

Assessment Cycle 2025-2026

Physical Plant

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Northwestern State University Mission. Northwestern State University is a responsive student-oriented institution committed to the creation, dissemination, and acquisition of knowledge through teaching, research, and service. With its certificates, undergraduate, and graduate programs, Northwestern State University prepares its increasingly diverse student population to contribute to an inclusive global community with a steadfast dedication to improving our region, state, and nation.

University Affairs Mission. University Affairs is a diverse group of innovative and talented professionals who provide quality facilities, maintenance and management services in support of education and research at Northwestern State University. University Affairs is committed to being fully responsive to the needs of faculty, students, staff and the public, by the Physical Plant, Capital Outlay Office, Grounds and Custodial Services, Environmental Health and Safety, University Police, ADA Compliance and International Student Services.

Facilities & Plant Operations Mission. Facilities & Plant Operations at Northwestern State University is committed to providing exceptional facilities services that support the University's mission of teaching, learning, research, and public service. We strive to create and maintain safe, reliable, attractive, and sustainable campuses that enhance the experience of our students, faculty, staff, and visitors. Our goal is to deliver responsive, professional, and cost-effective maintenance, operations, construction, and support services while preserving and improving the University's physical assets through strategic planning and responsible stewardship of resources. We are dedicated to meeting the needs of the campus community by completing our work efficiently, safely, and with minimal disruption to University operations. Through open communication, accountability, and continuous improvement, we will keep our stakeholders informed, provide outstanding customer service, and work collaboratively to ensure Northwestern State University's campuses remain welcoming, functional, and prepared to support future growth.

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Methodology

- (1) Data is collected by Facilities & Plant Operations.
- (2) Facilities & Plant Operations analyzes the information collected to determine outcomes.
- (3) Results are discussed with management staff.
- (4) The Director proposes changes to measurable outcomes and assessment tools for continuous improvement.

Service Outcomes:

SO 1: Ensure Facilities & Plant Operations staff are trained for safety and risk management purposes.

Measure 1.1: All Facilities & Plant Operations staff will complete ORM-mandated training and required safety courses. Target is 100% completion, as documented on file.

Findings. Target was met.

Analysis. In AC 2024-2025 the target was met. Based on analysis of the AC 2024-2025 results, all required employees successfully completed ORM-required training during the assessment cycle. Although staff changes occurred during the AC 2025-2026 year, with the Physical Plant Director retiring and a new Director joining, all personnel within the departments completed their required training within the expected timeframe. This includes all new employees who have completed the required onboarding training, while recurring training remains current through coordination with Environmental Health & Safety. As a result of these changes, in AC 2025-2026, the target was met.

Decision. In AC 2025-2026, the target was met. Based on the analysis of the AC 2025-2026 results, Facilities & Plant Operations will monitor compliance requirements and any mandated training additions or changes issued by the Office of Risk Management for the AC 2026-2027 year and immediately implement any new ORM requirements, ensuring the cycle of improvement continues to move forward.

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SO 2: Facilities & Plant Operations will maintain the efficiency of equipment and decrease downtime by completing all scheduled and required maintenance on equipment.

Measure 2.1: Facilities & Plant Operations will establish a maintenance schedule for the equipment. Target: This record will be updated annually.

Findings. Target was met.

Analysis. In AC 2024-2025 the target was met. Based on the analysis of the 2024-2025 results, maintenance was completed on all equipment based on the Office of Risk Management's Loss Prevention guidelines. If the equipment was not covered under the ORM's LPM, manufacturer recommendations were followed. As a result of these changes, the target for AC 2025-2026 was met. For 2025-2026, all applicable equipment remained on preventive maintenance schedules. New equipment was incorporated immediately upon commissioning, helping reduce equipment failures and improve long-term reliability. In addition, major changes have occurred during the AC 2025-2026 cycle, including the hiring of a new director and the complete reorganization and renaming of the Physical Plant Department, which was renamed "Facilities & Plant Operations."

Decision. In AC 2025-2026, the target was met. Based on the analysis of the AC 2025-2026 results, which includes the reorganization of the department, the Director will utilize the AC 2026-2027 year to improve and make changes to the department's service outcomes and individual measures to ensure the Facilities and Plant Services are striving to maintain university property and equipment, while incorporating measurable and quantifiable data to reflect compliance with ORM standards.

Measure 2.2: Facilities & Plant Operations will ensure all scheduled Preventive Maintenance (PM's) are completed. Target: 100% completion of preventative maintenance each year.

Findings. Target was not met.

Analysis. In AC 2024-2025 the target was not met. Although preventative maintenance was generated earlier in the year, it did not meet the 100% target.

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Based on the analysis of the AC 2024-2025 year, the preventative maintenance that was completed during the AC 2025-2026 was at 86% of all work orders during the assessment period. While below the established target, resources were intentionally redirected toward emergency repairs, critical infrastructure failures, Act 751 deferred maintenance projects, and other high-priority campus initiatives. Staffing vacancies and increased project workload also impacted routine work order completion. As a result of these issues, in AC 2025-2026 the target was not met.

Decision. In AC 2025-2026, the target was not met. Based on the analysis of the AC 2025-2026, several staff and resource changes contributed to the inability to meet the current target goal. The Director of Facilities and Plant Services will use the 2026-2027 year to reflect on the current process, assess the viability of the current Service Outcomes, and establish more appropriate assessment goals and practices to ensure the department is operating and maintaining all institutional equipment at an optimal standard. This will include, but is not limited to, the following considerations: revising current service outcomes and measures; implementing an improved work order completion process through enhanced scheduling, prioritization, staffing improvements, and expanded use of the computerized maintenance management system, while maintaining emphasis on life safety and critical infrastructure.

Comprehensive Summary of Key Evidence of Improvement Based on the Analysis of Results

- ORM-required safety training compliance remained at 100%.
- Preventive maintenance scheduling continues to be maintained for all applicable equipment.
- Louisiana Act 751 funding has significantly accelerated the reduction of the University's deferred maintenance backlog through HVAC replacements, roofing projects, infrastructure improvements, building system upgrades, and other critical facility renewal projects.
- Increased investment in deferred maintenance has improved the overall condition and reliability of campus facilities while reducing long-term maintenance liabilities.
- The computerized maintenance management system continues to improve work order tracking, reporting, planning, and operational decision-making.

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Plan of Action Moving Forward

The Facilities & Plant Operations Director will work with the Executive Director of University Affairs to restructure the current assessment's service outcomes and measures to ensure that all areas under the newly reorganized Facilities and Plant Operations Department are relevant and enhance our mission in providing exceptional facilities and plant services that support the University's mission of teaching, learning, research, and public service. This restructuring will focus on both facilities and plant operations, including those that utilize Act 751 funding and other capital investments to reduce the deferred maintenance backlog while maintaining full ORM compliance and preventive maintenance schedules. Additional emphasis will be placed on reorganizing the maintenance work order and completion process and re-evaluating an appropriate target goal for future assessment. Through strategic staffing, improved scheduling, enhanced planning, and improved use of the computerized maintenance management system, the Facilities & Plant Operations will continue to push the cycle of improvement forward.