go — Search nutrition information using your smartphone
- » Online





Consumer Engagement *(continued)*



- **Healthy for Life Wellness Center**

This is the focal point of the platform on campus. It serves as a "billboard" of nutrition and wellness information. It provides:

- » Information on menu-labeling and way-finding system
- » Nutrition information for some of the most popular menu items and other healthy menu highlights
- » A prominent space for posting local health and wellness event information such as sampling programs, health fairs, and local vendor exhibits

The Wellness Center has consistently had a positive impact with customers looking for nutrition information and the availability of healthy menu options.

Educating an Informed and Empowered Student Body

We create a foundation of knowledge that empowers the campus community with customized, actionable, evidence-based nutrition, and wellness information.



Nutrition and Wellness Educational Materials, Events, and Displays

Educational materials that provide information on a variety of health and wellness related topic areas are easily accessible both on site and online. These include:

- » Wellness topic brochures
- » Seasonal newsletters and fact sheets
- » Expert advice from our "Ask the Dietitian" series
- » Based on feedback from UNO student athletes in focus groups, a Health & Wellness Program will take place during the Fall 2013 semester with a guest ARAMARK Registered Dietitian from the region as the primary nutrition expert.
- » Healthy Chef cooking demonstrations that teach campus community members to prepare simple, quick, yet nutritious meals in their campus kitchen or at home.



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Consumer Engagement *(continued)*

Encouraging a Heightened Level of Interest and Appeal

We make healthy relevant and top of mind by making it appealing and interesting, and integrating promotions that highlight the availability of healthy dining alternatives.

- **Residential**
 - » **Healthy Highlights** – Found at each station in the RFQC, these are station specific tips for healthy eating
 - » **MyPlate / Your Plate** – Highlighted in the RFQC, this program features nightly menu options tied to MyPlate nutritional guidelines.



- » **Limited Time Offers** – Special meals and events focused on specific themes such as National Nutrition Month, Local Foods Week and Eat Well, Live Well events.
- **Retail**
 - » **Get the Good Stuff** – Featured at our proprietary brand locations, this program highlights “better for you” menu selections.

Engaging a Connected Community

We generate local involvement by building active participation in on-site wellness related programs.

- **Campus Wellness Walk**

Customized for UNO, this virtual campus wellness walk is an audio-visual presentation of the Healthy for Life philosophy and approach; it demonstrates how we bring these commitments to life on campus. It’s a great resource for new student and parent orientation sessions.
- **Health Fairs & Wellness Events**

Local programming to showcase wellness programs, local vendors, and other on-campus events
- **Social Media Engagement**

Sharing health and wellness-related fun facts, event information, and photos drives participation and engagement.



SPECIAL DIETS

We recognize that we must be increasingly aware of the needs of those individuals on campus who, for medical reasons or by personal choice, have special dietary concerns. These include, but are not limited to:

- **Diabetes**
- **Food allergies**
- **Vegetarian**
- **Vegan**
- **The need for choices that are low-calorie, gluten-free, low-cholesterol and low-sodium**

We serve individuals with dietary concerns in a personalized, one-on-one basis and make every effort to adjust menus or provide additional products that can be enjoyed by these students.





Consumer Engagement *(continued)*

Social and Digital Media

Research Findings

Students at UNO follow national trends with their communication preferences. This chart from the Fall 2012 DiningStyles™ Survey shows that Facebook is by far the preferred social medium used by students and faculty/staff. Others like Instagram, Pinterest, and Google Plus continue to gain momentum.

Social Network Usage	National Student Average n= 125,301		Students n= 1,381	Faculty/ Staff n=258
Facebook	91%		89%	79%
YouTube	55%		50%	38%
Twitter	44%		44%	19%
Instagram	32%		34%	9%
Pinterest	27%		32%	24%
Google Plus	22%		23%	27%
LinkedIn	11%		7%	25%
Foursquare	4%		4%	3%
Flickr	2%		2%	5%
Other	5%		5%	11%



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Consumer Engagement *(continued)*

RECOMMENDATIONS

Digital Marketing

Creating a digital ecosystem allows us to provide the right information to the right person on the right platform. When our digital programs work together, students enjoy a streamlined experience whether they are visiting our website before returning to campus in the fall, browsing our mobile site while walking through campus, or planning their next meal from their dorm room with our mobile nutrition app. This ever-growing portion of our marketing activity mix meets the needs of today's student consumer for access to the information they want anytime and anywhere.

- **CampusDish Platform** – This is our dining website, fully optimized for whatever device you are using. It provides:

THE NEW CampusDish

- » Menu, location, and nutrition information.
- » Account management capability including "smart search" technology that helps students and their parents identify and purchase the meal plan that is right for them. Students and their families can:
 - Purchase meal plans
 - Add on declining balance
 - Receive low balance alerts
- » Visibility to promotions and events happening on campus.

- **Mobile Apps** – Meeting the needs of our customers while they are on the go is only a fingertip away.



- » **CampusDish Mobile Nutrition App** – search menus on-the-go by item, location or nutritional component. Fully integrated with our CampusDish website and location information, this app is customizable to help students find the food they want, where they want it.
- » **Mobile Ordering** – browse through menu items, place an order and pay from a mobile device. Students can then simply head to the location, pick up food and they are on their way!
- » **Customer Loyalty** – reward customers with discounts and deals that provide value, influence purchase behavior and drive traffic on campus.

- **Digital Signage & Digital Menu Boards** – Up-to-the-minute information is critical to our customers and communications that are dynamic and flexible enhances the customer experience at our locations. Our award-winning digital signage network notifies students of critical information, displays promotions and keeps our fans connected by showcasing social conversations happening online.
- **E-mail Campaigns** – Keeping tabs on all that we offer is made easier with periodic email campaigns. Capturing our customer's attention with the most noteworthy news – delivered right to their inbox – keeps them informed and interested.





Consumer Engagement *(continued)*

Because we manage all of our platforms in house, often using our own proprietary systems, we ensure a fully integrated system and experience for our customers.

This engagement and loyalty is a result of the trust we build with students through genuine conversations and two-way dialogue. We use the most popular social media sites and technology platforms to communicate.

CONSUMER ENGAGEMENT SPECTRUM





SOCIAL MARKETING

Our social program is designed to connect with customers on a more personal level. Announcing promotions and answering questions that are then amplified by their social network allows us to reach a broader audience and address customer needs more quickly than ever. All of these social interactions are managed by our local marketing team with the help of a social media management portal. We listen to what our UNO customers are saying about our services and programs then tailor our approach to better meet their needs. The analytics we receive allow us to stay on trend, establish a two-way dialogue with our customers and expand our program in a meaningful way that supports the growth of our business.

We haven't just gone social to be on trend. Our proprietary research indicates that students want to be communicated to in this way and our goal is to connect with them on their terms.

So what exactly connects us to our customers?

- 
Facebook – The most widely used social media platform is our home base for up to the minute news. Wall posts, fan updates, and photo sharing are all ways that we share events, activities, and need-to-know information such as meal plans, retail brand, convenience marketing promotions, menu specials, and more. Currently, there are 466 fans for UNO Dining. Facebook Link: [facebook.com/UNOCampusDining](https://www.facebook.com/UNOCampusDining)
- 
Twitter – As the most popular, real-time method for customer service in today's marketplace, we use Twitter to answer customer questions, address operational issues and give important updates to all of our followers. Think of it as a virtual comment card! And it is not limited to customer service, we also use it to create excitement and drive traffic to specific locations using customized promotions. Twitter Handle: @UNOCampusDining
- 
Instagram – The fastest growing social network in the age of the image gives us – and our customers – a great way to showcase the innovative meals and inviting spaces we offer. The platform allows us to drive traffic to key locations through contests, gauge interest in various menu options through crowd-sourcing and see our food through the eyes of our customers.

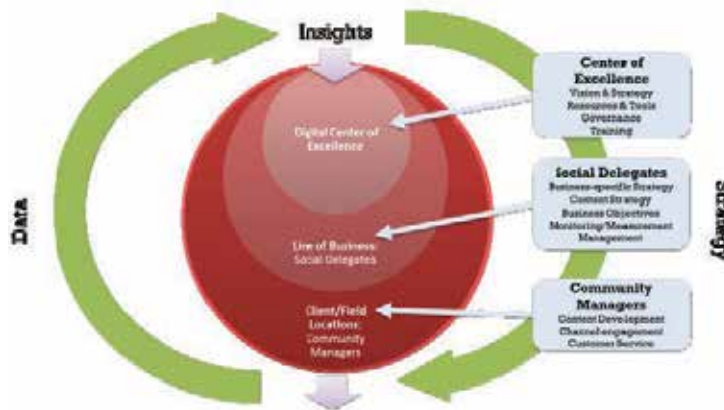


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Consumer Engagement *(continued)*

All of this is made possible not just by our on-site marketing team, but also with the support of our ARAMARK Social Center of Excellence. Through the Social Center of Excellence, we leverage knowledgeable industry experts, the best vendors and cutting edge technology to support our Consumer Engagement platform.





Consumer Engagement *(continued)*

Customer Service

In order to deliver a consistent and seamless experience it's not enough that we communicate with our customers; we also strive to deliver exceptional customer service in all of our locations across campus. Providing superior customer service at all of our dining locations is a basic expectation for every employee. It's what keeps people coming back. We've added to already high service expectations with our "May We Suggest." program designed to help our team serve better and sell more by making customers aware of special offers and limited time promotions that compliment their initial orders.



EVALUATING CUSTOMER SATISFACTION

We always encourage open communication with our customers. Today and in the future, we will use a variety of methods to reach the largest number of customers and evaluate their satisfaction with the dining program.

Your Voice Counts — ARAMARK's world-class Voice of the Consumer program helps us connect and engage customers. Truly understanding what consumers want is at the heart of ARAMARK's new, proprietary, industry-leading Voice of the Consumer program. As part of this program, an ongoing open portal is available to all consumers for their input, where and when it is convenient for them. This daily feedback mechanism is an ideal complement to our DiningStyles Survey for additional customer engagement.



DININGSTYLES SURVEYS

This once-a-year online survey completed every fall solicits descriptive customer feedback regarding food quality and taste, price/value, nutrition and wellness, speed of service, cleanliness of dining areas, employee friendliness, and overall satisfaction. Additionally, it gives field personnel the directional data they need to enact program change. The online format allows us to engage the entire community and give everyone a comfortable, straightforward environment for providing thoughtful responses. Results are shared and reviewed with key campus clients. An action plan is also submitted to demonstrate how we are optimizing strengths and minimizing weaknesses.



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Consumer Engagement



Sustainability

At ARAMARK Higher Education, we have a deep respect for and commitment to protecting and improving the environment. We work to reduce our environmental footprint while delivering exceptional operational results. We also offer expertise and practical solutions to our clients to help them reduce their environmental impacts. Throughout our corporation, we develop and implement long-term sustainability programs and policies within the areas of local and organic food; responsible procurement; green buildings; energy and water conservation; transportation; and waste stream management.

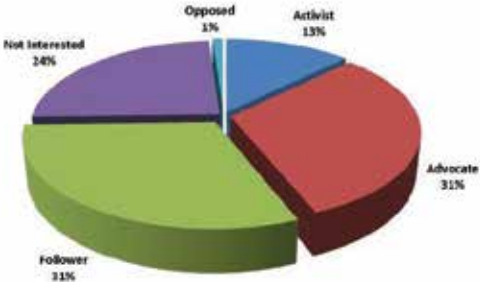
We call these programs and policies Green Thread as they weave throughout our business operations every day. "Green" carries great relevance with this audience. They have grown up believing the environment is a resource and feel responsible to make eco-friendly changes to conserve it. They hold companies to even higher standards, due to their belief that companies have greater resources with which to make a greater impact. In fact, 78% of Millennials believe that companies have a responsibility to support environmental causes¹.

RESEARCH FINDINGS

Based on the Fall 2012 DiningStyles Survey, sustainability and environmental responsibility initiatives are somewhat important to students at UNO.

- 11% describe themselves as "Activists"
- 38% are "Advocates"
- 50% are "Followers" or "Not Interested"

sustainability and environmental responsibility initiatives?



¹ Source: The Cone 2006 Millennial Cause Study





Consumer Engagement *(continued)*

Recycling is the most important initiative with 69% of responses followed by reusable products and energy conservation at 42% and 33% respectively.

Please choose UP TO THREE environmental initiatives which are most important to you.	Number of Respondents	Total n=233	Student Residents n=57	Student Walk Des n=9	Student Commuters n=158	Faculty/Employee n=9	Activists and Advocates n=115
Recycling	161	69%	68%	56%	68%	100%	69%
Reusable Products	97	42%	43%	56%	38%	44%	46%
Energy Conservation	77	33%	32%	33%	34%	22%	36%
Donation of surplus food	78	33%	42%	33%	30%	33%	36%
Sustainable Foods	56	24%	14%	33%	27%	22%	33%
Responsible Purchasing	44	19%	16%	22%	21%	0%	14%
Water Conservation	36	15%	16%	22%	16%	11%	14%
Green Buildings	27	12%	7%	22%	12%	22%	12%
Composting	28	12%	5%	11%	8%	33%	13%
Sustainability education and events	22	10%	5%	11%	9%	11%	14%
Environmentally friendly cleaning products	19	8%	12%	0%	8%	0%	9%
Other	7	3%	4%	0%	3%	0%	3%
None of these initiatives are important to me	18	8%	4%	0%	5%	0%	2%

Recycling is the most important initiative with 64% of responses followed by energy conservation and reusable products at 34% and 32%, respectively.

Intercept surveys echoed these findings with 17% saying that sustainability is extremely important to them, 28% reporting that it is very important and 48% saying that it is moderately or somewhat important.

Below is a list of current sustainability initiatives:

Sustainable Foods Used

- Locally grown and organic produce
- Sustainable seafood
- Sustainable coffee
- Locally baked goods
- Local and hormone-free dairy products
- Vegetarian and Vegan options included in menus
- Sustainable food offerings are labeled
- Seasonal menus to promote local items
- Green catering options using local and sustainable foods

Green Buildings

- Daily green cleaning products in use in all locations
- Active Ion cleaning
- Employee training to ensure appropriate use of green cleaning products
- Optimize natural lighting
- CFL and LED lighting
- ECH20 floor cleaning system

Waste Stream Management

- Refillable condiment containers
- Single serve dispensers for napkins and paper towels
- Bulk purchasing
- Print and copy double-sided
- Coffee ground composting
- Recycling of paper, cardboard, aluminum and glass
- Fryer oil recycling
- Linens vs. single use disposables
- China vs. single use disposables
- PRIMA food production



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Consumer Engagement *(continued)*

- Participation in RecycleMania
- Office recycling program
- Filtered water stations
- Trayless dining
- Participation in Weigh the Waste campaign
- Marketing collateral printed sustainably
- Recycled content/compostable "to go" containers
- Reusable "to go" container program
- Pre-consumer waste composting

Responsible Purchasing

- Green cleaning products for daily cleaning
- Recycled content office paper
- Ethanol based chafing fuels
- Linen and uniform cleaning without Perchloroethylene
- Digital signage

Energy and Water Conservation

- Energy and water conservation training
- Holiday/break curtailment plan
- Monthly water and energy use measured
- Off-hour lighting reduction program
- Energy and water audit
- Lighting maintenance
- Preventive maintenance for all equipment
- Full dishwasher policy
- Energy STAR appliances
- Lighting conversion (CFL/LED)
- Low flow faucets and fixtures

Transportation

- Energy efficient vehicle selection guide
 - » Management team
 - » Catering vehicles
- Vehicle maintenance standards
- Electric golf cart

Education and Awareness

- Establish a sustainability advisory council
- Implement a nutrition and sustainability internship
- Partner with vegan and vegetarian organization for programming
- Create a "buying local" brochure to emphasize current relationships with local farmers
- Feature local farming RFQC signage depicting weekly products purchased from local farmers
- Green sales and marketing (brochures and other collateral)
- Sustainability training for all employees
- Participation in special sustainability events
- Earth Week celebration
- Green Thread information on the website

RECOMMENDATIONS

The single largest area of opportunity we have is to better promote the actions we conduct on a daily basis. As noted on the Green Thread Master Checklist, we actively participate in activities that promote:

- Sustainable Foods
- Green Cleaning and Buildings
- Waste Stream Management
- Responsible Purchasing
- Energy and Water Conservation
- Transportation

We will incorporate more education and awareness into our general marketing campaigns to ensure that our customers who are concerned with sustainable practices understand that we are proactive on this front.





MarketMATCH: Designed for Collaborative and Adaptive Planning

ARAMARK is pleased to have had the opportunity to bring the resources of our exclusive MarketMATCH process to review opportunities at the University of New Orleans. The recommendations are the result of considerable research of the University community's needs, as well as our understanding of the University's plans for the future.

As we understand that the needs of the campus community are ever-evolving, we present these recommendations with the understanding that the strategy, timing, and implementation of them may also change.

Some of our recommendations, such as adding turn-key enhancements to existing locations, may be implemented easily and quickly without major development considerations. Other recommendations require considerable coordination as they represent an investment in facilities, may require coordination with University stakeholders, or are tied to University plans for building development.

ARAMARK looks forward to collaborating with the University to review these initial MarketMATCH recommendations, as well as opportunities that may emerge in the future, to provide the solutions and outcomes that best serve the University and our customers.



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July 11, 2012

Dr. Peter J. Fos
President
University of New Orleans
2000 Lakeshore Drive
AD #2000
New Orleans, LA 70148

Dear Dr. Fos:

The following action regarding your institution was taken at the June 2012 meeting of the Board of Trustees of SACS Commission on Colleges:

The Commission on Colleges reviewed your institution's Referral Report from the submission of its Fifth-Year Interim Report in June 2011. Your institution is requested to submit a First Monitoring Report due **April 15, 2013**, addressing the following referenced standards of the *Principles*:

CS 3.3.1.1 (Institutional effectiveness: educational programs)

While some departments have made progress in developing student learning outcomes (SLO), others have not identified SLOs that can be used to assess and make improvements in student learning. For some departments, plans appear to have been mingled with the SLOs, making it difficult to assess how the institution addressed previous reviewers' recommendations.

The institution should demonstrate that it identifies expected outcomes, including student learning outcomes; assesses the extent to which it achieves those outcomes; and makes improvements based on analysis of results for its educational programs. If sampling is used, provide a representative sample that reflects the full array of educational programs offered, including those programs offered at off-campus locations and via distance education, and describe the method of selection.

CS 3.4.11 (Academic program coordination)

The coordinators in Biology Education, Chemistry Education, Earth Science Education, Finance, and Business Administration do not appear to meet the minimum qualification standards. Document that the program coordinators in the programs mentioned above have the necessary qualifications to serve as academic program coordinators.

CS 3.11.3 (Physical facilities)

The institution provided a "facilities master plan"; however, it was not complete. It did not contain narratives, funding sources, or estimated costs. The master plan was not a detailed, multi-year facilities plan that could be followed or used as a guide. Information has not been provided about the condition or adequacy of the facilities. The institution did not provide a maintenance plan or explain how it manages routine maintenance.



Dr. Peter J. Fos
July 11, 2012
Page Two

The institution should provide documentation that it has a facilities plan that includes current condition of facilities, planning including funding sources and timing as well as future growth of the institution. The institution should provide documentation that it regularly maintains its facilities.

Guidelines for the monitoring report are enclosed. Because it is essential that institutions follow these guidelines, **please make certain that those responsible for preparing the report receive the document. If there are any questions about the format, contact the Commission staff member assigned to your institution.** When submitting your report, please send **four copies** to your Commission staff member.

Please note that Federal regulations and Commission policy stipulate that an institution must demonstrate compliance with all requirements and standards of the *Principles of Accreditation* within two years following the Commission's initial action on the institution. At the end of that two-year period, if the institution does not comply with all the standards and requirements of the *Principles*, representatives from the institution may be required to appear before the Commission, or one of its standing committees, to answer questions as to why the institution should not be removed from membership. If the Commission determines good cause at that time, the Commission may extend the period for coming into compliance for a minimum of six months and a maximum of two years and must place the institution on Probation. If the institution has been placed on Probation within the two-year period, extension of accreditation beyond the two-year period for good cause is dependent on the amount of time the institution has already been on Probation. An institution may be on Probation for not more than two years. If the Commission does not determine good cause or if the institution does not come into compliance within two years while on Probation, the institution must be removed from membership. (See enclosed Commission policy "Sanctions, Denial of Reaffirmation, and Removal from Membership.")

We appreciate your continued support of the activities of the Commission on Colleges. If you have questions, please contact the Commission staff member assigned to your institution.

Sincerely,

A handwritten signature in cursive script that reads "Belle S. Wheelan".


Belle S. Wheelan, Ph.D.
President

BSW:sf

Enclosures

cc: Dr. Barry D. Goldstein

Master Planning Committee Meeting Minutes

 <p>THE UNIVERSITY of NEW ORLEANS</p>	<p align="center">Master Planning Committee Special Meeting of the Master Plan SACS-COC Report Meeting Date: February 5, 2014 Convened: 10:00 am Adjourned: 11:55 am</p>
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<p>Attendance: Ola Adegboye, Warren Davis, Brett Kemker (Chair), Amy King, Brian McDonald, Kevin McLin, Ivan Miestchovich, Dinah Payne, Marco Perez, Ben Shirtcliff, Emily Srofe, Margaret Royerre</p> <p>Absent: Allison Arnold, Robert Becker, Louis Capo, Rachel Kincaid, Gregg Lassen, John Williams.</p>	<p>Agenda Items:</p> <ul style="list-style-type: none"> • Master Plan SACS report Overview: Dr. Kemker, Dr. Shirtcliff and Warren Davis • Master Plan SACS report-Campus Vehicular Circulation presentation: Dr. Shirtcliff
<p>Decisions Made:</p> <ul style="list-style-type: none"> • To Identify Special Landmark buildings and sites: Committee agreed to add “the Smokestack” (Homer L. Hitt Alumni Center) to the list including the Earl K. Long Library, Liberal Arts Building, Library Mall and Student Park • Enhance Campus Learning Environment: there are no plans to add any new academic buildings. • Create Supportive Neighborhoods for a livable campus community: Committee agreed to the option using Alumni Drive (deemed as a (HDZ) High Density Opportunity Zone) to include a mixed residential/commercial space. • Improve campus pedestrian promenades and circulation: Committee agreed to target the existing sidewalk linking the University Center to the Earl K. Long Library to change to a promenade with tables, benches, etc. • The committee also agreed that of the 3 options offered for vehicular circulation: 1. Campus Loop, 2. External Campus Loop, 3. Campus Boulevard that the combination of the external Campus Loop and the Campus Boulevard would be the 	<p>Ideas/Next Steps:</p> <ul style="list-style-type: none"> • Dr. Shirtcliff will make the changes agreed upon by the committee. • The complete document in draft version will be available to the committee for review in March. • The subcommittee (Dr. Kemker, Mr. Davis and Dr. Shirtcliff) will present to the Executive Cabinet. • Find out whether UNO is still working under a ground lease with the Levee District.

option chosen.

Materials/Attachments:

All members in attendance received a printed handout of the Master Plan slide presentation. Both the presentation and the completed minutes of the meeting will be available in the Master Planning Committee subfolder in SharePoint.

Presentation of the Master Plan SACS-COC Report- Dr. Ben Shirtcliff, Warren Davis and Dr. Brett Kemker and discussion of the committee members follows:

The subcommittee members for the Master Plan SACS-COC report were introduced. They are Dr. Brett Kemker, Warren Davis and Dr. Ben Shirtcliff. Dr. Shirtcliff will be the primary subcommittee member presenting at this meeting. The committee members were told that the Master plan is not to dictate but to provide avenues for the campus moving forward. This is an informal presentation but the committee members' input is needed.

Dr. Shirtcliff advised the members that this report is critical for the University as it is needed for SACS accreditation. The University's Strategic Plan is the foundation and this Master Plan is building from there. The University's projection of growth in enrollment by the year 2020 is 15,000 students. The last master plan was completed in 2000 (Pre-Katrina) and an update is needed.

Mr. Davis shared with the committee that he arrived after Hurricane Katrina and did not realize how big of an impact Katrina had on the campus. He stated that we have been "fixing things, not building." Dr. Kemker noted that this committee is charged with addressing the top 5 priorities and the presentation will provide the information needed to discuss and decide.

Dr. Miestchovich asked if this plan meshed with the City's master plan re: zoning, bikeways, streets, etc. Dr. Shirtcliff affirmed that the City's plan had been factored into the University's.

Dr. Shirtcliff: This plan builds off the concept that UNO is moving from a commuter campus to a residential campus. Taken directly from the Strategic Plan are 5 frameworks.

Slide titled: ***From Strategic Plan to Campus Vision***

1. Academic Programs
2. Student Life
3. Research and Core Services
4. Facility Services
5. Campus Identity and Branding

Campus Planning Priorities: this committee will address the following:

1. Identify Special Landmark buildings and sites
2. Enhance the Campus Learning Environment
3. Create Supportive student neighborhoods for a livable campus community
4. Improve campus pedestrian promenades and circulation
5. Improve campus entry and image
6. Implement comprehensive environmentally sustainable development and operations strategies.

➤ Slide titled: ***Campus Planning History***

Dr. Shirtcliff referenced the campus as utilizing East/West and North/South access points. The 1980 diagram envisioned a core concept and village. There are 6 parking garages proposed. The perimeter buildings are all residential in this diagram. Today (2014) the campus core and the periphery function the same as in the 1980 diagram. Going forward, the Master Plan will build off this diagram. The 2020 vision is to shift from protecting parking to protecting open space. We have to maintain at least 30% open space. The campus core supports the academic mission and the periphery supports student life.

Dr. Kemker acknowledged the importance of this as it provides a construct for us to build upon.

Dr. Shirtcliff reminded the members that we are working under a ground lease with the Levee District to which Marco Perez and Ivan Miestchovich indicated they thought it had been given to the LSU system and transferred to the UL system. We will need to find this out.

Mr. Davis stated that past decisions regarding campus planning were made by costs and land use. If there was no money, then it was paved.

Kevin McLin asked how many students UNO could accommodate. Pre-Katrina there were 17,000 students and parking was the issue. The infrastructure was the same then as it is now. Some members of the committee indicated that it was about changing the students' mindsets about parking. Students need to park in available lots not necessarily the closest to their classes. Dr. Shirtcliff said open space minimum was 30% but best practices was 35%.

➤ Slide titled: ***Campus Planning Priorities: Identify special landmark buildings and sites***

Identified sites: Earl K. Long Library, Liberal Arts Building, Library Mall and the Student Park. These were presented and the committee agreed. A suggestion by Brian McDonald was to consider the Friendship Circle as a possible landmark site. Kevin McLin acknowledged that the campus does have landmark locations but it lacks continuity in look and does not sell the fact that we are in New Orleans. Ivan Miestchovich said that much of the campus aesthetic was driven by costs and the architects. Recommended adding the Smokestack (Homer L. Hitt Alumni Center) to the list of identified special landmarks since it is the only remaining structure from the former navy structure.

The members agreed to add the Smokestack to the list of special landmark buildings and sites.

Marco Perez stated that historically the UC has been used as the image of UNO. Dr. Shirtcliff asked if the committee all agreed to add the UC as an anchor. Committee agreed. Since the committee agreed, there was no need for a vote.

➤ Slide titled: ***Campus Planning Priorities: Enhance the Campus Learning Environment***

There is no plan to add any new academic buildings. Dr. Shirtcliff indicated the university is to utilize the existing buildings since we have enough. Dr. Shirtcliff said that capital outlay given this year (2013) was used as the projection for the master plan. Buildings on campus will be over 50 years old by 2020. Members may refer to the slide titled above to access the projected outlay for renovations and repairs as well as to the buildings targeted.

Dinah Payne asked if parking decks were counted in the decision not to add new buildings. Dr. Kemker also brought up student housing structures as well but said that the focus was specific to learning environments. Ivan Miestchovich suggested that the Science Building either be scrapped or extensively renovated to which Dr. Kemker indicated hopefully that may result from the Master Plan. Dr. Shirtcliff recommended that a facility assessment be done. Dr. Kemker said that this is a practical Master Plan which hopefully will inspire people to take a look at how we are spending our money. Kevin McLin asked in what year was the dollar amount based? How long before it will

become obsolete? Dr. Kemker said that the Master Plan will continue to be updated. Ivan M. stated that we could assume an increase of 5% or that it may be static. It will depend on construction. Think of this as a baseline estimate of what has been requested. Dr. Shirtcliff said that the list of renovations and repairs are prioritized as they appear on the slide. Ola A. asked what the guidelines were as to the lifespan of buildings. Warren Davis stated that there were guidelines however right now we are in “maintenance mode.” Kevin McLin: What is the life expectancy of the dorms? Warren D.: Katrina helped to extend the life of the buildings. Ivan M. said to expect about 40 to 50 years and that can be extended by doing renovations.

➤ Slide Titled: **Create Supportive Student Neighborhoods for a livable campus community**

Dr. Shirtcliff: We have to think about serving 15,000 students. What does this look like? The city of New Orleans has a precedent for high density housing. We should learn and bring in some of those elements. There are 5 zones of opportunity and as the committee goes through, please prioritize what our thoughts are about these 5 zones. We can think about them and hear suggestions.

The 5 zones are as follows:

1. Existing On Campus Housing (ECH)
2. Replace Campus Housing (RCH)
3. High-Density Opportunity Zone (HDZ)
4. Low-Density Opportunity Zone (LDZ)
5. Off-Campus Student Neighborhood (OSN)

Dr. Kemker informed the committee that once Bienville Hall is demolished there is a financial incentive to rebuild on that site. We need to look at the strategic locations for retail, etc. Mixed use buildings with commercial ground floor. We will need visibility and access to surrounding community. Dr. Shirtcliff said that we have 1676 students on campus in the dorms. We need 2000+ beds on campus to serve the 2020 Master Plan numbers. This information can be found on the slide titled **Campus Planning Priorities: Create Supportive Student Neighborhoods for a livable campus community: Existing Campus Housing (ECH)/ Replace Campus Housing (RCH)**. Ivan M. stated that while we can't sell the land Bienville Hall is on, we could do a ground lease. Amy King asked if this would be similar to what we have with Privateer Place. Dr. Kemker said no, we would lease the land but the contractor would build to our specifications. UNO doesn't have the money to build this, but companies do. Warren Davis updated the committee that the ball is now in FEMA's court regarding demolition of Bienville Hall. The decision is 3 to 6 months out.

High-Density Opportunity Zone (HDZ)- Refer to Slide with the Catholic University image and information.

Dr. Shirtcliff: the most prominent area for this option would be Alumni Drive off Elysian Fields. The next option would be the corner of Elysian Fields and Leon C. Simon. This corridor has been identified by the city as being a key node. There is a lot of access with the neighbors having access to the commercial sites. Ivan M. indicated that this is valuable real estate as the lease with McDonald's has been signed. Warren Davis said that the McDonald's permit was being applied for on Monday. **The committee agreed that the Alumni Drive option was preferred.** Dr. Kemker said that the Alumni Drive option would be phase 1 and LC Simon would be phase 2.

Low-Density Opportunity Zone (LDZ)- The option of a Main Street which would be Founders' Road. This would help with moving student life in that direction on campus. The St. Anthony neighborhood across LC Simon was also talked about. Members agreed that students should live

close to campus. The group was asked to provide their thoughts. Brian McDonald said that if we could get a company to build for us that would be priority #1. Dr. Shirtcliff asked if we should attempt to pursue all of the options at once. Dinah Payne suggested starting first with the build out from Bienville Hall and let the market take care of LC Simon. "We should take steps to do what we can and what we have control over." Ivan M. suggested "once McDonald's is set up, we should send out an RFP for the other tract of the triangle."

➤ Slide Titled: **Campus Planning Priorities: Improve campus pedestrian promenade and circulation**

The committee was again reminded that UNO is moving away from a commuter campus. Margaret Royerre asked if the intramural fields would be protected. Dr. Shirtcliff said yes, they would be. He also suggested that if Mrs. Royerre would like to write up a narrative on intramurals, it could be included in the master plan. Dr. Shirtcliff advised the group that Dr. Fos' first priority was to improve access to the library and the student park. We would move away from a sidewalk path which exists now to something with more seating, had tables and benches. We would treat it more as a promenade from the UC to the library. Dr. Shirtcliff asked if everyone agreed to this idea. Yes, the members agreed.

Circulation: How do we deal with it regarding housing, parking, and enhancement of it?

The analysis for circulation was conducted by LSU students, Dr. Shirtcliff's planning students and Market Match study. Please refer to the slides which detail the issues with circulation. These studies looked at primary vehicular, secondary, obsolete drives, service locations, primary nodes/destinations (where humans walk). We have 27+ bike racks on campus and we need more. Primary pedestrian routes were found to not necessarily include sidewalks. Campus could be better by reducing the interaction between cars and humans. Ivan M. said that the curve by Privateer Place is dangerous and the road is not in good condition. Dr. Shirtcliff said the slide showing the Major Conflicts are those by the Cove and the University Center. How will this change? There are 3 options. They can be chosen by themselves as options or mixed together. As follows is presented by Dr. Shirtcliff.

Options are as follows:

1. Campus Loop
2. External Campus Loop
3. Campus Blvd.

Option 1: Campus Loop

After being presented with the option via slide, Ola A. asked if the existing roads would still exist. Dr. Shirtcliff said no and they would cut through the proposed commercial space on Alumni Drive. This option was from past plans and may now conflict with what we are planning going forward.

Option 2: External Campus Loop

For this option, lots of signage would have to be placed on the perimeters. We would have to start thinking of LC Simon and Elysian Fields as part of the campus, as campus streets.

Option 3: Campus Boulevard:

This option is being utilized by cities. This option utilizes bump outs. It physically changes the campus. This is effective because there is a pattern where there may be lots of traffic one way but not necessarily the other. People can cross one lane, stop in the middle, then get to the next lane.

Ivan M. said that St. Charles Ave. is like this. It is wider for pedestrians, allows for drop off zones and provides option for nice landscaping.

Group Decision:

Campus Loop was voted down. Ola A. asked if there was any statistics on the number of accidents on campus. Dr. Shirtcliff said no. Brian McDonald asked if the materials used could slow the traffic, such as cobblestones. Dinah Payne asked if the road by the Recreation Center could be used as an entrance/exit. Dr. Shirtcliff said that this has been deemed unsafe and that traffic would have to be reduced to 25 miles/hour. Also indicated that Lakeshore Drive entrance/exit is a bit dangerous as well. Brian McDonald asked about closed Milneburg Road as an entrance but Dr. Shirtcliff remarked he would be concerned about removing an entrance to campus.

Dr. Shirtcliff asked what the committee thought about the options. The committee agreed to combine the External Campus Loop and the Campus Blvd. options.

➤ Slide Titled: ***Campus Planning Priorities: Improve campus entry and image***

Dr. Shirtcliff: Everything matters from the first moment when someone enters the campus. The images shown were taken from the Google car. We need to prioritize what is our campus gateway entrance. Elysian Fields has been designated as a gateway entrance but if we are using Privateer Enrollment Center (PEC) as the target for first time visitors, it is a long way around campus to the PEC parking lot. We want people to park and walk around the campus to experience it.

The Lakefront is the address of the University but Lakeshore Drive gets closed often. Founders' Road is the most functional access road to the parking lot nearest the PEC.

Group:

Brian McDonald likes the entrance off St. Anthony. Ola A. said that if gateways are to lead to specific buildings, then we need directional signage to those areas. We need to direct traffic to where we want cars to go. Dr. Shirtcliff and Ivan M. both agreed. Signage is important.

Updates to the signs also need to occur as changes occur. Dr. Shirtcliff indicated that landscaping also re-enforces directions. Ivan M. brought up the Service vehicles on campus. The road between administration and the UC. Supplies are off loaded there. Is there a way to move the service area as well as restrict the size of the delivery vehicle? Dr. Kemker said yes, this could be woven into the plan. The group agreed that using the parking lot behind the library was needed.

Summary

We want people to feel welcomed on campus. Ivan M. said we need to offer more items to have people visit campus. Dr. Kemker suggested utilizing the existing guard shacks. Marco Perez said we need to be more open to visitors. Amy King suggested utilizing the parking meters but Dr. Kemker said that we should charge people to park on campus if they are visiting. Ivan M. asked about incorporation of security into the Master Plan. Dr. Kemker said there are over 100 cameras on campus but are currently not linked to a single location. Ivan M. suggested a non-profit such as project NOLA who can network the cameras for us.

The expected growth projection is a Presidential goal.

Marco Perez asked if the Master Plan included the North and East Campuses. Also stated we needed to address Athletics and the Jefferson Campus. Dr. Shirtcliff indicated that all were included

as statements but the focus was on the main campus for this master plan.

The recommended changes from the committee will be made. A draft will be available to the committee in March.

The next meeting of the Master Planning committee will be on February 26.



Master Planning Committee
2012-2013

Chair: Dr. Brett E. Kemker, Vice President for Student Affairs and Enrollment Management
Objectives and Actions Proposed/Taken

November 2012

- **Placement of President's Tree on Campus.**
 - Action Proposed: Recommendations as to the tree's placement to be brought to next meeting of the Master Planning Committee.

- **Main Entrance for the Campus**
 - Main entrance is Elysian Fields however the address is 2000 Lakeshore Drive and the MPC does not see Lakeshore Drive as an entrance. Objective is to make Elysian Fields more aesthetically pleasing with ideas such as planting a canopy of trees down Alumni Drive with something iconic at the end of the road such as a Bell or Clock Tower or something more modern
 - Actions Proposed: Elysian Fields should be the entrance to the university. Move bus stop to the end of Elysian Fields entrance. Next meeting bring recommendations as to how to build out the Elysian Fields entrance.

- **Bienville Hall**
 - The Committee inquired as to the status of Bienville Hall and its eligibility for tear down.
 - Actions Taken: The Committee recommended a memo to Dr. Fos requesting the funds from Baton Rouge to tear down the building.
 - The next meeting will discuss what to do with the space once Bienville Hall is cleared.

- **Lakeshore Drive Entrance**
 - Objective is to revamp the entrance to make it more inviting to enter the Campus
 - President Fos has asked Dr. Kemker to remove the black and gold sign now posted at the entrance of the campus via Lakeshore Dr.
 - All signage will process through the Master Planning Committee and should be consistent.

2003 Administration Annex | 2000 Lakeshore Drive | New Orleans, Louisiana 70148

A Member of the University of Louisiana System Committed to Equal Opportunity

- Actions Proposed: Remove the existing sign at the Lakeshore entrance and have all signage process through the MPC to insure consistency in the signage.
- **On Campus Housing and new Buildings**
 - Objective: on campus housing is important to the University. Suggested that UNO have international student dorm(s).
 - Actions Taken: Develop a plan for additional on campus housing. Possibly connect an international student dorm to Greek Housing.
 - Research installation of Solar Panels on all new buildings as well as becoming LEED Certified.
 - Discuss the location of new buildings at next MPC meeting.
- **East Campus**
 - Objective: link East Campus to the main campus. Ideas included a shuttle service much like Tulane University has for its students.
 - Marco Perez informed the committee that talks were underway to get the lights fixed on Leon C. Simon to help with linking services for students from the main campus to the east campus/arena area.
- **Greek Housing**
 - Objective: to provide on campus housing for Greek Life
 - Actions Taken: a plan was sent to Dr. Joe King and Dr. Kemker will send to the committee for further review.
- **Sidewalks**
 - Objective: Sidewalks should be wider to accommodate bikes with pedestrians. Should also be connected to the larger community to encourage elderly on campus for walks.
 - Actions Proposed: It was determined that the sidewalks should continue without interruption from the neighborhood onto campus.

November 14, 2012

- **Development of Adjacent Property to UNO**
 - Land in question is between Burger King and UNO (Elysian Fields and L.C. Simon). Talks with McDonald's are underway.
 - Actions Taken and Proposed: Land that will not be used by McDonald's needs to be considered. What does UNO plan for that area? Possibilities discussed were a sports bar, strip mall types of shops? Dr. Williams from College of Business suggested a foundation to reconsider a hotel for the Research Park and housing for the conference center. Dr. Kranz proposed

using this as a way to anchor the lake to the facility and campus. It was proposed to conduct a student survey to determine what students would like to see in the area and present that to developers.

- **Sculpture on Campus**
 - President accepted the sculpture but did not give permission on location.
 - Action Taken: Motion was made to accept a recommendation of placement for the sculpture.

- **East Campus**
 - Idea was revisited concerning student travel to and from the Arena
 - Actions Proposed: A shuttle bus from Student Government is provided to take students to the Mall. Survey of students found they would like a concierge service. Members will contact Rouse's to help with financing the shuttle service.

November 28, 2012

- **Greek Housing on Campus**
 - Meeting with the Greeks determined that they all wanted Greek Housing.
 - Actions Proposed: Get State's permission to demolish Bienville Hall and build Housing there. Ask the Foundation to build housing.

- **Student Government Association**
 - Bike racks and benches on campus
 - Actions: SGC will present a proposal to MPC

- **Student Affairs**
 - Objective is to make a universal design in disability services. Motion by Dr. Susan Krantz that a memo will be sent recommending any facility in renovation or new construction must be accessible to all. Build disability accessibility into the fabric of the university. Seconded by Amy King and all in favor.

February 27, 2013

- **Aramark-Market Match**
 - Aramark will conduct a study including focus groups, point people and traffic flow to evaluate services and what students want.
 - Objective is to create a partnership between UNO and Aramark

- **Landscape Master Plan**

- Study is currently being done by LSU students. A presentation will be set up on campus. Objective is to study traffic flow, where students gather and identify problem areas.
 - Dean Williams of Business presented a RFP for a Lakefront Hotel in the Research and Technology Park. Committee agreed this is a great time to do this.
 - Signage on campus: Black and Gold signs are to be removed. Dr. Kemker and Jim Royer will meet with Levee Board to discuss the new signage on Lakeshore. Dr.
- **Bienville Hall**
 - Bienville Hall should not be condemned on President Fos' advice. Marco Perez suggested finding a movie crew in need of a building to demolish and have them do it. Action: Marco will talk with location scouts and let MPC know at the next meeting.
 - Determined that MPC should have an additional meeting focused on Housing.

Greek Housing Meeting – March 13, 2013

- Objective is to discuss Affinity Housing.
 1. How many Greek organization does UNO currently have? How big/small?
 2. Where will the Affinity Housing be located?
 - Tracts of land: between the Cove and Privateer Place
 - Corner of Elysian Fields and Leon C. Simon
 - Near the Fine Arts Bldg.

Actions: Dr. Kemker has a list of vendors that he has contacted. What will occur is that the land will be leased to vendor who will build housing with a number of beds. UNO will tell vendor how many beds we can fill and UNO will be charged market price for each bed. UNO would manage and maintain the housing facility.

April 24, 2013

- Allen Eskew is an architect whose firm has worked on the UL Monroe master planning project. His firm is Eskew, Dumez and Ripple. He explained his role in the master plan and what his firm can do to assist in its creation.
- Goal of the committee is to have the Master Plan in place by Spring 2014. Funding is the biggest impact for resources.

Aramark-Market Match

- UNO has been selected as one of the universities across the country by Aramark to survey the quality of food, types of food, convenience store on

campus as well as foot and road traffic. Aramark does this once every four years.

- Jim Royer reported that the Lakeshore Drive sign was being rebuilt for wind reinforcement.

Follow up and Feedback

- Also reported on a shuttle service. The President remarked he would rather see students riding a shuttle to the city. We need convenient and reliable transport for students.
- Affinity Housing- Dr. Kemker said that we are in the interview phase with Rende of Servitas. Their reps are coming to UNO on May 7 to meet.

Alumni

- Alumni Affairs may provide funding for benches in the Quad, the Library and the Friendship Circle. The intent is to raise funds from the graduating class. Idea is to coordinate with Alumni Affairs. Proposal has been created.
- Committee asked for proposal and gave its approval for fund raising.

June 19, 2013

- Members of the Master Planning Committee will rotate per the President.
- Allen Eskew introduced the lead architect on the UL Monroe project. His firm will help to identify which areas need to be addressed.
- Bienville Hall- update. FEMA has had other disasters but they are working with UNO.
- Once Bienville Hall falls, the green space remaining will offer a huge footprint. The MPC was tasked with bringing forth ideas at the July meeting for options to use this space.

August 28, 2013

- National PanHellenic Council President Brandan Bonds and Vice President of Programming for NPHC, Brittany Burgess presented a proposal to relocate the existing benches for the UNO chapters of the PHC. The issues with the present locations include flooding and continuous vandalism. A motion was put forth by Dr. Kemker to add this proposal to the Master Plan. Motion was seconded and approved. Dale O'Neill (Director of Student Involvement and Leadership) will work to develop a sub-committee to assist with the relocation of the benches.
- Bienville Hall Update- FEMA has agreed to re-consider Bienville Hall's eligibility for Stafford Act funds FEMA could determine if the building is 51% damaged. This is an ongoing item and Rachel Kincaid will keep the committee updated.

- London Ave. Canal update: Warren Davis gave the committee an update as to the last meeting of the Coastal Protection and Restoration Authority. This will be a standing item on the MPC agenda as this item, (placement of the permanent pumps) will affect UNO's campus.
- Report on Market Match from Aramark: President Fos has charged Student Government with renaming the cafeteria currently called Real Food on Campus. There will be a New Orleans menu item offered and the theme of the cafeteria will change to better reflect New Orleans.
- Allen Eskew has submitted a contract but Drs. Kemker and Lassen have agreed that UNO has the skill set here on campus and this will save the university money. The Master Plan Draft is expected to be developed this semester.

September 25, 2013

- Student Government Class Project: Emily Srofe, UNO SG Secretary of State presented an SG proposal to donate benches to the university as the 2013-2014 class gift. The library has been targeted as the designated site for the benches. Along with this, the fortified wall in front of the library will be removed to allow for easier access to the benches and the entrance of the building. Bench designs were introduced. The concept of the project was approved but the committee would like to discuss further the execution.
- Update on the NPHC subcommittee: the subcommittee has been established and is currently working on both short and long term solutions for site re-location.
- Campus Landscape Master Plan study was conducted by LSU school of landscape architecture. Purpose was to look at the grounds between buildings and how to better utilize them for functional campus living.
- The committee was made aware of the request by the grandson of the late Senator Theodore Hickey to name the 4th floor of the library in his honor. More information about this request will be collected and presented to the committee at the October meeting.
- Dr. Kemker reported that the goal on campus signage was to have a more unified look throughout. This helps with recruitment and retention.
- London Ave. Canal Pumping Station update is that the Corps will have an access road off Leon C. Simon. They are currently conducting tests for pilings.
- Dr. John Williams introduced the UNO Hotel Project and shared with the committee members that there is a need for a Hotel on site. The committee asked if the 2009 RFP could be updated and that we could move forward with this idea.

October 30, 2013

- The subcommittee for the National Pan-Hellenic Council presented a short term proposal to the bench situation. This is to relocate the benches to the hill next to the amphitheater. Fundraising for a more permanent location will

commence. Dr. Kemker and Marco Perez walked the area and agreed that it was a good short term location. The members approved this location.

- STARS (Sustainability Assessment and Rating System)
- STARS (Sustainability, Tracking, Assessment and Rating System) This serves as a benchmark to improve sustainability on campus. LSU is the only Louisiana institution participating. Committee members agreed this was a good idea.
- Sand Volleyball and Disc Golf: there is no funding for this however the MPC was made aware that it was in the works. The location has been decided upon and for sand volleyball, we are looking into Division 1 teams.
- Funding for the fourth floor of the library is not re-instated. MPC will revisit once funding has been secured.
- Bienville Hall funding is still being worked on. The earliest would be mid- 2014.
- Building use for the Children's Center: Will close on December 20, 2013. This committee has been asked by Dr. Fos to find a new purpose for the space. Members were asked to bring ideas to the next meeting.
- London Ave. Canal and Orleans Ave: Preparations at both sites. Piling will be driven and work will last one year.

December 18, 2013

- The report on the Master Plan due to SACS will be available to the committee at the next meeting.
- Student Government Sand Volleyball update: funding by SG has been increased to support 2 sand volleyball courts. 2 courts are required for an NCAA team however 3 courts are required to host a championship tournament. A motion to move forward on building 2 courts was made and approved.
- Space formerly the Children's Center: Dr. Fos has recommended the space be used as an international center. The committee approved unanimously.
- London Ave and Orleans Ave. update: concerns about debris in the road, trucks using unauthorized routes. Mr. Louis Capo stated he has been in contact with the Corps via memo.
- Dr. Shirtcliff stated that international students want ways to access other parts of the city. Proposed UNO look into ZIP cars or rent-a-wreck.

BUILDING ANALYSIS SUMMARY

BRFI0070

Total number of buildings is the tally of the number of buildings on the buildings file for each institution. The definition of a "building" as found in the Facilities Manual is a roofed structure for permanent or temporary shelter of persons, animals, plants, or equipment. Included in such inventories of buildings are those under the jurisdiction or control of the institution's governing board.

"Gross Area" square feet is obtained directly from the buildings file.

Definition: The sum of the floor areas of the building included within the outside faces of exterior walls for all stories, or areas that have floor surfaces.

"Acquisition Cost" is the total construction cost or purchase price of the buildings in thousands of dollars. This total dollar figure includes the following: cost of initial construction and alterations and additions, built-in equipment and service systems, architectural and engineering fees, utility connections at the face of the structure, site preparation and improvements.

"Replacement Cost" is the estimated cost or its insured value to replace the building at the present time in thousands of dollars.

"Construction Date" refers to a count of the buildings by date of construction.

"Condition" references a count of the buildings by condition of the building. The code should best match the condition of the building in the judgment of the person doing the survey. The definitions of the codes (1-5) are located at the bottom of the report.

**TABLE 2
BUILDING ANALYSIS SUMMARY**

INSTITUTION	TOTAL BLDG.	GROSS* AREA (Sq. Ft.)	ACQUISITION COST (\$,000)	REPLACEMENT COST (\$,000)	UNKNOWN	CONSTRUCTION DATE										CONDITION*				
						PRE 1920	1920-1929	1930-1939	1940-1949	1950-1959	1960-1969	1970-1979	1980 PRESENT	1	2	3	4	5		
PUBLIC FOUR YEAR INSTITUTIONS																				
Grambling State University	148	1,925,517	2,026,296	682,802	0	0	0	4	7	21	34	9	73	108	4	22	4			
Louisiana Tech University	161	3,120,494	120,901	246,335	0	1	12	10	16	27	17	17	78	61	31	27	42			
McNeese State University	88	2,046,199	88,643	204,363	0	0	2	3	10	25	15	15	33	66	5	4	5			
Nicholls State University	87	1,623,609	97,262	99,219	0	0	3	1	21	22	16	24	86	1	0	0	0			
University of Louisiana in Monroe	97	2,534,903	104,728	232,840	18	0	6	5	5	19	10	34	15	5	10	58	9			
Northwestern State University	89	1,815,656	45,728	221,780	0	2	9	4	8	10	21	35	88	0	0	1	1			
Southeastern Louisiana University	149	2,968,162	191,812	332,900	0	1	12	8	4	22	9	93	118	6	13	11	1			
University of Louisiana in Lafayette	285	5,149,666	272,551	411,501	0	3	21	18	29	36	26	152	279	1	5	0	0			
LSU at Alexandria	32	600,187	24,027	73,830	2	0	0	7	1	7	4	11	19	9	1	3	0			
LSU A&M	470	11,783,393	685,118	1,588,287	0	25	53	18	35	57	94	188	363	59	40	5	3			
LSU in Shreveport	22	673,064	35,734	47,480	0	0	0	0	0	5	7	10	22	0	0	0	0			
University of New Orleans	48	2,521,731	192,364	244,938	0	0	0	4	0	9	16	19	35	2	4	2	5			
Southern University A&M	133	4,497,934	1,842,011	1,186,644	0	11	14	3	35	8	10	52	90	25	10	4	4			
Southern University at New Orleans	14	572,604	23,500	68,585	0	0	0	0	0	1	5	3	5	6	3	2	1			
PUBLIC TWO YEAR INSTITUTIONS																				
LSU at Eunice	15	357,701	21,960	27,018	0	0	0	0	0	0	4	2	9	13	2	0	0			
Southern University at Shreveport	14	316,219	1,500	29,457	0	1	0	0	0	3	5	5	14	0	0	0	0			
Baton Rouge Community College	18	895,273	85,650	59,206	0	0	1	0	3	1	1	12	17	0	0	1	0			
Bossier Parish Community College	10	363,877	41,179	59,511	0	0	0	0	0	0	0	0	10	0	0	0	0			
Delgado Community College	30	1,160,378	44,176	82,169	0	0	1	2	1	3	10	13	27	1	0	1	1			
Nunez Community College	11	207,190	9,407	25,590	0	0	0	0	0	0	2	9	6	1	0	4	0			
River Parishes Community College	20	80,728	1,788	6,707	0	2	0	0	0	0	1	17	18	0	0	2	0			
South Louisiana Community College	4	137,582	0	21,140	0	0	1	0	0	0	0	2	2	0	2	0	0			
Acadian	4	68,915	2,290	4,340	0	0	0	0	0	0	4	4	0	0	0	0	0			
Charles B. Coreil	7	37,484	1,106	2,710	0	0	0	0	0	0	2	5	5	1	1	0	0			
Evangeline	2	45,570	453	2,679	0	0	0	0	0	2	0	2	0	2	0	0	0			
Gulf Area	9	75,536	2,035	5,100	0	0	0	1	0	1	0	7	1	7	1	0	1			
Lafayette	6	143,978	3,854	7,938	0	0	0	0	0	0	0	2	4	6	0	0	0			
T. H. Harris	14	156,108	2,935	10,384	0	0	0	0	5	2	4	3	14	0	0	0	0			
Teche Area	9	75,089	1,649	4,804	0	0	0	0	0	0	5	4	9	0	0	0	0			
Louisiana Delta Community College	13	233,356	301,007	266,007	1	0	0	0	0	1	4	4	7	4	0	9	0			
Bastrop	6	44,285	2,169	3,312	0	0	0	0	0	0	3	3	6	0	0	0	0			
Delta Ouachita	4	142,149	5,372	14,045	0	0	0	0	0	0	0	0	4	0	2	2	0			
North Central	3	25,101	777	2,469	0	0	0	0	0	0	0	2	1	3	0	0	0			
Northeast	4	30,207	643	2,627	0	0	0	0	2	0	2	0	4	0	0	0	0			
Ruston	8	31,248	669	2,448	0	0	0	0	2	0	4	2	7	0	0	0	1			
L. E. Fletcher Tech Community College	11	241,965	31,437	36,779	0	0	0	0	1	1	1	1	8	11	0	0	0			
Sowela Technical Community College	35	346,737	10,699	49,324	0	0	0	0	3	2	1	5	24	33	1	0	1			
Capital Area Technical College																				
Baton Rouge	13	192,538	6,148	20,589	0	0	0	0	0	0	0	6	7	12	1	0	0			
Folkes	2	23,294	1,144	1,754	0	0	0	0	0	0	2	0	0	2	0	0	0			
Jumonville	6	22,653	1,010	1,754	0	0	0	0	0	0	0	6	0	0	0	0	0			
Westside	4	30,506	487	2,875	0	0	0	0	0	0	1	2	1	0	0	0	4			
South Central LA Technical College																				
Lafourche	6	59,258	2,495	3,593	0	0	0	0	0	0	0	5	1	6	0	0	0			
River Parishes	10	5,404,700	438,300	377,370	0	0	0	0	0	0	0	3	7	10	0	0	0			
Young Memorial	18	109,757	1,760	5,173	0	0	0	0	0	0	2	3	13	16	1	1	0			

Central Louisiana Technical College																	
Alexandria	13	92,895	2,388	8,304	0	0	0	0	0	0	0	0					
Avoyelles	7	40,577	1,914	6,120	0	0	1	1	0	2	3	7					
Huey P. Long	2	69,638	12,307	2,640	0	0	0	0	0	0	2	1					
Lamar Salter	3	52,856	1,720	8,065	0	0	0	0	0	1	2	0					
Oakdale	9	29,166	1,157	1,333	0	0	0	0	0	5	4	9					
Shelby Jackson	4	40,102	983	1,185	0	0	0	0	0	2	2	4					
Northwest Louisiana Technical College																	
Mansfield	2	20,936	740	1,214	0	0	0	0	0	0	2	2					
Natchitoches	4	76,617	1,945	6,973	0	0	0	0	0	3	1	4					
Northwest	6	66,069	2,032	12,196	0	0	0	1	1	1	3	6					
Sabine Valley	2	31,324	1,108	21,063	0	0	0	0	0	1	1	2					
Shreveport Bossier	7	2,677,200	297,600	30,838	0	0	0	0	4	2	1	7					
Northshore Technical Community College																	
Florida Parishes	11	68,360	602	2,372	0	0	0	1	0	1	9	9					
Hammond	1	48,882	2,123	3,508	0	0	0	0	0	1	0	1					
Sullivan	11	96,956	1,789	8,207	0	0	0	0	0	8	3	9					
OTHER FACILITIES																	
LSU System's Office	1	31,000	1,734	2,910	0	0	0	0	0	1	0	1					
LSU Law Center	1	226,911	5,189	42,162	0	0	0	0	1	0	0	1					
LSU Medical Center at New Orleans	15	2,726,568	675,160	521,950	0	1	1	0	0	2	11	15					
LSU Medical School at Shreveport	50	2,059,337	2,016,467	2,096,800	0	0	1	12	7	11	19	49					
LSU Ag Science & Rural Development	749	2,007,173	50,252	68,961	0	35	11	62	137	81	172	251					
Pennington Biomedical Center	13	698,413	118,520	125,170	0	0	0	0	0	0	13	13					
LUMCON	10	89,528	19,068	24,828	0	0	0	0	1	0	8	10					
Total	3,080	64,150,009	9,989,572	9,777,165	21	82	151	157	356	405	568	1,320	2,535	179	137	168	41

Building Condition Codes:

1 = Satisfactory. Suitable for continued use with normal maintenance.

2 = Remodeling A. Requires restoration-the approximate cost is not > than 25% of the replacement cost.

3 = Remodeling B. Requires major updating-the approximate cost is > than 25% but not > than 50% of the replacement cost.

4 = Remodeling C. Requires major remodeling-the approximate cost is > than 50% of the replacement cost.

5 = Obsolete. Should be demolished or abandoned.

**Includes leased space

DATE OF CONSTRUCTION	OBSOLETE		REMOD-C		REMOD-B		REMOD-A		ADEQUATE		TOTAL	
	NO. OF BLDGS.	GROSS AREA IN SQ.FT.	NO. OF BLDGS.	GROSS AREA IN SQ.FT.	NO. OF BLDGS.	GROSS AREA IN SQ.FT.	NO. OF BLDGS.	GROSS AREA IN SQ.FT.	NO. OF BLDGS.	GROSS AREA IN SQ.FT.	NO. OF BLDGS.	GROSS AREA IN SQ.FT.
UNKNOWN	0	0	0	0	0	0	0	0	0	0	0	0
PRE-1920	0	0	0	0	0	0	0	0	0	0	0	0
1920-1929	0	0	0	0	0	0	0	0	0	0	0	0
1930-1939	0	0	0	0	0	0	0	0	0	0	0	0
1940-1949	3	13,362	1	2,031	0	0	0	0	0	0	4	15,393
1950-1959	0	0	0	0	0	0	0	0	0	0	0	0
1960-1969	0	0	1	119,761	3	335,756	2	87,920	3	170,906	9	714,343
1970-1979	1	19,320	0	0	1	29,415	0	0	14	440,003	16	488,738
1980-PRESENT	1	18,049	0	0	0	0	0	0	18	1,285,208	19	1,303,257
TOTAL	5	50,731	2	121,792	4	365,171	2	87,920	35	1,896,117	48	2,521,731

Campus STEM Research Priorities
University of New Orleans

I. Identification and Definition of Priority Research Areas

UNO Priority Research Area: Advanced Materials – the Advanced Materials Research Institute (AMRI, <http://amri.uno.edu>) is a multidisciplinary, internally recognized research institute in materials chemistry and nanoscience which aligns with the Materials & Chemicals High Growth Target Industry and several Core Industry S&T Sectors including Petrochem, Energy & Environ, Transport, Constr & Mfg and Aerospace. The Translational Research Domains span Energy, Environmental, Digital and Biomedical and the Core Enabling S&T Research includes Materials Science, Nanotechnology, Information Technology and Biotechnology. The institute includes nationally-recognized faculty from the Colleges of Science and Engineering.

	AMRI	
# Pls	9	
# Co-Pls	1	
	Award Count	Award Amount
Federal	6	\$8,222,499.00
State	9	\$6,546,171.00
LA University		
Local		
Business	3	\$155,990.00
Foundation		
University	1	\$120,705.00
Foreign		
Internal	2	\$146,803.00
TOTAL	21	\$15,192,168.00

Additional Data:

Gabriel Caruntu, an Assistant Professor in the Department of Chemistry and Advanced Materials Research Institute (AMRI) at the University of New Orleans, has been awarded a Faculty Early Career Development (CAREER) grant from the National Science Foundation (NSF). This award is considered one of the NSF's most prestigious awards and is given to "junior faculty who exemplify the role of teacher-scholars through outstanding research, excellent education and the integration of education and research." The 5-year, \$600,000 grant will go to support Prof. Caruntu's research program. Dr. Caruntu is the third Chemistry/AMRI faculty member to receive the award following Dr. Zeev Rosenzweig and Dr. Ferdinand Poudeu-Poudeu.

The AMRI Outreach Summer Research Program, a very successful summer program came to a close on July 22 with a Poster Session and a Cook-Out for the participants, faculty sponsors, students and invited guests. The composition of our program this year consisted of 29 participants: 16 undergraduate students, 3 high school teachers, and 10 high school students in our program. Also participating in our program as faculty sponsors/mentors were 17 UNO faculty members. Funding for our summer research program this

year is provided by the National Science Foundation (through NSF-Research Experiences for Undergraduates, Award Nos. DMR-1004869 and through NSF-CAREER Award No. DMR-0954817); and by the Louisiana Board of Regents [through Post-Katrina Support Fund Initiative, Award No. LEQSF(2007-12)-ENH-PKSFI-PRS-04, and through the LA-EPSCoR RII Award No. NSF(2010-15)-RII-UNO (also known as LA-SiGMA), and LA BoR Award No. LEQSF(2010-13)-RD-A-18.

A complete list of publications and presentations by AMRI researchers is available at: [http://amri.uno.edu/Papers and Presentation.html](http://amri.uno.edu/Papers_and_Presentation.html)

Success Stories:

NanoPrism Technologies, Inc. founded by Dr. Charles O’Connor, Director of AMRI, integrates innovative scientific and technological expertise as an emerging nanotechnology-based solutions provider of advanced magnetic nanomaterials for applications which meet the economic, medical and environmental standards of the new century. The company's technologies are currently being qualified and adopted by innovation-driven market leaders in coatings, medicine and health care, catalysis, pigments, electronics and magnetic data storage.

The Institute of Electrical and Electronics Engineers (IEEE) Magnetics Society held its 2011 Summer School at the University of New Orleans and AMRI on May 22-28, 2011. The summer school program is an annual event held around the world designed for graduate students studying magnetism and related areas. It consists of lectures by international experts and includes poster presentations by participating graduate students. The program typically covers fundamentals and advanced topics in magnetism. The program was attended by 100 graduate students, representing 23 countries and 5 continents. The lectures/classes were conducted by 11 international experts and included two of our own faculty, Prof. Leonard Spinu and Prof. Leszek Malkinski. The 2011 session was held on UNO's Lakefront campus at the Lindy C. Boggs International Conference Center.

UNO Priority Research Area: Information Assurance and Cybersecurity – The Greater New Orleans Center for Information Assurance (GNOCIA) is a nationally recognized center in information assurance and cybersecurity which aligns with the Cybersecurity High Growth Target Industry, the Info Tech & Services Core Industry S&T Sector, the Digital Translational Research Domain and the Computer Science and Information Technology Core Enabling S&T Research areas. The center involves nationally-recognized faculty from the Department of Computer Science.

	GNOCIA	
# Pls	2	
# Co-Pls	0	
	Award Count	Award Amount
Federal	2	\$940,618.00
State		
LA University		
Local		
Business		
Foundation		
University		
Foreign		

Internal		
TOTAL	2	\$940,618.00

Additional Data:

For the past two years, Professor Golden G. Richard III of GNOCIA and the UNO Computer Science Department has collaborated with representatives of the Communities in Schools: ScienceREACH program to introduce students at local high schools in the New Orleans area to topics in Information Assurance, concentrating on digital forensics. Prof. Richard visits each school, delivers a one hour presentation to a selected group of students, and introduces digital forensics as a scientific field and as a potential career choice. A field trip is then coordinated that allows the students to visit the laboratory facilities in the Greater New Orleans Center for Information Assurance (GNOCIA) at UNO and perform a mock forensic investigation under the tutelage of GNOCIA faculty and graduate students. Most recently, in February 2012, students from G. W. Carver High School visited UNO for a tour of the facilities and to gain experience with real digital forensics tools.

A list of publications, presentations and grants-in-force is available at: <http://www.cs.uno.edu/>

Success Stories:

GNOCIA faculty have been the primary principal investigators on numerous federal awards in support of SSC-LANT. SPAWAR Systems Command Atlantic (SSC-LANT) has a facility in the UNO Research and Technology Park providing a shared services (computing) environment for federal customers. UNO has supported the SSC-LANT facility through several contracts over the past several years and currently has two open contract vehicles. One contract is for \$50m over 5 years (UNO is currently in the third year) with UNO as the prime, and provides a mechanism for local IT businesses to aid in that effort. The second contract is for \$30M over 6 years and is a multiple award contract between UNO and six other universities and SSC-LANT in Charleston, SC. No task orders have been issued yet on the second contract. On the first contract, UNO has completed 19 task orders. Total amount of all contracts: \$14,262,500.00; Number of UNO employees on SPAWAR contracts: 133; Number of businesses supported: 5; Total amount of subcontracted to businesses: \$8,931,013.00; Number of UNO students who have completed internships with either SSC-LANT or these businesses: 11

The University of New Orleans has the strongest Information Assurance (IA) program in the region and is designated as a National Center of Academic Excellence (CAE) in Information Assurance Education (CAE) and Research (CAE-R) by the National Security Agency (NSA) and the Department of Homeland Security (DHS)—the only university holding these designations in the State of Louisiana. Attaining these designations from these two federal agencies is a success story.

UNO Priority Research Area: Coastal Resilience – The Center for Hazard Assessment, Response and Technology (CHART) and Pontchartrain Institute for Environmental Sciences (PIES) are two multidisciplinary groups working on two aspects of coastal resilience: community resilience and coastal/wetlands research. These units work in the Coastal Resilience High Growth Target Industry, the Energy & Environ Core Industry S&T Sector, the Coastal and Environmental Translational Research Domains and the Information Technology and Bioscience/Biotechnology Core Enabling S&T Research areas. The center and institute include nationally and internationally-recognized faculty from the Colleges of Liberal Arts and Science.

	CHART	
# Pls	4	
# Co-Pls	3	
	Award Count	Award Amount
Federal	1	\$63,306.00
State	3	\$1,871,509.00
LA University		
Local		
Business	3	\$149,281.00
Foundation	1	\$136,329.00
University	1	\$64,969.00
Foreign		
Internal		
TOTAL	9	\$2,285,394.00

	PIES	
# Pls	9	
# Co-Pls	1	
	Award Count	Award Amount
Federal	6	\$4,105,240.00
State	4	\$423,318.00
LA University	3	\$164,556.00
Local	1	\$9,500.00
Business	8	\$818,251.00
Foundation	6	\$648,904.00
University	2	\$134,999.00
Foreign		
Internal	1	\$70,000.00
TOTAL	31	\$6,374,768.00

Additional Data:

UNO-CHART hosted a booth for an international audience of public and private disaster industry professionals on January 17-19, 2012, in New Orleans, LA, at the International Disaster Conference & Expo (IDCE 2012.) The International Disaster Conference and Exposition (IDCE 2012), held at the New Orleans Ernest N. Morial Convention Center, brought together emergency management, homeland security and disaster industry professionals from the public and private sectors around the world.

CHART has developed the Risk Literacy Manual. The "[Preparing for Storms in Louisiana](#)" manual is designed in plain language to teach the concepts of risk as subject matter in literacy programs and vice versa, teach literacy through risk education. The manual can be downloaded from http://scholarworks.uno.edu/cgi/viewcontent.cgi?article=1002&context=chart_pubs

A complete list of project reports, journal articles, books and book chapters for CHART researchers is available at: <http://www.uno.edu/chart/Publications>

Success Stories:

UNO-CHART has been funded by FEMA through the Governor's Office of Homeland Security and Protection (GOHSEP) to implement mitigation outreach and education projects intended to inform citizens, business owners, non-profit organizations, and local officials about the risks to which they are vulnerable and ways in which those risks can be reduced through multiple mitigation methods. Each of the following five projects will work towards increasing the overall awareness of the ability to address potential disasters before they happen: *Continuity Contingency Planning and Mitigation for Community Organizations: Businesses, Government Agencies, Faith Organizations and Non-Profit Groups; Campus-Wide Coastal Hazards Resiliency Curriculum & Development of Hazard Mitigation Planning Curriculum; Risk Literacy; Disaster Resilient University State-Wide Conference; Community Executives Program in Storm Risk Management.*

PIES is conducting key research in coastal restoration and protection to provide a safer environment for Louisiana in general and the Greater New Orleans area parishes in particular. UNO is a primary participating institution in the Coastal Sustainability Consortium (CSC). UNO is also a member of the Louisiana Universities Gulf Research Collaborative which is working to bring BP funding to state researchers. PIES continues to work with several state agencies, including the Office of Coastal Protection and Restoration, Department of Natural Resources, and Department of Wildlife and Fisheries, and companies with projects in coastal restoration and located within the UNO Research and Technology Park. PIES maintains the Coastal Louisiana Resource Information System (CLARIS) which provides interactive GIS maps of coastal Louisiana (www.ladigitalcoast.uno.edu) and the Pontchartrain Basin Clearinghouse (www.pbc.uno.edu) which provides web-accessible information on the Lake Pontchartrain basin to government agencies and public/private organizations. Working to maintain a safe environment is critical for companies located here now and for companies that the state and region are trying to get to locate here for future economic development.

UNO partnered with DQSI, a tenant in the UNO Research and Technology Park, on a NASA SBIR proposal submission titled, "Distributed GIS Computing for High Performance Simulation and Visualization". In February 2011, this proposal was awarded a Phase 1 SBIR grant. DQSI and UNO (under a subcontract to DQSI) will be researching and developing high performance computing which will address NASA's mission for Earth Science Applied Research and Decision Support. Collaborators on the project include UNO's Pontchartrain Institute for Environmental Research and the Louisiana Optical Network Initiative (LONI).

UNO Priority Research Area: Naval Architecture and Marine Engineering – The School of Naval Architecture and Marine Engineering in the College of Engineering has several nationally and internally-recognized faculty working on advanced ship and autonomous vehicle design and construction including titanium alloy materials. This research aligns with the Materials & Chemicals

High Growth Target Industry, the Transport, Constr & Mfg Core Industry S&T Sector, the Energy, Environmental and Digital Translational Research Domains and the Materials Science and Computational Science Core Enabling S&T Research areas.

	NAME	
# PIs	4	
# Co-PIs	3	
	Award Count	Award Amount
Federal	3	\$6,530,478.00
State		
LA University		
Local		
Business	5	\$1,132,540.00
Foundation		
University	1	\$1,382,000.00
Foreign	1	\$217,394.00
Internal		
TOTAL	10	\$9,262,412.00

Additional Data:

The UNO e-boat team placed 2nd at the annual SOLAR SPLASH World Championship of Intercollegiate Solar Boating. Congratulations to the team of NAME and EE students lead by Danial Givan (captain) and Ryan Thiel (Faculty advisor). Again UNO presented the fastest boat on the water. Pictures and detailed results can be found at <http://www.solarsplash.com/index.php>.

A complete list of publications for NAME can be found at: <http://www.name.uno.edu/research/publications.aspx>

Success Stories:

UNO has been awarded a 10-year \$3 million contract as one of three American university partners on a South Korean shipbuilding research project. UNO, the University of Michigan and the University of Maryland were selected to work with one of South Korea’s two Global Core Research Centers. The centers will focus on research opportunities within South Korea’s two major export industry sectors: shipbuilding/marine structures and electronic industries. The centers will be operated by a lead university in South Korea with a consortium of academic institutions and South Korean manufacturers. A portion of the research funding is allocated to overseas consortium members, including UNO. The UNO principal investigator is Pingsha Dong, the Northrop Grumman Endowed Chair in Shipbuilding and Engineering and director of the Welded Structures Laboratory. Dong, an internationally renowned engineer, will provide advanced research in the areas of welding; fatigue design and analysis; and structural assembly procedures for marine structures.

The Office of Naval Research has awarded NAME a \$4.8M grant to advance the science and technology of titanium shipbuilding. The research will be focused on the manufacturability and structural performance of a titanium mid-ship section. Titanium alloys offer many advantages for ship hull applications compared to traditional structural steels and aluminum alloys. According to NAME Professor Pingsha Dong, with recent advances in welding and math-based design for fabrication techniques, this project represents perhaps the most comprehensive exploration of state-of-the-art technologies to date by actually building a full-scale titanium mid-ship section. Dong is an internationally renowned researcher in the area of welded structures.

II. Institutional and External Support for Priority Research Areas

A. How do identified priority areas reflect the mission and vision of the campus?

The mission and vision of the campus are contained in the 2011-2014 Strategic Plan for the campus. The Strategic Plan identifies Centers of Excellence for the university and each of the High Priority Research Areas listed above are supported by one of more of those centers. The vision statement states that the university will “focus on attracting new faculty in strategic academic areas” and “support our goal to be an urban research university of national stature.” Goals, objectives and strategies to support that vision are further defined in the Research section of the Strategic Plan.

B. How do/will the institution’s internal funding structures reflect and manifest these priorities (e.g., cluster hiring, strategic investments, infrastructure development, graduate fellowships/fellowship supplements, etc.)?

The UNO Office of Research and Sponsored Programs manages a summer research program and the Vice President for Research is also the decision-maker on other internal funding including direct support of research projects, cost-sharing on proposals, start-up for new hires and lab/space renovations. The VPR meets with many potential faculty hires and is included in the search process for Deans and above. The VPR also funds supplements to the BoR SREB doctoral fellows and the dissertation/thesis improvement program for graduate students. In making these decisions the VPR is cognizant of the Centers of Excellence and Strategic Plan, as well as potential funding opportunities and the role of the university in economic development.

C. How does existing and/or potential external funding relate to these priorities?

Existing funding is strongly correlated with these priorities. For the research priorities identified above the total number of current awards (as of 5/16/2012) is 73 for a total of \$34M. Of these 18 are federal awards totaling \$20M. According to the latest Grad Act report for UNO the five year rolling average ending in FY11 of all R&D expenditures was \$30.3M and the amount of that funding in Louisiana’s key economic development industries was \$17.7M or 58% of the funding. Based upon faculty hires and national funding trends we expect that percentage to increase.

III. Research and Economic Development Data

Campus-wide Economic Development Data (reported annually through the research commercialization databank and aligned with AUTM metrics): Activities related to economic development productivity over the past five years⁺, including

	FY09	FY10	FY11	FY12	FY13
A. Disclosures	6	7	9		

B. Patents awarded	0	4	2		
C. Licenses/Options awarded	3	3	2		
D. Licensing income	\$31,576	\$75,311	\$58,845		
E. New start-ups (existing)	0 (1)	1 (1)	0 (2)		
F. # of industry-sponsored research agreements					
G. Industry-generated R&D expenditures*	\$682,000	\$1,803,000	\$2,038,000		

+In keeping with Grad Act reporting items A thru F below are for the FY indicated and are not five year rolling averages. Also, Grad Act reporting has only included past three years. The next Campus STEM Research Priorities Report will include past five years of data.

*As reported in the Grad Act the industry-generated R&D expenditures are a five-year rolling average so FY09 listed above is for years FY05-FY09, etc.

Post-Katrina UNO Repairs

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
ADMINISTRATION								
		A	Henry Gimball	PSA		11/24/65	ADMIN	Design for New Administration Building
5-Oct-05	PSA	A	Citywide Testing	PSA	\$1,168.00	8/5/05	ADMIN	Parking Lot Materials Testing
14-Apr-05		A	new		public work	4/12/05	ADMIN	Glass Replacement 101
2-May-05		A	MMG		\$12,000.00	4/29/05	All Campuses	Environmental Permits -Refer to MC-A-Sp2539
		A	Royerre	15795	\$53,905.00	1/26/06	ADMIN	Flooring
		A	Royerre	15795	\$729.00	3/20/06	ADMIN	Rm 106 Replace Carpet
	1468	M	Baudier	17159	\$17,196.11	3/22/06	ADMIN	Repair of water Line at AD & Fine Arts parking lots
8/9/2006	1543	E	Ca-Par Electric,	18727	\$5,733.98	8/4/06	ADMIN	13KV pole emergency repairs
		M	Baudier	17159	\$17,000.00	9/5/06	AD/FA	Repair Underground Piping at AD & FA
		E	CaPar	18727	\$5,733.96		ADMIN	13 KV Pole Emergency Repair
		A	Joffary	ROLL017313	\$241.00	11/13/06	ADMIN	201 mini blinds
2.21.2007	1612	M	Triton	19536	\$7,900.00	1.22.2007	ADMIN	Comm Room Condensing Unit Replacement
		M	Aggreko	80453	\$5,850.00	6/26/07	ADMIN	Rental of Portable AC & Generator for New Air Unit
8.30.2007	1674	M	ARC Mechanical	w/ch.1/2	\$104,000.00	5.25.2007	ADMIN	113 AHU Changeout
6/8/2008	Under 5k	A	AKT			10/29/07	ADMIN	Asbestos abate in 217 mechanical room
6/8/2008	Under 5k	A	AKT	80494	\$4,997.00	5/19/08	ADMIN	Asbestos abate in 1st floor mechanical room
		M	kone	23762	\$13,466.04	6/15/08	ADMIN	Life Safety Elevator Repairs
26-Sep-09	PSA	M	Crumb	PSA	\$12,076.00	10/27/09	ADMIN	Crumb PSA - Refer to 3058/3060
	2014	A			\$31,000.00		ADMIN	205 graduate renovation
14-Sep-09	2106-07	M	Chillo	80613	\$118,215.00	9/14/09	ADMIN	Replace 2nd floor Air Handler Unit
14-Sep-09	2102	M	Crumb	PSA	\$60,000.00	9/14/09	ADMIN	Supply Pumps Replacement- Refer to 3058/60
15-Sep-09	1567	A	AKT	80649	\$874.40	8/20/09	ADMIN	Abate 103H & I
30-Apr-10	PSA	M	Crumb	PSA	\$18,541.00	9/26/09	ADMIN	Crumb PSA - Refer to 3058/3060
	1567	A	AKT	80649	\$5,371.94	12/2/10	ADMIN	Abate 2nd Floor Mechanical Room
		A	Riverside	FP&C	\$94,857.53	7/11/11	ADMIN	Roof Replacement
ADMINISTRATION ANNEX								
		A	Holly Smith	FP&C	\$6,273.00		ANNEX	Hurricane Katrina
		A	Royerre	15795	\$11,335.00	2/10/06	ANNEX	Carpet in Chancellor's Suite
		A	Joffary	17313	\$1,706.52	2/10/06	ANNEX	Blinds Chancellor and Financial Services
		A	Royerre	15795	\$585.00	3/29/06	ANNEX	Rm 1005 Replace Carpet
		A	ADS	51436	\$220.00	6/16/06	ANNEX	Motion detector in bursar's vault
		A	Royerre	18559	\$2,966.00	12/21/06	ANNEX	Flooring
		A	DeGeorge Glass	19677	\$1,645.00	12/21/06	ANNEX	Glass Door Replace in 2011
		A	Siemens	Proposal	\$22,949.75	6/27/07	ANNEX	Rm 1006 -Security System in Bursar's Office
		A				8/24/07	ANNEX	Chancellors Renovation Proposal
		A	Royerre	18559	\$792.00	10/4/06	ANNEX	Carpet - Harriet Reynolds Office
		A	In-House		\$30,000.00	12/4/07	ANNEX	Vice Chancellors Renovation
14-Sep-09	2103	M			Public Work	9/14/09	ANNEX	Replace Air Handlers
14-Sep-09	2105	M			\$23,000.00	9/14/09	ANNEX	Replace Heating Hot Water Circulation Pumps
14-Sep-09	2104	M			\$34,792.00	9/14/09	ANNEX	Replace Chilled Water Supply Pumps
26-Jul-10	PSA	M	Crumb	PSA	\$17,350.00	7/27/10	ANNEX	Crumb-PSA-Admin. Annex. 2nd floor air unit replacement
10/20/11	2104	M	Chillo	80675	\$161,415.00	6/23/11	ANNEX	Crumb-PSA-Admin. Annex. 2nd floor air unit replacement
26-Jul-10	PSA	M	Crumb	PSA	\$3,649.00	5.30.10	ANNEX	Crumb-PSA- Admin annex 2nd floor heat pumps
26-Jul-10	PSA	M	Crumb	PSA	\$3,649.00	5.30.10	ANNEX	Crumb-PSA-Admin. Annex. 2nd floor chill pumps
27-Jun-11	1567	A	AKT	80649		5/21/11	ANNEX	Abate Rm 1005
8-Sep-11	1567	A	AKT	80677	\$1,261.20	7/6/11	ANNEX	Abate 2nd Floor Mechanical Rm
8-Sep-11		A	Sherlocks	80680A	\$4,961.00	9/14/11	ANNEX	Replace Toilet Partitions Rms 219 & 21
8-Sep-11	2313	E	Frischhertz	80735A	\$105,820.00	8/17/12	ANNEX	Lighting Panel Replace
8-Sep-11	2296	A		Cancelled	\$200,000.00	8/17/12	ANNEX	Student Enrollment Center
ALUMNI & VISITORS CENTER								
12.9.2006	1553	A	Fleming	18965	\$167,120.00	11.8.2006	AVC	Alumni Center and ATM Drive Through Asphalt Paving
10.27.2006	1578	A	Castle Rock	19104	\$24,582.76	10.13.2006	AVC	Paver Install
		E	CaPar Electric		\$3,293.68	1/12/07	AVC	Removal of Guy Wire for Electric Pole
BIENVILLE HALL								
		A	Royerre	15795	\$760.00	9/19/05	BH	Rubber Tile In Elevators
		M	Vivien	FP&C	NA	10/12/05	BH	Katrina Mechanical Assesment
4/29/2006	1423	A	Kevin Smith	16655 w/ ch 7	\$251,101.23	12/23/05	BH	Door replacement per email from JRR 12-13
2/10/2006	1442	A	IDN Acme	16809	\$22,801.50	1/27/06	BH	Rekey again
		A	Sherlocks	14652	\$9,465.16	1/25/06	BH	Remove and Replace Ceiling
		A	Royerre	15795	\$15,820.00	1/26/06	BH	East Wing Flooring
		A	Sherlocks	14652	\$3,167.46	1/30/06	BH	Replace water Damaged Ceiling Tile
		A	Joffery	17313	\$20,870.00	2/10/06	BH	Window Covering
		A	Royerre	15795	\$8,696.00	2/10/06	BH	West Wing Flooring

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
		A	Sherlock's .	14652	\$3,496.56	3/10/06	BH	Replaced suspended ceiling system and light fixtures
		A	Royerre	15795	\$2,186.00	3/14/06	BH	Floor patch & Install
		A	Joffary	17313	\$607.00	3/22/06	BH	Managers Office
1/31/2006	1433	A	Triton	16710	\$12,000.00	1/17/06	BH	Install counter tops and lavatories
		A	Distinct Manuf	16894	\$1,725.00	4/11/06	BH	Storage Cabinets & Countertops
		A	Distinct Manuf	17449	\$4,250.00	4/19/06	BH	Replace Kitchen Cabinets
		A	Royerre	15795	\$1,797.00	5/1/06	BH	Flooring
		A	Distinct Manuf	17656	\$3,425.00	5/10/06	BH	Replace Kitchen Cabinets
		M	Simplex	16770	\$1,340.00	4/24/06	BH	Re-installed 9 horn strobes and one pull station on 1st fl
8/21/2006	1530	A	AKT		\$8,953.67	8/7/06	BH	Remove Asbestos
		A	Sherlock's	14652	\$3,778.68	4/30/06	BH	Install suspended ceiling system and light fixtures
		A	Sherlocks	14652	\$646.84	5/11/06	BH	Ceiling and Light Fixture Replacement
11/19/2006	1496	A	Sherlocks	80417(W. CH.	\$181,384.88	6/16/06	BH	Millwork and plumbing - labor/material to renovate RR on floors 2-6
9/26/2006	1496	A	Sherlocks	1,2,3 see Psoft	\$9,717.02	6/16/06	BH	Renovate Restrooms- Floors 2-6
4-May-06	1501	A			Est 125,000	5/4/06	BH	Canopy installation
8-May-06	1503	A	Reliable		\$7,985.00	5/8/06	BH	Window washing
		A	JaRoy.	16703	\$90,668.80	6/5/06	BH	Painting
		M	Pipeline	18029	\$9,340.00	6/9/06	BH/AD	Remove/ Replace broken exist sewer line Remove/replace existing AD
		M	Pipeline	18360	\$2,235.00	6/16/06	BH	Emergency 8" water main repair on Leon C. Simon @ BH
8-May-06		A	National Building	NA	\$2,820.00	7/19/06	BH	Window washing
12/31/2006	1517	M	Triton	18627.1	\$79,900.00	7/26/06	BH	Isolation Valve Replacement
		A	JaRoy	16703	\$101,095.00	8/3/06	BH	Painting
8/21/2006	1530	A	AKT	18594	\$7,930.00	8/7/06	BH	Remove Ceiling Tile and Grid BH Lobby
	1547	A			\$12,100.00		BH	Glass Door Replacement
28-Jul-06		A			Public work	7/27/06	BH	Install Internet Connections In Each Room
		A	Royerre	18559	\$750.00	8/23/06	BH	Lobby base
		A	Sherlock's	18888	\$19,800.00	8/30/06	BH	1st floor lobby & corridors phase 1 - replace suspended ceiling and lights
13-Sep-06		M			Title 39	9/15/06	BH	Fan Coil Units in 112 rooms - HVAC
		M	Triton	18937	\$1,432.00	9/20/06	BH	Install pump flange at BH mechanical room
		A	Solar Cool	19118	\$3,920.00	9/20/06	BH	Screen Replace (140)
		A	Automatic Door.	18072	\$1,290.40	9/21/06	BH	Automatic door
		A	Glassman	Paid on 54323	\$395.00	9/25/06	BH	Install new glass in BH Kitchen entrance door
		A	Royerre	18559	\$1,950.00	10/25/06	BH	Flooring
		A	Royerre	18559	\$1,544.00	11/1/06	BH	Flooring
12.2.2006	1580	E	JCI	2	\$19,117.79	11.2.2006	BH	Katrina Remediation Repairs to Electrical Starter and Wiring for Chiller 2
		A	Siemens	Emergency		11/6/06	BH	Emergency Security System Install
		M	Simplex	ROLL16700	\$1,280.00	12/7/06	BH	Rewire devices BH 1st floor common areas
		A	AKT	19542	\$2,800.00	11/30/06	BH	Core drill and asbestos removal
		A	In house	NA	In House		BH	Building Internet Drops
		A	AKT	19542		12/2/06	BH	Clean Air H.C Wing
		M	Jefferson Sprinkler	55277	\$433.18	12/13/06	BH	Replace leaking fire hose valve
2.20.2007	1615	E	Sherlocks	19541	\$27,729.00	12.22.2006	BH	Lighting Replacement
		A	Royerre	18559	\$380.00	1/11/07	BH	Lobby Repairs
		A	Rolland Lock	14372	\$1,180.00	3/7/07	BH	Rekey/Recore 302 Locks in BH
		A	Brazos Urethane	FP&C	NA	3/9/07	BH	Roof Warranty
		M	Triton	20225	\$4,380.00	3/26/07	BH	Replace Laundry Room Ductwork
		A	Fabritech	20060	\$726.00	4/11/07	BH	Install Canvas Awning
6.22.2007	1671	M	Bernhard	20474	\$6,207.00	5.8.2007	BH	Pump base fabrication
10/15/2007		A	AKT	80530		10/1/07	BH	Abate Rms 218,225,226,& 229 thru 232
11/15/2007		A	AKT	80530		11/28/07	BH	Abate Rms 319,328,331 & Halls
12/1/2007		A	AKT	80530		12/6/07	BH	Abate Rms 242,247, 257 & West Wing Hall
12/20/2007	1797	A	Cool-View	22402	\$8,760.00	12/3/07	BH	Metal canopy installation
		A	Pyburn & Odum	FP&C	\$10,007.00	4/21/08	BH	Asbestos Abate Design
	1940	M	Triton	80508	\$35,000.00	6/16/08	BH	Boiler Flash Tank Install
		A	Schrenk Peterson			6/27/08	BH	Structural Analysis
		A	Sherlocks	21651	\$2,338.20	7/31/08	BH	Paint Wall Behind Removed Desks
		A	Gill	FP&C	\$64,852.00	8/5/08	BH	Mechanical room Ceiling Scrape
		M	Triton		\$3,900.00	11/7/08	BH	Fan Coil Unit Repair
05.19.09	1985R	M	Triton	80508	\$35,000.00	11.17.08	BH	Mechanical Room Upgrades
13-Oct-08		M	Crumb	PSA	\$24,066.00	10/27/08	BH	Jason Crumb design fee for BH mechanical (AFC 225k)
13-Oct-08		M			Public Work	10/13/08	BH	Mechanical Room Repairs (AFC 225k)
		A	Sherlocks		\$2,160.00	10/17/08	BH	Second Floor Crossover between East and West
		A	Royerre	18559	\$9,055.00	11/5/08	BH	First Floor Install 13 Offices
		A	Gill	FP&C	\$87,833.00	11/17/08	BH	Mechanical Room Asbestos Abate
		A	AKT	80530	\$1,997.00	2/17/09	BH	Cut and Remove Transite Pipe

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
6-Mar-09		A	AKT	80530	\$4,273.00	2/25/09	BH	Abate Mechanical Chase
24-Mar-09	2054	M			\$300,000.00	3/24/09	BH	Mechanical Room Repairs
	1931	M	Chillco	80517	\$19,193.96	3/31/09	BH	Replace water & sewer line
	1931	M	Chillco	80594	\$92,655.48	4/23/09	BH	Replace water & sewer line
		A	AKT	80530	\$4,273.00	5/3/09	BH	Asbestos Abate
		A	Riverside	FP&C	\$44,500.00	5/5/09	BH	Re-Roof Warranty
		M	Insulation Inc	80543	\$2,470.00	3/13/09	BH	Insulate Pipes
		A	AKT	80534	\$1,997.00	2/18/09	BH	Removal of Transite Pipe in North Yard
		A	AIMS	State	NA	9/8/09	BH	Mold/Asbestos Study
4-Nov-09		A	AKT	80534	\$952.32	10/28/09	BH	Abate Rm 410 Network Room
	1932	E	Deubler	80607	\$4,767.04	2/18/10	BH	Repair Duct Bank
	1923	M	Kone	80661	\$8,141.82	4/1/11	BH	Elevator Upgrade
BIOLOGY								
		M	Thyssen Krupp	80499	\$1,678.00	8/18/08	BIO	Elevator Service
5-Nov-08	PSA	A	Crumb	PSA	\$7,284.00	11/5/08	BIO	PSA for emergency generator
04.16.09	1996	A	Deubler	25371	\$46,200.00	12.10.08	BIO	Generator
		M	Siemens	\$80,535.00	\$58,014.31	3/18/09	BIO	Replace Fire Alarm System
08.25.09	2008	A	Sherlock	80550B	\$300,943.12	04.08.09	BIO	200/234 Renovate
08.25.09	PSA	M	Crumb	PSA	\$21,621.00	04.08.09	BIO	Crumb Pro Service Agreement
11.09.10	2188	M	Verges	35407	\$24,900.00	10.27.10	BIO	Underground Pipe Replacement
9-Dec-10	2209	M	Gallo	80650	\$62,000.00	12/9/10	BIO	Underground Pipe Repair
10-Dec-10	PSA	M	Crumb	PSA	\$11,343.00	12.10.10	BIO	PSA- Biology Underground Pipe Repair PSA
		A	TJT Construction	80674	\$3,170.97	8/15/11	BIO	Dumpster Pad Replace
		M	Paul D Plumber	80706	\$4,925.00	1/3/12	BIO	Replace 4" Double Check Back Flow Valve
BUILDING 16								
		A	Triton	80476A	\$2,943.00	11/5/07	BLDG 16	Water Line Repair
12.04.07	1756	A	Louisiana Demo	80470.1	\$14,993.59	11.5.07	BLDG 16	Demolition and replacement of Bld 16
CAMPUS POLICE								
		A	Holly Smith	FP&C	\$461.00		CPB	Katrina Repairs to Garage
		A	Ecosystems	FP&C		6/1/06	CPB	Air Quality Assessment
		E	CaPar	19573	\$4,449.48	12/8/06	CBP	Straighten Cant & Resage Wire
	1808	A	Siemens	22560	\$24,870.00	12/18/07	CPB	Police security system install
14-Jan-05		A	unknown		public work		CPB	Camp Police Building and Parts Fence Wood Replacement
		A	Kelbro	80528	\$7,271.00	6/15/09	CPB	New H.C. Parking Spaces
18-Jul-11		A	AKT	80534	\$7,410.00	7/12/11	CPB	Tile & Mastic Removal
18-Jul-11		A	AKT	80698	\$13,596.00	11/7/11	CPB	Tile & Mastic Removal 4400 Sq. Ft.
COASTAL RESEARCH STATION (CERF)								
	2323	M	Gootee			10/11/12	CERF	Rebuild Water Distribution
	2327	A	Franke			10/30/12	CERF	Exterior Panel Replace
CHILD CARE CENTER								
6-Jun-05		A	S Construction	16095	\$4,250.00	6/6/05	CCC	Canopy Roof - Children's Center
		A	FP&C	FEMA	NA	1/14/06	CCC	FEMA Project Worksheet
		A	RCC Flooring	18559	\$6,923.25	8/16/06	CCC	VCT & VCT repair - New Carpet and carpet repairs
		A	Sherlock's Const	14652	\$2,556.00	8/22/06	CCC	Installed new suspended ceiling tile and system
		M	Jefferson Sprinkler	54763	\$160.00	10/3/06	CCC	Inspect CCC sprinkler
		A	Brice	Foundation		10/16/06	CCC	Jumpstart Library
		A	National Fence		\$1,520.00	12/18/06	CCC	Repair/Replace Fence Gates
		A	Sherlock's Const	14652	\$1,914.25	10/18/07	CCC	Gypsum Board Replace
11/03/09		M	Parsons	80584	\$12,375.00	11/3/09	CCC	Hydromatic Lift Station
18-Aug-10	2186	M	Chillco	80636	\$25,250.00	8/18/10	CCC	Replace HVAC System at Child Care Center
	2218	M	Verges	80660	\$37,800.00	3/31/11	CCC	Replace A/C Units 1 & 2
11/27/11	2221	M	Verges	80669	\$58,050.00	6/1/11	CCC	Cooling Tower Replacement
CERM								
17-Nov-05	1317	A	Sherlock		public work	11/17/05	CERM	Revoations, 3rd, 4th, and 5th floor (515A)
1/16/2006	1416	A	Safehood	16490	\$250,879.00	12/3/05	CERM	Lab Renovations
		A	Ecosystems	FP&C		12/15/05	CERM	Air Test Report
	1340	A	Vercon	15101	\$3,200.00	7/21/06	CERM	Renovate room 332
		A	Holly Smith	FP&C	NA	11/17/06	CERM	Roof Replacement (Crown Roofing)
		A	Sherlocks	18887	\$1,914.25	10/18/07	CERM	Replace Gypsum Board
INVOICE		A	Royerre		\$3,139.00	1/19/06	CERM	New Carpet Rm 515
		A	Joffary	19235	\$1,256.00	1/29/07	CERM	104 Mechoshades
23-Mar-07	1672	M	Triton	20425	\$11,180.00	3/23/07	CERM	Ductwork Extension
6.29.2007	1692	E	NSC Electric	W/CH.1	\$14,835.00	5/21/07	CERM	UPS - Complete Electrical Installation

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
		M	Triton	21240	\$3,500.00	6/15/07	CERM	Install motorized dampers in 332
31-Aug-07	Under 5k	E	Margiotta	21683	\$4,150.00	8/21/07	CERM	Electrical for wind tunnel
13-Sep-07		E			Public work	9/13/07	CERM	5th Floor Install Power Receptacles
		A	Crown Roofing	FP&C		9/30/07	CERM	Re-Roof
12.24.07	1787	E	NSC Electric	22114	\$22,600.00	10.26.07	CERM	Electrical Upgrade
		M	Crumb		\$3,200.00	05.28.08	CERM	Air Conditioning Design Rm 322
		A	N.O. Metalworks	FP&C	\$254,400.00	5/1/08	CERM	Permanent Repairs
08.15.08	1861R	M	Triton	FY09023472.1	\$32,000.00	05.28.08	CERM	Air Conditioning Install Rm 322
		M	Chillco	YSC	\$40,000.00	6/18/09	CERM	Fume Hood Repairs - Repair to Phoenix System
30-Sep-10	PSA	A	JEAcoustics	PSA	\$11,050.00	9/1/10	CERM	JEAcoustics-sound testing for relocation of WWNO
COMMONS								
					Emergency	8/4/06	COMM	60 ton AC Rental
10/2/2006	1539	A	Sherlocks	18759	\$18,960.00	8/18/06	COMM	Fine Arts Renovations
02.01.10	2075	A	Glass Doctor	29506.1	\$9,277.56	10.14.09	COMM	1st Floor Door Frame Installation
06.03.10	2140	A	Sherlocks	31085	\$10,507.00	02.04.10	COMM	Roll-up Door Installation
		A	Gill	FP&C	\$46,700.00	9/24/10	COMM	Asbestos Abate
	2326	A	TJT Construction	HOLD	\$10,118.00	11/17/12	COMM	Roll-up Door Installation
COVE								
		A	AKT	50807	\$3,850.00	12/7/05	COVE	Removal of Items in Storage Area
		A	AKT	50807	\$450.00	1/10/06	COVE	Clean Post Office for Safe Removal
		A	AKT	16562	\$4,630.00	1/15/06	COVE	Additional Cleaning of Post Office
		A	AKT	16734	\$2,125.00	1/20/06	COVE	Remove Items from mail and Bulk Storage
		A	FP&C	State	NA	2/14/06	COVE	
		A	AKT	16828	\$4,630.00	2/15/06	COVE	Remove Items From Food Service
		A	LA Demolition	80473	\$3,800.00	12/19/07	COVE	Concrete Wall & Gate Demolition Under 5k
		A	Holly Smith	FP&C			COVE	Pro Service for Permanent Repairs
		A	Gill	FP&C	\$66,253.00	9/18/08	COVE	Environmental Remediation
		A	Cuzan	FP&C	\$1,660,000.00	12/16/10	COVE	Phase II Permanent Repairs - LIQUIDATED DAMAGES
		A	CBD	FP&C	\$1,747,500.00	12/16/10	COVE	Phase II Permanent Repairs
COMPUTER RESOURCE CENTER								
18-Aug-05		M	Active		PSA	8/4/05	CRC	HVAC Modifications CRC
6/30/2006	1497	M	Triton	17813	\$94,000.00	5/18/06	CRC	Install second HVAC unit 4.20.06
	1477	M	Automated	17247	\$7,367.67		CRC	Replacement Parts
	1500	E	Halo	18212	\$71,336.00	6/30/06	CRC	150kVA uninterruptible power system with thirty (30) minute run time
31-Dec-05	PSA	M	Verges	PSA	\$7,500.00	9/1/05	CRC	HVAC Modification
31-Dec-05		A	Royerre	15795	\$31,248.00	1/17/06	CRC	Flooring
		A	Sherlock	14652	\$2,697.46	2/8/06	CRC	Removal and Replacement of Ceiling Tile
	1402	E	Cummins	FY07016096	\$145,815.00	2/8/06	CRC	500KW Natural Gas Genset and 800A Power Command ATS,
		A	Joffary	17313	\$3,967.00	2/10/06	CRC	Blinds Rms 100, 104 & 106
		M	Parsons		\$3,467.00	4/5/06	CRC	Tube Bundle Assembly for Bryan Steam Boiler
		A	Joffary	17313	\$352.00	4/11/06	CRC	Rm 108 Lounge Blinds
		A	RCC Flooring	18559	\$2,592.00	8/8/06	CRC	101 O, 101N move furniture, floor patching, New carpet, 6" cove base
10/10/2006	1534	E	Westbank	18664 w/ch.1	\$45,875.98	8/21/06	CRC	Signal Underground Conduits for Computer Center
		M	Natl Corrosion	19319	\$1,800.00	10/31/06	CRC	Install 2" Gas Line Tap
	1599	M	TBD		\$90,000.00		CRC	HVAC Replacement of Unit # 3
		M	Hamilton Sales Inc.	19606	\$2,178.25	12/26/06	CRC	Lawler TMV w/box complete repair kit & thermostat
4.28.2007	1608	M	Chillco, Inc.	1	\$84,895.00	1.18.2007	CRC	101 HVAC Rreplacement
4.8.2007	1617	M	Alack	19736	\$21,513.05	2.22.2007	CRC	Rm 101 HVAC Replacement
5.18.2007	1648	E	Heritage Electric	1	\$9,540.00	3.19.2007	CRC	Computer Room Electrical Upgrade
5.5.2007	1650	M	Chillco	W/CH.1,2	\$24,985.00	3.5.2007	CRC	Replace Air Handler
	1669	M	Cancelled				CRC	Computer Center HVAC Repair
		E	Cummins	FY07016096	\$21,872.25	3/14/07	CRC	500KW Natural Gas Genset and 800A Power Command ATS, Crane Service
5.23.2007	1679	M	Chillco, Inc.	20764	\$22,480.00	4.23.2007	CRC	214 3-ton HVAC split system installation
5.20.2007	1680	E	Heritage Electric	1	\$10,649.00	4.24.2007	CRC	Breaker Installation
		E	Heritage Electric	20662	\$2,940.00	5/3/07	CRC	Repair Lightning Protection
6.8.2007	1694	A	Chillco, Inc.	20726 W/CH	\$21,666.00	5.9.2007	CRC	Walkway Around Computer Center Generator
		E	Heritage Electric	20620	\$2,950.00	5/15/07	CRC	Connect to 3 ton A/C Unit
	1721	M		QJL1722?	\$25,000.00		CRC	Repair Compressor - Refer to SP1722
22-Jun-07	1722	M	Johnson	21370	\$9,104.64	---	CRC	Compoessor - computer room too hot
11.24.07	1786	M	Bernhard	22159	\$9,206.00	11.05.07	CRC	High Temp Pipe Repair
11-Feb-08		M	Simplex	Re-Bid	Public work	2/11/08	CRC	Fire Suppression Replacement-Refer to Sp3074
4-Mar-08	1862	M	Gallo	23087	\$20,930.00	2/13/08	CRC	Hot Water Line Repairs
		A	Aims	FP&C	\$14,920.50	2/19/08	CRC	Environmental Remediation
		A	Office Plan Group		\$8,409.00	3/31/08	CRC	Help Desk

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
		A	Scariano	FP&C	\$25,065.00	5/27/08	CRC	Pro Service For Re-Roof
		A	Roofing Pro	FP&C	\$185,422.00	5/27/08	CRC	Re-Roof
27-Oct-09	2129R	M	Simplex	80623	\$119,000.00	5/10/10	CRC	Fire Suppression System-Re-bid
25-Jan-11		A	AKT	80530		1/15/11	CRC	Asbestos Abate Rm 213
		M	E. Frey	80656	\$3,293.00	2/10/11	CRC	Storm drain install
CHEMICAL SCIENCE ANNEX								
2/21/2006	1447	E	GE Energy	1	\$54,498.00	2/7/06	CSA	Replace Transformer
		A	Glassman	19293	\$905.00	9/29/06	CSA	Remove glass storefront to remove equipment, reinstall Rm 126
6/1/2007		M	Triton	20869	\$4,500.00	5/11/07	CSA	Exhaust Fan Repair
		A	Simplex	ROLL16700	\$560.00	12/7/07	CSA	Post Katrina fire alarm insp for CSB, not covered by Service agreement
26-Aug-08		A	Sherlock	80507	\$4,426.34	8/26/08	CSA	Bathroom Urinal Screen and Flush Valve Replacement
		M	Chillco	24917	\$2,537.00	10/10/08	CSA	Replace Steam Line
		E	Deubler		\$7,000.00	1/23/09	CSA	Install 800 amp Breaker
		A	Aims	FP&C	\$4,220.50	12/19/08	CSA	Enviromental Remediation
		A	Gill	FP&C	\$13,958.37	12/23/08	CSA	Enviromental Remediation
17-Oct-08		A	AKT	80534	\$39,726.00	10/28/09	CSA	3rd Floor Mold Issues
	1932	E	Deubler	80615	\$6,656.69	3/30/10	CSA	Main Breaker
		A		99-036			CSA	Existing Plans
CENTRAL UTILITIES PLANT								
		M	Southwest Engineers	15811	\$20,645.34	3/10/06	CUP	Chemicals for water treatment
		M	Fischer	16517	\$31,766.00	3/17/06	CUP	Replace Air Inlet, Louvers & Structural Supports
		M	Betz Engineering	80334	\$4,835.00		CUP	Maint. Repairs
		M	Fischer		\$5,852.00	4/19/06	CUP	Cooling Tower Repairs
20-Apr-05		M	new		Title 39	4/20/05	CUP	Exhaust Ducts for Air compressors at CUP
20-Apr-05		E	new		public work	4/20/05	CUP	Repair of VFD P-40 at CUP
21-Apr-05		M	new		public work	4/21/05	CUP	repair (2) two descant air drier units at the C.U.P
		M	Parson & Sanders	17342	\$2,507.00	4/23/06	CUP	Repairs to Pump
		M	Parson & Sanders	17338	\$3,446.78	5/2/06	CUP	Tube bundle assy
21-Jun-05		M	Vivian	PSA	\$2,050.00	6/20/05	CUP	Factory Chiller Test
	1509	M	Fischer	16517	\$9,724.00	5/17/06	CUP	Repair to main cooling tower at CUP
		E	CaPar	Emergency		6/30/06	CUP	Buss bar repair
		M	CCS Industrial	ROLL012997	\$10,789.82	7/25/05	CUP	Repair tube leaks CUP HW boiler
		E				9/5/06	CUP	UPS Replacement
		M	CCS Industrial	ROLL / 15799	\$10,999.26	9/12/05	CUP	Service Contract for Boiler Services and Materials Under Bid Option B
		M	Southwest Engineers	15811	\$21,372.56	9/28/05	CUP	Chemicals for water treatment
31-Jul-07	PSA	M/E	Vivian	PSA	\$15,500.00	10/2/06	CUP	O&M Survey
6-Nov-06		M			Public work	7/15/06	CUP	HVAC Repairs
		M	Southwest Engineers	15811	\$74,688.00	7/21/06	CUP	Chemicals for water treatment
8-Aug-06	1554	M			\$490,000.00	8/8/06	CUP	HTHW Boiler Replacement Phase II
		M	Southwest Engineers	15811	\$21,372.56	9/28/05	CUP	Chemicals for water treatment
		E			\$20,000.00	9/25/06	CUP	New UPS
29-Sep-06		M	Fischer	16517	\$5,852.00	9/28/06	CUP	Repair to main cooling tower at CUP
			Simplex Grinnell	ROLL016770	\$4,583.33	10/2/06	CUP	Alarm & Detection Test/Insp all parts/labor
		E	Vivian			11/6/06	CUP	Electrical Study - (Refer to File)
		M	Chillco	19091	\$49,835.00	11/13/06	CUP	Boiler Rental
17-May-06	1581	M	Johnson	19351 w/ch 1	\$24,582.70	10.30.2006	CUP	Repair Cooling Tower
31-Jul-07		M	Parsons	80424	\$47,727.00	10/29/06	CUP	Replace 2 HTHW pumps
12.13.2006	1594	M	Southwest	80442	\$15,540.00	11.13.2006	CUP	Chemical Water Treatment
		E	Coastal Power	20055	\$4,485.04	2/15/07	CUP	Repair GE 400A Breaker
3/1/2008	1594	M	Southwest	19652	\$5,000.00	4/1/07	CUP	Chemical Water Treatment - LA Contract # 406940
3.16.2007	1589	M	Johnson	21168	\$247,904.64	1.4.2007	CUP	Cooling Tower Temporoary Emergency Repairs - FEMA
9-Nov-06	1600	M	Bernhard	80433	\$16,055.00	1.31.2007	CUP	Boiler Gas Assembly Repair
10-Nov-06	1603	M	Bernhard	80426	\$42,975.00	1.31.2007	CUP	Cleaning tubes on sealed boiler
31-Jul-07	PSA	E	Vivian	PSA	\$49,143.00	12/18/06	CUP	High Voltage Switchgear Replacement
4-Dec-06	1618	M			\$490,000.00	12/4/06	CUP	Boiler Replacement
29-Jan-07	1641	M	Johnson	80435	\$8,304.00	2/8/07	CUP	Condensencer Unit at CUP
29-Jan-07	1628	M	Johnson	19678	\$25,000.00	2/12/07	CUP	Temporary Operating Services
		M	Adco	80447	\$3,911.00	4/10/07	CUP	Install pump on 900hp boiler
	1712	M	Triton	21155	\$25,000.00	4/30/07	CUP	High Temp Water Repair (demo boiler)
4-May-07	PSA	M	Vivian	PSA	\$6,201.00	5/1/07	CUP	Design Heat Exchanger
		M	Schully Strawn-	20881	\$1,849.20	5/11/07	CUP	Cooling Tower Spray Pump
07.01.08	1699	M	Hydronic Tech	80452	\$53,304.00	6/4/07	CUP	Owner Purchased Heat Exchanger
		M	Scope/Cost		\$91,300.00	7/26/07	CUP	Dedicated Water Line to Central Plant
07.01.08	1727	M	Bernhard	80456k	\$177,265.14	8.28.2007	CUP	Heat exchanger installation

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
		M	Triton	21135	\$3,500.00	6/18/07	CUP	Fabricate and Install Spool Piece
30-May-07	1695	M	Triton	80451	\$23,100.00	5.30.2007	CUP	High Temp Water Line Repair
	1699	M	Hydro Tech	80452	\$53,304.00	9/25/07	CUP	Heat Exchanger
11-Sep-07	1774	M	Chillco		\$80,000.00	7/25/07	CUP	Water Storage Tank-construction
15-Aug-07	PSA	M	Crumb	PSA	\$5,628.00	7/25/07	CUP	Water Storage Tank
25-Jan-08		M	Chillco	80489	\$115,823.00	1/25/08	CUP	Replace Water Makeup Tank & Booster Pump
7-Sep-07	YSC	M	Johnson	21630	\$3,389.00	8/15/07	CUP	Repair cooling tower conductivity
7-Sep-07	YSC	M	Johnson	21631	\$4,089.00	8/15/07	CUP	Repair Eurotherm
		M	Ingersoll	80459	\$11,539.00	10/5/07	CUP	Oil Less Compressor
11.30.2007	1751	M	Johnson	80467	\$12,033.00	10.1.2007	CUP	Replacement of Condenser Valva Actuators Chillers #2 and #3
10.8.2007	1757	E	Automated	80466b	\$38,975.00	was sent in 02/08	CUP	Replacement of 200hp adjustable frequency drive
	1828			80477	\$100,000.00		CUP	Replace Chilled Water Tank
	1860	M			\$25,000.00		CUP	Fan Coil Replacement
02.12.09	1865	M	Chillco	80489c	102895. alt1 \$390	04.28.08	CUP	Replace Water Storage Tank
09.30.08	1915	M	Chillco	80498.2	\$22,895.00	06.03.08	CUP	Fan Coil Replacement - CUP & EC
2-Apr-08	1891	E	Automated	80486	\$41,000.00	4/2/08	CUP	Frequency drive replacement
	1990	M	Gootee	80510	\$3,157.00	10/22/08	CUP	Inspection of Chiller
12-Nov-08	2004	M	Gootee	80514	Public Work	11/11/08	CUP	Repair on Trane chiller
09.30.08		M	Chillco	80517	\$7,217.88	12/5/08	CUP	Replace water tank & booster pump
04.04.09	2005	E	Automated	80521	\$41,000.00	01.05.09	CUP	Frequency Drive Replacement
		M	Automated	80555	\$4,974.00	4/28/09	CUP	Remove and replace frequency drive
		M	Automated	80556	\$2,919.00	4/28/09	CUP	Remove and replace frequency drive
2-Feb-11	1931	M	Chillco	80589	\$25,508.30	10/2/09	CUP	Chiller #3 Repairs
11.02.09	2115	M	Johnson	80590	\$22,704.00	10.13.09	CUP	Chiller Repair
11/30/10-	PSA	E	Crumb	PSA	\$19,174.00	2/24/10	CUP	Crumb Eng. Central Plant Motor Control Center Replacement
08.16.10	1931	M	Chillco	80593	\$10,403.29	4/23/09	CUP	Domestic Water Line Repair
08.16.10	2173	M	Triton	34211	\$14,600.00	08.10.10	CUP	Domestic Water Line Repair
	2179	M	Mock	80632	\$28,450.00	8/31/10	CUP	2 New air compressors
11/30/10-	PSA	M	Crumb	PSA	\$137,453.00	11/8/10	CUP	Central Plant Improvements
29-Sep-10	2191	M	CCS Industrial	36673	\$9,825.00	02.6.11	CUP	Repair Unilux Boiler at CUP
#####	2215	M	Gootee	38104	\$7,150.00	04.21.11	CUP	Chiller #3 Repairs
		M	Amcon	80659	\$4,105.57	3/16/11	CUP	Controller for Johnson Controls
30-Jun-12	2241	E	Crumb	PSA	\$42,019.00	5/16/11	CUP	Replace Main Electrical Switchgear
30-Jun-12	2241	E	Fisk			3/7/12	CUP	Switchboard Replace
		M	McQuay	80683	\$19,611.00	9/15/11	CUP	Repairs to Chiller's #'s 2,3 & 6
		M	Fluid Process	80684	\$16,985.00	9/19/11	CUP	Repairs to Controls on Boiler # 1
		M	McQuay	80686	\$1,446.00	10/6/11	CUP	Replace Freon in Chiller #5
		M	McQuay	80693	\$15,879.00	10/25/11	CUP	Replace Freon in Chiller
	2241	E	Fisk				CUP	Replace Main Electrical Switchboard
	2242	E			\$5,425.00		CUP	VFD Replacement
		M	Amcon	80659	\$2,132.84	11/7/11	CUP	Sensors & Control Panel
		M	Precision PSI	80694	\$2,192.78	11/2/11	CUP	Condenser Water Pump Repair
	2157	E	G&M Electric	80691	\$3,556.00	10/20/11	CUP	Rebuild 125 HP Electric Motor for Condensor Pump # 6
	1932	E	Deubler	80705A	\$5,802.00	12/20/11	CUP	Replace UPS
	2245	M				1/19/12	CUP	Eddy Current Testing of Chillers
		M	Fluid Process	80710	\$6,166.00	1/5/12	CUP	Repair Hot Water Pumps 1&6
30-Jun-12		M	Chillco	FP&C	\$1,671,841.00	3/7/12	CUP	Improvements to Main Central Plant
30-Jun-12		M	Chillco			11/14/12	CUP	Replace Motor Control Center
	2270	M	Precision PSI	80712	\$3,930.22	11/10/11	CUP	Repairs to CHWP-7
30-Jun-12	2331	M				11/7/12	CUP	Repair Trane Chiller # 4
30-Jun-12	2357	M				11/7/12	CUP	Repairs to Condenser Pumps 5 & 6
EAST CAMPUS								
7/26/2006	1510	E	Ca-Par Electric,	18192	\$9,827.32	7/6/06	EC	Repair automatic transfer switch at EC due to power outage
		E	Deubler	17038	\$23,040.00	7/13/06	EC	Light Pole Inspection
23-Dec-05	PSA	M	Julien	PSA	\$14,800.00	8/8/05	ECUP	Removal of Underground Diesel Tank at the East Campus
		A	Citywide Testing	PSA	\$11,000.00	12/11/06	EC	Investigate Tank Removal
		E	Ca-Par Electric,	80429		2/27/07	EC	Locate underground high voltage cables
6/29/2007		M	Bernhard	21101	\$3,675.00	5/29/07	EC	Repair Storm Drain
EAST CAMPUS UTILITIES PLANT								
	PSA	M	Crumb	FP&C	\$81,622.00	10/30/08	ECUP	Plant Repairs Phase I
		M	Bernhard	FP&C	\$860,663.90	12/30/08	ECUP	Plant Repairs Phase I
		M	Bernhard		\$800.00	11/30/09	ECUP	Repair 3" Gas Regulator
	PSA	M	Crumb	FP&C	\$81,622.00	10/30/08	ECUP	Plant Repairs Phase II
	2246	M	McQuay	40247	\$6,883.00	6/26/11	ECUP	Repairs to Chiller # 1

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
	2374	M	Gootee		\$7,000.00	6/5/13	ECUP	Exhaust Fan Install
EDUCATION								
		A	AKT	16853	\$4,930.00	9/1/05	ED	Remove Floor Tiles
		A	Royerre	15795	\$1,862.00	11/8/05	ED	Flooring 103 A
9/6/2004		A	Royerre	15795	\$4,749.00	1/19/06	ED	Carpet - Rm 304
9/6/2004		A	Royerre	15795	\$2,169.00	2/10/06	ED	Flooring 117
		A	AKT	16853	\$3,280.00	2/14/06	ED	Remove Floor Tiles & Mastic Rm 103
		A	Royerre	18559	\$2,922.00	8/1/06	ED	Flooring - 126/128
		A	Royerre	18559	\$3,122.00	9/20/06	ED	Flooring
		M	Triton	9615	\$1,427.13	11/21/06	ED	Modify ductwork ED 3rd Floor
		A	Ioffary	19235	\$205.00	6/21/07	ED	309 - Graber 1" mini blinds
18-Feb-08		E			Public work	2/14/08	ED	Panelboard Replacement
		A	in-House		\$7,700.00	2/19/08	ED	Scope Cost Rm 108 Renovation
		A	Fire Department			3/5/08	ED	Fire Watch
		A	Glassman	23331	\$4,975.00	5/10/08	ED	Install Glass Doors in Room 304
		A	Sherlocks	80504A	\$5,394.00	5/15/09	ED	Paint 1st floor corridor
	1556	A	Sherlock	80665	\$18,873.00	4/17/11	ED	Paint 2nd floor
	2230	A	K-Belle		\$48,500.00	4/19/11	ED	210 Renovation
	2254	A	Siemens		\$15,279.00	6/11/11	ED	Card Access Installation
	2381	M			\$300,000.00	6/30/13	ED	2ND & 3RD Floor Air Handler Replace
ENGINEERING								
3/21/2006		M	Reliable Elevator	18869	\$151,102.00	1/19/06	ENG	Emergency Elevator Repair
3/21/2006	1431	A	Sherlocks	16692	\$117,000.00	1/19/06	ENG	Emergency Engineering Door Replacement
		A	Sherlocks	14652	\$3,432.00	2/9/06	ENG	Remove and Replace Ceiling Tile
		A	Tomba	62994	\$3,111.00	3/30/06	ENG	Re Attach to Antennas
5-Apr-06	1484	A			Public work	4/5/06	ENG	Stairwell Glass Block Replacement
		A	Royerre	15795	\$11,770.00	6/27/06	ENG	809, 909, 911 - Flooring
		M	Siemens			3/8/07	ENG	Fire Alarm Panel Replace
		A	Riverside	FP&C	\$40,651.00	7/10/07	ENG	Roof Warranty
9.27.2007	1754	M	Triton	80460	\$24,900.00	8.28.2007	ENG	Replace 5 Ton Air Conditioner
		A	Simplex Grinnell	ROLL16700	\$2,160.00	11/30/07	ENG	Post Katrina fire alarm insp for EN, not covered by Service agreement
07.05.08	1922	A	Metro	80491	\$10,920.00	05.22.08	ENG	Rewire 14 access control doors w/ 3/4 conduit and tamper resist screws
12-Jun-08		M	Crumb	PSA	\$15,642.00	6/18/08	ENG	Computer and Main Elec Room Fire Suppression System
12-Jun-08		M				6/18/08	ENG	Computer and Main Elec Room Fire Suppression System
		A	Krebs	PSA	\$72,752.00	9/18/08	ENG	Paving of Eng Parking Lot
		M	Jeff Sprinkler	80515	\$4,950.00	11/17/08	ENG	Replace 3 Gate Valves
9.16.09	1970	M	Coastal	80524.1	\$63,500.00	12.19.2008	ENG	Building suppression system
		M	Vivien	FP&C		1/1/09	ENG	Pro Service for Mechanical Permanent Repairs
		M	Chillico	FP&C	\$914,316.00	1/1/09	ENG	Mechanical Permanent Repairs
17-Oct-08		A	AKT	80534	\$720.00	8/25/09	ENG	Auditorium Ceiling Removal
03.12.10	2063R	A	K Belle	28837.1	\$41,500.00	09.16.09	ENG	Engineering Emission Test Shed
	2137	M	CCR	80639	\$1,293.74	10/19/10	ENG	Correct Sprinkler Deficiencis
	2137	M	CCR	80646	\$2,009.40	12/2/10	ENG	Valve Installation in stairwells
	2078	M	Simplex	80647	\$1,515.85	12/2/10	ENG	Air handler tie in to fire
	2078	M	Simplex	80654	\$646.55	1/21/11	ENG	Reconnect Tamper switches
		M	Ranger				ENG	Storage Tank Removal
		A	Sprint	NA	NA	3/2/13	ENG	Sprint Compliance Report (Antenna's)
	2319	A				10/23/12	ENG	Fire Alarm Repairs
FINE ARTS								
		E	Elec. Power System	16804	\$3,170.00		FA	Install Circuit Breaker
		A	Ecosystems			1/28/06	FA	Mold Assessment Report
8-Feb-06		A			public work	2/8/06	FA	Remediation of FA
29-May-07		A	Sherlock	80379	\$48,647.59		FA	Renovation
		A	Scope/Cost		\$8,500.00	2/23/07	FA	Renovate Rooms 105/106
	1635	M	Cancelled			6/29/07	FA	Chilled Water Pump Replace
9.21.2007	1728	M	Chillico	80454a	\$19,895.00	7.23.2007	FA	Chilled water pumps
22-Aug-07					Public work	8/22/07	FA	
		M	Siemens		\$19,385.00	9/6/07	FA	AHU & Pump Room Control Replacement
10.20.2007	1755	M	Triton	80464	\$16,100.00	9.20.2007	FA	Duct Heater Replace
7-Apr-08	1895	M			\$130,000.00	4/7/08	FA	AC Replacement
14-Sep-09	2108	M				9/14/09	FA	Replace Three Fan Coil Units
10/24/2005		A	AKT		\$3,600.00	12/17/09	FA	HVAC Fittings
30-Jun-12	PSA	M	Crumb	PSA	\$30,575.00	5/16/11	FA	Fan Coil Replacement
30-Jun-12	2108	M	Chillico	80717	\$189,000.00	5/24/12	FA	Fan Coil Replacement

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FACILITY SERVICES								
10/24/2005		A	AKT	14363	\$3,500.00	10/9/05	FS	Katrina - Remove water damaged Records
		A	A&M Container	17361	\$5,985.00	1/15/06	FS	Purchase 3 storage containers
		A	Golf Carts of LA	17943	\$116,148.00	1/30/06	FS	Replace Vehicles lost in Storm
		E	Cummins	16108	\$2,950.00	2/22/06	FS	150 Gallon Tank
		E	Elec Power System	16717	\$1,810.00	3/8/06	FS	Transformer Test (Refer to Sp2634)
		A	A&M Container	17030	\$7,800.00	3/30/06	FS	4 used 20' containers
		A	Broad Glass	52480	\$500.00	5/15/06	FS	Replaced wind shield 96 Jeep Cherokee
		A	ARCOM	18078	\$3,360.00	7/11/06	FS	Arcom Masterspec Master Spec License agreement
		A	Florida Time Clock	18553	\$3,419.25	7/14/06	FS	Hand punch time clock, employee capacity upgrade, and soft ware license
		A	Tomba	18592	\$7,549.11	7/25/06	FS	Canceled maintenance contract
		M	Cool-Rite Cooler	53487	\$55.00	8/16/06	FS	Part for cooler
		E	G&M Electric	18793	\$2,210.00	8/18/06	FS	Motor
		E	G&M Electric	17233	\$2,837.00	8/29/06	FS	Motor repair
		A	B&B Distributers	18893	\$5,087.00	9/7/06	FS	Lawn Equipment
		E	A.O.S.	18818	\$26,632.00	9/19/06	FS	Control and scanner
		A	Tomba	54305	\$322.00	10/3/06	FS	radios
		M	Doussan Supply	18910	\$2,395.00	10/25/06	FS	Super freeze kit
		M	Chillco	19091	\$13,885.00	11/13/06	FS	Boiler Rental
		M	Allinace Tech	19258	\$12,627.00	11/15/06	FS	Pipe camera
		M	Chillco	19091	\$8,985.00	12/11/06	FS	Boiler Rental; 12/1/06 through 12/31/06
		M	Chillco	19091	\$8,985.00	1/18/07	FS	Boiler Rental; 1/1/7 through 1/31/7
		A	Tuff Equipment	19887	\$1,870.00	2/7/07	FS	Miscellaneous plate compactor Model SFP4000A
		M	Chillco	19091	\$8,985.00	2/13/07	FS	Boiler Rental; 2/1/7 through 2/28/7
		M	Chillco	19091	\$8,985.00	4/17/07	FS	Boiler Rental, 4/1/7 through 4/30/7
		A	Tomba	20110	\$3,176.32	4/23/07	FS	Radios - Supplies
		E	Coastal Power	20055	\$4,478.55	2/21/08	FS	Bkr repair, Disassembly & Re-assembly Mat & labor
		A	Sprint	19951	\$265.59	4/7/07	FS	Cell Phone Service for 939-3710 Constance Caruso
	1686	M	Cancelled		\$70,000.00		FS	Installation of above ground fuel tank
10.5.2007	1715	M	LouCon	80455	\$164,540.00	8.6.2007	FS	Installation of above ground fuel tank
		E	Coastal Power	56532	\$293.51	2/21/08	FS	Freight charges
19-Sep-08		M			Public Work	9/19/08	FS	install air compressor - old auto shop
		E	Deubler		\$900.51	4/20/09	FS	Pole Installation
FACILITY SERVICES NORTH								
		M	Vivien	FP&C	\$92,134.00	2/11/06	FSN	New Facility Design (Total fees \$396,267.00 refer to NCP)
GREENHOUSE								
09.26.2007	1768	A	Arrow Fence	21957	\$12,866.00	2/11/06	GH	Fence install
16-Mar-07		A			Public work	3/16/07	GH	Science Greenhouse Alterations
		M	Sherlocks	22279	\$2,187.00	11/16/07	GH	Raise Catch Basin
GEOLOGY & PSYCHOLOGY								
		M	Safehood	16211	\$3,694.00	8/15/05	GP	Cabinet Relocation in Rooms 2067,2071 and 2073
		M	Vivien	State	N/A	1/6/06	GP	Katrina Mechanical Assessment
25-Jan-06		A	Ecosystems	State	N/A	1/6/06	GP	Mold Assessment
		A	City Glass	80288	\$29,900.00	2/13/06	GP	Glass Door Replace
		A	Sherlock's	14652	\$1,435.52	7/6/06	GP	Removal and replacement of ceiling system complete - GP 2076A
		A	Royerre	18559	\$2,355.00	6/30/06	GP	Carpet Roms 2072-2076
		A	Royerre	18559	\$3,908.00	10/4/06	GP	1041, 1041A, 1041B - vinyl tile
12.4.2006	1559	A	Distinct Manuf.	19105	\$9,775.00	10.9.2006	GP	Alterations of GP 2067/2069/2071/2073/2075
		A	Royerre	18559	\$1,470.00	8/8/06	GP	2085, 2085-A carpet and base
		A	Royerre	18559	\$3,665.00	1/11/07	GP	2054,2056, 2056A, 2056B new Connect Modular Carpet
		A	Safehood	16211	\$3,694.00	6/30/07	GP	Renovate 2067, 2071 & 2073
		A	Kelbro		\$2,403.00	8/21/07	GP	Sidewalk Repair
		A	Royerre	12403	\$17,272.00	11/15/07	GP	VCT - First Floor Corridors
12-Mar-08	1857	A	Crumb	PSA	\$20,143.00	3/11/08	GP	Animal Facility - PSA mistakenly labeled SP2953A-Refer to 3008A/B
11.15.10	1857	A	Triton	30045.2	\$188,000.00	01.22.10	GP	Renovation of Animal Care
		A	ASI	22635	\$1,328.00	1/31/08	GP	Window Signage
26-Mar-08	1857	A	Verges	30045	\$188,000.00	3/26/08	GP	Cage Washer install for animal facility
07.31.08	1925	M	National sheet	fv09024367	\$7,200.00	06.17.08	GP	Installation of Fan Coil Equipment in GP 2017 Suite
06.15.09		A	Sherlocks	24218	\$5,803.90	8/18/08	GP	New Ceiling in Room 1029
17-Sep-08	PSA	M	Crumb	PSA	\$12,086.00	9/17/08	GP	Animal Colony AHU -Replaces 2954A
1-Nov-10	PSA	M	Crumb	PSA	\$20,143.00	9/17/08	GP	Animal Colony AHU -Replaces 2954A
06.15.09		A	Sherlocks	26096	\$4,838.00	11/19/08	GP	Space alteration GP 2030
06.15.09	2041	A	Sherlocks	26096.1	\$37,500.00	04.01.09	GP	Space alteration GP 2065-G

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08.01.10	2141	M	Triton	80610.2	\$26,167.09	03.15.10	GP	Replace Chilled Water Supply Pumps
08.01.10	2142	M	Triton	80609.1	\$24,667.49	3.15.10	GP	Replace Hot Water Supply Pumps
22-Feb-10	PSA	E	Crumb	PSA	\$24,092.00	2/22/10	GP	Crumb Eng. G&P Switchgear Replacement
6-Apr-10	2165	E	Frischhertz	80627	\$158,296.00	4/6/10	GP	G&P Switchgear Replacement
17-Oct-08		A	AKT	80534	\$831.60	5/4/10	GP	Asbestos Abate Rm 1024
	2137	M	Simplex	80633	\$9,660.00	9/21/10	GP	Replace 400 sprinkler heads
		M	Simplex	80635	\$3,157.32	9/21/10	GP	Replace 18 sprinkler heads & Water Bell
19-Nov-10	2208	A	K-Belle	36914.1	\$22,400.00	11/8/10	GP	2079 Lab Alterations
	2325	A				10/18/12	GP	Ceiling Installation Room 2016
	2348	A				10/18/12	GP	Renovate 2012/18
		A	Tereses Countertop			10/18/12	GP	Ceiling Installation Room 2016
HAZARDOUS STORAGE BUILDING								
		E	Muller Electric	22500	\$1,595.00	4/2/86	HSB	Exhaust Fan Install
		E	Reeves Iron Works	22499	\$1,845.00	4/2/86	HSB	Exhaust Fan Install
		A	Siemens		\$72,220.00	5/19/08	HSB	Fire Alarm / Suppresion System Install
HOTEL RESTAURANT & TOURISM								
		A	United Refrigeration	20173	\$1,031.03	3/21/07	HRT	Repair Walk-in Freezer HRT in CPB
		A				8/6/07	HRT	Misc. Renovations
		E	Deubler		\$6,740.00	10/29/08	HRT	Electrical for New Fountain
5-Mar-09	2046	A	Sherlocks	26176	\$7,478.00	3/5/09	HRT	Demo kitchen modification Room 104/Sherlocks
07.29.09	2070	A	Fire Safety	26887	\$6,375.00	06.15.09	HRT	Demo kitchen renovation Room 102
2-Nov-09		A	Sherlock		Public Work	11/2/09	HRT	Main Kitchen Renovation
HUMAN PERFORMANCE CENTER								
		A	Ecosystems Enviro		N/A	1/6/06	HPC	Report on Remediation of HPC Center, state number 11584
3/21/2006	1434	A	LVI Environmental	16858	\$14,550.00	2/3/06	HPC	Remediation of HPC Center, state number 11584
		A	AKT	80388	\$1,952.00	2/6/06	HPC	Tile & Mastic Removal in Men's Locker Room
		A	Roverre	15795	\$2,229.00	2/10/06	HPC	Locker Room Flooring
	671	A	Arms	17382	\$950.00	7/1/06	HPC	Screen & Recoat Floors
		A	Cape Crown	80388	\$1,952.00	7/20/06	HPC	Removal of Floor Tile & Mastic
08.28.08	1906	A	Sherlock	fy09023633	\$17,787.00	05.21.08	HPC	112-B, 112-C and 112-D Install Sound Soak Panels, Sound Seal Doors
4/22/2004		A	Royerre	12403	\$2,229.00	4/27/06	HPC	Locker Room Flooring
		A				7/13/06	HPC	Request to Renovate Mens Locker Room (Jim Miller)
		A	Sherlock	18888	\$12,496.00	9/6/06	HPC	Relocation of Pharmacy to Room 209
		M	Simplex		\$1,477.00	9/8/06	HPC	Repair Fire Alarm Panel
		A	Sherlock's	18888	\$12,496.40	9/28/06	HPC	Ceiling Student Health Services Reserve
	1586	E	Ca-Par	80421	\$95,437.00	10/19/06	HPC	Replace existing transformer
	1586	E	Kampen		\$90,000.00	10/19/06	HPC	Replace existing transformer
3.11.2007	1637	M	Triton	80432	\$24,870.00	2.9.2007	HPC	Heating Water Pump and Control Valve Replacement
		M	Granger	WO 70621	\$756.00	5/1/07	HPC	Install AC Window Unit in Room 137
		E	Ca-Par	20102	\$4,216.95		HPC	Restore Power to HPC
		E	Ca-Par	21220	\$3,822.16		HPC	Restore Power from Storm at HPC
9/8/2007	Under 5k	A	Triton	21721	\$4,000.00	8/28/07	HPC	Remove ring support system
10.19.2007	1760	M	Triton	80463	\$24,950.00	9.19.2007	HPC	Gas Line Installation
		M	Triton	22334	\$4,670.00	11/27/07	HPC	Gas Line Installation Extension
29-Oct-07	1567	A	AKT	80651		10/7/07	HPC	Abate 2nd Flr Mech Room
		E	Crumb	PSA	\$840.00	10/12/07	HPC	Lighting Study
		M	Chillco	22187	\$3,452.00	10/23/07	HPC	Modifications to Hot Water Line Rm 216
27-Feb-08	1853	A	Canceled		\$13,000.00	2/27/08	HPC	Rm 112 Office Modifications
	1903	M			\$24,000.00	04.17.08	HPC	Fuse Repair
8/18/2008	1906	A	Sherlock	23633	\$24,987.00	4/25/08	HPC	First Floor Modifications
12-Jun-08	PSA	M	Crumb	PSA	\$12,972.00	6/18/08	HPC	Building Pump Replacement
12-Jun-08	PSA	M	Crumb	PSA	\$12,972.00	6/18/08	HPC	Building Chilled Water
		A	Sherlock	23633	\$20,000.00	8/25/08	HPC	Rm 137 Renovation
		A	Royerre		\$4,457.00	8/25/08	HPC	Rm 137 Replace Carpet
		A	Sherlock		\$2,392.00	9/16/08	HPC	Cabinet in HP 109
1/12/2009	1977	A	Sherlock	25008	\$12,243.43	10/15/08	HPC	Sound Soak for 100,102,104 and new cabinet in HP 109
02.28.09	2020	A	Sherlock	80525.1	\$9,743.44	01.12.09	HPC	Lobby work
		M	Chillco		\$7,200.00	3/30/09	HPC	Roof Drain Repair
		M	Automated	80555	\$4,974.00	4/28/09	HPC	Replace VFD
14-Sep-09	2109 -10	M	Triton	80598	\$257,000.00	9/14/09	HPC	Pump Replacement
14-Sep-09	2109 -10	M	Triton	80598	\$88,000.00	9/14/09	HPC	Human Performance Center Motor Control Center
30-Apr-10	PSA	E	Crumb	PSA	\$11,451.00	9/16/09	HPC	Motor Control Center Replacement -3056/57
		E	Martin	PSA		10/30/09	HPC	Electrical Upgrade
	1932	E	Deubler	80606	\$47,768.00	2/2/10	HPC	Upgrade Electrical Rm 140
6/22//10	1567	A	AKT	80651	\$5,784.80	5/4/10	HPC	Asbestos Abate Mech Rm 216

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
		M	Triton		\$4,630.00	5/18/10	HPC	Repair Sewer Line
21-Nov-10	1567	A	AKT	80651	\$878.00	11/12/10	HPC	Asbestos Abate Rm 109
4-Oct-10	2193	A	Sherlock	36596	\$6,435.00	12/22/10	HPC	Refinish HPC Gynasium Floor
	2261	M	Triton	80700	\$7,450.00	9/7/11	HPC	Re-Route Drain Line
	1567	A	AKT	80690	\$1,013.30	10/20/11	HPC	Asbestos Abate at Drinking Fountains
		A	Mathis		\$20,000.00	3/15/12	HPC	Preliminary Program - Modify HPC FOR Fine Arts
	2299	A	Classic Floors	80721	\$55,000.00	7/13/12	HPC	Gym Floor Refinishing and restripping
		M	McQuay	80719	\$21,808.00	7/31/12	HPC	Replace Fan Coil Units in Training Room
	2274	A	AKT	80732	\$42,000.00	2/4/13	HPC	Mezzanine Asbestos Abate
	2343	M	Crumb		\$385,000.00	2/4/13	HPC	Design for Air Handling Unit Replace
	2343	M	Gallo Mechanical	80742	\$465,000.00	2/4/13	HPC	Air Handling Unit Replace
	2340	A	Sherlocks	80736A	\$60,000.00	2/7/13	HPC	Exit Door Replace
JEFFERSON CENTER								
		A	Royerre	15795	\$7,500.00	9/20/05	JC	Katrina Debris Removal
		A	Royerre	15795	\$75,000.00	10/20/05	JC	Flooring
		A	Sherlock	14652	\$12,305.00	10/25/05	JC	Remove and Replace Ceiling Tile
		A	Royerre	12403	\$20,160.00	10/28/05	JC	Flooring
		A	Royerre	15795	\$14,586.00	10/28/05	JC	Flooring
		A	Royerre	15795	\$17,826.00	10/28/05	JC	Flooring
3/27/2005	1378	A	Sherlock	15780 w/ch 1	\$33,391.89	11/28/05	JC	Bathroom Renovations
12/31/2005	1412	A	Sherlock	16409	\$12,305.00	11/28/05	JC	Work at Jeff Center related to repair of walls
10/9/2005		A	JaRoy	16703	\$26,302.00	10/6/05	JC	Katrina Repairs - Paint & Drywall 4th Floor
		M	Simplex	53025	\$336.00	10/5/05	JC	Alarm & Detection overtime labor
		M	Siemens	17389	\$3,600.00	12/13/05	JC	Temperature Control Building Automation
		A	Sherlocks	14652	\$118,456.00	1/20/06	JC	Ceiling Tile Removal and Replace
		A	Royerre	15795	\$18,701.00	2/16/06	JC	Remove and Replace Flooring
		A	JaRoy	14431	\$25,268.12	10/6/05	JC	Katrina Repairs - Paint & Drywall 4th Floor
		A	Sherlock	16409	\$76,234.00	3/1/06	JC	Labor and Material to Install Gypsum Board
		A	Sherlock's	14652	\$37,895.59	3/14/06	JC	Removed and installed light fixtures, supply and install locksets
	1412	A	Sherlock	16409	\$76,234.00	3/20/06	JC	Sheetrock Katrina Damage
		A	Rowell Cleaning	17162	\$2,756.00	5/31/06	JC	Janitorial work strip and wax VCT in three (3) rooms and one (1) hallway
		A	Sherlock	16409	\$68,611.00	3/20/06	JC	Labor and Material to Install Gypsum Board (Katrina)
		A	Roverre	15795	\$1,815.00	3/20/06	JC	Womens Room 3rd & 4th floor Tile Replace
		A	Royerre	15795	\$17,826.00	4/7/06	JC	Womens Room 3rd & 4th floor Tile Replace
		A	Sherlock	16409	\$1,322.88	5/11/06	JC	Replace Light Fixtures and Battery Backup
		A	Simplex	16684	\$2,020.71	5/11/06	JC	Reinstall Fire Alarm System on 3rd & 4th Floor
		A	Simplex	16684	\$1,798.00	5/11/06	JC	Reinstall Fire Alarm System on 3rd & 4th Floor
5.20.2007	1568	A	ASI	80419 W/CH.	\$11,006.48	9/8/06	JC	Signage
		A	Riverside roofing	FP&C	NA	10/12/06	JC	Roof Warranty
		E	Ca-Par	19485	\$2,304.84	12/7/06	JC	Inspect and Repair 2 light poles
		A	Zimmer	FP&C	\$369,548.02	1/1/08	JC	Environmental Remediation
05.17.2008	1841	M	Chillo	80481	\$31,475.00	04.18.08	JC	Vibration Isolater Install
08.01.08	1948	M	Chillo	80502	\$7,985.00	07.23.08	JC	Drip pan replacement AHU-6
08.25.08	1954	E	Cornerstone	24631	\$5,955.00	08.11.08	JC	Parking Lot Light Removal/Redesign
		A	Sherlock	21651	\$2,792.13	8/18/08	JC	Paint Room 435 and Exterior
3-Feb-10					Public Work	2/3/10	JC	YSC for Janitorial
	2349	M				3/7/13	JC	Replace Compressor 2 on Chiller
KIRSCHMAN HALL								
		A	FEMA		NA	11/4/05	KH	Katrina Project Worksheet
	1418	M				12/2/05	KH	HVAC Upgrades
2/8/2006	1441	E	CaPar	16799	\$12,615.00	1/26/06	KH	Provide Labor and Materials to Install Sump Pump
2/8/2006		E	CaPar	18326	\$455.00		KH	Sump Pump Feed
	PSA	A	Dup/Meric	PSA	\$19,900.00	1/28/06	KH	Katrina Damage Assessment
5/14/2006	1444	A	American	17212	\$43,920.40	2/15/06	KH	Steller Auditorium Seating
		A	American Seating	16789	\$46,088.24	2/15/06	KH	Seats and Backs Installed
5/14/2006		A	American	17212	\$46,088.24	2/15/06	KH	Seating In Room 137
		A	National Fence	17043	\$4,878.00	3/15/06	KH	Fence Around Transformer
		A	National Fence	17259	\$1,280.00	3/15/06	KH	Vertical Fence Slats
24-May-06	1512	A	Kelbro	80408	\$2,929.00	5/24/06	KH	Handicapped Walkway
24-May-06	1512	A	Kelbro	80418	\$6,278.00	5/24/06	KH	Handicap parking pad
24-May-06	1512	A	Kelbro	80415	\$5,807.00	6/20/06	KH	Handicap parking
		A	Kelbro.		\$2,935.00	6/21/06	KH	Sign foundations
7/31/2006	1535	E	Consolidate	18790	\$7,150.00	7/13/06	KH	Air Handling Units Drive Package Modification
		A	ASI	53306	\$240.00	7/31/06	KH	Vinyl Letters for Post and Panel Signs

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		A	Royerre	18559	\$18,391.00	8/6/06	KH	Flooring
		A	Automatic Door	18072	\$76.00	9/21/06	KH	Automatic door at KIR
		A	Royerre	18559	\$35,209.00	10/16/06	KH	Flooring
		A	JaRoy	FY07014887	\$9,333.00	10/24/06	KH	Building Renovations
26-Oct-06	1424	A	JaRoy	16563	\$12,000.00	10/26/06	KH	Renovation
11.27.2006	1592	A	JaRoy	19445	\$18,000.00	11.13.2006	KH	Renovation
28-Nov-06		A			Public Work	11/28/06	KH	Install pavers - possible for graduation
		M	Jefferson Sprinkler	55368	\$406.20	12/4/06	KH	4th Floor
		A	Kelbro	18530	\$4,820.00	1/19/07	KH	Traffic divider at Kirschman Hall parking lot
6.30.2007	1602	M	Bernhard	80431 W/CH	\$7,900.00	1.31.2007	KH	Install Sump Pump Valve NE Corner of New BA Site
		M	Triton		\$3,100.00	2/2/07	KH	Install Strainer in Heat Exchanger
		M	Johnson	80437	\$1,200.00	2/13/07	KH	Replace Flow Meter
		M	Control Systems		\$1,028.88	4/10/07	KH	Repair electrical panel for sump
07.03.08	1928	E	CaPar	23982	\$7,300.00	5/9/08	KH	Electrical upgrades
12-Jul-52		A	JL Roberts	19187	\$7,620.00	5/10/07	KH	Install Parking Gate and Wireless
			Siemens		\$4,300.00	7/31/07	KH	Smoke Damper Testing
	1923	M	Kone	80626	\$2,961.77	6/4/10	KH	Install elevator flow switch
27-Jun-07		M			public work	6/27/07	KH	North Campus Chilled Water Piping Loop
	1923	M	Kone	80626	\$2,961.77	6/4/10	KH	New elevator flow switch
		A					KH	As-Builts on Kirschmann Hall
LIBERAL ARTS								
		A	Joffary	17313	\$279.00	4/11/06	LA	Building - 341
		A	Joffary	17313	\$7,640.00	4/11/06	LA	Building - 301A, 301B, 305, 309, 313, 317, 321, 325, 329, 333, 347
		A	Joffary	17313	\$1,313.00	4/11/06	LA	Building - 207, 219
		A	Joffary	17313	\$1,409.00	4/11/06	LA	Building - 396
7/23/2006		A	AKT			4/3/06	LA	Boiler room Abate
7/23/2006	1514	A	AKT	80413	\$42,830.00	6/8/06	LA	Abatement request from JRR 5.25
31-Jan-06		A	Sherlock	18888	\$145,270.00	1/31/06	LA	Classroom Refurbishment per email to Dal 1.31-06
1/4/2007		M	Triton	17070	\$15,900.00	5/5/06	LA	Order)
1.10.2007	1466	M	Triton	1,2, & 3 9FY06	\$65,898.72	3/8/06	LA	Repair 2" water leak
		A	Royerre	21090	\$3,805.00	5/31/06	LA	Carpet Computer Room-Rms 234,236,238 & 250
		A	Joffary	17313	\$1,668.50	8/7/06	LA	Classroom Refurbishment
		A	Holly Smith	FP&C	\$57,195.00	10/23/07	LA	Katrina Roof Repairs - Hard Copy Only
		A	National Corrosion	19082	\$4,889.12	9/28/06	LA / UCC	Replace cathodic rectifier in LA and repair gas line in UCC
		A	Southeast Dist	19345	\$1,850.00	11/30/06	LA	Cut out deteriorated joint seal from 14 pipe penetrations in LA Basement
		M	Triton		\$4,700.00	12/5/06	LA	Replace Supply & Return hot Water Valves
1/4/2007	1590	M	Triton	19324	\$12,000.00	12/6/06	LA	301 Air Conditioning
02/22/07		M	Triton	80436	\$2,990.00	1/30/07	LA	Repair Domestic Hot Water Line Leak
		M	National Corrosion		\$4,863.00	2/28/07	LA	Repair gas leak
		A	Sherlock	20725	\$104,681.00	2/13/07	LA	Ceiling Replacement in various classrooms - West Side
		M	National Corrosion	80443	\$1,340.00	2/28/07	LA	Repair gas leak
6.8.2007	1659	M	Triton	80444	\$62,200.00	4.9.2007	LA	153 Air Unit Changeout
3/7/07		A	Royerre	18559	\$40,688.00	3/7/07	LA	VCT Flooring (19 classrooms)
4-Oct-07	1567	A	AKT	80651		9/28/07	LA	Asbestos Abate Rms 103, 105 & 199
		A	Royerre	21090	\$341.00	10/11/07	LA	VCT - Rm 199
		A	Distinct Manuf.	80468	\$4,850.00	10/15/07	LA	Kitchen Counter in Lounge
		A	Roofing Solutions	FP&C	\$288,450.00	1/11/08	LA	Roof Replacement
		A	Sherlock	20725	\$19,004.67	2/15/08	LA	Ceiling Replacement in various classrooms
07.06.08	1863	E	Deubler	80479	\$5,275.00	04.08.08	LA	Electrical Panel Replace
09.09.08	1908	E	NCS	80487a	\$24,895.00	05.15.08	LA	Walkway lighting & install lighting controls on Multiple Buildings
15-Jun-08	1567	A	AKT	80651	\$5,658.00	6/4/08	LA	Asbestos Abate Rm 150
		A	Sherlock	24218	\$5,452.00	8/11/08	LA	Ceiling Replacement in Room 150
07.18.08	1946	M	Chillco	24443	\$9,700.00	07.14.08	LA	Replace 2 roof drains 3rd Floor LA Building
10.27.08	1959	M	Triton	24684	\$9,060.00	10.24.08	LA	Gas Valve Repair
01.27.09	2016	A	Sherlock	25961	\$14,275.00	01.07.09	LA	Alteration 189 to 196
15-Jun-08	1567	A	AKT	80651	\$1,423.74	1/22/09	LA	Asbestos Abate Rms 120 & 303
02.26.10	2123	M	Pipeline	80596.1	\$15,364.54	11.19.09	LA	Fire Hydrant Replacement
	1567	A	AKT	80651	\$585.00	12/17/09	LA	Asbestos Abate Rms 198 & 298
		M	Chillco	80663	\$3,700.00	4/4/11	LA	Relocate Drain Line
	1931	M	Chillco	80671	\$1,500.00	5/4/11	LA	Replace wall drain room 120
	2259	M	Chillco	80689	\$9,800.00	8/26/11	LA	Roof Drain Repair
	1931	M	Chillco	80681	\$4,181.50	9/15/11	LA	Replace Control Valves and Circuit Setter on AHU # 7
	2295	M	Gallo	80729	\$338,000.00	9/15/11	LA	Air Handler Replace
		E	Deubler	80718	\$49,240.89	7/10/12	LA	Replace Electrical Switchboard
	2274	A	AKT	80728	\$1,346.00	11/1/12	LA	Asbestos Abate Mechanical Room 253

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	2341	E	Franke Const	80739	\$39,991.00	2/21/13	LA	Exit Door Hardware Replace
LAKE CATHERINE								
10-Mar-09	2047	A			\$3,041.00	3/10/09	Lake Cath.	Boat House Exterior Sign Install
LAKEFRONT ARENA								
		A	Holly Smith	FP&C	\$60,347.00	9/6/05	LFA	Fixed Seating Replacement - Part 19 CANCELLED BY KATRINA
26-Jan-06		A			PSA	1/13/06	LFA	Survey for Fema housing per IAC's email on 1-13-06
		A	Holly Smith	FP&C	\$23,370.00	9/6/06	LFA	Hurricane Katrina Damage Repairs
		A	National Fence	17048	\$4,934.00	4/11/06	LFA	Install Fence & Gate Around Arena
10/22/2006	1470	M	Eagle	17192	\$64,340.93	4/26/06	LFA	Pipe Insulation Replacement
29-Mar-06		A			Public work	3/29/06	LFA	Trailer Park Fence Installation
	1478	A	Siemens	17389	\$21,000.00	5/12/06	LFA	Trailer Park Card Access Installation
		A	Corporate Green	18941	\$7,413.00	9/13/06	LFA	Mow, trim, edge - FEMA Trailer Park
2.24.2007		E	CaPar	19236	\$9,827.32	5/29/06	LFA	Repair Automatic Transfer Switch
15-Jun-06	1482	M	Consolidated	PSA	\$9,375.00	6/12/06	LFA	Test, Adjust, and Balance HVAC Units #7 & #8
		E	Ca-Par	18192	\$8,844.59	8/9/06	LFA	Automatic Transfer Switch
2.24.2007	1585	E	CaPar	19236	\$24,989.00	10.25.2006	LFA	Switch Operators Change Out
31-Aug-05	PSA	M	Handlin	PSA	\$8,918.08	11/20/06	LFA	Ductwork Design Company dissolved with Henry Martin
7.8.2007	1670	M	Johnson	18925	\$10,005.29	4.9.2007	LFA	Replace instrument air system components damaged by hurricane
23-Apr-07	2249	A			public work	4/23/07	LFA	Renovation Work at ground Concession area
		M	Dial One	20165	\$1,650.00	4/25/07	LFA	Replace motor operator on mechanical room door
			Bernhard	21101	\$3,575.00	6/22/07	LFA	Repair Storm Drain
		A	Vaughan Roofing	FP&C	\$1,635,550.00	9/28/07	LFA	Roof Replacement
		A	Vaughan Roofing	FP&C	\$3,530,736.00	9/28/07	LFA	Soffit & Fascia Replacement
		M	Crumb	FP&C		1/11/08	LFA	4th Level Ductwork Cleaning & Mech Components
		M	Clean Air	FP&C	\$339,952.63	2/29/08	LFA	Mechanical & Ductwork
05.01.08	1883	A	Buckeye	23258	\$9,443.00	04.04.08	LFA	Toilet partitions, Room 106C, and 107D
06.25.08	1943	M	Triton	FY09024369	\$9,175.00	06.23.08	LFA	Chilled water repair
		A	Kelbro	80483	\$4,825.00	4/27/08	LFA	Concrete Ramp Install
		E	Ca-Par	24140	\$2,627.92	5/27/08	LFA	Repair Interior Lights
		M	MCC Mechanical	24516	\$4,980.50	7/14/08	LFA	Repair Underground Water Leak
08.07.08	1950	A	Southern	80501	\$7,806.90	07.29.08	LFA	HC Ramp & Railing Installation
		A	J-Roy	FP&C	\$1,394,959.00	7/23/08	LFA	Interior Rebuild Levels 3-4
		M	Clean Air	FP&C	\$339,952.63	8/1/08	LFA	Mechanical & Ductwork Repair Replace
10.11.08	1957	M	E. Frey	24780	\$18,000.00	08.28.08	LFA	Installation of hot water and triple pan sink
		A	American Seating	FP&C	\$1,462,345.50	9/16/08	LFA	Seating Replacement
		A	WJ Enterprises	24522	\$3,300.00	9/23/08	LFA	Refinish Auxillary Gym Floor
29-Sep-08	1984	A	Insul Tech	80509	\$14,600.00	9/26/08	LFA	Mold remediation directed by AIMS'
		E	Direct	FP&C	\$1,762,231.89	10/2/08	LFA	Electrical Repairs
		A	Insul-Tech	FP&C	\$272,300.00	11/18/08	LFA	Debris Removal
		A	Capturian		\$4,997.50	11/24/08	LFA	Temporary ScoreBoard
		A	King	FP&C	\$5,165,410.00	1/12/09	LFA	permanent Repairs Phase I
10-Nov-08	PSA	A	Crumb	PSA	\$10,491.00	4/22/10	LFA	Grounds concession renovation
03-Dec-08		M	Johnson Controls		\$7,485.00	12/3/08	LFA	Fan coil unit assessment
03.30.09	2036	A	Specialty Pool	25973	\$15,875.00	03.09.09	LFA	Dive board installation, R33582
	2082	A			\$5,000.00	7/14/09	LFA	Handrail for diving board
7.27.09	2094	M	JCI	28216	\$9,766.91	7.23.09	LFA	Chiller #1 Repair
	1931	M	Chillo	80593	\$10,403.29	10/8/09	LFA	Repair broken water line
12-Nov-09	2133	M	CCR	80601	\$8,465.00	11/12/09	LFA	Arena Fire Pump Repair
	1923	M	Kone	80616	\$12,489.20	3/31/10	LFA	Replace Hydraulic Piston
12-Jul-10	2173	A	Sherlocks	34098.1	\$24,992.00	11.22.10	LFA	One Lounge Wall Modification
16-Jul-10	2177	A	Sherlocks	36193.1	\$83,500.00	02.4.11	LFA	The Alley
22-Jul-10	PSA	A	Mont/Roth	PSA	\$10,315.00	7/22/10	LFA	PSA-Montgomery Roth-LFA-The Alley
		A	Cancelled		\$38,000.00	11/9/09	LFA	Scope & Cost for Chain Link Fence Around Arena
27-Jul-10	2178	A		HOLD	Public Work	7/27/10	LFA	Fall Protection System Upgrade
		A	AKT	YSC	\$10,214.00	9/29/10	LFA	Additional Abate
10-Nov-10	2202	A			Public Work	11/10/10	LFA	Privateer Concession Stand Locker Installation
15-Nov-10	2191	M	Simplex		Public Work	11/15/10	LFA	Alley Sprinkler Modifications
		A	Krebs	State	\$71,059.00	12/8/10	LFA	Ramp Repairs
	2207	A	Simplex	80645A	\$14,841.00	1/28/11	LFA	Sprinkler Modifications
	2137	M	Simplex	80655	\$3,111.94	2/14/11	LFA	Sprinkler Repair
	2076	M	Simplex	80678	\$4,937.16	8/1/11	LFA	Install Horn Strobes
	2254	A		HOLD		8/1/11	LFA	Ground Floor Concession #4
	2260	M				8/18/11	LFA	Floor Drain Repair
		A	Tuna	FP&C	\$500,000.00	12/1/10	LFA	Ramp Repairs

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
	2183	A	JTT Construction	80697	\$700.38	11/7/11	LFA	Replace Concrete @ Ticket Window
	2306	A	Pratt/Landry	80726	\$44,000.00	9/5/12	LFA	Fire Alarm Replacement
	2336	A	Pratt/Landry		\$120,000.00	2/5/13	LFA	Voice EVAC System Install
	2342	A				3/4/13	LFA	Ceiling & Insulation Repairs
	2345	M	ARC Mechanical		\$221,000.00	3/15/13	LFA	Air handler Replacement
LIBRARY								
		A	Sherlocks	14652	\$1,760.00	1/4/06	LIB	Ceiling Tile Replace
		A	Royerre	15795	\$34,199.00	2/15/06	LIB	Remove and Replace Flooring
		E	Heritage	18807	\$4,475.00	8/18/06	LIB	RUn Feeder and installed 100a, 3 phase panel for coffee shop
12.02.2006	1570	A	Contract	19133	\$11,825.40	10.18.2006	LIB	Java City Furniture Panels
1.27.2007	1587	A	Sherlocks	80420	\$16,714.00	10.30.2006	LIB	3rd Floor Lobby New Glass Doors
		A	A&A Enterprises	54978	\$275.00	8/10/06	LIB	Core Drilling - hole drilled
		A	Aramark			9/15/06	LIB	Java City
		A	National Bldg Svcs	18948	\$4,800.00	9/22/06	LIB	Window cleaning
		A	HON	18861	\$3,935.80	10/4/06	LIB	Furniture
		A	Royerre	18559	\$3,510.00	12/21/06	LIB	UNO - LIB'
2.21.2007	1623	M	Triton	80428	\$23,000.00	1.22.2007	LIB	Mechanical Repairs-bypass switches, Library & CUP
		M	Johnson Controls	20282	\$3,158.74	1/12/07	LIB	Replace Refrigeration Fitting, Damaged Discharge Lines & Recharge
		M	Triton	80442	\$4,500.00	3/6/07	LIB	Replace pneumatic 2 way valve with 3 way
7.27.2007	1653	M	Vivien	NA	\$23,000.00	3.28.2007	LIB	Design for Pump Replacement
7.27.2007	1653	M	Chillco	w/ch.1.2	\$229,895.00	3.28.2007	LIB	Pump Replacement
31-Aug-07	PSA	M	Vivien	PSA	\$24,618.00	4/12/07	LIB	Design servcies for LIB Pump Replacement
		M	Johnson Controls	20282	\$20,000.00	3/20/07	LIB	HVAC Control Repair
4-May-07		M	Vivien	PSA	\$34,423.00	4/30/07	LIB	Rooftop Air unit replacement
		A	AKT	20350	\$499.00	5/21/07	LIB	Abate chilled water pumps
		A	Crumb	PSA	\$7,500.00	6/25/07	LIB	UNO Campus Audible Warning System - Design
1.31.2008	1745	A	American Signal	21652.2	\$30,564.01	10.8.2007	LIB	UNO Campus Audible Warning System - construction
16-Jul-07	1733	A	Cancelled		\$25,000.00	7/16/07	LIB	Store front
		PSA	Schrenk/Petrsn	PSA	\$700.00	7/31/07	LIB	Exterior Column Analysis
11.30.2007	1744	M	Triton	80457A	\$23,000.00	8.20.2007	LIB	Balancing valve replacement
28-Aug-07	1761	M			\$12,000.00	8/28/07	LIB	Third Floor Valve Replacement
10.19.2007	1763	M	Triton	80462	\$21,300.00	9.19.2007	LIB	Nipple Replacement
11.03.08	1764	M	Triton	80475F	\$248,889.66	11.20.07	LIB	Roof Top Units Replacement
17-Oct-07		A	Sherlock	22242	\$3,900.00	10/17/07	LIB	Column Panel Removal
6-Feb-08	1567	A	AKT	80651		1/15/08	LIB	Asbestos Abate Misc Rms
		A	Gill Industries	FP&C	\$348,508.00	2/7/08	LIB	Environmental Remediation from Hurricane Katrina
15-Feb-08	1845	A	AOS	12363	\$283,646.00	2/15/08	LIB	First Floor Renovate - Dirtt Floors and Walls
		A	Aims Group	FP&C	\$36,825.00	3/4/08	LIB	Remediation
		M	Siemens		\$24,896.03	3/14/08	LIB	Fire Alarm Panel Replace
04.07.08	1866	M	Triton	23123	\$14,000.00	3.19.2008	LIB	Sewer Line Repair
7-Apr-08	1567	A	AKT	22491	\$42,229.00	4/1/08	LIB	Asbestos Abate 1st Floor Under Carpet
		A	Royerre		\$36,040.00	4/18/08	LIB	Carpet for Raised DIRTT Floors
08.12.08	1893	A	Buckeye	80488	\$8,652.00	05.15.08	LIB	Restroom Renovation
06.12.08	1933	E	Chillco	24239	\$11,795.00	06.03.08	LIB	Circuit setter replacement (should have been part of another job)
12-Jun-08	1567	A	AKT	80651		6/4/08	LIB	Asbestos Abate Clearance Samples
07.16.08	1941	M	Chillco	FY09024339	\$17,850.00	06.17.08	LIB	Radio Tower Air Conditioning Replacement WWNO
	1942	E	Deubler YSC		\$68,963.00	7/17/08	LIB	Transformer - Library
		A	AKT	25732	\$2,952.00	12/18/08	LIB	Water Extraction 2nd Floor
		A			Emergency	3/13/09	LIB	Emergency Antenna Replace
		S	Morphy		\$1,530.00	5/27/09	LIB	Structural Analysis for Book Relocation
		A	Insul Tech	FP&C	\$6,241,353.12	6/2/09	LIB	Emergency Asbestos Abate - Gustav
2-Jul-08	1567	A	AKT	80651		6/24/09	LIB	Asbestos Abate Computer Room 100
21-Sep-09	2114	M	CCR Fire	80592A	\$8,200.00	9/18/09	LIB	Annual Fire Pump Inspection Repair
QTB	2144	M	Triton	31587	\$10,106.00	12/10/09	LIB	Broken Storm Line on West Side of Library
		A	Aims Group	FP&C	\$719,901.25	1/15/10	LIB	Asbestos Abate - Communications Infrastructure Replacement
		A	Mathes	FP&C	\$240,107.29	6/21/10	LIB	4ty Floor Completion
		A	Mathes	FP&C	\$73,435.00	6/21/10	LIB	4th Floor Completion
		A	JE Acoustics		\$9,900.00	8/23/10	LIB	WWNO Consultant for Vibration Analysis
		A	Belou Magner	FP&C	\$928,600.00	5/3/11	LIB	4th Floor Completion
		A	Mid City Power	80679	\$4,495.00	9/12/11	LIB	Pressure Wash Exterior
	2267	M	McQuay	80688	\$9,489.00	10/11/11	LIB	AHU-11 Repairs
		A	Aims Group		\$719,901.25	11/28/11	LIB	
	2278	M	Chillco		\$928,600.00	2/2/12	LIB	Replacement of Rooftop Air Unit
	2321	M				10/23/12	LIB	AAON Unit Repairs
LAFITTE VILLAGE								

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
3/22/2004		A	Royerre		\$300.00	1/19/06	LV	Carpet
		A	Insul Tech	FP&C	\$97,480.00	11/29/07	LV	Remediation - Phase I
		A	Burgdahl Graves	FP&C	\$791,938.00	8/1/08	LV	Arch. Services for Katrina Repairs
		A	Pyburn & Odom	FP&C	\$11,323.00	3/25/08	LV	Pro Service for Content Removal
		A	Pyburn & Odom	FP&C	\$29,956.80	3/25/08	LV	Pro Service for Asbestos Mold
		A	Belou Magner	FP&C	\$5,406,283.00	4/1/11	LV	Katrina Renovation
		A	Sherlock	HOLD	\$59,004.00	2/19/09	LV	Military Damage - Work Done Under Katrina Repairs
		A	Gulf Services	FP&C	\$313,337.00	9/24/10	LV	Mold Remediation Phase II
		A	Clean Air	FP&C	\$313,337.00	9/24/10	LV	Asbestos Abate - Phase II
	2353	E	Graci Hart			3/25/13	LV	Electrical Modifications
	2370	M				5/16/13	LV	Plumbing Repairs
MATH								
		A	Aims Group	FP&C	NA	11/26/05	Math	Mold Remediation Plan
		E	Deubler	18478	\$31,985.00	1/17/06	Math	Replace 750kva transformer
		A	Royerre	15795	\$12,165.00	2/16/06	Math	Remove and Replace Flooring - 3rd Floor
		S	Schrenk	NA		7/13/06	Math	Structural Analysis in Rm 321
		A	Royerre	15795	\$11,720.00	10/7/06	Math	Flooring
		E	NSC Electric, Inc.	19712	\$9,180.00	3/30/07	Math	Install new UPS system
11/18/2007	Under 5k	M	Triton	22183	\$4,400.00	10/29/07	Math	Install dampers in Room 320
3.16.2007	1622	E	NSC Elec	19712 w/ch.1	\$10,200.00	1.17.2007	Math	UPS
10.31.2007	1658	M	Hiller Corp	W/CH2	\$24,365.00	4.9.2007	Math	321 Fire Suppression System Installation
12-Apr-07		M			PSA	4/12/07	Math	Design Services Math 321 Fire Suppression System Installation
		S	Schrenk-Peterson		\$1,995.00	7/10/07	Math	Vibration of Cooling Tower
		M	Reliable			9/13/07	Math	Elevator Interior Updates
06.02.08	1927	A	CCTV	23916.1	\$24,924.95	05.16.08	Math	Security Equipment
4-Jun-08	PSA	E	Crumb	PSA	\$1,500.00	6/4/08	Math	Feasibility and cost to install emerg generator at Math and CERM
	1691	M	Reliable	80532	\$6,345.30	2/10/09	Math	Elevator Updates Dept. of Education Complaints
03.05.10	2148	A	Sherlock	31075	\$6,890.00	02.04.10	Math	329 Alterations
15-Nov-10	2205	A	Deubler	36448.1	\$102,674.00	01.10.11	Math	3rd Floor Server Upgrade
30-Jul-11	PSA	A	Crumb	PSA	\$9,835.00	11/10/10	Math	3rd Floor Server Upgrade
	#####	A	K-Belle	38821	\$6,670.00	5/9/11	Math	Data Room Renovation - Room 321
MAIN CAMPUS								
		A	City Glass	80386	\$1,920.00	10/1/05	MC	Classroom Refurbish
		A	Kelbro	ROLL013774	\$4,449.50	10/10/05	MC	Concrete Flatwork
		A	Kelbro	ROLL013774	\$16,732.12	10/10/05	MC	Concrete Flatwork
		M	Johnson Controls	15010	\$89,610.00	12/31/05	MC	Service Agreement
		A	ASI	FYEND12586	\$34,325.90	1/31/06	MC	Campus Signage
		A	Cape Crown	80405	\$4,485.00	2/24/06	MC	Floor Tile and Mastic Removal
13-Mar-06			IMC	PSA	\$11,000.00		MC	
31-Jan-07	PSA	M	Vivien	PSA	\$38,500.00	7/12/06	MC	Chilled Water Survey
		A	Royerre	8191	\$565.00	8/10/05	MC	Flooring Replacement
		E	Henry Martin	FP&C		12/5/05	MC	Power Poles On Main Campus
		E	CaPar	FP&C		12/5/05	MC	Power Poles On Main Campus
		E	Electric Power Sys	16374	\$1,000.00	11/22/05	MC	Transformer Tests
		A	Royerre	8191	\$3,325.00	12/19/05	MC	Flooring Replacement
30-Jul-06	PSA	A	Ecosystems	PSA	\$20,000.00	12/19/05	MC	Microbiological Assessment and indoor air quality
		E	Nu Lite	16657	\$32,077.98	12/20/05	MC	Repair Main SubStation
2/8/2006	1430	E	Deubler	2	\$14,938.00	1/12/06	MC	Power for 5 trailers on MC and EC
10-Jan-06	1428	A	JaRoy		public work	1/10/06	MC	Gyp Board Replacement and Finishing - YSC 566
1/18/2006	1432	M	Pipeline	16695	\$9,585.00	1/12/106	MC	Repair 12 inch domestic water line - pipeline services
		A	Gold Rush Signs	16693	\$2,705.90	1/17/06	MC	Traffic Signs
		M	Johnson		\$3,850.00	1/19/06	MC	Consolidated Projects
30-Jan-06		M	Automated Cntrl		public work	1/30/06	MC	Replace parts in AHU's and CWP's CRC, Education & HPC
		M	Service Pump Com	16814	\$10,610.00	2/27/06	MC	Generators for Various Buildings
30-Jun-06		A	Burke-Klienpeter	PSA	PSA	2/20/06	MC	Traffic Impact Survey
		E	Electric Power Sys	16717	\$1,810.00	2/28/06	MC	Transformer Tests
		E	CaPar	17078	\$2,065.00	3/6/06	MC	Provide Fuse Refills-250A-for Main Switchgear
	1463	E	Deubler	17038	\$25,600.00	3/6/06	MC	Inspect (8) 100' Light Poles
	1430	E	Deubler	16681	\$13,444.20	3/7/06	MC	Temporary power to 5 trailers at 2 locations
		A	Simplex Grinnell	16770	\$3,984.00	3/7/06	MC	Checked fire alarm panels in AD, CRC, and HPC
		M	Triton	80428	\$23,000.00	3/1/07	MC	Mech Repairs to Library & Central Plant
		A	Jani-King	15805	\$73,433.00	3/8/06	MC	Blitz cleaning for LA, SC, MTH, BIO, LIB, FA, PAC.
31-Dec-06	PSA	E	Martin	PSA	\$19,900.00	3/20/06	MC	Electrical Engineering Services Henry Martin
31-Dec-06	PSA	E	Martin	PSA		3/20/06	MC	480V Emergency Pull Boxes
31-Dec-06	PSA	E	Martin	PSA		3/20/06	MC	Lighting Map Plan

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
		E	Electric Power Sys	16804	\$2,470.00	3/31/06	MC	Circuit Breaker Repairs
		A	National Fence	16886	\$3,996.00	3/31/06	MC	Install 3 Swing Gates at all Entrances
		E	Pfleuger Elec		\$30,556.14	7/5/07	MC	Pfleuger dispute with Work Ordered by Rocky Troxler
3/24/2006	1468	M	Baudier	ORDER 1	\$17,161.09	3/16/06	MC	Repair of underground piping at AD and FA
		A	Bayou Tree		\$200,000.00	3/20/06	MC	Tree Removal
		M	Service Pump Com	16814	\$8,610.00	3/27/06	MC	Generators for Various Buildings
		E	CaPar	17337	\$3,969.35	4/5/06	MC	Electrical Light Tracing from EDU to Cove
		M	Parsons		\$2,507.00	4/6/06	MC	Repair Sewer Pump Between Kirschman & Milneburg
2-May-06	1507	M	Pipeline Services	18029	\$9,340.00	5/24/06	MC	Emergency sewer repair for Pipeline service per email from HKT 5.2.06
30-Jun-07	PSA	E	Schrenk	PSA	\$50,000.00	5/24/06	MC	PSA for engineering services for UNO
2-May-06	1507	M	Pipeline Services	18350	\$2,235.00	6/16/06	MC	8" Water Line Repair
		M	Johnson Const	18587	\$1,727.00	6/23/06	MC	Replace damaged 4" high temperature line @ Ben Franklin
31-Jan-06	PSA	M	Vivien	PSA	\$32,500.00	10/1/05	MC	Chilled Water System Survey
		E	Electric Power Sys	17077	\$1,500.00	5/27/06	MC	Transformer Tests
		A	ASI Sign	80345	\$21,367.00	5/31/06	MC	ADA Corrections
		A	Royerre	12403	\$930.00	6/30/06	MC	Carpet Install
	1128	A	Royerre	15795	\$339,971.00	6/30/06	MC	Katrina Related Carpet Replace
		A	Sherlocks	146.52	\$1,629.44	6/30/11	MC	Ceiling Replacement
31-Jul-07	PSA	M	Vivien	PSA	\$20,000.00	7/1/06	MC	General Consulting Services
18-Jul-06		M			Public work	7/13/06	MC	BA and AD Building AHU's Drive Package Modification
	1448	M	Inland	16870	\$3,477.00	8/9/06	MC	Sewer Cleaning Rec and Police
	1448	M	Inland	16870	\$876.00	8/9/06	MC	Sewer Cleaning Mini Cam @ Founders
	1448	M	Inland	16870	\$2,136.00	8/9/06	MC	Sewer Cleaning - Vacuum Truck and Helper
	1448	M	Inland	16870	\$2,797.00	8/9/06	MC	Sewer Cleaning - Vacuum Truck and Helper (3)
		M	Pipeline Services	18831	\$4,400.00	8/28/06	MC	Sink Holes - 1 N of LA and 1 in an asphalt driveway area on Levee Rd.
6.4.2007	1561	M	Christansen	w/ch.1 and	\$24,999.50	9/25/06	MC	Testing of Well #2
		M	National Corrosion	19082	\$4,889.12	9/28/06	MC	Cathodic Protection at LA & Gas Line Repair at UC
9-Feb-07	PSA	M	Schrenk	PSA	PSA	8/21/06	MC	Drainage Study
	1552	A	ASI	18832	\$15,532.00	8/21/06	MC	Exterior sign changes
		A	S&C Electrical	16414	\$11,200.00	10/18/06	MC	Switchgear
	1588	A	ASI	80419	\$10,227.50	10/25/06	MC	Exterior sign changes
		A	Simplex	ROLL016770	\$4,583.33	10/30/06	MC	Alarm & Detection Test/Insp all parts/labor
31-Jan-07	PSA	E	RJC Electrical	PSA	\$20,000.00	11/1/06	MC	On site analysis of electrical system damaged -Richard Cain
6.12.2007	1586	E	Ca-Par	80421 W/CH.1	\$95,437.00	11.16.2006	MC	Bio/HPC Transformer Replacement
		A	CityWide	PSA			MC	Refer to East Campus
3/9/2007	1607	A	Siemens	19469	\$158,599.00	11/20/06	MC	Installation of Card Access System Emergency
	1618	M	TBD	80425	\$490,000.00		MC	HTHW Boiler Replacement
26-Nov-09	PSA	M	National Corr	PSA	\$19,115.00	11/27/06	MC	Gas Line Compliance
5-Dec-06		M			Public work	12/5/06	MC	Hot Water Pump Trac & Liberal Arts
		A	Silent World	19083	\$3,000.00	1/9/07	MC	Cleaned LIB Pond
		A	Kelbro	18530	\$590.00	1/19/07	MC	Misc Concrete Placed as directed
		A	ASI	18832	\$13,979.34	1/29/07	MC	Exterior sign changes
3.30.2007	1620	M	New & Assoc.	W/CH.1	\$22,734.00	1.29.2007	MC	AHU, CWP, HWP, VFD in several locations - New and Associates
			Kelbro	18530	\$1,566.90	1/30/07	MC	Roadway front of S apron SC pay parking lot
12/31/2007	PSA	M	Johnson	PSA	\$10,200.00	2/2/07	MC	Metrex for tracking meters
20-Mar-07	1641	M	Johnson		Public work	3/20/07	MC	Library and CRC HVAC Control Repair
12-Feb-07	1651	E	CaPar	20390	\$5,519.10	2/12/07	MC	Line down and power outage (inv 2919 and 2908)
20-Mar-07	1669	M	Johnson		Public work	3/20/07	MC	Liebert Interface at CRC, & Library
28-Mar-07		M	CANCELLED SEE SP	2876	public work	3/28/07	MC	Repair of heating hot water leak
			layne Christensen	18940	\$11,250.50	4/30/07	MC	CO TO Well #2
5.30.2007	1683	A	Ricciardone	20455	\$16,703.00	4.30.2007	MC	Parking Lot Striping
5.16.2007	1673	M	Triton	80446	\$15,000.00	4.16.2007	MC	High Temperature Water line Repair
	1677	M	TBD	same job as	\$15,000.00	5/1/07	MC	Refer to SP 1673
		M	FP&C	NA	NA	5/1/07	MC	CHW & CHWR Underground Lines, valve Pits & Deep Well (DWG)
		E	CaPar	19426	\$4,449.48		MC	Straighten Cant & Resage Wire in Two Locations
		E	CaPar	19953	\$3,293.68		MC	Removal of Guy Wire and Set 50' Pole
15-Aug-07	PSA	M	Finnin	PSA	\$11,940.00	5/15/07	MC	Utility Usage and Cost Audit
		A	ASI Sign	80419		5/21/07	MC	Signage
		A	Primex	80495	\$1,683.00	5/23/08	MC	Additional Wireless Clocks
5.16.2007		M	Triton	21304	\$4,400.00	6/20/07	MC	Cap 6" underground water to Ponchartrain Hall
31-Jul-07	PSA	A	Crumb	PSA	\$7,500.00	7/25/07	MC	Campus Audible Warning System
31-Jul-08	PSA	A	Mascari	PSA	\$6,000.00	8/1/07	MC	Asbestos Abatement Consultant
31-Jan-08	PSA	M	Crumb	PSA	\$9,437.00	8/1/07	MC	Project Administration Services - East Loop Temporary Heating
01.31.2008	1766	M	Bernhard	80461B	\$66,080.29	10.3.2007	MC	East Loop Temporary Heating
18-Jul-07	PSA	M	Crumb	PSA	\$19,900.00	7/16/07	MC	Project Administration Services - Crumb Engineering

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
	Under 5k	E	CaPar	20101	\$1,302.15		MC	Repair Downed Line Near HPC
	Under 5k	E	CaPar	20390	\$4,606.85		MC	Labor and Material to Restore Power to Main Campus
29-Aug-07	YSC	M	Johnson	21514	\$42,153.21	7/26/07	MC	Damage assessment on pneumatic distribution
27-Jul-07	1746	A			\$5,435.00	7/26/07	MC	Cross Walk and Pay Lot striping
18-Aug-07	Under 5k	E	CaPar	21603	\$3,601.34	8/8/07	MC	Electrical repair from water main break
11.13.2007	1747	A	Primex	21607	\$24,955.11	8.15.2007	MC	Wireless Clock System
		A	Sherlocks	20725	\$968.00	8/27/07	MC	Ceiling Tile Replacement
		M	Chillco	Emergency		8/30/07	MC	Rental 300 HP Boiler
		M	Nu-Lite	Emergency		8/31/07	MC	Emergency supplies for water heater
9/11/2007	Under 5k	E	CaPar	21800	\$4,301.27	9/6/07	MC	Correction of low voltage
10.13.2007	1765	M	Bernhard	22011	\$12,346.00	10.3.2007	MC	Hot Taps on Chilled Water Mains
7/19/2007	1815	M	Pipeline	22543	\$15,840.00	approved as urgent	MC	Emergency - water main break at Leon C. Simon
10.30.07	1782	A	Sherlocks	22013	\$7,557.00	10.10.07	MC	Student Park Pond Brick Around 2 Pumps
05/28/06	1773	A	job complete		\$87,368.00	10.16.2007	MC	Ben Franklin Chain Link Fence Install
24-Sep-07	PSA	E	Crumb	PSA	\$19,790.00	9/24/07	MC	Emergency Power Mitigation Survey
12.12.07	1783	A	National Fence	22113	\$9,095.00	10.29.07	MC	Baseball Backstop Installation
	1792	M	TBD		\$9,206.00		MC	Repair underground heating hot water piping
12/1/2007		A	Best Access	22230	\$36,764.28	11/5/07	MC	Re-Key Admin, Admin Annex & Education- Insurance claim 4/21/07
		M	Vivien	FP&C	\$218,200.00	11/14/07	MC	HTHW Distribution System Repair Phase II Design
		M	Gallo	FP&C	\$2,182,000.00	11/14/07	MC	HTHW Distribution System Repair Phase II
12.14.07	1795	M	National Corr	22226	\$5,063.00	11.20.07	MC	Gas Leak Repair
13-Nov-07	PSA	E	Martin	PSA	\$19,900.00	10/25/07	MC	Electrical Engineering Services
		M	Chillco	FP&C	\$545,904.00	12/10/07	MC	HTHW Distribution System Repair Phase II Section 2
31-Jul-08	PSA	E	Martin	PSA	\$19,000.00	12/10/07	MC	Consulting services
		A	Royerre	12403	\$17,272.00	12/19/07	MC	Carpet Install
19-Nov-07		M			PSA	11/19/07	MC	pipeline safety and gas compliance
2/4/2008	1807	E	CaPar	VEND02249	\$24,000.00	1/7/08	MC	Provide Power for Job Trailer
1/24/2008		M	Johnson	80287	\$97,651.00		MC	Fire Alarm Upgrades
6-Dec-07		A	Siemens		\$24,870.00	12/6/07	MC	Police Security System Install and relocation
10-Dec-07	1812	A	Siemens	22502	\$42,690.00	12/10/07	MC	Security System Installation
22-Jan-08	PSA	M	Galvotec	PSA	\$19,000.00	1/22/08	MC	Cathodic Protection and Natural Gas Piping
		M	Gootee Const.	FP&C	\$2,041,589.00	2/14/08	MC	High Temperature Water line Repair Phase II -Part_3
4-Mar-08	1651	E	TBD		\$5,600.00	3/3/08	MC	Repair Due to Entergy Power Outage
		E	Henry Martin	FP&C	\$1,621,971.00	8/31/08	MC	Electrical Distribution Repairs Phase III - G6, G7 & G8
		E	Henry Martin	FP&C		10/20/08	MC	Electrical Distribution Repairs Phase IV
24-Mar-08	PSA	M	Finnin & Assoc	PSA	\$19,800.00	11/12/09	MC	Water audit
	1812	A	Cancelled		\$42,690.00		MC	Main Campus Security
		A	Southern Service	80478	\$2,515.06	2/7/08	MC	Handicapped Ramp at Pond
		A	Pyburn Odum	FP&C	\$2,453.00	3/4/08	MC	Mechanical Rooms Asbestos Abate
		A	Pyburn Odum	FP&C	\$2,673.00	3/26/08	MC	Mechanical Rooms Asbestos Abate
		M	Chillco	FP&C	\$514,895.00	3/10/08	MC	Mechanical Repairs -32 Buildings
2-Apr-08	1894	A	Materials Mgt.	80485	\$12,750.00	4/3/08	MC	Underground Storage tank Removal
		A	Schrenk Ptrsn	FP&C	\$402,693.29	1/10/08	MC	Perimeter Road & Kirschman Parking Lot - Part 1&2
		A	Barriere Const.	FP&C	\$3,468,924.57	4/10/08	MC	Perimeter Road & Kirschman Parking Lot
		A	N.O. MetalWorks	FP&C	\$283,792.00	4/30/08	MC	Permanent Repairs Phase I - Part RI, R7 & RB
06.18.08	1910	A	Kelbro	80492b	\$13,694.00	05.22.08	MC	Speed Bumps Installation
		A	Primex	80495	\$1,683.30	5/23/08	MC	16" Primex Clocks
	1916	A			\$11,000.00		MC	Install Auto Doors
08.14.08	1924	M	Materials Mgt.	80485b	\$22,250.00	06.03.08	MC	Underground fuel tank removal
9-May-08	1927	A	Acceptance Issued	06.03.08	public work	5/9/08	MC	Camera installation
	1930	E	Deubler	24046	\$27,840.00		MC	Emergency Work for Security Lighting
26-May-08	1935	E	Quote Issued		\$26,000.00	5/26/08	MC	Fire Hydrant Replacement
29-May-08	PSA	M	Garon Technical	PSA	\$20,000.00	5/26/08	MC	Air and water balancing, building commision verification, and HVAC tech
	1528	A	Kelbro	80528	\$25,463.80	6/10/08	MC	Misc. Concrete Repairs
		A	Gill	Katrina	\$16,800.00	7/16/08	MC	Asbestos Abate Various Buildings
		A	Gill	Katrina	\$66,253.00	7/16/08	MC	Content Manipulation
		M	Gallo	FP&C	\$2,438,651.36	7/22/08	MC	High Temperature Water line Repair Phase II -Part 1
		M	Chillco	FP&C	\$550,141.22	8/1/08	MC	High Temperature Water line Repair Phase II -Part 3
		M	Vivien	PSA	\$597,488.79	8/15/08	MC	High Temperature Water line Repair Phase II -Part 1,2,3&4
		E	Deubler	FP&C	\$2,317,358.14	10/1/08	MC	Security Lighting Repairs
13-Oct-08	1994	A			\$150,000.00	10/13/08	MC	Fire Alarm Monitoring System
14-Oct-08	PSA	E	Henry Martin	PSA	\$40,000.00	10/14/08	MC	Henry Martin - general services
14-Oct-08	PSA	S	Schrenk	PSA	\$1,087.00	10/14/08	MC	Schrenk and Peterson - general services
		A	Holly Smith	FP&C	\$235,175.00	10/15/08	MC	Hurricane Damage Repairs
		A	Holly Smith	FP&C	\$902,847.00	3/13/08	MC	Hurricane Damage Repairs -CI,CJ,CK,CL & CM

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
		A	Frischhertz	FP&C	\$1,633,685.42	9/15/08	MC	Electrical Power Distribution System Repair - Generator Back Up
3-Apr-09		A		80506	\$1,284.00	10/20/09	MC	Flooring on ramps
	1688	A	Sherlocks	80511		10/27/08	MC	Ceiling YSC
02.16.09	2003	M	Triton	80516	\$98,455.00	12.19.08	MC	Fire Hydrant Repair
	1931	M	Chillco	80517	\$1,346.13	12/1/08	MC	YSC -Mechanical Work
		A	Sherlock	FP&C	\$733,357.00	1/1/09	MC	Hurricane Damage Repairs
03.09.09	2023	M	Triton	80527	\$24,870.00	02.17.09	MC	Gas valve replacement
	1567	A	AKT	80530		2/4/09	MC	YSC - Asbestos
7-Jan-09	PSA	M	Galvotec	PSA	\$40,000.00	1/7/09	MC	Cathodic Protection and Natural Gas Piping
		E	Deubler			2/20/09	MC	Projector Install
03.14.09	2037	M	AKT	80536	\$8,761.00	03.05.09	MC	Fire hydrant asbestos abatement
		E	Metro Electronics	80491	\$1,092.00	3/16/09	MC	Life Safety Corrections
30-Jun-09	2078	M	Siemens	80535B	\$8,603.60	6.30.09	MC	YSC Fire Alarm & Life Safety Systems
7-Jul-09					YSC	7.7.09	MC	
6-Oct-09		M	CCR			10/6/09	MC	CCR - PSA
	1931	M	Chillco	80587	\$5,871.00	9/22/09	MC	Gas Line Repair
		M	Kone	80588	\$493,152.00	9/29/09	MC	Replace elevator jacks throughout campus
29-Sep-10	PSA	M	LNGS	PSA	\$19,000.00	9/30/09	MC	Cathodic Protection and Natural Gas Piping Testing
29-Sep-10	PSA	M	LNGS	PSA	NA	1/21/10	MC	Synopsis of Completed Survey
14-Oct-09					YSC	10/14/09	MC	
8-Dec-09	PSA	E	Eng. Insp. Services	PSA	\$19,500.00	12/8/09	MC	General Electrical and Mechanical Engineering Services
21-Dec-09	2134	A			Public Work	12/21/09	MC	Bid for YSC for Floor Mats
		M	Ranger	80611	\$4,950.00	3/2/10	MC	Underground Tank Removal
11-Mar-10					Public Work	3/11/10	MC	Waste Disposal Bid
	1932	E	Deubler	80615	\$6,656.69	3/30/10	MC	Replace main breakers in G&P and Chem Science
26-May-10	2157	E			YSC	5/26/10	MC	Electric Motors, Armatures & Machinery Repair
		E	Martin	FP&C		6/11/10	MC	Test and Reset Main Switchgear
		E	Fisk	FP&C	\$871,400.00	6/14/10	MC	Elec. Dist. Repairs - Phase IV - Substation & Gear Replace Section 2
	1528	A	Kelbro	80628	\$12,726.00	7/27/10	MC	Repair street - Milneburg & Alumni
31-Aug-10	PSA	M	Crumb	PSA	\$19,900.00	8.31.10	MC	Crumb-general services
12.4.10	2195	A	Starlight	80638.2	\$14,000.00	11.11.10	MC	HC Access Corrections
14-Oct-10	2037	M	WJE	80642	\$14,750.32	10/14/10	MC	Main Campus Fire Hydrant Replacement
14-Oct-10	2196	M	REBID		Public Work	10/14/10	MC	Main Campus Fire Hydrant Replacement
9-Nov-10	2203	A			YSC	11/9/10	MC	Bid for Pest Control Service for Main Campus, East Campus & Jeff Campus
		A	Holly Smioth	FP&C	\$700,000.00	11/22/10	MC	Hurricane Parking Lot Repairs
5-Jan-11					Public Work	1/4/11	MC	Bid for Moving Services
19-Jan-11	2214				YSC	1/19/11	MC	YSC for Maintenance and Repair of Buses
31-Mar-11	PSA	S	Morphy/Mak	PSA	\$2,750.00	2/4/11	MC	Foundation Design Loop Garu
		M			YSC		MC	Fire Pump and Sprinkler
28-Feb-12	PSA	A	BFM	PSA	\$1,410.00	3/1/11	MC	Fine Arts Survey
		A	Morphy Makofsky	PSA	\$2,750.00	4/15/11	MC	Monument Foundation Design
		A	Holly Smith	FP&C	\$70,000.00	4/20/11	MC	Design for Misc. Parking Lot Repairs Part PH,QH & PI
		A	Barriere	FP&C	\$698,911.00	4/20/11	MC	Misc. Parking Lot Repairs Part PH,QH & PI
	2228	A	K-Belle		\$52,500.00	4/18/11	MC	Loop Garu Foundation Install -Cancelled
	2228	A	Sherlocks	39031.2	\$74,161.00	4/18/11	MC	Loop Garu Foundation Install
7-Jul-11	2231	A	Siemens	38666	\$123,000.00	4/29/11	MC	Access Control System
30-May-11	PSA	S	Morphy/Mak	PSA	\$2,900.00	4/20/11	MC	Foundation Design King Lear
		M	LNGS			9/1/11	MC	Gas Line Testing & Surveying
	2183	A	TJT	80667	\$16,539.50	4/21/11	MC	Concrete Flatwork
	2183	A	TJT	80670	\$5,667.20	4/28/11	MC	Concrete Flatwork
	2183	A	TJT	80672	\$2,598.42	6/2/11	MC	Life Safety Corrections at Katrina Memorial
	2183	A	TJT	80674	\$3,170.97	6/27/11	MC	Life Safety Corrections at Biology
7/8/2011	1567	A	AKT	80658		7/1/11	MC	Emergency Water Line
		A	CHART	NA	NA	10/1/11	MC	2011 Hazard Mitigation Plan Update
	2294	A	Industrial		\$8,000.00	6/8/12	MC	Main Campus Signage Upgrade
		A	Jack Petty		\$4,000.00	6/8/12	MC	Main Campus Signage Upgrade
		A	Vivid Ink		\$4,000.00	6/8/12	MC	Main Campus Signage Upgrade
	2318	M	Verges	46656	\$8,091.00	3/18/13	MC	Fire Hydrant Replace in front of Science Building
	2320	E				10/23/12	MC	Misc VFD Replacement
	2378	M				6/5/13	MC	St Anthony Street Drain Pipe Replace
MAESTRI FIELD								
2/1/2006	1421	A	Bendale Farms	16561	\$269,895.00	12/19/05	MF	Renovate Baseball Field
		A	Holly Smith	FP&C	\$8,128.00		MF	Katrina Structure Repairs
		E	Vivien	FP&C	NA	1/10/06	MF	Baseball Stadium Lighting Assessment
3/31/2006	PSA	A	BFM	PSA	\$4,278.26	1/19/06	MF	Topographic Survey of Tennis & soccer

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
		A	Bendale Farms	16857	\$4,895.00	2/10/06	MF	Place Slab Home Plate
		A	Sherlock	14652	\$2,047.90	2/8/06	MF	Drop Ceiling in Press Box
		A	Royerre	15795	\$1,359.00	2/10/06	MF	Flooring in Press Box
		A	Sherlock	14652	\$2,772.32	2/21/06	MF	Drop Ceiling in Press Box
		A	Royerre	15795	\$891.00	2/22/06	MF	Flooring in Press Box
3/6/2006	1463	E	Deubler	17038	\$25,600.00	3/2/06	MF	Secure the fixtures and supports of the Maestri Field lighting system
		A	National Fence		\$1,680.00	3/2/06	MF	Repair Iron Gate at Ballpark Entrance
7/17/2006	1478	A	Siemens	(fy06-07 po	\$21,000.00	4/13/06	MF	Card Access for FEMA Village
19-Apr-06		A			Public work	4/19/06	MF	Tennis Center Dirt Relocation
		E	Ca-Par	18963	\$1,199.26	8/22/06	MF	Repair primary power outage due to bird flying into lightning arrester
		A	Royerre	15795	\$1,017.00	10/7/06	MF	Flooring in Press Box
		S	Schrenk Peterson	NA	NA	10/13/06	MF	Bleacher Structural Report
3.7.2007	1632	A	BOES	1	\$19,800.02	1.31.2007	MF	Bleacher Repair EC
3.6.2007	1633	E	Ca-Par	W/CH.1	\$97,248.00	1.19.2007	MF	Temporary Lighting Repairs
14-May-07		A			public work	1/4/07	MF	Ball Park Men's Bathroom Urinal Replacement
		E	Ca-Par	21392	\$4,893.24	7/15/07	MF	Repair high voltage fuse blown on electrical pole
	1753	E	Ca-Par	21496	\$10,149.23	7/24/07	MF	Repair damaged pole at Privateer Park
08.15.08	1801	A	U.S. Outdoor	fy09022692.1	\$347,986.90	01.30.08	MF	Baseball Scoreboard Remove and Replace
3/6/2008	1835	E	Ca-Par	22798.1	\$23,798.00	2/6/08	MF	Privateer Park Lighting Repairs
	1847	A			\$11,800.00		MF	Soccer Field Bleachers
		E	Vivien	FP&C	\$287,256.00	7/31/08	MF	Lighting & Pole Replacement
		A	Vaughn	FP&C		7/18/08	MF	Pressbox Roof Repair
		E	Frischhertz	FP&C	\$287,256.00	7/31/08	MF	Lighting & Pole Replacement
02.10.09	2018	A	Ace Fence	25811	\$13,500.00	01.21.09	MF	Baseball Fencing Repair/Replace
		A	Arrow Fence		\$4,299.00	3/4/10	MF	Tennis Center Fence
		A	Lathan Group	FP&C		4/6/10	MF	New Roof on Tennis Building
26-Mar-10	2161	E	Deubler	32382.1	\$12,675.00	04.17.10	MF	Tennis Court Conduit & Cabling Installation
	1567	A	AKT	80658	\$4,738.72	9/16/10	MF	Abate Locker Room
11/25/10+	1567	A	AKT	80658	\$10,214.00	9/29/10	MF	Additional Abate Locker Room
01.9.11	2199	M	Verges	35994	\$24,900.00	12.11.10	MF	Baseball Clubhouse HVAC Installation
12.20.10	2206	M	Verges	36720	\$15,000.00	12.11.10	MF	Baseball Clubhouse Plumbing Modifications
16-Dec-10	2210	A	Flooring Depot	36963.1	\$8,468.07	12/16/10	MF	Baseball Concession Bldg, Carpet Installation
		A	AIMS Group	FP&C	\$2,503.50	5/11/11	MF	Hurricane Gustav Related Enviro Rem. - Ticket Booth & Bathrooms
19-Jan-11	2213	A	Scott Fence	37656	\$15,000.00	6.30.11	MF	Tennis Center Fencing work
19-Jan-11	2335	A				6.30.11	MF	Baseball Field Fencing
19-Jan-11	2334	A				6.30.11	MF	Tennis Center Fencing
		A	ORM	State	NA	8/26/11	MF	Renovation/Demolition Package - Sizeler
19-Jan-11	2337	A	Royerre			1/22/13	MF	Tennis Center Flooring Replace
19-Jan-11	2336	E				1/18/13	MF	Tennis Center Lighting Repair
19-Jan-11	2362	A	Franke			4/11/13	MF	Tennis Center Door Replacement
MILNEBURG HALL								
		A	JaRoy Inc.	14887	\$29,509.00	10/3/05	MH	Building Renovations
		A	Holly Smith	FP&C	\$21,728.00		MH	Katrina Repairs
		A	AKT	17295	\$4,830.00	3/29/06	MH	Floor Tile Removal
5/21/2007		A	Royerre	15795	\$12,329.00	4/25/06	MH	Flooring Install & Furniture Moving
3/12/2007		A	Sherlocks	14652	\$21,074.29		MH	Classroom Refurbishment Rms 114-182
	1322	A	Jroy	14887	\$10,370.00	7/21/06	MH	Renovate Faculty & Staff Areas
		A	Riverside Roofing	FP&C	NA	8/15/06	MH	Roof Replacement
		A	Joffary	ROLL017313	\$563.00	8/16/06	MH	Rms 102 & 195
5/21/2007		A	Royerre	18559	\$5,944.00		MH	Flooring -Invoice #S4352MKR & 4697-06
5/21/2007		A	Joffary	19325	\$18,318.00		MH	Invoice #502
		M	Simplex	ROLL16700	\$320.00	11/30/06	MH	Troubleshoot Panel
3/12/2007		A	Sherlocks	18807	\$32,500.00	1/23/07	MH	Painting
		A	Vaughn	FP&C	NA	7/9/07	MH	Roof Repairs
		M	Simplex Grinnell	ROLL16700	\$800.00	11/30/07	MH	Post Katrina fire alarm insp for BA, not covered by Service agreement
07.19.08	1918	A	Sherlocks		\$74,164.00	5/1/08	MH	Ceiling Replace Floors 1,2 & 3
07.19.08	1918	A	Sherlocks	80496	\$71,700.00	06.05.08	MH	Classroom Refurbishment
3-Jun-08	1939	E	RichCor	80500	\$5,156.00	6/3/08	MH	Replace lighting distribution panels
		M	Siemens			7/14/08	MH	Fire Alarm Panel Replacement
		A	Sherlock	24218	\$4,871.00	8/18/08	MH	Ceiling Replacement Room 351
	1688	A	Sherlock	24218	\$130,160.80	8/27/08	MH	Ceiling Replacement on floors 2 & 3
10/4//08	1567	A	AKT	80658		10/1/08	MF	Abate 3rd Floor Hallway - Floor Tile
	1688	A	Sherlock	24218	\$619.40	10/7/08	MH	Ceiling Replacement - Rm 154
		M	Chillco	80587	\$5,871.00	9/22/09	MH	Repair of gas line -Privateer Place, Biology & Bienville Hall

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14-Sep-09	2112	M	ARC	80637	\$157,900.00	9/14/09	MH	Replace Chilled Water Supply and Circulation Pumps
14-Sep-09	2111	M	ARC	80637	\$157,900.00	9/14/09	MH	Replace AHUs #1 and #16
	1931	M	Chillco	80595A	\$67,095.00	10/27/09	MH	Replace AHU # 13
	1567	A	AKT	80612	\$2,391.60	3/18/10	MH	Asbestos Abate AHU 13
	1931	M	Chillco	80643	\$57,025.45	10/27/09	MH	Replace AHU # 23
	1567	A	AKT	80662	\$6,272.00	4/4/11	MH	Asbestos Abate AHU 23
31-May-10	PSA	M	Crumb	PSA	\$19,671.00	11/12/09	MH	Crumb PSA - Refer to 3061/62 - Air handling Unit
11-Nov-09	PSA	M	Crumb	PSA	\$11,556.00	11/2/09	MH	Crumb PSA - Refer to 3061/62 - Pumps
	2227	A	K-Belle	38736.1	\$48,700.00	4/28/11	MH	Bathroom Renovation
NORTH CHILLER PLANT								
12/14/2007	PSA	M	Vivien	FP&C	\$320,000.00	11/23/07	NCP	Design for New North Campus Central Plant
		M	Gallo	FP&C	\$3,204,747.00	6/13/08	NCP	New North Campus Central Plant
12/14/2007	PSA	M	Crumb	PSA	\$35,065.00	6/11/07	NCP	North Campus Chilled Water Piping Loop
12.19.2007	1723	M	Gallo	80458	\$180,000.00	8.29.2007	NCP	North Campus Chilled Water Piping Loop
		A	RoofTech	FP&C		6/5/09	NCP	Sub Contractor to Gallo
OGDEN MUSEUM								
	2233	A	Tuna	6094	\$109,500.00	4.12.11	OGDEN	Seal & Waterproof
PERFORMING ARTS CENTER								
		A	Cape Crown	80401	\$3,125.00	9/30/05	PAC	Remove asbestos Wall Panels
		A	Ecosystems	FP&C		1/6/06	PAC	Indoor Air Quality Assess
25-Jan-06	1445	A	AKT	80361	\$3,125.00	1/25/06	PAC	Remedation - Transite wall panes
		E	Nu-Lite Electrical	16557	\$43,040.22	2/20/06	PAC	Repair PF PAC Main Substation
	1445	A	Zimmer		\$161,030.00		PAC	Remedation
12-Aug-06		M			Public work	7/31/06	PAC	Elevator Replace Damaged Hydraulic Pump Motor
		E	Deubler	20322	\$1,100.00	8/24/06	PAC	Inspection/Diagnostics on 1000 Amp main breaker
		A	Stage Light		\$45,000.00	4/17/07	PAC	Set of Stage Curtains
7.18.2007	1703	E	Deubler	21063	\$10,600.00	6.18.2007	PAC	Electrical Work
31-Jul-08		A	Gerarve	PSA	\$14,422.00	8/27/07	PAC	Restoration of PAC from Nims and GF expenditures
		A	Triton	21864	\$183,234.00		PAC	Theatre Renovation
1.31.2008	1730	A	KV Workspace	21433.2	\$80,252.76	10.3.2007	PAC	Purchase and install theater seating - recital hall
		A	Roverre	24019	\$12,000.00	11/26/07	PAC	Install Carpet Auditorium 109
		A	Roverre	24019	\$5,611.00	1/7/08	PAC	Install Carpet Auditorium 109
2.15.2008	1743	A	Synergy	21905.1	\$48,096.00	10.9.2007	PAC	Thrust Theatre Seating
10.02.08	1890	M	Chillco	80484D	\$27,780.58	05.08.08	PAC	Chilled water coil replacement
11-Jun-08	1567	A	AKT	80662		6/4/08	PAC	Asbestos Abate Rm 353 Mech Room
8-Aug-11	1567	A	AKT	80662		8/1/11	PAC	Asbestos Abate Tile & Mastic
03.22.10	2138	M	Chillco	80604	\$8,350.00	01.14.10	PAC	Hot Water Bypass Treatment
		M	Simplex	80634	\$1,854.58	9/21/10	PAC	Correct sprinkler deficiencies
03.22.10	2344	M				2/14/13	PAC	Drain Pan Replace
POPE'S ALTAR								
		A	FP&C	NA	NA	4/22/08	PA	Demolition of Popes Alter
		A	Sherlocks		\$1,194.00	10/15/08	PA	Debris Removal
PRIVATEER PLACE								
	1931	E	Deubler	80625	\$15,480.00	6/18/10	PP	Replace Electric Meter
RAGIN CAJUN								
26-Jun-08	1945	A			20,000.00	6/26/08	Ragin Cajun	Demolition of Ragin Cajun Building
RECREATION & FITNESS CENTER								
10/31/2005	1374	A	Aquatic Pools	16019	\$34,875.00	8/18/05	REC	Pump Replacement
		A	Ecosystems	FP&C		6/1/06	REC	Air Quality Assessment
		A	Holly Smith	FP&C	\$39,179.00		REC	Katrina Repairs
21-Feb-06	1461	A			Public Work	2/21/06	REC	Glass Replacement
4/26/2006	1485	A	Aquatic Pools	17381	\$23,870.00	4/12/06	REC	RFC: Replaster Pool
7/4/2006	1488	A	Triton	17818	\$7,800.00	6/5/06	REC	Louver Replacement R23182
		A	Roverre	15795	\$115,744.00	6/30/06	REC	Fitness and Recreation Center
12-May-06		A			public work	5/11/06	REC	2nd floor- katrina but being funded by Rec Center reserve account
		M	Inland Waters	ROLL016870	\$3,477.00	8/9/06	RFC / CPB	Sewer cleaning at Wellness Center and Campus Police
		E	Ca-Par	19426	\$4,449.48	12/1/06	RFC	Resage wire
		M	Triton		\$4,293.00	1/24/07	REC	Change out mixing valves
		M	Southland	Emergency		8/30/07	REC	Emergency Water Heater Purchase
26-Sep-07	Under 5k	E	NSC	21890	\$4,685.00	9/21/07	REC	Install 2 water heaters
	Title 38	M	Southland	22045	\$18,120.69	10/11/07	REC	Water heaters
18-Feb-08		A			Public work	2/18/08	REC	Soccer Field Bleachers & Installation

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
3-Apr-08		A	In House	NA	\$5,400.00	4/3/08	REC	Rms 123/125 Alterations (Will Peneguy's Office)
		A	Crown Roofing	FP&C	\$362,095.00	5/28/08	REC	Roof Replacement
		A	Stallings	FP&C	\$446,400.00	7/8/08	REC	Permanent Repairs Phase I
		A	Zimmer	FP&C	\$259,982.75	10/29/08	REC	Remediation
	2380	A				7/17/13	REC	Wood Floor Replacement (Insurance)
SCIENCE								
		M	Triton	80402	\$1,950.00	9/30/05	SC	HVAC Modifications Room 1046
		A	Royerre	15795	\$636.00	10/7/05	SC	Carpet 1036
		M	Bernhard	17188	\$25,000.00	3/21/06	SC	Emergency Floor Drain Repair in Basement
7-Apr-06	PSA	M	Vivien	PSA	\$2,767.50	3/22/06	SC/LA	Science and Liberal Arts Building - MEP Relocation Study
		A	Kelbro	80416	\$1,830.00	6/13/06	SC	Handicapped Ramp Removal
		A	Kelbro	80416	\$3,784.48	7/20/06	SC	Handicapped Ramp Install
		A	Sherlocks	18887	\$1,805.70	1/24/07	SC	Paint Rm 1003
		A	Royerre	18559	\$1,569.00	1/25/07	SC	Flooring
		A	Kelbro	18530	\$3,052.80	1/30/07	SC	Pay parking lot add to aprons
		M	Johnson	80439	\$3,440.00	2/2/07	SC	Controller for AHU D
5.30.2007	1649	M	Baudier	1,2,3	\$24,200.00	3.12.2007	SC	Mechanical room pipe replacement
		A	AKT	80651		4/13/07	SC	Asbestos Abate Mech Rm 2125
5.26.2007	1676	M	Triton	80448 w/ch 2	\$6,900.00	4.16.2007	SC	Basement Drain line repair
5.30.2007		M	Baudier		\$3,239.00	5/7/07	SC	Gate Valve Replacement
18-Jul-07	PSA	M	Crumb	PSA	\$15,000.00	7/16/07	SC	Building Survey
19-Jul-07		M	Triton	21149	\$4,900.00	6/26/07	SC	Repair leak in crawl space
	1752	M	cancelled		\$8,200.00	8/3/07	SC	Repair/Replace Inoperative Air Compressor and Air Dryer
20-Feb-08	PSA	M	Crumb	PSA	\$19,151.00	2/7/08	SC	AHU #3 Replacement
						3/1/08	SC	Biology Relocation
12-Mar-08	PSA	M	Crumb	PSA	\$24,066.00	3/11/08	SC	Fumehoods exhaust fan replacement -Replaced by 3009A
24-Mar-08	1885	A			\$150,000.00	3/26/08	SC	2041 Renovation
09.10.08	1907	E	Deubler	80490A	\$95,000.00	06.03.08	SC	Lighting Replacement
07.07.08	1921	E	Deubler	23610	\$30,680.00	06.03.08	SC	Gear to 42 Circuit Panel, and from this panel run 2 circuits to marked
14-Jul-08	1567	A	AKT	80651		7/7/08	SC	Asbestos Abate Rms 2120 & 3003
05.25.09	1934	M	Chillco	80497B	\$101,895.00	08.05.08	SC	Science Air Handler Replacement
14-Jul-08	1567	A	AKT	80651	\$720.50	8/25/08	SC	Asbestos Abate Rms 2041
		M	Sherlock		\$1,275.00	8/28/08	SC	Dismantle & Remove Old Leibert Unit
5/15/2009		A	Sherlock	80504A	\$101,872.87	10/16/08	SC	Ceiling Replace on 1st and 2nd floor
11/27/2008		A	RCC	80506	\$4,070.00	11/15/08	SC	Floor installation
14-Jul-08	1567	A	AKT	80651	\$503.40	1/23/09	SC	Asbestos Abate Rm 1073
5/15/2009		A	Sherlock	80504A	\$4,231.44	2/3/09	SC	YSC Painting & Drywall
01/01/09		A	RCC	80506	\$1,860.00		SC	Floor installation
		A	Sherlock	80507	\$4,426.34	2/3/09	SC	Install urinal screens
		A	Sherlock	80529	\$4,700.00	2/3/09	SC	Remove exist grille and duct in 2108
		A	Sherlock	80531	\$4,198.00	2/12/09	SC	Remove AC System in 2110
02/12/09		A	Sherlock	80511	\$5,650.00		SC	Painting and Drywall - Invoice 4640
6-Mar-09	1567	A	AKT	80651	\$3,406.00	3/4/09	SC	Asbestos Abate Rm 2110
		A	Sherlock	80537	\$4,700.00	3/5/09	SC	Remove and Replace existing ductwork - Room 2010
02/12/09		A	Sherlock	80511B	\$3,277.00	4/30/09	SC	Replace Suspended Ceiling
		A	Floor Depot	80533	\$1,680.00		SC	New VCT in room 2010
		A	Coastal	80591	\$2,600.00	10/7/09	SC	New ceiling tile and lights
31-Jul-09	replaces 2	M	Crumb	PSA	\$24,066.00	10/1/08	SC	SCI Fumehoods exhaust fan replacement
11/27/2008	1983	A	RCC	25538	\$8,100.00	11/18/08	SC	2041 floor installation
11/31/09	PSA	A	Crumb	PSA	\$5,066.00	11/1/08	SC	2061/2069
05/29/08		A	AKT	80530		5/21/08	SC	Abate 2041
		A	Lathen Group	FP&C		6/5/09	SC	Partial Roof Repair
		A			\$16,900.00	12/3/09	SC	Renovate Rm 2019
02.24.10	2143	M	Triton	80603	\$7,800.00	01.26.10	SC	Replace Corroded Natural Gas Line
	1932	E	Deubler	80622	\$36,556.72	4/21/10	SC	Replace electrical Panels
	1567	A	AKT	80658	\$493.80	4/26/10	SC	Abate 1013A
	1567	A	AKT	80658	\$325.80	2/23/11	SC	Abate 1016
10-Nov-08	PSA	A	Crumb	PSA	\$22,687.00	2/15/11	SC	Renovate 2080/92
		A	Sherlock	35801	\$3,817.40	4/6/11	SC	Flooring
		A	Sherlock	35801	\$598.00	4/30/11	SC	Wall Patching
		A	Sherlock	80666	\$1,843.86	5/19/11	SC	Install Wood Trim & Paint
	1567	A	AKT	80676	\$2,237.00	7/15/11	SC	Abate 2002
		A	Sherlock	80666	\$1,843.86	6/2/11	SC	Painting & Carpentry - Room 2002
		M	Paul D Plumber	80685	\$2,800.00	9/20/11	SC	Replace Waste Lines in Mens Restroom
	2079	A	Sherlock	80673	\$3,817.00	9/20/11	SC	Replace Existing Carpet

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
	1567	A	AKT	80702	\$4,161.20	11/13/11	SC	Abate Mechanical Rm 2077
ST. CLAUDE GALLERY								
	2232	A			\$10,000.00	4/6/11	SCG	Re Roof
STUDENT PARK								
		A	Sherlock	19863	\$1,500.00	1/18/07	AMPH	Repair steel handrail in Amphitheater area
10.30.07	1782	A	Sherlocks	22013	\$7,557.00	10.10.07	AMPH	Student Park Pond Brick Around 2 Pumps
		E	Henry Martin	FP&C	\$13,000.00	1/31/11	AMPH	15KV Underground Design
		E	Deubler	FP&C	\$136,700.00	1/31/11	AMPH	15KV Underground
THE ATHLETIC CENTER								
		A	National Fence	19272	\$3,030.00	10/12/06	TAC	Install Swing Gates
		A	All Catastrophe	FP&C	\$116,800.00	2/29/08	TAC	Remediation
		A	Holly Smith	FP&C	\$140,834.00		TAC	Pro Service for Katrina Renovation
		A	King	FP&C	\$814,100.00	12/24/08	TAC	Renovation of Facility
02.19.10	2062	A	Siemens	28994	\$10,800.00	10.15.09	TAC	Card Access Install
08.09.10	2090	M	Triton	80620	\$62,600.00	05.12.10	TAC	Chiller Replacement
	1923	M	KONE	80608	\$11,951.50	3/2/10	TAC	Replace elevator power unit
24-Mar-10		A				3/23/10	TAC	Routine Cleaning Services
24-Mar-10	2333	M	Verges Mech	80731A	\$51,053.00	12/18/12	TAC	Boiler Replace
OLIVER ST. PE CENTER (TRAC)								
7-Feb-06		A			public work	2/8/06	TRAC	Door replacement per email from JRR 2-8-06
		A	Sherlock	18887	\$60,075.87	11/16/06	TRAC	Paint Building Interior
2.21.2007	1619	M	Triton	19627	\$17,900.00	1.22.2007	TRAC	Hot Water Pump Replacement
9/7/2007	Under 5k	A	Sherlock	21702	\$3,013.11	8/23/07	TRAC	Bird screen over vents
		A	Holly Smith	FP&C			TRAC	Pro Service for Permanent Repairs
		M	Johnson		\$3,850.65	1/12/07	TRAC	Replace Bypass Assembly
		A	Belou Magner	FP&C	\$1,568,061.00	1/1/08	TRAC	Permanent Repairs
3/16/2008	Under 5k	M	Gallo	23157	\$3,140.00	3/14/08	TRAC	High temp water line repair
		m	Jefferson Sprinkler		\$1,747.00	3/29/09	TRAC	
	Under 5k	M	Chillco	24917	\$4,333.43	3/30/09	TRAC	Water Meter Repair (YSC)
6/30/1999	6991	A	Roof Tech	76464	\$12,775.00	5/17/09	TRAC	Roof Repair
	1923	M	Kone	80608	\$11,961.00	3/10/10	TRAC	Replace Elevator Power Unit
	1931	M	Chillco	80699	\$4,826.00	11/10/11	TRAC	Hot Water Pipe Replace
UNIVERSITY CENTER								
20-Jan-06		A			public work	1/20/06	UC	Counter replacements - one is katrina, one is new
		A	Roverre	15795	\$5,260.00	2/1/06	UC	Flooring Flambeau & Grocery
		A	Distinct Manuf.		\$1,725.00	2/7/06	UC	Fabricate and install 3 Cabinets in New Barber Shop
		A	Sherlock	14652	\$1,812.80	2/8/06	UC	Remove and Replace Drop Ceiling
		A	Royerre	15795	\$6,621.00	2/10/06	UC	Rms 120 & 122
		A	Royerre	15795	\$4,645.00	2/22/06	UC	Rm 118
		M	Triton	16931	\$2,521.00	2/24/06	UC	modify drain pipint at Subway
		M	ARC	17109	\$2,875.00	3/6/06	UC	Replace 4" Sewer Line in Ceiling
		A	AKT	17165	\$4,300.00	3/16/06	UC	Network Cable in room 128
		A	Tereses Top Works	16963	\$2,800.00	3/17/06	UC	New countertops in Flambeau Room
		M	Triton	17111	\$4,800.00	3/20/06	UC	Install 2" new pvc piping at Subway
		A	Sherlock	14652	\$836.62	4/30/06	UC	Replacement of Ceiling System - UC Kitchen Ladies RR 1st Floor area
8/20/2006	1487	M	ARC	07 po	\$70,280.45	5/31/06	UC	Cafeteria tunneling and underground pipe replacement
		A	AKT	14363	\$3,125.00	7/21/06	UC	Ceiling Tile Removal and Replace
10.31.2006	1572	A	Sherlock	19141	\$12,962.00	10.17.2006	UC	Lobby exit corridor
		A	AKT	16028	\$6,080.00	10/19/06	UC	Paint Coffers
		A	Austin	19560	\$2,586.00	12/19/06	UC	Repair of kitchen suppression systems
8-Apr-07	1617	A	Alack	19736	\$21,513.05	2/21/07	UC	Freezer Replacement
4-May-07		M	Vivien	PSA	\$21,687.00	5/1/07	UC	Hot Water Repairs Design
		M	Johnstone Supply	20955	\$1,487.64	5/11/07	UC	Condensing Unit
		A	C Bell Awning	20959	\$3,758.00	5/14/07	UC	Canopy Over Freezer
31-Aug-07	Under 5k	M	RM Fire	21718	\$3,900.00	8/24/07	UC	Fire suppres for Chic Fil A
8-Sep-07	Under 5k	M	Bernhard	21804	\$2,600.00	9/7/07	UC	Extend gas line
	1567	A	AKT	80653	\$7,507.00	9/12/07	UC	Subway
		A	Simplex Grinnell	ROLL16700	\$1,520.00	11/30/07	UC	Post Katrina fire alarm inps for UC, not covered by Service agreement
		A	Burgdahl Graves	FP&C	\$133,252.00	1/1/08	UC	Reroof and Waterproof - PSA
		A	A&L Systems	FP&C	\$2,070,087.90	6/1/08	UC	Reroof and Waterproof
		A	Aims Group	FP&C		7/18/08	UC	Asbestos Abate for Reroof
		A	Insul Tech	FP&C	\$2,181,400.00	9/28/08	UC	Asbestos Abate for Reroof
		A	Sherlocks	22061	\$3,950.00	10/4/07	UC	Build wall in Cafeteria

Completion Date	Quote #	Dept.	Contractor	P.O. #	Contract Amount	Origination Date	Building	Project Information
		M	Fire Marshal	State	NA	1/7/08	UC	Fire Marshal Review of Chic Fil A
		A	Zimmer Eschette	FP&C	\$400,386.00	11/25/08	UC	Hurricane Related Remediation - Part 1
		A	M. Slayton	FP&C	\$246,483.00		UC	permanent Repairs 2nd Floor West Side
01.25.09	2009	M	Prime Mech.	80519	\$5,900.00	01.05.09	UC	Water meter replacement
16-Jul-09	2084	A	Siemens	80535	\$9,556.74	7/16/09	UC	Replace Fire Alarm System
11.27.09	2083	M	Chillco	80583	\$17,600.00	09.08.09	UC	Grease Trap Replacment
16-Jul-09	2084	A	Siemens	27741	\$6,459.00	7/16/09	UC	Fire Device Re-Installation in Bookstore
	2089	A	Stallings	28444	40,370.00		UC	Bookstore Millwork - CANCELED
11.30.09	2113	A	Sherlock	29055	\$9,827.03	09.30.09	UC	UNO Bookstore Door and Brick Installation
	1931	M	Chillco	80600	\$118,340.00	11/6/09	UC	Chilled Water Pipe Repair
		M	Siemens	80605	\$4,900.00	12/23/09	UC	Reinstall fire devices
	1567	A	AKT	80652	\$471.00	11/23/10	UC	Abate 2nd Floor Bathroom Pipes
11-Mar-10	2159	A	Insul-Tech		\$61,150.00	3/11/10	UC	1st Floor Abatement
29-Mar-10	2162	A	Insul-Tech	32135	\$14,391.00	3/29/10	UC	Mold Remediation
4-Oct-10	2194	A	Sherlock	35666.1	\$140,200.00	02.1.11	UC	Misc. Renovations
	2078	M	Simplex	80641	\$48,461.62	10/27/10	UC	Install Voice Evac System
		M	A-1 Elevator	80644	\$4,712.56	11/19/10	UC	Update for H.C. access
		A	Holly Smith	FP&C		11/29/10	UC	Building Renovation
3-Jan-11	2211	M	Verges	37007.1	\$19,225.20	2.10.11	UC	Underground Pipe Repair
	1567	A	AKT	80652	\$1,175.12	1/5/11	UC	Bookstore Abate
	1567	A	AKT	80652		1/5/11	UC	Abate Post Office
	1567	A	AKT	80653	\$471.12	1/27/11	UC	300 SQ. FT. Abate
		M	A-1 Elevator	80657	\$2,972.56	2/17/11	UC	Elevator ceiling and lights
	2275	M	ARC Mechanical			1/19/12	UC	Replacement of Chilled & Hot Water piping
	2297	A	Siemens		\$16,000.00	7/10/12	UC	Access Control
	2302	A	Favret	45568	\$15,000.00	8/17/12	UC	Aramark-Provisions on Demand (POD)
	2315	M	Gallo	80730	\$347,000.00	10/15/12	UC	Air Handler Replace
	2307	A	Arnold & Assoc		\$18,000.00	8/17/12	UC	Signage
	2322	A	TJT Construction		\$25,000.00	10/8/12	UC	Exterior Ceiling Repair

NSF Higher Education Research and Development Survey 2011–2013

NSF Higher Education Research and Development Survey FY 2011 to FY 2013

Institution Information

Institution Name	University of New Orleans
Institution ID	002015

Note:

Data tabulated on Thursday, March 6, 2014 04:41 PM
 U = Unavailable; respondent entered "Unavailable" on the questionnaire.
 NA = not available; data were not collected in the respective year.
 999.9% denotes a percent change of 999.9% or greater.
 "i" denotes imputed data.
 "e" denotes estimated data.

R&D expenditures by source and type

Question 1. R&D Expenditures by Source of Funds, FY 2011-2013

Source of Funds	R&D Expenditures (Dollars in thousands)				% Change 2012-13
	Fiscal Year				
	2013	2012	2011		
a. U.S. federal government	11,051	14,521	19,000	-23.9%	
b. State and local government	3,310	3,269	6,188	1.3%	
c. Business	886	1,897	2,669	-53.3%	
d. Nonprofit organizations	1,017	780	408	30.4%	
e. Institutional funds					
1. Institutionally financed research	4,993	4,212	1,983	18.5%	
2. Cost sharing	761	1,073	2,554	-29.1%	
3. Unrecovered indirect costs	1,837	2,439	2,438	-24.7%	
4. Total institutional funds	7,591	7,724	6,975	-1.7%	
f. All other sources	752	259	119	190.3%	
g. Total	24,607	28,450	35,359	-13.5%	

FY 2012 Trend Variance Explanations:

Q1B: Decrease attributed to Michoud facility funding in FY2011, not present for FY 2012.

Question 1.1. Institutionally Financed R&D Expenditure Sources, FY 2011-2013

	Included in Question 1e1		
	Fiscal Year		
	2013	2012	2011
a. Competitively awarded internal grants for research	Yes	Yes	No
b. Startup packages/bridge funding/seed funding	Yes	Yes	No
c. Other departmental funds designated for research	Yes	Yes	No
d. Tuition assistance for student research personnel	Yes	Yes	No

Question 2. R&D Expenditures from Foreign Sources, FY 2011-2013

	R&D Expenditures (Dollars in thousands)			
	Fiscal Year			% Change 2012-13
	2013	2012	2011	
Total R&D from foreign sources	45	116	156	-61.2%

Question 3. Externally Funded R&D Expenditures by Type of Agreement, FY 2011-2013

Type of Agreement	R&D Expenditures (Dollars in thousands)			
	Fiscal Year			% Change 2012-13
	2013	2012	2011	
a. Contracts	6,231	6,740	16,464	-7.6%
b. Grants, reimbursements, and all other agreements	10,785	13,986	11,920	-22.9%
c. Total	17,016	20,726	28,384	-17.9%

Question 4. R&D Expenditures in the Institution's Medical School, FY 2011-2013

	R&D Expenditures (Dollars in thousands)			
	Fiscal Year			% Change 2012-13
	2013	2012	2011	
Total R&D expenditures in the university's medical school	0	0	0	

Question 5. R&D Expenditures for Phase I, Phase II, and Phase III Clinical Trials with Human Patients, FY 2011-2013

	R&D Expenditures (Dollars in thousands)											
	(1) Federal				(2) Nonfederal				(3) Total			
	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13
	2013	2012	2011		2013	2012	2011		2013	2012	2011	
Human Clinical Trials	0	0	0		0	0	0		0	0	0	

Question 6. R&D Expenditures by Character of Work, FY 2011-2013

	R&D Expenditures (Dollars in thousands)												
	(1) Federal				(2) Nonfederal				(3) Total				
	Fiscal Year			Change in % of total 2012-13	Fiscal Year			Change in % of total 2012-13	Fiscal Year			Change in % of total 2012-13	
	2013	2012	2011		2013	2012	2011		2013	2012	2011		
a. Basic research	U	7,434i	10,400i		U	8,438i	7,738i		U	15,872i	18,138i		
b. Applied research	U	5,078i	6,241i		U	4,135i	4,180i		U	9,213i	10,421i		
c. Development	1,634	2,009	2,359	1.0%	2,088	1,356	4,441	5.7%	3,722	3,365	6,800	3.3%	
d. Total	1,634	14,521	19,000	-85.2%	2,088	13,929	16,359	-84.6%	3,722	28,450	35,359	-84.9%	

General Comments:

FY 2012: Unable to break out applied from basic.

Pass-through and subrecipient R&D expenditures

Question 7. R&D Expenditures Received as a Subrecipient, FY 2011-2013

	R&D Expenditures (Dollars in thousands)											
	(1) Federal				(2) Nonfederal				(3) Total			
	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13
	2013	2012	2011		2013	2012	2011		2013	2012	2011	
a. From higher education institutions	1,076	654	1,126	64.5%	212	978	1,483	↓ -78.3%	1,288	1,632	2,609	-21.1%
b. From businesses	350	365	491	-4.1%	865	1,162	1,027	-25.6%	1,215	1,527	1,518	-20.4%
c. From nonprofit organizations	565	328	2	72.3%	1,203	764	219	57.5%	1,768	1,092	221	61.9%
d. From other	1,046	1,490	1,605	-29.8%	3,685	3,300	2,767	11.7%	4,731	4,790	4,372	-1.2%
e. Total	3,037	2,837	3,224	7.0%	5,965	6,204	5,496	-3.9%	9,002	9,041	8,720	-0.4%

FY 2013 Trend Variance Explanations:

Question 7, row a, column 2: The variance is attributed to expired contracts with US higher education institutions. One from a university foundation was \$489K. Three from Boston University for \$50K each expired in FY12.

Question 8. R&D Expenditures Passed Through to Subrecipients, FY 2011-2013

	R&D Expenditures (Dollars in thousands)											
	(1) Federal				(2) Nonfederal				(3) Total			
	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13
	2013	2012	2011		2013	2012	2011		2013	2012	2011	
a. To higher education institutions	353	563	817	-37.3%	252	233	352	8.2%	605	796	1,169	-24.0%
b. To businesses	823	1,971	4,680	↓ -58.2%	89	31	2,583	187.1%	912	2,002	7,263	-54.4%
c. To nonprofit organizations	690	3	28	↑ 999.9%	55	92	131	-40.2%	745	95	159	684.2%
d. To other	392	1,110	1,508	↓ -64.7%	0	0	0		392	1,110	1,508	-64.7%
e. Total	2,258	3,647	7,033	-38.1%	396	356	3,066	11.2%	2,654	4,003	10,099	-33.7%

FY 2013 Trend Variance Explanations:

Question 8, row b, column 1: The UNO Foundation passes their award funds through to other entities. In last year's survey, funds of \$1,100 were listed on line D of Question; for this year, funds of \$690 were listed on line C and \$392 on line D for a total of \$1,082.

Question 8, row c, column 1: The UNO Foundation passes their award funds through to other entities. In last year's survey, funds of \$1,100 were listed on line D of Question; for this year, funds of \$690 were listed on line C and \$392 on line D for a total of \$1,082.

Question 8, row d, column 1: The UNO Foundation passes their award funds through to other entities. In last year's survey, funds of \$1,100 were listed on line D of Question; for this year, funds of \$690 were listed on line C and \$392 on line D for a total of \$1,082.

R&D expenditures from federal sources

Question 9. Federally Funded Federal R&D Expenditures by Field and Federal Agency, FY 2013

R&D Fields	Federal R&D Expenditures (Dollars in thousands)							
	USDA	DoD	Energy	HHS*	NASA	NSF	Other	Total
a. Engineering								
1. Aeronautical/Astronautical	0	0	0	0	0	0	0	0
2. Bioengineering/Biomedical eng.	0	0	0	0	0	0	0	0
3. Chemical	0	0	0	0	0	0	0	0
4. Civil	0	0	0	0	0	0	0	0
5. Electrical	0	92	0	0	64	16	0	172
6. Mechanical	0	0	59	0	36	0	0	95
7. Metallurgical/Materials	0	0	0	0	0	0	0	0
8. Other engineering	0	2,071	88	0	0	0	0	2,159
9. Total	0	2,163	147	0	100	16	0	2,426
b. Physical Sciences								
1. Astronomy	0	0	0	0	0	0	0	0
2. Chemistry	0	225	0	310	0	838	100	1,473
3. Physics	0	656	0	0	11	59	0	726
4. Other physical sciences	0	0	0	0	0	0	0	0
5. Total	0	881	0	310	11	897	100	2,199
c. Environmental Sciences								
1. Atmospheric	0	0	0	0	0	0	0	0
2. Earth sciences	0	90	0	0	155	185	559	989
3. Oceanography	0	0	0	0	0	0	0	0
4. Other environmental sciences	0	0	0	0	0	0	1,082	1,082
5. Total	0	90	0	0	155	185	1,641	2,071
d. Mathematical Sciences	0	0	0	0	0	0	0	0
e. Computer Sciences	0	50	0	0	0	467	97	614
f. Life Sciences								
1. Agricultural	0	0	0	0	0	0	0	0
2. Biological	0	18	0	115	0	334	56	523
3. Medical	0	0	0	0	0	0	0	0
4. Other life sciences	0	0	0	0	0	0	0	0
5. Total	0	18	0	115	0	334	56	523
g. Psychology	0	0	0	371	0	0	22	393
h. Social Sciences								
1. Economics	0	0	0	0	0	0	129	129
2. Political science	0	0	0	0	0	0	0	0
3. Sociology	0	0	0	0	0	47	498	545
4. Other social sciences	0	0	0	0	0	0	829	829
5. Total	0	0	0	0	0	47	1,456	1,503
i. Other Sciences	0	0	0	0	0	0	0	0
j. Non-S&E Fields								
1. Education	0	0	0	0	0	0	717	717
2. Law	0	0	0	0	0	0	0	0
3. Humanities	0	0	0	0	0	0	25	25
4. Visual and performing arts	0	0	0	0	0	0	0	0
5. Business and management	0	21	0	0	0	0	67	88
6. Communication, journalism, and library science	0	0	0	0	0	0	0	0
7. Social work	0	0	0	0	0	0	0	0
8. Other non-S&E fields	0	418	0	0	0	74	0	492
9. Total	0	439	0	0	0	74	809	1,322
k. Total for All Fields of R&D	0	3,641	147	796	266	2,020	4,181	11,051

* includes NIH

Question 9. Federally Funded Federal R&D Expenditures by Field and Federal Agency, FY 2012

R&D Fields	Federal R&D Expenditures (Dollars in thousands)							
	USDA	DoD	Energy	HHS*	NASA	NSF	Other	Total
a. Engineering								
1. Aeronautical/Astronautical	0	0	0	0	0	0	0	0
2. Bioengineering/Biomedical eng.	0	0	0	0	0	0	0	0
3. Chemical	0	0	0	0	0	0	0	0
4. Civil	0	0	0	0	0	5	28	33
5. Electrical	251	0	0	0	41	36	0	328
6. Mechanical	0	0	166	0	18	8	0	192
7. Metallurgical/Materials	0	0	0	0	0	0	0	0
8. Other engineering	0	2,914	107	0	157	0	0	3,178
9. Total	251	2,914	273	0	216	49	28	3,731
b. Physical Sciences								
1. Astronomy	0	0	0	0	0	0	0	0
2. Chemistry	0	1,070	0	407	14	973	62	2,526
3. Physics	0	282	0	0	41	41	0	364
4. Other physical sciences	0	0	0	0	0	0	0	0
5. Total	0	1,352	0	407	55	1,014	62	2,890
c. Environmental Sciences								
1. Atmospheric	0	0	0	0	0	0	0	0
2. Earth sciences	0	171	0	0	109	198	586	1,064
3. Oceanography	0	0	0	0	0	0	0	0
4. Other environmental sciences	0	0	0	0	0	0	1,147	1,147
5. Total	0	171	0	0	109	198	1,733	2,211
d. Mathematical Sciences	0	0	0	0	0	0	0	0
e. Computer Sciences	0	181	0	100	0	223	0	504
f. Life Sciences								
1. Agricultural	0	0	0	0	0	0	0	0
2. Biological	6	0	0	63	0	194	235	498
3. Medical	0	0	0	0	0	0	0	0
4. Other life sciences	0	0	0	0	0	0	0	0
5. Total	6	0	0	63	0	194	235	498
g. Psychology	0	0	0	523	0	7	4	534
h. Social Sciences								
1. Economics	0	0	0	0	0	0	113	113
2. Political science	0	0	0	0	0	0	0	0
3. Sociology	0	0	0	0	0	36	350	386
4. Other social sciences	0	12	0	0	0	0	600	612
5. Total	0	12	0	0	0	36	1,063	1,111
i. Other Sciences	0	0	0	0	0	2	0	2
j. Non-S&E Fields								
1. Education	0	0	0	0	0	0	1,112	1,112
2. Law	0	0	0	0	0	0	0	0
3. Humanities	0	0	0	0	0	0	25	25
4. Visual and performing arts	0	0	0	0	0	0	0	0
5. Business and management	0	56	0	0	0	0	109	165
6. Communication, journalism, and library science	0	0	0	0	0	0	0	0
7. Social work	0	0	0	0	0	0	0	0
8. Other non-S&E fields	0	1,709	0	0	0	29	0	1,738
9. Total	0	1,765	0	0	0	29	1,246	3,040
k. Total for All Fields of R&D	257	6,395	273	1,093	380	1,752	4,371	14,521

* includes NIH

Question 9. Federally Funded Federal R&D Expenditures by Field and Federal Agency, FY 2011

R&D Fields	Federal R&D Expenditures (Dollars in thousands)							
	USDA	DoD	Energy	HHS*	NASA	NSF	Other	Total
a. Engineering								
1. Aeronautical/Astronautical	0	0	0	0	26	0	0	26
2. Bioengineering/Biomedical eng.	0	0	0	0	0	0	0	0
3. Chemical	0	0	0	0	0	0	0	0
4. Civil	0	0	0	0	0	0	13	13
5. Electrical	0	216	49	0	0	133	43	441
6. Mechanical	0	14	217	0	17	0	0	248
7. Metallurgical/Materials	0	0	0	0	0	0	0	0
8. Other engineering	0	1,368	0	0	94	161	0	1,623
9. Total	0	1,598	266	0	137	294	56	2,351
b. Physical Sciences								
1. Astronomy	0	0	0	0	0	0	0	0
2. Chemistry	20	2,362	0	729	0	892	124	4,127
3. Physics	0	164	0	0	161	69	0	394
4. Other physical sciences	0	0	0	0	0	0	0	0
5. Total	20	2,526	0	729	161	961	124	4,521
c. Environmental Sciences								
1. Atmospheric	0	0	0	0	0	0	0	0
2. Earth sciences	0	0	0	0	119	108	604	831
3. Oceanography	0	0	0	0	0	0	0	0
4. Other environmental sciences	0	0	0	0	0	0	1,515	1,515
5. Total	0	0	0	0	119	108	2,119	2,346
d. Mathematical Sciences	0	0	0	0	0	0	158	158
e. Computer Sciences	0	245	0	223	0	123	0	591
f. Life Sciences								
1. Agricultural	0	0	0	0	0	0	0	0
2. Biological	20	0	0	13	0	311	103	447
3. Medical	0	0	0	0	0	0	0	0
4. Other life sciences	0	0	0	0	0	0	0	0
5. Total	20	0	0	13	0	311	103	447
g. Psychology	0	0	0	403	0	0	0	403
h. Social Sciences								
1. Economics	0	0	0	0	0	0	0	0
2. Political science	0	0	0	0	0	0	0	0
3. Sociology	0	0	0	0	0	57	651	708
4. Other social sciences	0	94	0	0	0	0	435	529
5. Total	0	94	0	0	0	57	1,455	1,606
i. Other Sciences	0	0	0	0	0	52	0	52
j. Non-S&E Fields								
1. Education	0	40	0	0	0	0	1,229	1,269
2. Law	0	0	0	0	0	0	0	0
3. Humanities	0	0	0	0	0	0	0	0
4. Visual and performing arts	0	0	0	0	0	0	0	0
5. Business and management	0	1,654	0	0	0	0	27	1,681
6. Communication, journalism, and library science	0	0	0	0	0	0	0	0
7. Social work	0	0	0	0	0	0	0	0
8. Other non-S&E fields	0	3,476	0	0	0	17	82	3,575
9. Total	0	5,170	0	0	0	17	1,338	6,525
k. Total for All Fields of R&D	40	9,633	266	1,368	417	1,923	5,353	19,000

* includes NIH

Question 9. Federally Funded Federal R&D Expenditures by Field and Federal Agency Percent Change FY 2012-2013

R&D Fields	Federal R&D Expenditures							Total
	USDA	DoD	Energy	HHS*	NASA	NSF	Other	
a. Engineering								
1. Aeronautical/Astronautical								
2. Bioengineering/Biomedical eng.								
3. Chemical								
4. Civil						-100.0%	-100.0%	-100.0%
5. Electrical	-100.0%	999.9%			56.1%	-55.6%		-47.6%
6. Mechanical			-64.5%		100.0%	-100.0%		-50.5%
7. Metallurgical/Materials								
8. Other engineering		-28.9%	-17.8%		-100.0%			-32.1%
9. Total	-100.0%	-25.8%	-46.2%		-53.7%	-67.3%	-100.0%	-35.0%
b. Physical Sciences								
1. Astronomy								
2. Chemistry		-79.0%		-23.8%	-100.0%	-13.9%	61.3%	-41.7%
3. Physics		132.6%			-73.2%	43.9%		99.5%
4. Other physical sciences								
5. Total		-34.8%		-23.8%	-80.0%	-11.5%	61.3%	-23.9%
c. Environmental Sciences								
1. Atmospheric								
2. Earth sciences		-47.4%			42.2%	-6.6%	-4.6%	-7.0%
3. Oceanography								
4. Other environmental sciences							-5.7%	-5.7%
5. Total		-47.4%			42.2%	-6.6%	-5.3%	-6.3%
d. Mathematical Sciences								
e. Computer Sciences		-72.4%		-100.0%		109.4%	999.9%	21.8%
f. Life Sciences								
1. Agricultural								
2. Biological	-100.0%	999.9%		82.5%		72.2%	-76.2%	5.0%
3. Medical								
4. Other life sciences								
5. Total	-100.0%	999.9%		82.5%		72.2%	-76.2%	5.0%
g. Psychology				-29.1%		-100.0%	450.0%	-26.4%
h. Social Sciences								
1. Economics							14.2%	14.2%
2. Political science								
3. Sociology						30.6%	42.3%	41.2%
4. Other social sciences		-100.0%					38.2%	35.5%
5. Total		-100.0%				30.6%	37.0%	35.3%
i. Other Sciences						-100.0%		-100.0%
j. Non-S&E Fields								
1. Education							-35.5%	-35.5%
2. Law								
3. Humanities							0.0%	0.0%
4. Visual and performing arts								
5. Business and management		-62.5%					-38.5%	-46.7%
6. Communication, journalism, and library science								
7. Social work								
8. Other non-S&E fields		-75.5%				155.2%		-71.7%
9. Total		-75.1%				155.2%	-35.1%	-56.5%
k. Total for All Fields of R&D	-100.0%	-43.1%	-46.2%	-27.2%	-30.0%	15.3%	-4.3%	-23.9%

* includes NIH

FY 2012 Trend Variance Explanations:

Q9A8B: Increase attributable to 6 new projects in Naval Architecture and Marine Engineering and NCAM.

Question 10. Federally Funded R&D Expenditures from Other Federal Agencies, FY 2011-2013 (Dollars in thousands)

FY 2013		FY 2012		FY 2011	
Federal Agency	R&D Expenditures	Federal Agency	R&D Expenditures	Federal Agency	R&D Expenditures
a. Environmental Protection Agency (EPA)	1,217	a. Department of Education (ED)	1,113	a. Education	1,390
b. Department of Education (ED)	720	b. Department of Commerce (Commerce)	594	b. Homeland Security	550
c. Department of Transportation (DOT)	634	c. Department of Housing and Urban Development (HUD)	423	c. Commerce	610
d. Department of Homeland Security (DHS)	498	d. Department of the Interior (Interior)	352	d. HUD	454
e. Department of Commerce (Commerce)	441	e. Department of Transportation (DOT)	277	e. Transportation	365
f. Department of the Interior (Interior)	329	f. Department of Homeland Security (DHS)	268	f. Interior	307
g. Department of Housing and Urban Development (HUD)	295	g. Environmental Protection Agency (EPA)	1,315	g. Environmental Protection Agency	1,646
h. National Endowment for the Humanities (NEH)	25	h. National Endowment for the Humanities (NEH)	25	h. Small Business Administration	26
i. Department of Justice (DOJ)	22	i. Department of Justice (DOJ)	4	i. Justice	5
j.		j.		j.	
k. Other agencies not listed above		k. Other agencies not listed above		k. Other agencies not listed above	
l. Total	4,181	l. Total	4,371	l. Total	5,353

Question 11. Federally Funded R&D Expenditures from the American Recovery and Reinvestment Act (ARRA), FY 2011-2013

	R&D Expenditures (Dollars in thousands)			
	Fiscal Year			% Change 2012-13
	2013	2012	2011	
Total R&D expenditures from ARRA funds	98	249	512	-60.6%

R&D expenditures from nonfederal sources

Question 12. Nonfederal R&D Expenditures by Field and Nonfederal Source, FY 2013

R&D Fields	Nonfederal R&D Expenditures (Dollars in thousands)					Total
	State and local government	Business	Nonprofit organizations	Institutional funds	Other nonfederal sources	
a. Engineering						
1. Aeronautical/Astronautical	0	0	0	0	0	0
2. Bioengineering/Biomedical eng.	0	0	0	0	0	0
3. Chemical	0	0	0	0	0	0
4. Civil	519	80	0	279	5	883
5. Electrical	91	136	0	286	11	524
6. Mechanical	45	29	0	273	11	358
7. Metallurgical/Materials	0	0	0	0	0	0
8. Other engineering	0	444	0	214	130	788
9. Total	655	689	0	1,052	157	2,553
b. Physical Sciences						
1. Astronomy	0	0	0	0	0	0
2. Chemistry	1,397	31	216	1,233	14	2,891
3. Physics	36	0	0	84	0	120
4. Other physical sciences	0	0	0	0	0	0
5. Total	1,433	31	216	1,317	14	3,011
c. Environmental Sciences						
1. Atmospheric	0	0	0	0	0	0
2. Earth sciences	75	53	186	323	0	637
3. Oceanography	0	0	0	0	0	0
4. Other environmental sciences	0	0	0	5	0	5
5. Total	75	53	186	328	0	642
d. Mathematical Sciences	5	0	0	49	0	54
e. Computer Sciences	89	0	75	148	0	312
f. Life Sciences						
1. Agricultural	0	0	0	0	0	0
2. Biological	430	0	68	394	13	905
3. Medical	0	0	0	0	0	0
4. Other life sciences	0	0	0	0	0	0
5. Total	430	0	68	394	13	905
g. Psychology	16	8	265	167	128	584
h. Social Sciences						
1. Economics	15	38	0	391	202	646
2. Political science	0	0	61	16	0	77
3. Sociology	125	17	96	177	0	415
4. Other social sciences	164	50	50	488	9	761
5. Total	304	105	207	1,072	211	1,899
i. Other Sciences	0	0	0	101	0	101
j. Non-S&E Fields						
1. Education	27	0	0	285	0	312
2. Law	0	0	0	0	0	0
3. Humanities	6	0	0	297	0	303
4. Visual and performing arts	170	0	0	100	0	270
5. Business and management	0	0	0	105	127	232
6. Communication, journalism, and library science	0	0	0	132	0	132
7. Social work	0	0	0	0	0	0
8. Other non-S&E fields	100	0	0	2,044	102	2,246
9. Total	303	0	0	2,963	229	3,495
k. Total for All Fields of R&D	3,310	886	1,017	7,591	752	13,556

Question 12. Nonfederal R&D Expenditures by Field and Nonfederal Source, FY 2012

R&D Fields	Nonfederal R&D Expenditures (Dollars in thousands)					
	State and local government	Business	Nonprofit organizations	Institutional funds	Other nonfederal sources	Total
a. Engineering						
1. Aeronautical/Astronautical	0	0	0	0	0	0
2. Bioengineering/Biomedical eng.	0	0	0	0	0	0
3. Chemical	0	0	0	0	0	0
4. Civil	364	53	0	235	5	657
5. Electrical	43	149	0	378	8	578
6. Mechanical	0	10	0	226	13	249
7. Metallurgical/Materials	0	0	0	0	0	0
8. Other engineering	0	937	1	137	59	1,134
9. Total	407	1,149	1	976	85	2,618
b. Physical Sciences						
1. Astronomy	0	0	0	0	0	0
2. Chemistry	1,247	12	88	1,453	10	2,810
3. Physics	55	0	0	86	0	141
4. Other physical sciences	0	0	0	0	0	0
5. Total	1,302	12	88	1,539	10	2,951
c. Environmental Sciences						
1. Atmospheric	0	0	0	0	0	0
2. Earth sciences	245	405	180	458	15	1,303
3. Oceanography	0	0	0	0	0	0
4. Other environmental sciences	0	0	0	197	0	197
5. Total	245	405	180	655	15	1,500
d. Mathematical Sciences	2	0	0	9	0	11
e. Computer Sciences	0	2	101	218	0	321
f. Life Sciences						
1. Agricultural	0	0	0	0	0	0
2. Biological	230	11	68	403	0	712
3. Medical	0	0	0	0	0	0
4. Other life sciences	0	0	0	0	0	0
5. Total	230	11	68	403	0	712
g. Psychology	6	103	127	173	0	409
h. Social Sciences						
1. Economics	22	62	0	415	74	573
2. Political science	0	0	30	67	0	97
3. Sociology	321	0	151	209	0	681
4. Other social sciences	121	153	18	553	12	857
5. Total	464	215	199	1,244	86	2,208
i. Other Sciences	0	0	0	64	0	64
j. Non-S&E Fields						
1. Education	17	0	0	255	0	272
2. Law	0	0	0	0	0	0
3. Humanities	0	0	16	97	0	113
4. Visual and performing arts	187	0	0	86	0	273
5. Business and management	50	0	0	75	63	188
6. Communication, journalism, and library science	0	0	0	15	0	15
7. Social work	0	0	0	0	0	0
8. Other non-S&E fields	359	0	0	1,915	0	2,274
9. Total	613	0	16	2,443	63	3,135
k. Total for All Fields of R&D	3,269	1,897	780	7,724	259	13,929

Question 12. Nonfederal R&D Expenditures by Field and Nonfederal Source, FY 2011

R&D Fields	Nonfederal R&D Expenditures (Dollars in thousands)					
	State and local government	Business	Nonprofit organizations	Institutional funds	Other nonfederal sources	Total
a. Engineering						
1. Aeronautical/Astronautical	0	0	0	0	0	0
2. Bioengineering/Biomedical eng.	0	0	0	0	0	0
3. Chemical	0	0	0	0	0	0
4. Civil	220	28	12	95	0	355
5. Electrical	29	88	0	209	0	326
6. Mechanical	59	62	0	44	2	167
7. Metallurgical/Materials	0	0	0	0	0	0
8. Other engineering	0	966	18	203	20	1,207
9. Total	308	1,144	30	551	22	2,055
b. Physical Sciences						
1. Astronomy	0	0	0	0	0	0
2. Chemistry	1,215	92	12	1,446	0	2,765
3. Physics	130	74	0	150	0	354
4. Other physical sciences	0	0	0	0	0	0
5. Total	1,345	166	12	1,596	0	3,119
c. Environmental Sciences						
1. Atmospheric	0	0	0	0	0	0
2. Earth sciences	552	430	82	172	4	1,240
3. Oceanography	0	0	0	0	0	0
4. Other environmental sciences	0	0	0	0	0	0
5. Total	552	430	82	172	4	1,240
d. Mathematical Sciences	9	0	0	78	0	87
e. Computer Sciences	74	196	0	335	0	605
f. Life Sciences						
1. Agricultural	0	0	0	0	0	0
2. Biological	232	9	12	443	7	703
3. Medical	0	0	0	0	0	0
4. Other life sciences	0	0	0	0	0	0
5. Total	232	9	12	443	7	703
g. Psychology	67	92	220	233	0	612
h. Social Sciences						
1. Economics	0	0	18	52	0	70
2. Political science	0	0	18	52	0	70
3. Sociology	140	31	0	155	0	326
4. Other social sciences	194	283	0	412	20	909
5. Total	427	558	18	995	36	2,034
i. Other Sciences	0	0	0	330	30	360
j. Non-S&E Fields						
1. Education	37	45	0	269	0	351
2. Law	0	0	0	0	0	0
3. Humanities	209	2	34	669	0	914
4. Visual and performing arts	0	0	0	0	0	0
5. Business and management	0	25	0	8	18	51
6. Communication, journalism, and library science	0	0	0	0	0	0
7. Social work	0	0	0	0	0	0
8. Other non-S&E fields	2,928	2	0	1,296	2	4,228
9. Total	3,174	74	34	2,242	20	5,544
k. Total for All Fields of R&D	6,188	2,669	408	6,975	119	16,359

Question 12. Nonfederal R&D Expenditures by Field and Nonfederal Source, Percent Change FY 2013 - 2012

R&D Fields	Nonfederal R&D Expenditures (Dollars in thousands)					
	State and local government	Business	Nonprofit organizations	Institutional funds	Other nonfederal sources	Total
a. Engineering						
1. Aeronautical/Astronautical						
2. Bioengineering/Biomedical eng.						
3. Chemical						
4. Civil	42.6%	50.9%		18.7%	0.0%	34.4%
5. Electrical	111.6%	-8.7%		-24.3%	37.5%	-9.3%
6. Mechanical	999.9%	190.0%		20.8%	-15.4%	43.8%
7. Metallurgical/Materials						
8. Other engineering		-52.6%	-100.0%	56.2%	120.3%	-30.5%
9. Total	60.9%	-40.0%	-100.0%	7.8%	84.7%	-2.5%
b. Physical Sciences						
1. Astronomy						
2. Chemistry	12.0%	158.3%	145.5%	-15.1%	40.0%	2.9%
3. Physics	-34.5%			-2.3%		-14.9%
4. Other physical sciences						
5. Total	10.1%	158.3%	145.5%	-14.4%	40.0%	2.0%
c. Environmental Sciences						
1. Atmospheric						
2. Earth sciences	-69.4%	-86.9%	3.3%	-29.5%	-100.0%	-51.1%
3. Oceanography						
4. Other environmental sciences				-97.5%		-97.5%
5. Total	-69.4%	-86.9%	3.3%	-49.9%	-100.0%	-57.2%
d. Mathematical Sciences	150.0%			444.4%		390.9%
e. Computer Sciences	999.9%	-100.0%	-25.7%	-32.1%		-2.8%
f. Life Sciences						
1. Agricultural						
2. Biological	87.0%	-100.0%	0.0%	-2.2%	999.9%	27.1%
3. Medical						
4. Other life sciences						
5. Total	87.0%	-100.0%	0.0%	-2.2%	999.9%	27.1%
g. Psychology	166.7%	-92.2%	108.7%	-3.5%	999.9%	42.8%
h. Social Sciences						
1. Economics	-31.8%	-38.7%		-5.8%	173.0%	12.7%
2. Political science			103.3%	-76.1%		-20.6%
3. Sociology	-61.1%	999.9%	-36.4%	-15.3%		-39.1%
4. Other social sciences	35.5%	-67.3%	177.8%	-11.8%	-25.0%	-11.2%
5. Total	-34.5%	-51.2%	4.0%	-13.8%	145.3%	-14.0%
i. Other Sciences				57.8%		57.8%
j. Non-S&E Fields						
1. Education	58.8%			11.8%		14.7%
2. Law						
3. Humanities	999.9%		-100.0%	206.2%		168.1%
4. Visual and performing arts	-9.1%			16.3%		-1.1%
5. Business and management	-100.0%			40.0%	101.6%	23.4%
6. Communication, journalism, and library science				780.0%		780.0%
7. Social work						
8. Other non-S&E fields	-72.1%			6.7%	999.9%	-1.2%
9. Total	-50.6%		-100.0%	21.3%	263.5%	11.5%
k. Total for All Fields of R&D	1.3%	-53.3%	30.4%	-1.7%	190.3%	-2.7%

FY 2012 Trend Variance Explanations:

Q12J8F: Decrease attributed to Michoud facility funding in FY2011, not present for FY 2012.

R&D expenditures by cost elements

Question 13. R&D Expenditures by Type of Cost, FY 2011-2013

Source of Funds	R&D Expenditures (Dollars in thousands)			
	Fiscal Year			% Change 2012-13
	2013	2012	2011	
a. Salaries, wages, and fringe benefits	12,673	13,498	14,111	-6.1%
b. Software purchases				
1. Noncapitalized software	75	78	62	-3.8%
2. Capitalized software	0	0	0	
c. Capitalized equipment	1,062	1,026	690	3.5%
d. Pass-throughs to other universities or organizations	2,654	4,003	10,099	-33.7%
e. Other direct costs	4,207	4,700	4,699	-10.5%
f. Indirect costs				
1. Recovered indirect costs	2,099	2,706	3,260	-22.4%
2. Unrecovered indirect costs	1,837	2,439	2,438	-24.7%
3. Total indirect costs	3,936	5,145	5,698	-23.5%
g. Total	24,607	28,450	35,359	-13.5%

Question 14. Capitalization Thresholds for Software and Equipment, FY 2011-2013

	(1) Software				(2) Equipment			
	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13
	2013	2012	2011		2013	2012	2011	
Capitalization thresholds	1,000.0	1,000.0	1,000.0	0.0%	5.0	5.0	5.0	0.0%

DC = Don't Capitalize; respondent entered "Don't Capitalize" on the questionnaire

Question 15. Equipment Expenditures by Field, FY 2011-2013

R&D Field	R&D Expenditures (Dollars in thousands)											
	(1) Federal				(2) Nonfederal				(3) Total			
	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13
	2013	2012	2011		2013	2012	2011		2013	2012	2011	
a. Engineering												
1. Aeronautical/Astronautical	0	0	0		0	0	0		0	0	0	
2. Bioengineering/Biomedical eng.	0	0	0		0	0	0		0	0	0	
3. Chemical	0	0	0		0	0	0		0	0	0	
4. Civil	0	0	0		0	0	0		0	0	0	
5. Electrical	0	0	0		0	0	0		0	0	0	
6. Mechanical	0	0	11		0	0	8		0	0	19	
7. Metallurgical/Materials	0	0	0		0	0	0		0	0	0	
8. Other engineering	264	307	39	-14.0%	67	6	0	999.9%	331	313	39	5.8%
9. Total	264	307	50	-14.0%	67	6	8	999.9%	331	313	58	5.8%
b. Physical Sciences												
1. Astronomy	0	0	0		0	0	0		0	0	0	
2. Chemistry	17	0	214	999.9%	255	330	77	-22.7%	272	330	291	-17.6%
3. Physics	0	0	2		31	17	0	82.4%	31	17	2	82.4%
4. Other physical sciences	0	0	0		0	0	0		0	0	0	
5. Total	17	0	216	999.9%	286	347	77	-17.6%	303	347	293	-12.7%
c. Environmental Sciences												
1. Atmospheric	0	0	0		0	0	0		0	0	0	
2. Earth sciences	6	66	0	-90.9%	6	153	3	-96.1%	12	219	3	-94.5%
3. Oceanography	0	0	0		0	0	0		0	0	0	
4. Other environmental sciences	0	0	0		0	0	0		0	0	0	
5. Total	6	66	0	-90.9%	6	153	3	-96.1%	12	219	3	-94.5%
d. Mathematical Sciences	0	0	0		0	0	0		0	0	0	
e. Computer Sciences	0	0	27		83	0	139	999.9%	83	0	166	999.9%
f. Life Sciences												
1. Agricultural	0	0	0		0	0	0		0	0	0	
2. Biological	0	25	0	-100.0%	0	0	0		0	25	0	-100.0%
3. Medical	0	0	0		0	0	0		0	0	0	
4. Other life sciences	0	0	0		0	0	0		0	0	0	
5. Total	0	25	0	-100.0%	0	0	0		0	25	0	-100.0%
g. Psychology	12	0	26	999.9%	0	0	0		12	0	26	999.9%
h. Social Sciences												
1. Economics	0	0	0		0	0	0		0	0	0	
2. Political science	0	0	0		0	0	0		0	0	0	
3. Sociology	0	0	0		0	0	0		0	0	0	
4. Other social sciences	0	0	0		0	0	0		0	0	0	
5. Total	0	0	0		0	0	0		0	0	0	
i. Other Sciences	0	0	0		0	8	34	-100.0%	0	8	34	-100.0%
j. Non-S&E Fields												
1. Education	0	0	0		0	0	0		0	0	0	
2. Law	0	0	0		0	0	0		0	0	0	
3. Humanities	0	0	0		0	0	101		0	0	101	
4. Visual and performing arts	0	0	0		136	99	0	37.4%	136	99	0	37.4%
5. Business and management	0	0	0		0	0	0		0	0	0	
6. Communication, journalism, and library science	0	0	0		0	0	0		0	0	0	
7. Social work	0	0	0		0	0	0		0	0	0	
8. Other non-S&E fields	0	0	0		185	15	9	999.9%	185	15	9	999.9%
9. Total	0	0	0		321	114	110	181.6%	321	114	110	181.6%
k. Total for All Fields of R&D	299	398	319	-24.9%	763	628	371	21.5%	1,062	1,026	690	3.5%

R&D personnel

Question 16. Principal Investigators and Other Personnel, FY 2011-2013

	(1) Principal Investigators				(2) All other personnel				(3) Total			
	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13	Fiscal Year			% Change 2012-13
	2013	2012	2011		2013	2012	2011		2013	2012	2011	
Number of people (headcount)	99	113	137	-12.4%	530	522	726	1.5%	629	635	863	-0.9%

Question 17. Number of Postdocs, FY 2011-2013

	R&D Expenditures (Dollars in thousands)			
	Fiscal Year			% Change 2012-13
	2013	2012	2011	
Number of postdocs (headcount)	15	18	33	-16.7%

Institutional information

Question 18A. Contact Information

	Primary	Alternate
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Question 18B. Fiscal Year

	Month
In what month did your institution's fiscal year end?	June

Question 18C. Additional Comments

Additional Comments

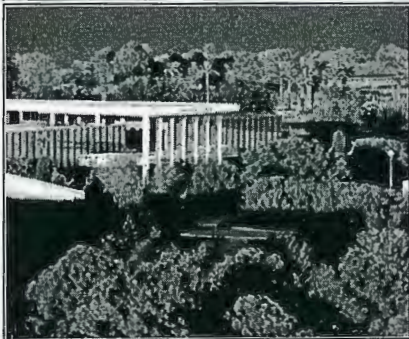
University of New Orleans New Orleans, LA

Greek Housing Market Analysis

Draft Report

January 2009

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PREFACE

In August 2008, the University of New Orleans ("UNO" or the "University") engaged Brailsford & Dunlavey ("B&D") for the Greek Housing Market Analysis (the "Study"). The intention of the Study was to evaluate the feasibility and the potential impact that a Greek housing development would have on the University's housing program and to recommend an outline development program that addresses demand for organizational student housing. Accordingly, B&D completed a comprehensive market analysis, financial analysis and development strategy that included a broad look at Greek housing systems and trends nationwide. The Study included detailed on- and off-campus market analyses, demand projections, financial analysis, site analysis, case study research, focus group discussions, and strategy development.

B&D extends its gratitude to the following individuals for their assistance during the analysis and documentation of the Study:

Andy Benoit, Director of Admissions
Darlene Berggren, Director of Auxiliary Services
Mike Brauning, Director of Student Housing
Eileen Kennedy Byrne, Vice President and Chief Financial Officer – UNO Foundation
Joel A. Chatelain, Vice Chancellor for Campus Services
Jeanie Decuers, Facility Project Planner & Assistant to Vice Chancellor for Campus Services
Patrick M. Gibbs, President and Chief Executive Officer – UNO Foundation
Joe M. King, Interim Provost and Vice Chancellor for Academic and Student Affairs
Dr. Janice Lyn, Interim Dean of Student Affairs
Will Peneguy, Associate Vice Chancellor for University Relations and Campus Services
Marco Perez, General Manager – UNO Lakefront Arena
Kathleen Plante, University Registrar
Linda Robison, Vice Chancellor for Financial Services, Comptroller, & Chief Financial Officer
Dr. Timothy P. Ryan, Chancellor
Elizabeth Shafer, Director of Greek Life

This report was prepared by B&D's project team comprised of Greg Wachalski, Regional Vice President; Peter Isaac, Assistant Project Manager; and Thomas Falace, Project Analyst; and sets forth B&D's findings and recommendations as part of the Study. The findings contained herein represent the professional opinions of B&D personnel based on assumptions and conditions detailed in this report. B&D has conducted research using both primary and secondary information sources, which are deemed to be reliable but whose accuracy B&D cannot guarantee.

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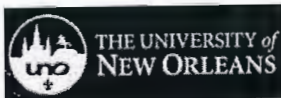
- 1.....Executive Summary and Recommendations
- 2.....Focus Groups and Concept Refinement Discussions
- 3.....Off-Campus Market Analysis
- 4.....Greek Housing System Case Studies
- 5.....Financial Analysis

Appendices

- A.....Off-Campus Housing Market Summary Charts
- B.....Greek Housing System Case Study Exhibits
- C.....Financial Analysis Summary Charts

Section 1

Executive Summary & Recommendations



INTRODUCTION

In the fall of 2008, Brailsford & Dunlavey conducted a market study related to the feasibility of Greek housing facilities at the University of New Orleans. The Study focused on understanding the University's strategic objectives, evaluating the demand for Greek housing from various Greek organizations on campus, reviewing relevant case studies, and recommending a system and phasing strategy that could be appropriate for the development of Greek housing at UNO.

WORK PLAN

The market analysis consisted of the following tasks:

- Focus groups with UNO Greek students and alumni, as well as concept refinement discussions with representatives from individual Greek organizations,
- Analysis of non-University affiliated, private sector rental housing in relevant areas in New Orleans,
- Case studies that included a broad look at Greek housing systems and trends nationwide, and
- Financial analysis to establish rental rate price points and other fees within the context of both the capital and operating costs that would be required at a new Greek housing facility.

SUMMARY OF FINDINGS

Focus Group Analysis

There was very strong participation in the focus groups at UNO. The initial focus groups were conducted with 59 students (from all three Greek councils) as well as 12 alumni participants. Additionally, 13 different Greek organizations participated in the concept refinement discussions.

Participants were generally very interested in Greek housing and offered well-reasoned concerns and recommendations for future developments. In general, students felt that the UNO campus lacks the facilities necessary to promote opportunities for student life and student community development. Participants mentioned the lack of student housing options offered in close proximity to the UNO campus and felt that Greek housing would be another catalyst in helping UNO transition from a commuter school to a residential campus. All participants indicated that Greek organizations are a critical part of UNO's student life and that campus life in general would be significantly strengthened by adding Greek housing opportunities.

The most prominent comment heard from participants was that their organizations did not have appropriate and dedicated meeting spaces. Students said that they did not have specific requirements

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for their spaces, only a general need for space that would be dedicated specifically to their organization with visibility to the campus community. One student summed up the general feelings about dedicated meeting spaces by saying, "We want a place to call our own where we can live together, perform rituals together, study together, and just hang out together."

Additionally, participants in every group, including alumni groups, mentioned the importance of the ability to apply scholarship money toward Greek housing. Students commonly mentioned that they were able to use scholarship money to pay for housing at Pontchartrain Halls and Privateer Place. Students said that the ability to use scholarship money to pay for Greek housing would significantly impact their decision to live in it.

Off-Campus Housing Market Review

There is limited private sector housing in the market located immediately adjacent to the UNO campus. However, the areas surrounding the UNO campus (Metairie and the West Bank) offer a variety of housing accommodations that are popular among students.

B&D identified 76 properties and gathered data on their locations, rental rates, and amenities. The following average monthly rates per unit / per person (excluding utilities) were identified:

- Studio: \$541 per unit / \$541 per person
- One-Bedroom Apartment: \$736 per unit / \$736 per person
- Two-Bedroom Apartment: \$928 per unit / \$464 per person
- Three-Bedroom Apartment: \$1,289 per unit / \$430 per person

These prices offer slight discounts when compared to the UNO on-campus housing rates. However, the off-campus rates do not include utilities, academic year lease term options (nine months), or the advantages of on-campus housing such as safety, proximity to classes, a true student community, or simply having the University as a landlord. B&D considered both the on- and off-campus housing rates when making rental rate recommendations for the proposed Greek housing facilities.

Example Case Study Review

There are a number of variations of Greek housing models, and each is in some way unique to its host institution. However, three basic systems emerge from the research and comprise nearly all evaluated Greek housing programs.

1. In the "Institutional Model," the chapter houses are owned and operated by the university and located on university-owned land. Most burgeoning Greek systems are implementing the Institutional Model, typically manifested in Greek Villages, which are on-campus communities composed of fraternity and sorority housing, community spaces, shared spaces, and often other amenity areas. The Village models can involve a variety of housing styles, or they can mandate

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consistent options for every Greek organization. Some schools include other organizational or affinity housing in the Village, as opposed to solely Greek social groups.

2. The "Hybrid Model" is characterized by privately-owned chapter houses (typically owned by the individual organizations or their respective corporations) located on university-owned land. This model represents a balance of oversight and autonomy between the Greek organizations and the university.
3. In the "Private Model," chapter houses are owned and operated by the individual organizations (or their respective corporations) on privately-owned, off-campus land. The Private Model is the most traditional Greek housing model, common at larger public institutions and many schools in the South.

The Institutional Model appears to be the best fit for UNO, based on UNO's vision for the project. This model typically uses the university itself or a university-affiliated entity such as a foundation to finance the development. Once complete, the housing is rented out to Greek-affiliated students, with the rental revenue streams serving as the primary funding mechanism for the project. In addition to rental revenues, the Greek Village can be financed through chapter parlor fees, Greek Village fees, and organizational fundraising.

- **Rental Revenues:** Typically, each organization is required to sign a master-lease agreement with the university, guaranteeing the university that the beds for each respective house will be occupied. The terms of the agreement can be determined between the university and the individual organizations, but schools (such as the University of West Georgia) usually require a three- to five-year agreement. To help make the transaction easier for the organizations, most universities allow the students to pay rent directly to the university housing program. In this case, the organizations are only responsible if one of their members defaults on a payment.
- **Chapter Parlor Fee:** There is more community space in a fraternity or sorority house than in a typical student residence. The cost associated with developing the additional community space must be spread out among more than just the residents of the house in order to keep rental rates affordable. To help pay for the community spaces, a chapter parlor fee can be charged to each member in the organization, regardless of whether or not they are living in Greek housing. The parlor fee essentially serves as a tax on all members in the organization for the ability to use the community spaces located within the house. The parlor fee is a product of the houses' cost and the organizations' membership sizes.
- **Greek Village Fee:** Similar to parlor fees, Greek Village fees can be charged to all students affiliated with the Greek system to pay for community spaces located in the Greek Village but not assigned to any specific organization.
- **Fundraising:** Fundraising and contributions can also help pay for the project.

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- Example Fundraising Campaign: The Gateway to the Greek Village at the University of West Georgia will be the primary pedestrian entrance to the Village, and it will be composed of bricks. The bricks cost \$100 each and will be displayed in sections designated by chapter. Profits from these donations will help pay for development.
- Individual Donations: Donations dedicated to individual chapters can help purchase furniture for the common spaces of the house (such as the chapter room or living room) and/or upgrades to the house.

Financial Analysis

B&D developed a financial model in order to establish the approximate rental rate price points necessary for the development of a Greek Village at UNO. The model projects financial performance of a newly constructed Greek Village consisting of 96 beds in four row houses (12 beds each) and three freestanding houses (16 beds each). The model analyzes capital costs, projected revenues, operating expenses (both personnel and non-personnel), and the general economic performance of the development demonstrated in the debt coverage ratio. Both capital and operating costs are generally based on the recently completed Pontchartrain Halls student housing facilities on the UNO campus.

The following rental rate structure would be required to generate the desired 1.20:1.00 debt coverage ratio in year one. (Monthly rates below are shown in 2008 dollars.)

16-Bed Freestanding House

- \$650 per person per month for a semi-suite (single occupancy) bedroom
- \$550 per person per month for a semi-suite (double occupancy) bedroom

12-Bed Row House

- \$650 per person per month for a semi-suite (single occupancy) bedroom
- \$550 per person per month for a semi-suite (double occupancy) bedroom

In addition to rental revenues, the project would be partially financed by "parlor fees." Depending on the size of the organization and the type of house it occupies, the parlor fee structure required to generate the desired 1.20:1.00 debt coverage ratio is shown below:

16-Bed Freestanding House

- \$150 - \$200 parlor fee per member per month (depending on the number of members)



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12-Bed Row House

- \$100 - \$150 parlor fee per member per month (depending on the number of members)

With the proposed rental rate and parlor fee structures, the project will "stand alone" financially. The price points established in this financial model are consistent with the housing costs in the off-campus market.

CONCLUSION & RECOMMENDATIONS

Based on the data gathered during the market study, B&D concludes that, if the appropriate ownership and management structure is implemented, there is currently demand for a Greek Village consisting of approximately three 16-bed freestanding houses and four 12-bed row houses (a total of 96 beds). The scale of this development would accommodate seven organizations that expressed strong interest in the proposed project.

As mentioned, an appropriate ownership and management structure should be developed. B&D recommends the following actions:

- Consider a policy that allows students to apply their scholarship money toward Greek housing. Allowing the usage of scholarship money toward Greek housing would generate critical demand to this project.
- Phase the development so that organizations that cannot currently participate in the Greek Village (as described above) will have the opportunity to participate in a later phase once they have matured and stabilized both financially and in active organizational membership. As part of the phased development, UNO may consider assigning dedicated blocks of rooms in Pontchartrain Halls to each organization so that they can continue developing a sense of community within their own organizations.
- Prepare and negotiate preliminary agreements with the individual organizations that will participate in Phase 1. The agreements should clearly define each entity's commitment and obligations to the project.

B&D recommends that UNO owns and manages the Greek Village, but also considers other ownership structures in order to accommodate the University's goals and the objectives of the individual organizations.

Section 2

Focus Groups & Concept Refinement Discussions



FOCUS GROUP ANALYSIS

OBJECTIVES

The purpose of focus groups was to engage people affiliated with Greek organizations at the University of New Orleans in dynamic conversations about their organizational housing needs and preferences in order to help shape quality-of-life policies, programs, and facilities that could appeal to the UNO Greek population. Focus group discussions were intended to yield qualitative data, reveal hidden sensitivities, and raise issues not previously considered by the researchers, rather than provide rigid, statistically reliable responses from a demographically representative sample of the population.

METHODOLOGY

Focus groups were organized by Jeanie Decuers and Elizabeth Schafer and were held on October 20 and 21. Each focus group was led by a moderator from Brailsford & Dunlavey whose role was to guide the conversations to address issues pertaining to campus housing and, specifically, potential Greek housing. The moderators introduced a series of questions, intentionally open-ended in nature, to engage the participants in dynamic conversation. Participants in all sessions were generally very vocal on the subject matter. The interaction with both students and alumni proved informative.

PARTICIPANTS

Focus Groups

12 alumni participants & 59 student participants (student participants detailed below):

- 23 men and 36 women
- 11 from National Pan-Hellenic Council
 - 4 Alpha Phi Alpha Fraternity, Inc.
 - 3 Delta Sigma Theta Sorority, Inc.
 - 2 Phi Beta Sigma Fraternity, Inc.
 - 1 Sigma Gamma Rho Sorority, Inc.
 - 1 Zeta Phi Beta Sorority, Inc.
- 17 from Interfraternity Council
 - 1 Theta Xi
 - 9 Lambda Chi Alpha
 - 4 Tau Kappa Epsilon
 - 2 Kappa Sigma
 - 1 Phi Kappa Theta
- 31 from the Panhellenic Association
 - 4 Alpha Xi Delta
 - 16 Delta Zeta
 - 4 Sigma Kappa
 - 7 Zeta Tau Alpha

FOCUS GROUP ANALYSIS

SUMMARY OF FINDINGS

Participants in the groups were generally very interested in Greek housing and offered well-reasoned concerns and recommendations for future developments. In general, students felt that the UNO campus lacks the facilities necessary to promote opportunities for student life and student community development. Participants mentioned the lack of student housing options in close proximity to the UNO campus and felt that Greek housing would be another catalyst in helping UNO transition from a commuter school to a residential campus. All participants indicated that Greek organizations are a critical part of UNO's student life and that campus life in general would be significantly strengthened by adding Greek housing opportunities.

DETAILED ANALYSIS

Importance of Greek Housing

Dedicated Space

- The most prominent comment heard from participants was that their organizations did not have appropriate and dedicated meeting spaces. One student summed up the general feelings about dedicated meeting space by saying, "We want a place to call our own where we can live together, perform rituals together, study together, and just hang out together."
- Students said that they did not have specific requirements for their dedicated spaces. Most students said that they would be happy with one large space that could be converted to accommodate different needs (social space for large gatherings, lounge space, meeting space, etc.).
- Participants said that some Greek organizations currently meet in members' houses located off campus because of the lack of privacy and availability of the on-campus locations.

Why Do People Want Greek Housing?

- Participants commonly mentioned that Greek housing would help make the Greek community more visible to the general student body. Participants indicated that increased visibility would legitimize the Greek system, which students decried as "not a real Greek system" due to of the absence of fraternity and sorority houses on campus. Students said that this added legitimacy would help increase Greek recognition on campus, which would introduce non-Greek students to the activities taking place in fraternities and sororities and would indirectly recruit new members into the Greek community.



FOCUS GROUP ANALYSIS

- Participants said that providing Greek housing on campus would enhance the brotherhood / sisterhood typical of fraternities and sororities.
- Participants mentioned that any housing, and specifically Greek housing, would help UNO continue to transition from a commuter school to a residential campus. Students recognized the importance of the quality-of-life facilities that currently exist on campus, such as the recreation center, but they said that most facilities shut down in the early evening. Participants said that having people on campus and engaged in activities late into the night would help promote the campus as a student-friendly, 24-hour place to live, rather than just a place to attend class.
- Focus group participants mentioned that Greek students are actively involved in other student life groups and student organizations on campus. Participants said that Greek leadership currently enhances student life, and campus life would increase significantly if the Greek community were more prevalent on campus.
- Participants mentioned that Greek housing would serve as a good recruiting tool for UNO. One student said, "Greek housing would really impress potential new students." One administrator said, "Greek housing could really provide the 'Wow Factor' that UNO needs to continue attracting top quality students."

What Should Greek Housing Entail?

- As previously noted, participants said that one of the most important aspects of Greek housing is the development of dedicated space for meetings and gatherings, rituals, or social activities.
- A residential component was also cited as an important part of Greek housing. Participants mentioned that the size of the residential component should be flexible for individual organizations' growth as well as UNO enrollment growth. Participants said that developing houses of different sizes would be beneficial so that organizations would have the option to move into a larger or smaller house as appropriate. Additionally, they suggested that the housing should be developed in phases.
- Participants indicated that including storage space and kitchens would be important to the development of Greek housing.
- Students commonly mentioned that they were able to use scholarship money to pay for housing at Pontchartrain Halls and Privateer Place. Students said that the ability to use scholarship money to pay for Greek housing would significantly impact their decision to live in it.

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- Participants generally agreed that, while the aesthetic of each house should be similar, the size and floor plans for each house do not need to be uniform. Participants said that appropriate sizing in the houses is more important than providing equality, as organizations have different needs and wants. The only exception to this notion is the four Panhellenic sororities. Based on national standards, they will need to have equality in housing size and type. Participants said that the four Panhellenic sororities are required to maintain a balance in organizational size, so they will all most likely require the same housing size anyway.
- Participants said that there should be a mix of single-occupancy and double-occupancy bedrooms available within each house.
- Participants mentioned that retail or food service should be incorporated into the development. The re-opening of the Sandbar was mentioned as a good hub of campus activity, and participants said that more on-campus social opportunities like the Sandbar should be made available to students.

Location

- Participants agreed that the site where the intramural fields currently exist (along Alumni Drive near Elysian Fields) would be a good place to develop Greek housing. They said that the main downside to that location is that UNO would lose green space and recreation fields. However, this site is visible to the campus community, the neighboring community, and provides enough space to develop a Greek Village.

Potential Interim Solutions

- Participants said that some Greek organizations might not be able to currently commit to the potential financing that could be necessary to develop Greek housing. Therefore, the participants suggested a phasing strategy that would give all organizations a chance to participate in the Greek Village at some point, even if they cannot currently afford to do so. Additionally, participants mentioned that they would like to have assigned blocks of rooms within Pontchartrain Halls and Privateer Place so that organizations can start to live together in closer corridors. This solution was suggested as a “quick fix” to help increase the brotherhood / sisterhood that students mentioned they were not fully exposed to because of the lack of housing at UNO.

Conclusion

- Generally, participants indicated that there is a desire, a need, and a demand for Greek housing at UNO.



CONCEPT REFINEMENT DISCUSSIONS

B&D returned to the UNO campus on December 16th and 17th to speak individually with representatives from the different Greek organizations. The purpose of these conversations was to guide financial and market analyses, further inform concept development, and provide researchers a sense of organizational interest concerning the proposed Greek housing. Each of the UNO Greek organizations was invited to participate. The following groups and entities participated in the follow-up discussions:

- Justin Cottrell, Student Government President
- Theta Xi Fraternity
- Kappa Alpha Psi Fraternity, Inc.
- Kappa Sigma Fraternity
- Lambda Chi Alpha Fraternity
- Phi Beta Sigma Fraternity, Inc.
- Tau Kappa Epsilon Fraternity
- Alpha Phi Alpha Fraternity, Inc.
- Sigma Gamma Rho Sorority, Inc.
- Sigma Kappa Sorority
- Delta Sigma Theta Sorority, Inc.
- Zeta Tau Alpha Sorority
- Alpha Xi Delta Sorority
- Delta Zeta Sorority

Generally, the members of the Greek community involved in this phase of the study exhibited interest in the project. Some chapter representatives, particularly alumni board members, continued to express a modicum of detachment, noting that the prospect of Greek housing at UNO has been proposed multiple times in the past to no avail. However, members also expressed excitement, saying that they feel that this is a much more proactive attempt on the part of the University to support the development of a Greek community.

Several issues arose and provided central themes in each of the concept refinement discussions. Panhellenic sorority chapters consistently indicated that a critical feature of the sorority housing is equality. Representatives said that there is an agreement between the Panhellenic sororities on campus mandating equality in recruitment, facilities, and general aspects of organizational life. NPC sororities generally expressed interest, but said that national leadership would have the final say in any housing decision. IFC fraternities, on the other hand, most often indicated that the ultimate organizational authority would be local. Alumni support was another variable, evinced by the presence of alumni representatives at some of the meetings.

One of the key issues mentioned by individual chapters was the financial setup and feasibility of the project. Some organizations indicated interest in a phasing strategy, in which certain chapters could become involved in the Greek housing project in a subsequent phase of

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development, allowing for membership growth, house fund development, and the opportunity to observe positive and negative aspects of the first phase of development. Questions were repeatedly posed about the financial obligations for construction, occupancy, and ownership of the houses. These issues proved to be critical in gauging Greek organizational interest in the project, and chapters expressed a clear desire to be involved in any ongoing planning sessions and discussions. The conversations essentially yielded a high interest level in the proposed Greek housing project, contingent upon favorable construction, financing, and ownership structures.



Section 3

Off-Campus Market Analysis



OFF-CAMPUS MARKET ANALYSIS

OBJECTIVES

The objective of the off-campus housing market analysis is to identify the nature of the private rental housing market, allowing a comparison of non-University housing options that are available to students at the University of New Orleans. In October and November 2008, information was collected for the neighborhoods near campus most likely to be populated by UNO students. Particular emphasis was placed on the properties and locations known to be inhabited by students affiliated with Greek organizations. This analysis highlights the prices, location, amenities, quality, and character of private rental units near the University of New Orleans.

METHODOLOGY

Through community tours, conversations with University administrators and students, interviews with leasing agents, and internet searches, B&D identified properties in New Orleans that are suitable as student accommodations in the areas surrounding the UNO campus. While the market offers a broad range of rental options – including private houses – this report focuses primarily on student apartments. The general condition of each property has been documented and evaluated based on a comparison to University-sponsored housing options. Quantitative findings, such as rental rates, lease terms, and amenities, were also analyzed and compared.

SUMMARY OF FINDINGS

The off-campus student housing market at UNO is dominated by a few large management companies. Sixty-one of the seventy-six total properties researched in this report (80%) are managed by either 1st Lake Properties or Apartment Homes by Tonti. B&D's research revealed a rental market comprised of studio, one-, two-, and three-bedroom units, with one- and two-bedroom configurations making up the majority of rental offerings. The most common unit type contains two bedrooms and can be found in 76% of the evaluated properties, while the least prevalent configuration is a three-bedroom apartment, which appears in only 20% of the properties. Most properties included in the analysis are large, multi-unit developments located more than nine miles away from campus. This distance translates into an average commute time of 16 minutes.

One-bedroom units in the off-campus market sustain the highest per-person rental rates, averaging \$736 per month. The least expensive units, on average, are three-bedroom apartments, which cost \$430 per person per month. Nearly half of the properties included in the analysis offer student-friendly lease terms, although deviating from standard 12-month leases often comes with a small monthly premium (approximately \$15-\$30 per month).

OFF-CAMPUS MARKET ANALYSIS

PROPERTY OVERVIEW

Location

There is a dearth of housing options located adjacent to the University. The area within one mile of the UNO Lakefront Campus contains a limited selection of student rental housing options. The vast majority of the properties included in the analysis are located in Metairie and the West Bank, which students, administrators, and B&D's research indicated are the most common rental locations for UNO students. Kenner, Jefferson Parish, River Ridge, and New Orleans are also represented in the research, yielding a sample zone encompassing all of the New Orleans-Metairie-Kenner Metropolitan Statistical Area ("MSA"). The average distance to UNO from an off-campus rental property in the Study is 9.4 miles. This distance translates into an average commute time of more than 16 minutes by car. As a result, UNO has an unmatched product in the housing market.

Management

Two companies manage 80% of the evaluated properties. The most widespread influence comes from 1st Lake Properties, which owns and manages 43 of the 76 total properties. The management company with the second most properties is Apartment Homes by Tonti, which manages 18 developments. The average number of units in the researched properties is 131, although this may be skewed artificially high by the fact that most leasing managers who provided capacity information worked for 1st Lake Properties, which manages many of the relatively larger properties in the community.

Unit Types

- UNO offers studio/efficiency, two-, and four-bedroom units in Pontchartrain Halls and Privateer Place.
- The off-campus properties included in the research consisted of studio, one-, two-, and three-bedroom units.
- The most common apartment configuration contains two bedrooms and is available in 76% of the studied properties.
- The least common unit type, available in 20% of the researched properties, is a three-bedroom apartment.

Exhibit 3.1 on the following page provides the percentage breakdown of unit types in the sample selection of off-campus rental properties.



OFF-CAMPUS MARKET ANALYSIS

Unit Type	% of Properties Offering Unit Type
Studio	26%
1-Bedroom	72%
2-Bedroom	76%
3-Bedroom	20%

Exhibit 3.1: Unit Type Availability

Rental Rates

Exhibit 3.2 shows the average monthly and academic-year pricing by unit type.

	Monthly Rental Rate (per unit)	Monthly Rental Rate (per person) (1)	Academic Year Rental Rate (per person) (2)
Studio	\$541	\$541	\$4,869
1-Bedroom	\$736	\$736	\$6,624
2-Bedroom	\$928	\$464	\$4,176
3-Bedroom	\$1,289	\$430	\$3,867

Notes: (1) Assumes single occupancy; (2) Assumes 9-month academic year and single occupancy. Excludes flexible lease premium.

Exhibit 3.2: Off-Campus Rental Rate Averages

The average monthly rental rate for studio apartments in the off-campus market analysis is \$541. Assuming a nine-month academic year, the average studio rent per year is \$4,869. The average size of a studio apartment is 432 square feet.

The average monthly rental rate for one-bedroom apartments included in the study is \$736 per month, making it the most expensive unit type evaluated. The one-bedroom academic year rate is \$6,624. The average one-bedroom apartment size is 693 square feet.

Two-bedroom apartments in the analysis sustain average monthly rental rates of \$928. Assuming single occupancy in each bedroom, the per-person monthly rental rate is \$464. This cost translates into an academic year rate of \$4,176. The evaluated two-bedroom apartments average 988 square feet in size.

The three-bedroom units in the study cost an average of \$1,289 per month. Assuming single-occupancy bedrooms, the per-person monthly rental rate is \$430, making it the least expensive unit type studied. The average academic year rate for a room in a three-bedroom apartment is \$3,867. The three-bedroom units average 1,446 square feet, making them the largest units studied. A comprehensive breakdown of available rental rate, location, deposit, amenity, size, and management information for all the off-campus properties included in the study can be found in **Appendix A**.

OFF-CAMPUS MARKET ANALYSIS

Square Footage Cost Comparison

Twenty studio units were evaluated in the Study. Although the studio rental rates offered an average savings of more than 25% compared to the one-bedroom apartments, studios have the highest rental cost per square foot of any of the off-campus unit types, averaging \$1.25 per square foot per month. The least expensive unit per square foot is a three-bedroom apartment, which averages \$0.89 per square foot per month. **Exhibit 3.3** shows the cost comparison per square foot across all unit types.

	Average Monthly Rental Rate (per unit)	Average Unit Size (square feet)	Average Unit Rental Rate (per square foot)
Studio	\$541	432	\$1.25
1-Bedroom	\$736	693	\$1.06
2-Bedroom	\$928	988	\$0.94
3-Bedroom	\$1,289	1,446	\$0.89

Exhibit 3.3: Cost Comparison per Square Foot

Rental Rate Comparison to On-Campus Housing

- UNO offers student housing on campus in its Pontchartrain Halls and Privateer Place.
- On-campus housing rates include a premium of around 25%-40% relative to the relevant off-campus properties.
- The most expensive University housing option (per person) is a studio apartment at Privateer Place, which involves a 42% premium relative to the studios studied off campus. Studio units in Pontchartrain Halls and two-bedroom apartments in both Pontchartrain and Privateer command rental rates approximately 27% higher than their off-campus peers.
- Unlike off-campus properties, UNO's rental rates include utilities and the convenience of an on-campus location. Additionally, monthly premiums for flexible leases are not included in the off-campus rates. The rental rate comparison is presented on the following page in **Exhibit 3.4**.



add column for Greek Housing

OFF-CAMPUS MARKET ANALYSIS

	Off-Campus Academic Year Rental Rate	Pontchartrain Halls	Privateer Place
Studio	\$4,869	\$6,790	\$8,352
1-Bedroom	\$6,624	n/a	n/a
2-Bedroom	\$4,176	\$5,790	\$5,706
3-Bedroom	\$3,867	n/a	n/a
4-Bedroom	n/a	\$4,460	\$4,617
	On-Campus Premium (Studio / Efficiency)	28.3%	41.7%
	On-Campus Premium (2-Bedroom)	27.9%	26.8%

Exhibit 3.4: On-Campus vs. Off-Campus Academic Year Rental Rates

Fees

Only four of the properties did not provide information for security deposits, and all the others require at least some deposit. The average security deposit is \$336, most of which is refundable. There are also additional fees associated with renting in the off-campus market. These fees, which are not refundable, typically include an application fee, a cleaning fee, and sometimes an administrative fee. The average additional fee amount charged by the evaluated properties is \$180 per person.

Amenities

The most common amenities found in the off-campus rental housing market are air-conditioning, dishwashers, availability of high-speed internet access, and 24-hour emergency maintenance. These are available in nearly every property included in the analysis. The least common amenity is a fitness center, which can be found in only 8% of the properties. Nearly half of the off-campus properties offer flexible lease terms. 1st Lake Properties, which manages more than half of the evaluated properties, charges a \$15 monthly premium for 6-month leases and up to an additional \$100/month for 3-month leases. The majority of flexible lease premiums average between \$10 and \$35 per month. Forty-three percent (43%) of properties offer a gated community. Also, 43% offer an in-unit washer and dryer. Ninety-one percent (91%) have swimming pools available to residents. Most properties do not include utilities in the rental rates, although it is common to have select services – most commonly trash, water, and pest control – paid by the landlord. Parking is readily available at almost all of the properties in the study, either in garages, parking lots, or street spots. Many of the properties, having sustained hurricane damage, have renovated or are in the process of renovating their units. A full amenities chart can be found in Appendix A.



OFF-CAMPUS MARKET ANALYSIS

CONCLUSION

The off-campus rental housing market for UNO students is generally less expensive than on-campus accommodations. University-sponsored housing, however, offers an unparalleled location, all-inclusive rental payments, convenience, security, and a student community. The off-campus properties researched for this report require an average commute of nine miles and 16 minutes to travel to campus. The off-campus market is student-friendly, but does not offer the lease terms, location, amenities, and general characteristics provided by on-campus University housing. Therefore, UNO is the most student-oriented rental housing option in the area.



Section 4

Greek Housing System Case Studies



GREEK HOUSING CASE STUDIES

OBJECTIVE

The purpose of the Greek housing case studies is to comprehensively examine models of fraternity and sorority housing systems nationwide. These examples provide a broad-based approach to determining the most appropriate fit for the proposed Greek housing at the University of New Orleans. Case study research focused on Greek housing system designs, floor plans, community concepts, financing, management, oversight, and the overarching strategic mission at various schools across the country.

METHODOLOGY

B&D studied Greek organizations nationwide to provide a proper framework within which to view and consider the proposed Greek housing at UNO. Through internet research, phone conversations, and B&D database information, a number of defining factors were compiled and analyzed to create a common basis of comparison for the housing systems. Research was geared toward Greek housing program elements including site design, ownership structure, financing, property management, "Greek Village" concepts, strategic mission, and any distinctive or unique program tenets.

CASE STUDIES

There are myriad models for Greek housing, and each is in some way unique to its host institution. However, three basic systems emerge from the research and comprise nearly all evaluated Greek housing programs.

1. In the "**Institutional Model**," the chapter houses are owned and operated by the university and located on university-owned land. Most burgeoning Greek systems are implementing the Institutional Model, typically manifested in Greek Villages, which are on-campus communities composed of fraternity and sorority housing, community spaces, and often other amenity areas. The Village models can involve a variety of housing styles, or they can mandate consistent options for every Greek organization. Some schools include other organizational or affinity housing in the Village, as opposed to solely Greek organizational groups.
2. The "**Hybrid Model**" is characterized by privately-owned chapter houses (typically owned by the individual organizations or their respective corporations) located on university-owned land. This model represents a balance of oversight and autonomy between the Greek organizations and the university.
3. In the "**Private Model**," chapter houses are owned and operated by the individual organizations (or their respective corporations) on privately-owned, off-campus land. The Private Model is the most traditional Greek housing model, common at larger public institutions and many schools in the South.

GREEK HOUSING CASE STUDIES

1. Institutional Model

University of West Georgia ("UWG")

Project Overview

According to the University website, UWG is scheduled to open its 254-bed Greek Village in the fall of 2009. University administrators decided to develop Greek housing to fulfill their strategic plan, which states, "Faculty and staff must improve the quality of the university experience for both commuter and residential students if West Georgia is to fulfill its mission. To improve recruitment and retention, faculty and staff must change the sense of many students that UWG is just the place where they take classes." The administration at the University of New Orleans has expressed similar goals, seeking to convert UNO from primarily a commuter to a more residential campus.

The Greek Village at West Georgia is planned to contain chapter houses accommodating 18 fraternities and sororities from the National Panhellenic Conference ("NPC"), the Interfraternity Council ("IFC"), and National Pan-Hellenic Council ("NPHC"). Phase I of the Greek Village consists of 254 beds located in seven 20-bed houses, three 16-bed houses, three 10-bed houses, three 6-bed apartments, and a Community Building.

House Components

Each house will have:

- A living / chapter room,
- A residential kitchen,
- Laundry facilities,
- A mix of single- and double-occupancy bedrooms, and
- Bathrooms attached to the bedrooms (each bathroom is shared by two residents).

Community Components

The commons area community building contains:

- A kitchen,
- A meeting room,
- Student rooms,
- Two studio apartments for University guests, and
- Recreation space with pool tables.

Additionally, The Village has outdoor basketball and volleyball, green space, and gated parking.



GREEK HOUSING CASE STUDIES

Financing

A significant roadblock in the preliminary planning process at UWG was determining the appropriate financing strategy for the project. Due to the small size and relative youth of UWG's Greek system (compared to more mature systems nationally), most Greek organizations at UWG did not have the ability or sufficient funds to build and manage their own houses. In response to these circumstances, the Greek Housing Steering Committee adopted a relatively new Greek development model that involves using university or university-affiliated entities (such as the foundation) to finance and manage Greek Villages. This system allows the Greek housing to be rented out to Greek-affiliated students, letting the rental revenue streams serve as the primary funding mechanism for the project. In addition to rental revenues, The Greek Village is financed through chapter parlor fees, Greek Village fees, and organizational fundraising.

- **Rental Revenues:** Each organization is required to sign a three-year master-lease agreement with UWG, guaranteeing that the beds for each respective house will be occupied. At UWG, the organizations are required to pay for 100% of the beds for ten months during the academic year and for 50% of the beds for two months during the summer. To help make the transaction easier for the organizations, most universities allow the students to pay rent directly to the university housing program. In this case, the organizations are only responsible if one of their members defaults on a payment.
- **Chapter Parlor Fee:** There is more community space in a fraternity or sorority house than in a typical student residence. The cost associated with developing the additional community space must be spread out among more than just the residents of the house in order to keep rental rates affordable. To help pay for the community spaces, a chapter parlor fee can be charged to each member in the organization, regardless of whether or not they are living in the Greek housing. The parlor fee essentially serves as a tax to all members in the organization for the ability to use the community spaces located within the house. The parlor fee is a product of the houses' costs and the organizations' membership sizes.
- According to the University website, the Steering Committee at UWG recommended a parlor fee of \$20,000 for a 20-bed house; \$16,000 for a 16-bed house; \$10,000 for a 10-bed house; and \$2,000 for a 6-bed house.
- **Greek Village Fee:** Similar to parlor fees, Greek Village fees can be charged to all students affiliated with the Greek system to pay for community spaces located in the Greek Village but not assigned to any specific organization.
- **Fundraising:** Fundraising and contributions can also help pay for the project.
 - **Example Fundraising Campaign:** The Gateway to the Greek Village at the University of West Georgia will be the primary pedestrian entrance to the Village,

GREEK HOUSING CASE STUDIES

and it will be composed of bricks. The bricks cost \$100 each and will be displayed in sections designated by chapter. Profits from these donations will help pay for development.

- o Individual Donations: Donations dedicated to individual chapters can help purchase furniture for the common spaces of the house (such as the chapter room or living room) and/or upgrades to the house.

Property Management, Policies & Requirements

The UWG Residence Life Office will manage the buildings, including maintenance and grounds. Additionally, the University will clean each house three times a year and will maintain the Community Building. Residents are responsible for daily cleaning of their houses. UWG will conduct regular health and safety inspections, perform all facility repairs, and provide landscaping services, though the residents are expected to keep the outside areas free of debris. The exterior of each house will prominently display the letters of the organization, but no changes or alterations can be made to the house without UWG approval.

UWG will hire a resident supervisor to manage the entire Village. Additionally, each chapter will select a resident member to be the house manager. House managers will be required to participate in University training prior to assuming their duties. It is up to the chapters to determine whether or not they will compensate the house managers (with free rent or some other form of payment).

University police will provide service to the Village, and residents will be subject to all UWG policies. For example, events of a certain size must be registered with Student Activities, all guests must be invited, and each event must have chapter representatives, sober monitors, and/or security present for the duration of the event. Events will have time limits, ending by midnight Sunday through Thursday and 2:00 AM on Friday and Saturday.

New freshmen are required to live in campus residence halls, so they may not live in the houses until they complete their regular campus residency requirement. The University cannot require members of these organizations to live in the houses, so UWG will bring a national marketing expert to campus to work with Student Activities and individual chapters to develop membership and marketing plans. If an organization cannot maintain a high level of occupancy and therefore can no longer afford the house, the University will offer the house to other students. First right of refusal will be given to other Greek organizations, and then the house will be offered to other students (most likely some sort of special interest group, such as an academic theme house).



GREEK HOUSING CASE STUDIES

Western Carolina University ("WCU")

Project Overview

WCU opened a 252-bed Greek Village complex in 2004. According to the University website, the strategic mission behind the project was "to enhance student life through promoting Greeks on campus." The Village houses 17 organizations in seven separate buildings.

- Five buildings are organized as duplexes that each can accommodate two Greek organizations. Each side of the duplex accommodates between 16 and 20 students (approximately 40 students per building).
- One building is organized as a freestanding house that accommodates one Greek organization (approximately 16 to 20 beds).
- One building is organized as a "multiple-organizational house" and accommodates six smaller chapters. Each of the six chapters can accommodate six or seven students (approximately 40 students in the building).

House Components

- All bedrooms are shared (two occupants per room) and offer a shared private bathroom (two occupants per bathroom). Bedrooms are fully furnished by the University.

Additionally, each house contains:

- A parlor,
- A residential kitchen,
- A public bathroom,
- Lockable storage space, and
- New technology.

Community Components

The Community Building was planned for 150-person capacity and is used for dances and other social functions.

Additionally, the community spaces offer:

- A laundry room,
- A vending area,
- A two-bedroom apartment unit and an office for the Resident Director,
- Parking (ratio of one space per resident with an additional 40-50 parking spaces scattered throughout the community), and
- Outdoor volleyball and basketball courts (**Exhibits 4.1**).

GREEK HOUSING CASE STUDIES



Exhibit 4.1: WCU Greek Village Site Plan

Financing

Greek Village, an \$11.4 million project, was built by Capstone and funded through Affinity Housing LLC (a limited liability corporation managed by WCU's Research and Development Corporation). Due to a master-lease agreement between the Research and Development Corporation and WCU, the Village is managed and maintained by WCU's housing system. The master lease served as a credit enhancement, allowing the project to obtain bond insurance and an AAA rating. The agreement is structured so that WCU's housing system is required to pay the Research and Development Corporation annually for all of the beds in the Greek Village. WCU's housing system uses revenue streams from the room rentals to pay the cost of the lease. If the revenues are not sufficient (due to vacancies in the project), WCU will use net housing revenues from other buildings within the system in order to pay for the lease.

Village Design & Development

According to the Office of Public Relations, WCU sought significant input from the student body during the Village design process. Three separate site designs were developed to provide options for community growth, services offered, and Village aesthetics. The result of the various development plans is that each building is unified with the other houses by a common design language, but each chapter was given the opportunity to personalize its own building or apartment to express its individuality, ranging from limited interior enhancements in the chapter rooms to extensive exterior pediments and landscaping.

WCU experienced a 30% increase in the size of its freshmen class in the two years since the completion of the Greek Village. The total enrollment grew 15% in the same two years. As a result, another large project was required to accommodate the new students who wanted to live on campus. Recently, a non-Greek, living-learning organization for community service and civic engagement was added to the Village.



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GREEK HOUSING CASE STUDIES

University of North Carolina at Charlotte ("UNCC")

Project Overview

The Greek Village at UNCC, completed in the fall of 2007, is a 350-bed complex accommodating 13 of the 25 fraternity and sorority organizations on campus. The Village is composed of 14 buildings – 13 individual Greek houses and one house that serves as the Greek Village staff office. The Greek Village complex, located on a 13-acre campus site, was constructed for approximately \$16.2 million. The total size of construction was 128,566 square feet.

Prior to the creation of the Village, UNCC's fraternities were located on privately-owned land off campus, and the sororities were consolidated in a high-rise women's dormitory.

House Components

Twelve (12) of the 13 houses are designed as three-story houses that can accommodate 28 students. The remaining house is designed to accommodate 14 students.

In the houses, the first floor is largely dedicated to common area space. Each house offers:

- A kitchen,
- A large chapter room,
- A living room,
- A dining room,
- A laundry room,
- A house office, and
- Storage space.

Most residents sleep on the second and third floors in single bedrooms, some with private baths.

Community Components

The Greek Village is separated from campus by an active streambed. The Village can be accessed by a dedicated entry drive or a pedestrian walking bridge. A resident manager's house and office, a mail kiosk, and a well-maintained green lawn serve as a passive gateway into the Village. These outdoor community spaces create a park-like setting for activities and events and serve as a centerpiece for the Village.

GREEK HOUSING CASE STUDIES

Property Management

Each house has a resident manager who is a member of the Greek community. Additionally, each fraternity and sorority nominates a few members to serve as resident advisors, and the University's Housing and Residence Life offices make the final selection. Although the University owns the houses and is responsible for maintenance and landscaping, all members of the Greek organizations are encouraged to help with daily maintenance of the facilities. The role of the resident manager and the resident advisors is to help promote the maintenance of the houses.

Financing

The Greek organizations sign three-year master-lease agreements with UNCC assuming financial responsibility for occupancy in their respective houses. Organizations are required to pay UNCC if vacancies occur. Although each organization is responsible for filling the beds in their house, UNCC helps make the transactions easier for the organizations by allowing students to pay rent through the UNCC housing department.

In one instance at UNCC, a fraternity was no longer able to make annual lease payments due to vacancies in the house. The fraternity was forced to vacate the property, and UNCC had to fill the beds with non-Greek students. According to the student newspaper, there was some dissatisfaction because the new residents felt alienated by the Greek students and the Greek students felt that their society was being intruded upon.

University of Houston ("UH")

Project Overview

To meet its strategic mission of creating a Greek-oriented community, the University of Houston offers on-campus housing for Greek organizations in its Greek Park at Bayou Oaks community, according to the UH website. Greek Park opened in 2003 and consists of 479 beds in 15 townhomes and one residence hall.

House Components

Greek Park offers 15 townhome buildings that can each accommodate 12, 14, or 20 people. Additionally, a student-oriented residence hall is available at the Bayou Oaks complex, but it is leased separately from the Greek Park.



GREEK HOUSING CASE STUDIES

The townhomes offer two-bedroom, one-bathroom suites within the building. Additionally, each townhome offers:

- A living area
- A kitchen,
- A conference room,
- Study rooms,
- Storage / office areas, and
- Guest quarters.

The townhomes are fully furnished.

Community Components

Greek Park offers:

- A student lounge and fitness center,
- Controlled building access,
- A computer lab,
- A game room,
- Laundry facilities, and
- A community courtyard.

Parking may be available for an additional charge.

Financing

The project is financed primarily through room rental revenue streams. In order to reserve a house, a chapter must have the applications and security deposits for all residents necessary to meet full capacity. There is a security deposit of \$200 per resident. Monthly installments are based on individual leases and include utilities.

Additionally, students are charged a parlor fee of approximately \$55 per month, which serves to pay for the community spaces in each house.

Fundraising efforts, such as selling memorial bricks, are often executed by some organizations to alleviate housing costs.

GREEK HOUSING CASE STUDIES

2. Hybrid Model

University of South Carolina ("USC")

Project Overview

According to the school's website, USC wanted to develop a Greek Village on their campus. The mission of the project was to develop the Village as "a public-private partnership focused on increasing alumni participation, recruitment numbers, and chapter accountability." The public-private partnership stemmed from the fact that individual Greek organizations would build and own their own houses on USC-owned land and in accordance with USC policies.

USC offered 20 lots of land to the Greek organizations.

- 17 lots have already been developed
- 2 lots are currently being developed
- 1 lot is committed to an organization and will be developed in the near future

Financing

The houses in the Greek Village were developed on USC-owned land but were financed by each organization's Alumni House Corporation. As part of the agreement between USC and the Corporations to provide land to the organizations, the following conditions needed to be satisfied:

- The Corporations had to individually enter into a standard ground lease with USC. The ground lease is typically 40 years long, renewable for an additional 40 years, at a cost of \$1 per year.
- The organizations had to pledge to keep and maintain the houses in good condition.
- Each organization was obligated to join the University of South Carolina Greek Housing Association. As part of the Housing Association, each organization is required to pay semester fees for garbage collection, landscape maintenance, and other services deemed necessary.

Development Policies

USC did not impose strict design requirements on the individual organizations. USC only required that the design plans for each house were residential and not exceeding two stories in height (unless the third story is designed as an attic story with dormers).



GREEK HOUSING CASE STUDIES

Each house was developed with approximately 36 beds. Most houses contain fully-functional commercial kitchens serving 15 meals per week to residents and 10 meals per week to out-of-house students.

Each organization is responsible for the maintenance of their house and lawn. USC oversees the maintenance of the common areas. USC also provides unassigned parking in close proximity to the Greek Village. Students naturally park in the lot closest to their houses, but no parking areas are specifically designated for the private use of any house.

Management Policies

USC employs House Directors (full-time employees receiving full benefits) to oversee the operation of each house. The House Directors live in the houses and serve as the liaisons between the members of each organization, the Alumni House Corporation for each organization, and the Department of Greek Life at USC. The House Directors have responsibilities such as performing routine inspections to ensure that health and safety standards are being met and making sure that USC policies are being observed.

Although the houses are privately-owned, USC also offers telephone, computer, and cable television services at the same rates charged in USC residence halls. Additionally, USC bills students directly for room and board to help ease the transaction process for the Corporations. Scholarship and financial aid packages can be applied directly to these charges since USC is collecting room and board from students.

Finally, each chapter must deposit 5% of room rental rates into a Maintenance, Repair, and Renovation Account.

University of Georgia ("UGA")

Project Overview

In the 1950's, UGA experienced an on-campus housing shortage. As a solution, UGA provided on-campus Greek housing to five of the school's Greek organizations. The organizations were only responsible for general house maintenance and for paying utility bills. Most of the Greek organizations, however, continued to live in privately-owned Greek housing off campus.

In 2006, UGA sought to fulfill its strategic objective of expanding the academic core of campus. The area designated for expansion is the land occupied by 1 five on-campus fraternities.

Unfortunately, around the same time in 2006, the Athens-Clarke County Commission received

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complaints from local residents who did not want Greek housing in their neighborhood. As a result, the Commission passed a moratorium preventing fraternities and sororities from buying or building houses in the county.

Since UGA knew that the moratorium would mean that the on-campus Greek organizations would have difficulty relocating to the off-campus market, the university decided to relocate the organizations to another on-campus location.

The offer to relocate the organizations was extended to the five organizations living on the proposed academic expansion site as well as to two other fraternities. University architects designed two house models from which the fraternities can select the smaller 10-bed house or the larger 20-bed model.

Financing

The 10-bed model has a construction cost of approximately \$2.2 million. The 20-bed model has a construction cost of approximately \$3.4 million. Under the plan, the UGA Real Estate Foundation provides an initial investment to fund site work and construction. UGA officials say the costs could exceed \$23 million. The Foundation will finance the project with a 30-year debt term and will use room rental revenue streams and fraternity membership fees to pay for the annual debt service.

According to the UGA Vice President of Public Affairs, the fraternities will contribute 15% of the construction costs, either \$332,000 or \$511,000, based on the floor plan they choose. Additionally, the fraternities will sign 30-year master-lease agreements. The agreements will ensure that live-in occupants pay room rent of approximately \$6,600 per year (in opening year). Additionally, all members of the organizations will be required to pay annual parlor fees of approximately \$300 per person.

UGA proposed a construction timeline of about 13 months. When construction is completed, UGA will be responsible for landscaping, general maintenance, and custodial services for the community spaces within the houses.

Other Considerations

UGA's NPHC organizations, which currently do not have housing, are seeking Greek houses. The organizations have begun to engage alumni, establish membership goals, raise money, and form house corporations to ensure house ownership over time. According to the Director of Greek Life, NPHC organizations have not been able to establish Greek housing because the lack of recruiting creates inconsistency in membership sizes, and the organizations have not traditionally arranged any sort of housing fund.



GREEK HOUSING CASE STUDIES

North Carolina State University ("NC State")

Greek Court → Greek Village

NC State has owned and operated Greek housing on campus since 1964. Currently, fifteen houses are located on campus in an area called Greek Court. The housing at Greek Court, however, is aging and routine maintenance is becoming expensive. Consequently, the office of Greek Life has spent approximately \$8 million completing improvements to building systems, fire safety equipment, disabled access, and interior finishes for most of the chapter houses.

Additionally, the organizations (active members, local alumni advisory boards, and national headquarters) have expressed interest in building equity in their chapter houses. Since the houses on campus are currently owned by NC State, some chapters have started pursuing opportunities to build private Greek housing off campus.

As a result, NC State has developed a concept that would change Greek Court to Greek Village. According to the project website, "Greek Village will be a public-private partnership meant to foster support for the Greek Community in terms recruitment, retention, empowerment, interaction, security, and alumni involvement." The transformation from Greek Court to Greek Village involves the phased demolition of current houses, realignment of the roadway that goes through Greek Court, development of campus recreation fields, and other improvements. The new houses that will be developed in the Greek Village will primarily be privately-owned (by the individual organizations) even though they are located on NC State's land.

The development plan will take place in five phases, gradually building up the Greek community over the next 10 to 15 years. The phasing strategy allows organizations the opportunity to participate in the Greek Village in the future, even if they are not financially positioned to participate in the Village currently. New NC State-owned townhouses will also be constructed to provide housing opportunities for chapters that are not large enough to occupy private houses.

Financing

The option to build Greek organization-owned houses on NC State land will involve creating a long-term ground lease between NC State and the individual Alumni House Corporations. The ground lease term will be \$1 per year for 40 years.

The preliminary budget estimates that each chapter house will cost approximately \$2.5 million. The total estimated project cost is nearly \$104 million.

The construction costs of the new chapter houses will be entirely the responsibility of the chapters and their house corporations. All operating and maintenance costs will also be the responsibility of the Greek organizations. Planning and infrastructure costs will be shared between NC State

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and the organizations (each entity is responsible for approximately 50% of these costs).

Organizations are required to pay 50% of their portion of the infrastructure costs at the beginning of the project. The remaining 50% of their portion of the infrastructure costs are paid over a 10-year period. Once the individual chapters have paid off their portion of the infrastructure costs in full after 10 years, each organization will be required to pay an annual fee for the purposes of maintaining and improving the community areas, infrastructure, facilities, and landscape. The annual fee is projected to begin at \$10,000 annually. **Exhibit 4.2** shows a preliminary project cost schedule.

Fund Source	Expense	Amount
Infrastructure		
State Appropriations	Infrastructure	\$ 5,492,781
State Appropriations	Relocation of Academic Programs	\$ 3,399,301
University Housing	Infrastructure	\$ 2,753,539
Transportation, Campus Rec, and Greek Life	Playfields, Bus Stops, Other Amenities	\$ 424,722
Greek Life	Project Planning	\$ 200,000
VC Finance and Business	Project Planning	\$ 200,000
Greek Organizations	Infrastructure**	\$ 8,320,000
Total Infrastructure Costs		\$ 20,790,343
Construction		
University Housing	Townhouse Construction	\$ 18,187,912
Greek Organizations	Construction of 20 Individual Houses	\$ 50,000,000
Gifts	Greek Village Community Center, Pavilions, Amphitheater	\$ 15,007,210
Total Construction Costs		\$ 83,195,122
Total University Funding		\$ 30,658,255
Total Estimated Greek Funding		\$ 58,320,000
Total Gift Funding		\$ 15,007,210
Estimated Total Project Cost		\$ 103,985,465

Exhibit 4.2: NC State Greek Village Anticipated Project Costs

Greek Housing Development Requirements & Maintenance Policies

- The organization name of each chapter will be displayed on the respective houses in both Greek letters and spelled out in English.
- Each chapter shall be responsible for the ongoing maintenance of landscape within its lot area.
- NC State and the organizations will share responsibility for the landscape maintenance of all community areas of the Village.



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GREEK HOUSING CASE STUDIES

- Each organization will construct a parking lot, but NC State will administer and maintain all parking spaces.
- Each organization may request a permit-reserved space for their House Director, but no other parking areas will be designated for the private use of any organization.
- NC State retains the authority to develop unused building lots for other purposes.
- Corporations will have 18 months from the time they commit to the project to commence construction on the chapter house. Once started, organizations will have 18 months to complete construction and occupy their house.

Greek Housing Management / NC State's Participation

A resident House Director (an employee of NC State) will staff each house. The House Director will be selected by NC State in collaboration with each organization's alumni council and will be hired on an annual 10-month basis. Houses with 30 to 40 beds and full meal service will have a full-time House Director with an approximate salary of \$20,000 and benefits. Houses with fewer than 30 beds and no meal service will have a part-time or graduate student house director with an approximate annual compensation of room, board, and related expenses.

The individual alumni councils will work directly with the Department of Greek Life to provide room agreements and billing information for their organizations. For ease of transaction, the NC State Cashier's Office will bill and collect all room, board, and parlor fees on a timeline that matches NC State's other billing cycles. The alumni councils will pay 2.5% of gross receipts to the Department of Greek Life to cover the costs of managing this process.

The fire alarm and sprinkler systems will be inspected and maintained by NC State. NC State will also manage trash removal. All charges for these services will be billed back to the alumni councils.

3. Private Model

Examples of Private Models are not discussed in the case study report because they do not apply to the potential housing on UNO's campus.

Section 5

Financial Analysis



OBJECTIVES

B&D developed a financial model in order to establish the approximate rental rate price points necessary for the development of a Greek Village at UNO. The model projects financial performance of a newly-constructed Greek Village facility consisting of 96 beds in four row houses (12 beds each) and three freestanding houses (16 beds each). The model analyzes capital costs, projected revenues, operating expenses (both personnel and non-personnel), and the general economic performance of the development demonstrated in the debt coverage ratio. Both capital and operating costs are primarily based on the recently completed Pontchartrain Halls student housing facilities on the UNO campus.

METHODOLOGY

The model includes an operating pro forma showing all operating revenues, operating expenses, debt service, reserve transfers, and management fees based on specific assumptions. B&D applied industry standards and its own expertise with similar projects to produce this model.

ASSUMPTIONS – CAPITAL COSTS AND DEBT SERVICE

The annual debt service is based on the overall project cost including hard, soft, and financing costs. B&D assumed that the project will be 100% debt financed, using tax-exempt bonds with a fixed interest rate. The debt term is 30 years with an interest rate of 5%, making the annual debt service payment approximately \$724,000. The required year-two debt coverage ratio is 1.20:1.00. The following capital costs are included in the budget (details in **Appendix C**):

Hard costs:

- Enclosed building including site costs: \$5.68 million
- Parking: \$720,000
- Fixtures, Furniture & Equipment: \$240,000
- Inflation allowance to the mid point of construction: \$1.22 million (at 7% annually)

Soft costs:

- Design fees: \$650,000
- Testing fees: \$37,000
- City utility fees: \$74,000
- Management start-up expenses: \$18,500
- Direct project expenses: \$37,000
- Project contingency: \$434,000
- Development fee with reimbursable expenses: \$455,000

Financing costs:

- Cost of issuance: \$325,000
- Debt service reserve fund: \$743,000

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- Capitalized interest fund: \$725,000

In addition, reinvestment proceeds (interest earned on construction fund) in the amount of \$226,000 were subtracted from the project cost.

The bond amount is estimated to be approximately \$11.1 million, or \$116,000 per bed.

ASSUMPTIONS - REVENUES

Revenues come primarily from room rentals. Miscellaneous revenues such as vending and damages are also included. Additionally, a "parlor fee" or "community fee" is charged to each member in the organization, regardless if they are living in the Greek housing or not. The parlor fee essentially serves as a tax to all members in the organization for the ability to use the community spaces located within the house.

For the purpose of this model, B&D assumed that each organization would be financially responsible for keeping 100% occupancy during the ten months of the academic year and 50% occupancy during two summer months.

All project revenues are inflated at four percent (4%) annually.

ASSUMPTIONS – OPERATING EXPENSES

B&D calculated the operating costs based on experience with similar projects and based on the current operating expenses at Pontchartrain Halls. B&D estimated operating expenses for non-personnel (such as utilities, building repairs and maintenance, etc.) as well as operating expenses for personnel (salaries, benefits, etc.).

All project expenses are inflated at four percent (4%) annually.

In addition to the above costs, B&D assumed that the project would transfer \$175 per bed annually to its renewal & replacement (R&R) account. The R&R contribution is subordinated to debt service payments, so it is only contributed if the money is available after debt service is paid.

PROJECT TIMELINE

For the purposes of the model, B&D assumed occupancy of the project in the fall of 2011.



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SUMMARY – RENTAL RATES AND PROJECT FEASIBILITY

Using the above assumptions, the following rental rate structure would be required to generate the desired 1.20:1:00 debt coverage ratio by year one. (Monthly rates below are shown in 2008 dollars.)

16-Bed Freestanding House

- \$650 per person per month for a semi-suite (single occupancy) bedroom
- \$550 per person per month for a semi-suite (double occupancy) bedroom
- \$150 - \$200 parlor fee per member per month (depending on the number of members)

12-Bed Row House

- \$650 per person per month for a semi-suite (single occupancy) bedroom
- \$550 per person per month for a semi-suite (double occupancy) bedroom
- \$100 - \$150 parlor fee per member per month (depending on the number of members)

With the above rental rate structure, the project will "stand alone" financially. The price points established in this financial model are consistent with the housing costs in the on- and off-campus markets.

Appendix A

Off-Campus Housing Market Summary Charts



University of New Orleans Greek Housing Study
Off-Campus Market Analysis

	Management Company	Property Name / Address	# of Units	Distance to Campus (mi)	Commute Time to Campus (min)	Security Deposit (per person)	Additional Fees (per person)
1	Crosby Development Co.	Metairie Lake Apartments / 1309 Carrollton Ave.	108	4.7	11	\$300	\$25
2	Crosby Development Co.	Metairie Plaza Apartments / 1046 Lake Ave.		5.5	12	\$300	\$25
3	1st Lake Properties	Surfrider Apartment Homes / 1441 Lake Ave.	47	4.4	10	\$300	\$190
4	1st Lake Properties	The Breakers / 1309 Lake Ave.	72	4.6	11	\$325	\$190
5	1st Lake Properties	Northbridge Apartments / 1040 Focus St.	31	5.8	12	\$275	\$175
6	1st Lake Properties	The Lanai Apartments / 2912 Metairie Ct.	23	6.7	15	\$350	\$210
7	1st Lake Properties	Cherrywood / 2616 Georgia St.	59	14.2	21	\$325	\$200
8	1st Lake Properties	Sawmill Creek / 2100 Sawmill Rd.	322	14.1	22	\$325	\$200
9	1st Lake Properties	Walnut Creek / 5855 Walnut Creek Rd.	162	13.9	23	\$325	\$200
10	1st Lake Properties	Willow Creek / 5801 Willow Creek Rd.	162	14.4	24	\$325	\$200
11	1st Lake Properties	Oak Creek / 2001 Oak Creek Rd.	132	14.4	22	\$325	\$200
12	1st Lake Properties	Cypress Creek / 2001 Cypress Creek Rd.	108	14.4	22	\$325	\$200
13	1st Lake Properties	Hickory Creek / 5819 Hickory Creek Rd.	330	14.4	23	\$325	\$200
14	1st Lake Properties	Magnolia Creek / 2006 Oak Creek Rd.	156	14.2	24	\$325	\$200
15	1st Lake Properties	Citrus Creek West / 5323 Citrus Blvd.	246	13.2	20	\$325	\$200
16	1st Lake Properties	Citrus Creek East / 5245 Citrus Blvd.	246	13.1	20	\$325	\$200
17	1st Lake Properties	Palmetto Creek / 5101 Citrus Blvd.	216	13	20	\$325	\$200
18	1st Lake Properties	Clearwater Creek / 615 Elmwood Park Blvd.	192	13.7	22	\$325	\$200
19	1st Lake Properties	Riverwood / 8705 Jefferson Hwy.	54	16.5	26	\$325	\$200
20	1st Lake Properties	Shadows North and South / 537 Central Ave.	105	12.6	19	\$300	\$200
21	1st Lake Properties	Chesnut Creek / 1921 Oak Creek Rd.	144	14.2	24	\$325	\$200
22	1st Lake Properties	Windmill Creek South / 3501 Apollo Dr.	168	11.8	17	\$300	\$200
23	1st Lake Properties	Windmill Creek North / 3535 Apollo Dr.	168	11.9	17	\$300	\$200
24	1st Lake Properties	Flowergate / 3400 Kent Ave.	337	12.1	17	\$350	\$200
25	1st Lake Properties	Canterbury Square / 3127 Transcontinental Dr.	80	12	17	\$350	\$200
26	1st Lake Properties	Parktowne / 4960 York St.	74	10.9	17	\$500	\$200
27	1st Lake Properties	Lost Bayou / 4835 Hearst St.	73	10.9	16	\$275	\$200
28	1st Lake Properties	Frenchman's Creek / 4936 Zenith St.	119	11	16	\$300	\$200
29	1st Lake Properties	Lemon Tree / 4859 W Napoleon Ave.	12	10.8	16	\$325	\$200
30	1st Lake Properties	Turtle Creek / 2401 Houma Blvd.	169	10	17	\$300	\$200
31	1st Lake Properties	Natchez Landing / 4309 W Napoleon Ave.	81	10	17	\$325	\$200
32	1st Lake Properties	Willowood / 2600 Pasadena St.	102	10	17	\$350	\$200
33	1st Lake Properties	Sandpiper / 2416 Pasadena Ave.	22	10	17	\$325	\$200
34	1st Lake Properties	Fox Run / 3912 S I-10 Service Rd.	249	9.5	16	\$325	\$200
35	1st Lake Properties	Boardwalk / 4025 W Napoleon Ave.	112	9.6	16	\$300	\$200
36	1st Lake Properties	Rosedale / 3710 Lilac Lane	22	9.3	15	\$500	\$200
37	1st Lake Properties	Camelot Court / 3710 Lilac Lane	29	9.3	15	\$500	\$200
38	1st Lake Properties	Crossroads / 3901 N I-10 Service Road W	192	10.5	15	\$300	\$200
39	1st Lake Properties	Crossings / 2200 Severn Ave.	249	9	14	\$350	\$200
40	1st Lake Properties	Severn Pointe / 2301 Severn Ave	268	8.9	14	\$325	\$200

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Off-Campus Market Analysis
Appendix A.1

University of New Orleans Greek Housing Study
Off-Campus Market Analysis

Management Company	Property Name / Address	# of Units	Distance to Campus (mi)	Commute Time to Campus (min)	Security Deposit (per person)	Additional Fees (per person)	
41	1st Lake Properties	Millstream / 3500 Division St.	131	9.1	16	\$350	\$200
42	1st Lake Properties	Gallery / 3738 Olney St.	36	9.2	16	\$325	\$200
43	1st Lake Properties	Premises 1 / 3728 W Esplanade	50	9.9	18	\$300	\$200
44	1st Lake Properties	Premises 2 / 3401 Edenborn Ave.	50	9.2	16	\$300	\$200
45	1st Lake Properties	Park Oaks / 1111 Lake Ave.	79	4.9	12	\$275	\$200
46	Apartment Homes by Tonti	Peppertree / 2401 Division St.		9.3	15	\$100	\$155
47	Apartment Homes by Tonti	Lake Villa / 1432 Lake Ave.		4.4	10	\$250	\$155
48	Apartment Homes by Tonti	Lakewood / 1249 Lake Ave.		4.6	11	\$400	\$185
49	Apartment Homes by Tonti	Mark Twain I / 10150 Jefferson Hwy.		15.2	27	\$250	\$185
50	Apartment Homes by Tonti	Mark Twain II / 10950 Jefferson Hwy.		17.1	25	\$225	\$185
51	Apartment Homes by Tonti	Chateau Napoleon / 2300 Edenborn Ave.		9.1	15	\$250	\$185
52	Apartment Homes by Tonti	Coppermill / 2217 Edenborn Ave.		9.1	15	\$100	\$155
53	Apartment Homes by Tonti	Daytona / 3005 18th St. (at Ridge Lake Ave.)		8.8	14	\$400	\$185
54	Apartment Homes by Tonti	Edenborn Courts & Gardens / 3311 Edenborn Ave.		9.1	16	\$350	\$185
55	Apartment Homes by Tonti	Golden Key / 4151-4209 Division St.		9.4	17	\$325	\$185
56	Apartment Homes by Tonti	Greentree / 3001 Cleary Ave.		10.6	16	\$250	\$155
57	Apartment Homes by Tonti	L'Esplanade / 3540 N Arnoult Rd.		9.1	16	\$325	\$185
58	Apartment Homes by Tonti	Patio Villa / 3340 N Arnoult Rd.		9	15	\$200	\$155
59	Apartment Homes by Tonti	Preston Place / 3320 Edenborn Ave.		9.1	16	\$325	\$185
60	Apartment Homes by Tonti	Wilshire Heights / 849 Martin Behrman Ave.		5.9	13	\$400	\$185
61	Apartment Homes by Tonti	Sagewood / 3333 Edenborn Ave.		9.2	16	\$350	\$185
62	Apartment Homes by Tonti	Somerset / 3520 N Arnoult		9.1	16	\$350	\$185
63	Apartment Homes by Tonti	Summit / 3321 Edenborn Ave.		9.1	16	\$250	\$155
64		Live Oak Apartments / 312 Live Oak St.		4.1	9	\$500	
65		Le Petit Carre / 1412 Lake Ave.		4.5	10	\$675	
66		7342 Cameo St.		3.2	7		
67		Brynmarr Square Apartments / 1035 Lake Ave.		5.5	12		
68		Lake Terrace Gardens Apartments / 400 Fairway Dr.	183	6.7	15	\$500	\$30
69		6240 Pasteur Blvd.	1	1.2	3	\$1,000	
70		Sailboat Bay / 8600 Pontchartrain Blvd.	60	3.3	7	\$913	\$50
71	Southwood Realty Co.	Carriage House Apartments / 10151 Curran Blvd.		6.1	13	\$200	\$135
72	Southwood Realty Co.	Lakewind East / 5131 Bundy Rd.		6.7	16	\$200	\$135
73	Southwood Realty Co.	Copper Creek / 6881 Parc Brittany Blvd.		6.2	14	\$200	\$135
74	Southwood Realty Co.	Wind Run / 12151 I-10 Service Rd.		7.6	16	\$200	\$135
75		Hidden Lake Apartments / 7001 Martin Dr.		4.3	11	\$200	\$240
76		American Can Apartments / 3700 Orleans Ave	268	4.7	10		
		Average	131.23	9.38	16.04	\$336	\$180

University of New Orleans Greek Housing Study
Off-Campus Market Analysis

Management Company	Property Name / Address	Monthly Rental Rates by Unit Type				Square Footage by Unit Type			
		Studio	1-Bedroom	2-Bedroom	3-Bedroom	Studio	1-Bedroom	2-Bedroom	3-Bedroom
1	Crosby Development Co.	Metairie Lake Apartments / 1309 Carrollton Ave.		\$735	\$950		696	1044	
2	Crosby Development Co.	Metairie Plaza Apartments / 1046 Lake Ave.			\$805	\$1,045			
3	1st Lake Properties	Surfrider Apartment Homes / 1441 Lake Ave.		\$659	\$820		553	800	
4	1st Lake Properties	The Breakers / 1309 Lake Ave.		\$994			885	1,100	
5	1st Lake Properties	Northbridge Apartments / 1040 Focus St.	\$609	\$777		480	750		
6	1st Lake Properties	The Lanai Apartments / 2912 Metairie Ct.			\$885			800	
7	1st Lake Properties	Cherrywood / 2616 Georgia St.		\$620	\$823		551	911	
8	1st Lake Properties	Sawmill Creek / 2100 Sawmill Rd.		\$798	\$1,033		711	1184	
9	1st Lake Properties	Walnut Creek / 5855 Walnut Creek Rd.	\$568	\$688	\$893	430	660	915	
10	1st Lake Properties	Willow Creek / 5801 Willow Creek Rd.		\$758	\$938		732	991	
11	1st Lake Properties	Oak Creek / 2001 Oak Creek Rd.		\$785	\$975		709	989	
12	1st Lake Properties	Cypress Creek / 2001 Cypress Creek Rd.		\$810	\$995		770	1008	
13	1st Lake Properties	Hickory Creek / 5819 Hickory Creek Rd.		\$853	\$1,068		844	1022	
14	1st Lake Properties	Magnolia Creek / 2006 Oak Creek Rd.		\$893	\$1,070		888	1087	
15	1st Lake Properties	Citrus Creek West / 5323 Citrus Blvd.		\$970	\$1,175		891	1091	
16	1st Lake Properties	Citrus Creek East / 5245 Citrus Blvd.		\$993	\$1,143		890	1091	
17	1st Lake Properties	Palmetto Creek / 5101 Citrus Blvd.		\$1,183	\$1,538		1049	1327	
18	1st Lake Properties	Cleanwater Creek / 615 Elmwood Park Blvd.		\$990	\$1,140		890	1091	
19	1st Lake Properties	Riverwood / 8705 Jefferson Hwy.		\$653	\$823		650	950	
20	1st Lake Properties	Shadows North and South / 537 Central Ave.	\$490	\$593	\$775	410	583	929	
21	1st Lake Properties	Chesnut Creek / 1921 Oak Creek Rd.		\$900	\$1,065		870	1065	
22	1st Lake Properties	Windmill Creek South / 3501 Apollo Dr.	\$540	\$653	\$845	420	590	888	
23	1st Lake Properties	Windmill Creek North / 3535 Apollo Dr.	\$540	\$653	\$845	420	590	888	
24	1st Lake Properties	Flowergate / 3400 Kent Ave.		\$698	\$885	\$1,203	679	915	1340
25	1st Lake Properties	Canterbury Square / 3127 Transcontinental Dr.			\$953			1100	
26	1st Lake Properties	Parktowne / 4960 York St.							1850
27	1st Lake Properties	Lost Bayou / 4835 Hearst St.	\$528	\$620		403	535		
28	1st Lake Properties	Frenchman's Creek / 4936 Zenith St.	\$508	\$635	\$808	400	541	851	
29	1st Lake Properties	Lemon Tree / 4859 W Napoleon Ave.		\$635	\$820		560	800	
30	1st Lake Properties	Turtle Creek / 2401 Houma Blvd.	\$538	\$608	\$808	412	581	851	
31	1st Lake Properties	Natchez Landing / 4309 W Napoleon Ave.		\$623	\$843		610	900	
32	1st Lake Properties	Willowood / 2600 Pasadena St.		\$600	\$775	\$1,193	515	803	1400
33	1st Lake Properties	Sandpiper / 2416 Pasadena Ave.		\$585	\$785		480	801	
34	1st Lake Properties	Fox Run / 3912 S I-10 Service Rd.		\$710	\$885		611	1065	
35	1st Lake Properties	Boardwalk / 4025 W Napoleon Ave.	\$595	\$708	\$920	458	740	1020	
36	1st Lake Properties	Rosedale / 3710 Lilac Lane			\$1,363				1950
37	1st Lake Properties	Camelot Court / 3710 Lilac Lane			\$1,363				1563
38	1st Lake Properties	Crossroads / 3901 N I-10 Service Road W	\$560	\$658	\$845	426	563	844	
39	1st Lake Properties	Crossings / 2200 Severn Ave.		\$698	\$898	\$1,148	669	915	1296
40	1st Lake Properties	Severn Pointe / 2301 Severn Ave		\$698	\$923		669	915	

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Management Company	Property Name / Address	Monthly Rental Rates by Unit Type				Square Footage by Unit Type			
		Studio	1-Bedroom	2-Bedroom	3-Bedroom	Studio	1-Bedroom	2-Bedroom	3-Bedroom
41 1st Lake Properties	Millsstream / 3500 Division St.			\$773			828		
42 1st Lake Properties	Gallery / 3738 Olney St.		\$945	\$1,185		888	1106		
43 1st Lake Properties	Premises 1 / 3728 W Esplanade		\$605			480			
44 1st Lake Properties	Premises 2 / 3401 Edenborn Ave.		\$605			480			
45 1st Lake Properties	Park Oaks / 1111 Lake Ave.	\$503	\$683			445	662		
46 Apartment Homes by Tonti	Peppertree / 2401 Division St.	\$475				420			
47 Apartment Homes by Tonti	Lake Villa / 1432 Lake Ave.	\$495				400			
48 Apartment Homes by Tonti	Lakewood / 1249 Lake Ave.			\$825				992	
49 Apartment Homes by Tonti	Mark Twain I / 10150 Jefferson Hwy.	\$510	\$670	\$986		430	700	1093	
50 Apartment Homes by Tonti	Mark Twain II / 10950 Jefferson Hwy.		\$595	\$868			750	1050	
51 Apartment Homes by Tonti	Chateau Napoleon / 2300 Edenborn Ave.	\$485	\$858	\$838		391	704	1013	
52 Apartment Homes by Tonti	Coppermill / 2217 Edenborn Ave.	\$513				506			
53 Apartment Homes by Tonti	Daylona / 3005 18th St. (at Ridge Lake Ave.)				\$1,150				1238
54 Apartment Homes by Tonti	Edenborn Courts & Gardens / 3311 Edenborn Ave.			\$673				1150	
55 Apartment Homes by Tonti	Golden Key / 4151-4209 Division St.		\$650	\$788			642	989	
56 Apartment Homes by Tonti	Greentree / 3001 Cleary Ave.	\$455				427			
57 Apartment Homes by Tonti	L'Esplanade / 3540 N Arnoult Rd.		\$625	\$825			708	1050	
58 Apartment Homes by Tonti	Patio Villa / 3340 N Arnoult Rd.	\$480				400			
59 Apartment Homes by Tonti	Preston Place / 3320 Edenborn Ave.		\$625	\$800			700	1050	
60 Apartment Homes by Tonti	Wilshire Heights / 849 Martin Behrman Ave.				\$1,200				1525
61 Apartment Homes by Tonti	Sagewood / 3333 Edenborn Ave.			\$813				1050	
62 Apartment Homes by Tonti	Somerset / 3520 N Arnoult			\$895				1125	
63 Apartment Homes by Tonti	Summit / 3321 Edenborn Ave.	\$520				450			
64	Live Oak Apartments / 312 Live Oak St.		\$675	\$725					
65	Lo Petit Carre / 1412 Lake Ave.		\$675				750		
66	7342 Cameo St.			\$1,095				900	
67	Brynmor Square Apartments / 1035 Lake Ave.		\$700	\$840	\$1,030				
68	Lake Terrace Gardens Apartments / 400 Fairway Dr.		\$825	\$1,000	\$1,525		710	943	1560
69	6240 Pasteur Blvd.			\$1,000				800	
70	Sailboat Bay / 8600 Pontchartrain Blvd.	\$900	\$1,075	\$1,375	\$1,500	520	732	1102	1079
71 Southwood Realty Co.	Carriage House Apartments / 10151 Curran Blvd.		\$585	\$723					
72 Southwood Realty Co.	Lakewind East / 5131 Bundy Rd.		\$635	\$760	\$895		750	1051	1250
73 Southwood Realty Co.	Copper Creek / 6881 Parc Brittany Blvd.		\$635	\$700			617	866	
74 Southwood Realty Co.	Wind Run / 12151 I-10 Service Rd.		\$595	\$675			680	860	
75	Hidden Lake Apartments / 7001 Martin Dr.		\$725	\$838	\$1,063		743	1034	1324
76	American Can Apartments / 3700 Orleans Ave		\$1,238	\$1,850	\$2,225		845	1321	1429
Average		\$541	\$736	\$928	\$1,289	432	693	988	1446

BRAILSFORD & DUNLAVEY
Off-Campus Market Analysis
Appendix A.4

University of New Orleans Greek Housing Study
Off-Campus Market Analysis
Amenities Chart

Apartment Complex Name	24 Hour Emergency Maintenance	Gated Community	Air Conditioning	Dishwasher	Fitness Center	Internet Access Available	Laundry Facility	Pets	Flexible Lease Terms	Swimming Pool	W/D in unit
Metairie Lake	x	x	x	x		x				x	x
Metairie Plaza	x		x	x		x	x			x	
Surfrider	x	x	x	x		x	x	x	x	x	
Breakers	x	x	x	x		x			x	x	x
Northbridge	x		x	x		x	x	x	x	x	
Lanai	x		x	x		x		x		x	x
Cherrywood	x		x	x		x	x	x	x	x	x
Sawmill Creek	x	x	x	x		x		x		x	x
Walnut Creek	x	x	x	x		x	x	x	x	x	x
Willow Creek	x	x	x	x		x	x	x	x	x	x
Oak Creek	x	x	x	x		x		x	x	x	x
Cypress Creek	x	x	x	x		x		x		x	x
Hickory Creek	x	x	x	x		x		x	x	x	x
Magnolia Creek	x	x	x	x		x		x	x	x	x
Citrus Creek West	x	x	x	x	x	x		x	x	x	x
Citrus Creek East	x	x	x	x	x	x		x	x	x	x
Palmetto Creek	x	x	x	x	x	x		x	x	x	x
Clearwater Creek	x	x	x	x		x		x	x	x	x
Riverwood	x	x	x	x		x	x			x	
Shadows North and South	x		x	x		x	x			x	
Chesnut Creek	x	x	x	x		x		x		x	x
Windmill Creek South	x	x	x	x		x		x		x	
Windmill Creek North	x	x	x	x		x		x		x	
Flowergate	x	x	x	x				x	x	x	x
Canterbury Square	x		x	x		x		x	x	x	x
Parktowne	x		x	x		x		x	x	x	x
Lost Bayou	x		x	x		x	x	x	x	x	x

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Off-Campus Market Analysis
Appendix A.5

University of New Orleans Greek Housing Study
Off-Campus Market Analysis
Amenities Chart

Apartment Complex Name	24 Hour Emergency Maintenance	Gated Community	Air Conditioning	Dishwasher	Fitness Center	Internet Access Available	Laundry Facility	Pets	Flexible Lease Terms	Swimming Pool	W/D in unit
Frenchman's Creek	x		x	x		x	x	x	x	x	x
Lemon Tree	x	x	x	x		x	x		x	x	x
Turtle Creek	x	x	x	x		x	x	x	x	x	
Natchez Landing	x		x	x		x	x	x	x	x	x
Willowood	x		x	x		x	x	x		x	
Sandpiper	x		x	x		x	x		x	x	
Fox Run	x	x	x	x		x	x	x		x	x
Boardwalk	x	x	x	x		x		x		x	x
Rosedale	x		x	x		x		x		x	
Camelot Court	x		x	x		x		x		x	
Crossroads	x	x	x	x		x	x	x	x	x	
Crossings	x	x	x	x		x		x	x	x	x
Severn Pointe	x	x	x	x		x		x		x	x
Millstream	x		x	x		x	x	x	x	x	
Gallery	x	x	x	x		x		x	x	x	x
Premises 1	x	x	x	x		x	x	x	x	x	
Premises 2	x	x	x	x		x	x	x	x	x	
Park Oaks	x		x	x		x	x	x	x	x	
Peppertree	x		x	x		x	x	x	x	x	
Lake Villa	x		x	x		x	x	x		x	
Lakewood	x		x	x		x		x		x	
Mark Twain I	x		x	x		x	x	x		x	
Mark Twain II	x		x	x		x	x	x		x	
Chateau Napoleon	x		x	x		x	x	x		x	
Coppermill	x		x	x		x	x	x		x	
Daytona	x		x	x		x		x		x	
Edenborn Courts & Gardens	x		x	x		x		x		x	
Golden Key	x		x	x		x	x	x		x	
Greentree	x		x	x		x	x	x			
L'Esplanade	x		x	x		x	x	x		x	
Patio Villa	x		x	x		x	x	x		x	
Preston Place	x		x	x		x	x	x		x	
Wilshire Heights	x		x	x		x		x		x	
Sagewood	x		x	x		x		x		x	
Somerset	x		x	x		x	x	x		x	x
Summit	x		x	x		x	x	x			

BRAILSFORD & DUNLAVEY
Off-Campus Market Analysis
Appendix A.6

University of New Orleans Greek Housing Study
 Off-Campus Market Analysis
 Amenities Chart

Apartment Complex Name	24 Hour Emergency Maintenance	Gated Community	Air Conditioning	Dishwasher	Fitness Center	Internet Access Available	Laundry Facility	Pets	Flexible Lease Terms	Swimming Pool	W/D in unit
Lake Terrace Gardens	x	x	x	x		x	x	x	x	x	x
6240 Pasteur Blvd.			x	x		x					x
Sailboat Bay	x		x	x	x	x	x	x		x	
Carriage House	x		x	x		x	x			x	
Copper Creek	x	x	x	x		x	x	x	x		
Lakewind East	x		x	x		x	x	x	x	x	
Wind Run	x		x	x		x		x	x		
Hidden Lake	x		x	x	x	x	x	x		x	
American Can	x	x	x	x	x	x			x	x	x
7342 Cameo St.	x		x	x		x					
Le Petit Carré	x		x	x		x	x				
Total Number of Properties Containing Amenity	73	32	74	74	6	73	41	62	35	67	32
Percentage of Total Properties Containing Amenity	99%	43%	100%	100%	8%	99%	55%	84%	47%	91%	43%

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 Off-Campus Market Analysis
 Appendix A.7

Appendix B

Greek Housing System Case Study Exhibits

See full document "Greek Housing Market Study" for Case Study Exhibits.

