



## Campus Utilization and Optimization Study 2019

### *Designer/Planner Solicitation*

**Project Name:** Campus Utilization and Optimization Study 2019

**Type of Services:** Planner

**University Representative:** Sharika Cochran

**Phone Number:** 336.285.4504

**Contact Email:** [SDCochran@ncat.edu](mailto:SDCochran@ncat.edu)

**Closing Date:** May 27, 2019

### Project Description

North Carolina Agricultural and Technical State University (NCATSU) seeks proposals from qualified consultants to assess the University's space allocations campus wide. This assessment will identify opportunities for improvement and provide recommendations to ensure the most efficient use of space. Also, it will identify and address immediate needs and aspirational goals through rightsizing and/or downsizing. Areas of focus will include instructional classrooms, faculty and staff offices, classroom laboratories, and research laboratories.

Additional information regarding this solicitation will be available NCATSU's University Engineers Design & Construction: Solicitation Listings, please see the following link <https://www.ncat.edu/divisions/business-and-finance/facilities/design/index.html>. All questions shall be submitted by May 17, 2019 by 5:00 pm EST to allow for sufficient time to respond before proposals are due. All questions shall be provided in writing via email (Sharika Cochran - [SDCochran@ncat.edu](mailto:SDCochran@ncat.edu)) for ease of distribution within NCATSU. Questions and responses shall be provided to all other proposers without identification of the inquiring firm. All proposals shall be submitted by May 27, 2019 by 1:00pm EST to the DeHuguley Building, 602 North Benbow Road, Greensboro, NC 27411 Attn: Sharika Cochran. All proposals submitted **will require both a hard and an electronic copy of proposal submissions.**

### **Submit proposals to:**

*North Carolina Agricultural and Technical State University*

*Office of University Engineers*

*DeHuguley Building*

*602 North Benbow Road,*

*Greensboro, NC 27411*

*ATTN: Sharika D. Cochran, MBA*

*University Space Planner*

# **Campus Utilization and Optimization Study 2019**

## *Additional Information*

North Carolina Agricultural and Technical State University (NCATSU) seeks proposals from qualified consultants to assess the University's space allocations campus wide. This assessment will identify opportunities for improvement and provide recommendations to ensure the most efficient use of space. Also, it will identify and address immediate needs and aspirational goals through rightsizing and/or downsizing. Areas of focus will include instructional classrooms, faculty and staff offices, classroom laboratories, and research laboratories.

Consultant services will include:

- Data analysis to assess the current state of space utilization, space condition, and implication of space standards;
- Determination of the optimal number, types, capacities, and functionality of rooms;
- Establishment of the University's immediate needs and aspirational goals through meeting with departments and divisions across campus;
- Review of leading practices and performance targets to develop an innovative and adaptable solution;
- Provision of recommendations for and steps to achieve improvements; and
- Assessment of current interior configurations, potential for repurposing specific areas, and possible integration and/or consolidation of functions and activities.

NCATSU seeks to accomplish an impartial evaluation of space allocation and utilization campus wide to identify space that is inefficiently configured or designed, poorly utilized, or in deteriorated condition. Data will be analyzed and compared to metrics based on campus use and peer institutions to identify underutilized spaces. Recommendations will be made with the goal of improving productivity and optimizing space use. The study should prioritize in the following manner:

1. Instructional Classroom
2. Research Laboratories
3. Classroom Laboratories
4. Faculty and Staff Offices

The following are specific goals for various space uses:

### **Instructional Classroom and Laboratories**

- Gather and analyze utilization data;
- Share leading practices surrounding scheduling, assignment, and utilization of instructional spaces;
- Assess NCATSU's current practices for assignment and scheduling of instructional space;
- Analyze the use of teaching labs and support spaces;
- Recommend means to optimize space utilization with improved teaching, balanced timetables for students, and increased faculty and scheduler satisfaction; and

- Assess current classroom space configurations with respect to their suitability to support the most current state-of-the-art pedagogical methods, and if appropriate provide recommendations on how to amend existing or construct future classrooms to support.

### **Research Laboratories**

- Analyze wet and dry lab data;
- Gather and analyze data associated with productivity and space where productivity could include factors such as external funding, student participation, and research visibility;
- Assess utilization data by discipline and NCATSU's current practices for assignment of research space;
- Develop and suggest appropriate metrics for space evaluation (e.g. research \$/sf, etc.);
- Provide recommendations for interdisciplinary sharing and reallocation of dry and wet labs, as well as core equipment that could be shared;
- Recommend adjacencies of labs to specific areas of campus for the purposes of increasing efficiencies or productivity;
- Share leading practices surrounding assignment and utilization of research space;
- Recommend means to ensure research space is best used to support strategic goals and growth; and
- Assess condition and effectiveness of research space and recommend changes to design, allocation, configuration, and practices.

### **Faculty and Staff Office**

- Identify space that is inefficient for offices that with a small renovation effort could be more productive;
- Make recommendations regarding whether the programs and units are appropriately housed on campus;
- Analyze the primary functions occurring in faculty, staff, graduate, and postdoctoral private offices;
- Gather data on frequency of utilization;
- Document any duplication of assigned spaces or private offices for occupants in other locations;
- Highlight opportunities and recommended guidelines for introducing shared private offices where practical; and
- Highlight opportunities for collaboration and shared support spaces.

The work to be performed under this RFP shall consist of but not be limited to the following:

- Gather raw data regarding the allocation, condition, functionality, size, location, and scheduling of campus spaces. NCATSU can provide a portion of the raw data, but additional data shall be retrieved from interviews.
- Interview pertinent University staff and faculty which may include representatives of the various colleges, the Registrar, the Office of the Provost, Facilities, Division of Information Technology, Faculty Senate, and Institutional Research Analysis and Decision Support.

## **Research Laboratories**

- Interview pertinent University staff and faculty.
- Provide an overview of leading practices in scheduling research laboratories, developing core facilities, and centralizing research services.
- Provide an overview of metrics and leading practices to evaluate productivity and effective use of research labs.
- Provide an overview of various means and methods of optimizing utilization of research space.
- Make specific recommendations for improvement suitable for NCATSU. At a minimum, the recommendations should address the following questions:
  - ❖ How much research space is allocated? And who owns it?
  - ❖ What are best practices for assigning and reassigning interdisciplinary laboratories?
  - ❖ Is there space that is inefficient for research labs that with a renovation effort could be more productive? What would be the renovation cost?
  - ❖ What are the best approaches for assessing research productivity and incentivizing improved utilization of research space?
  - ❖ What metrics for evaluation are best suited to NCATSU?

## **Instructional Classroom and Laboratories**

- Conduct a comprehensive assessment of instructional space utilization data by at a minimum time of day, day of week, seat occupancy, and course size vs actual enrollment.
- Provide an overview of leading practices in scheduling policies, standard definitions and scheduling strategies.
- Provide an overview of various means and methods of optimizing utilization of instructional space.
- Make specific recommendations for improvement suitable for NCATSU. At a minimum, the recommendations should address the following questions:
  - ❖ How much instructional space is allocated? And who owns it?
  - ❖ Is there space that is inefficiently configured that a renovation project would allow for better utilization of space?
  - ❖ Is there space that is inefficient for classroom or teaching labs that with a small renovation effort could be more productive? Are there collaboration opportunities?
  - ❖ What standard meeting patterns would optimize utilization of existing classrooms without jeopardizing the ability of students to graduate on time?
  - ❖ What are best practices for scheduling: non-standard meeting patterns, exam times for on-line classes, exams held outside normal class period, and hybrid courses?
- Assess the current process for scheduling of instructional space and recommend one or more approaches to improve efficiency, effectiveness, compliance, and scheduler satisfaction.

## **Offices and Support**

- Interview individuals from across all divisions/departments in small groups or individually.
- Make specific recommendations for improvement suitable for NCATSU. At a minimum, the recommendations should address the following questions:

- ❖ Are there opportunities for shared support spaces?
- ❖ How much office and support space is allocated? And who owns it?
- ❖ Is there space that is inefficiently configured that a renovation project would allow for better utilization of space?
- ❖ Are there opportunities for better utilizing existing office and support space to improve service delivery and better support the university's mission and vision?

The Consultant will be required to participate in the following meetings for each of four study phases:

- Kickoff meeting with University Space Planner;
- An estimated 10-20 hours interviewing applicable campus stakeholders (additional hours may be required to develop a complete picture if necessary);
- Meetings with University Space Planner as needed to review Consultant's progress and discuss draft submittals.

The Consultant shall provide a space utilization and optimization analysis report. The report must include sections that summarize the data collection process, study methods, analysis, results, recommendations, and conclusion. At a minimum, the space utilization and optimization report shall include:

1. A concise executive summary;
2. Clearly stated and communicated goals and objectives;
3. Summaries by departments, schools and colleges, and divisions as applicable to the space type – space type/usage and space conditions;
4. Clear and accurate graphics and presentations that communicate the methods and outcomes;
5. Analysis and recommendations of other standards, comparisons and recommendations; and
6. Appendices that include relevant detailed information that supports the conclusions of the report.

The Consultant shall prepare and present to University Space Planner preliminary findings that include observations, results of analysis, and recommendations. The Consultant shall prepare and present a final summary presentation which shall include an overview of the study purpose, design, results and conclusions that can be used for internal information and dissemination. The Consultant shall provide a review period for each draft submission of the report and final summary presentation. The Consultant shall integrate review comments and respond to questions in the preparation of the final report and summary presentation. The final report will be provided in both electronic and printed forms and will become the sole property of the University. Study data will be provided to the University in electronic form in an agreed upon format. NCATSU shall own all deliverables resulting from this project and must be able to use the deliverables as NCATSU deems in its best interest.

The proposed schedule is as follows; final schedule will be determined upon selection of organization:

- University Utilization and Optimization Analysis Contract Award – June 2019
- Initiate Project – June 2019

- Interviews, Research, & Data Gathering – June & July 2019
- Presentation of Preliminary Findings – August 2019
- Draft Report and Final Summary Presentation – August 2019
- Complete Project and Deliverables - September 2019

Proposals shall consist of the following information:

1. A cover letter signed by an officer or member authorized to bind the firm to the proposed fees, rates, and terms. The cover letter shall include the name, address, and email address for the contact for the solicitation.
2. Summary of the qualifications and experience of the firm - Provide a brief narrative describing your firm's experience determining campus space needs and assessing space utilization on a campus-wide level, as well as experience developing and using metrics that are specific to an institution in addition to applying national metrics. Provide a brief narrative describing your firm's experience assessing class scheduling guidelines, practices, and processes. Provide information for at least three (3) analyses that included class scheduling guidelines, practices, and processes as a primary or secondary component. Provide information for at least three (3) space utilization analyses that have been performed with a similar scope. Describe the work that was performed, the dates of the work, approximate value, and provide contact information for each of these projects including the institution's name, contact name, contact phone number, and contact email address. References may be contacted at any time during this process.
3. Personnel Resume - Provide a resume for the lead consultant and, if applicable, any other key staff proposed, detailing qualifications and experience suitable for the project and describing how the team will interface with NCATSU.
4. Proposed Workplan - Provide information regarding the approach that the firm will take and the tools to be utilized to perform the scope of work. Provide a recommended schedule of effort for the engagement. The level of effort should be resource loaded so that NCATSU is able to understand the anticipated level of effort for each member of the team, as well as the required level of effort for NCATSU.

Firms shall be shortlisted based on their proposal responses. Shortlisted firms may be required to attend an interview either in person or via Skype. These sessions are anticipated to be held on June 3, 2019. The lead Consultant and/or Key personnel are to set aside this date on their calendar to avoid scheduling conflicts.

For additional information or if you have any questions regarding this solicitation, please contact Sharika Cochran, University Space Planner. All questions shall be submitted by May 17, 2019 by 5:00 pm EST to allow for sufficient time to respond before proposals are due. All questions shall be provided in writing via email (Sharika Cochran - [SDCochran@ncat.edu](mailto:SDCochran@ncat.edu)) for ease of distribution within NCATSU. Questions and responses shall be provided to all other proposers without identification of the inquiring firm. All proposals shall be submitted by May 28, 2019 by 1:00pm EST to the DeHuguley Building, 602 North Benbow Road, Greensboro, NC 27411 Attn: Sharika Cochran in accordance with project solicitation;  
<https://www.northcarolina.edu/apps/finance/vendors/opportunities.htm>.