

WILLISTON STATE COLLEGE
2015-16 MASTER PLAN



1.29.2016

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Section I | Overview

Background

WSC

Establishment

The University of North Dakota first offered extension classes in Williston during the fall of 1957. In 1961, Williston State College, then known as the UND–Williston Center, founded its own resident campus, faculty, and curricula through a contractual arrangement between UND and the Williston School District #1. This arrangement continued until July 1, 1984 when the North Dakota State board of Higher Education assumed responsibility for the College. What was once the UND–Williston Center became UND–Williston.

In 1999, legislative action expanded the College's mission to include workforce training and resulted in UND–Williston's transition to an autonomous campus renamed Williston State College.

People

WSC proudly employs 121 full-time benefited individuals (14 Executive Cabinet members, 91 staff, and 31 faculty). In addition, WSC employs 138 temporary/part-time individuals as adjunct faculty, contract trainers for TrainND Northwest, student workers, etc. Collaboratively, all 259 employees work together to create a well-rounded, diversified learning environment. The College believes its motto, "Where the People Make the Difference," is not just a saying, but a reality.

Mission

WSC's mission is to provide accessible, affordable, life-changing, and life-long educational pathways to residents of North Dakota, the Upper Plains, and beyond.

Academic Offerings

The College offers the following degree options:

- A Certificate of Completion is awarded upon the completion of an undergraduate course of study that requires 15 credit hours or less.
- A Certificate is awarded upon the completion of at least 16 career-technical credit hours that aim to impart career skills and five general education credits.

- An Associate in Applied Science is awarded upon the completion of 62 credit hours, including 15 general education credits, in a career technical area.
- An Associate in Arts and Science is awarded upon the completion of 62 credit hours consisting of courses in diverse, introductory level material in preparation for transfer to a baccalaureate program.

Distance Delivery Programs

The College offers transfer and career and technical programs in a flexible format, including online, hybrid, and early entry courses. Approximately 53% of spring 2015 students were enrolled in at least one online course. The College also partners with four-year institutions, thereby providing students the opportunity to complete bachelor degrees from other campuses using interactive video equipment (IVN).

Campus & Additional Locations

WSC, a public two-year college, is the only higher education opportunity for many individuals living in northwest North Dakota and northeast Montana. The main campus is located on 80 acres in Williston, North Dakota, while WSC's Workforce Training Campus, or TrainND, is located on eleven acres in Williston's East Industrial Park.

TrainND

Establishment

The workforce training system resulted from a 31 member statewide task force on workforce development and training formed in 1998 to research "best practices" in other states and to design a more effective workforce training system in North Dakota. This initiative was coordinated by the Greater North Dakota Chamber of Commerce and resulted in a proposal for the North Dakota University System and the state legislature. These recommendations were enacted into legislation during the 1999 session. The primary purpose of House Bill 1443 was to develop a world-class workforce training system in North Dakota. The key components include: the establishment of four service regions within the state; designation of primary responsibility for providing workforce training for business and industry to four two-year colleges in the ND University System; the establishment of local advisory boards; financial support from state funds, local/regional funds, institution support and training fees; and the development of collaborative relationships.

Mission

The mission of the four TrainND regions is to provide training for North Dakota business and industry enhancing their ability to compete globally.

The roles and responsibilities of the local advisory boards, as defined by the State Board of Higher Education, are to:

- Make recommendations concerning priorities of the workforce training region
- Assist in identifying skill shortages and workforce training needs
- Provide input for preparation of the business plan and make recommendations for the plan's funding
- Provide connections between institutions and business, labor, and industry associations
- Assist with establishing strong and effective partnerships with other NDUS institutions and all other related colleges, organizations, and agencies
- Provide fundraising support, when necessary, to achieve the goals set forth in the business plan for the workforce training region
- Assist the College and Technical Education Council with the development of performance measurements for workforce training
- Serve as an advocate for workforce training
- Assist with preparation or review of annual workforce training reports

WSC & TrainND Campuses

The following buildings make up the two campuses.

WSC

Stevens Hall – Renovated December 2014, Stevens Hall houses classrooms, the Learning Commons (library), Student Services, the Teton Grill, Andrea's (campus bookstore), the Skadeland Gymnasium, the Teton Lounge, the Student Life Office, and administrative, staff, and faculty offices.

Science Center – Constructed in 2011, the Science Center houses four state-of-the-art labs and faculty offices for instructors of biology, anatomy, physics, and chemistry.

Leonard P. Nelson Health and Wellness Wing – Constructed in 1975, the Leonard P. Nelson Health and Wellness Wing houses classrooms and offices for the Health, Physical Education, Nursing, and Massage Therapy programs.

Thomas Witt Leach Complex (The Well) – Completed in 2004, the Well boasts a 2,200-seat sports arena, a walking track open to the community, a fitness facility, and additional faculty and athletic offices.

Crighton Building – Constructed in 1977, the Crighton Building was expanded in 1993. Until fall 2015, the Crighton building housed TrainND, faculty offices, classrooms, and labs. Since TrainND's relocation, the Crighton Building now houses the Diesel Technology program, which includes a faculty office, classroom, and shop; Student Success Center with its offices, classrooms, and learning labs; and the Continuing Education and Conference Services Departments. These two departments work closely together providing enrichments classes, workshops, kids programs, and rentals to the community.

Art Wood Building – Constructed in 1972, the Art Wood Building previously housed faculty offices, classrooms, and shops for the Automotive Technology and Welding programs. Since the Welding program's move to the Western Star Career and Technology Center, or CTE, and the Automotive program's termination, the Art Wood Building now houses the Williston School District #1's automotive program and is used as a warehouse.

Western Star Career and Technology Center (CTE) – Completed in 2010, the CTE Building houses business, technology, art, welding and petroleum classrooms, labs, and faculty offices. Marketing also occupies this building.

On Campus Housing – The largest residence hall at 60,800 square feet, Frontier Hall houses a maximum of 171 students. Nelson Hall, the second largest, houses 17 students. Manger and Abramson Halls both house 4 students.

Phil Rabon Baseball Field and Softball Field – The Phil Rabon baseball field was constructed in 2003 and is home to Teton baseball. A softball field was added in 2015 and will become home to Teton softball. Both fields are regulation sized and are located on the north side of campus.

TrainND

The Workforce Training Centre (TrainND) – Completed August 2015, the Workforce Training Centre is located a short drive from WSC's campus at 415 & 421 22nd Ave. NE. The new TrainND campus, at 29,300 square feet, contains 12 classrooms and a computer lab for training, a nursing lab, high bay space, offices, and a small kitchen/cafeteria area.

Section II | Planning Assumptions & Drivers

Master Plan Preparation

The College President oversees and provides guidance in the preparation of the Master Plan. The initial Master Plan draft was prepared by the Executive Cabinet. Several College documents were utilized in developing the draft document.

Allied Health Program History

During March 2012, representatives from western North Dakota hospitals, the UND Medical School, WSC, and government officials met to review the critical and emergent healthcare needs facing the region.

In December 2013, the group met again, further identifying the unprecedented as well as increasing healthcare challenges still unaddressed in western North Dakota. The group identified 16 healthcare occupations as critical human resource shortages and decided to explore the creation of an Allied Healthcare Training Facility that, like Bismarck's Horizon Building, would address the region's training needs.

Previous conversations discussed the possibility of Mercy Medical Center housing such a facility. However, upon further review, the addition of critical short and long-term housing, and given WSC's Master Plan, the group identified WSC as the optimum place for NDUS to launch a collective training effort.

WSC agreed to spearhead the request from healthcare providers to lead a collective team of university representatives to address healthcare training in northwest North Dakota. In February 2014, the UND School of Medicine and the Health Sciences Advisory Council endorsed this decision. Follow-up conversation was communicated and positively received by the Chancellor as well as the Presidents of UND and NDSU.

Allied Health Program Needs Analysis

"Mercy Medical Center has 50 out of 500 positions to fill at any given time," said Grimshaw, chief executive officer. When \$5,000 sign-on bonuses offered to attract nursing recruits didn't get enough takers, Grimshaw persuaded the parent company, Englewood, Colorado-based Catholic Health Initiatives, to build a \$12 million, 68-unit apartment building near the hospital.

"We're facing some of the greatest staffing challenges we've ever encountered," Grimshaw said, sitting behind a desk piled with technical drawings and construction layouts. "This is a most unique situation really in America."

-Bloomberg Personal Finance |February 20, 2013

The primary drivers of healthcare workforce needs in North Dakota are population age and size. North Dakota has one of the most elderly populations in the nation; it is second only to Rhode Island in the percent of its population over 85, and fifth in the fraction of its population over 65. Additionally, life expectancy in North Dakota is above the national average. There is a burgeoning need for adequate healthcare services that meet the demands of North Dakota's aging population given that, as we age, we consume more healthcare resources.

The second driver is population growth. Although almost unimaginable before the explosive growth in the Bakken region, the population of North Dakota is predicted to increase significantly over the next 10-15 years. As the population grows, so too does the need for providers.

North Dakota's aging, and growing, population will continue to increase the demand for healthcare services, and as a result, the physician and other provider workforce needs.

A particular issue for rural states like North Dakota is a mal-distribution of providers, as providers tend to cluster near larger population areas. Primary care providers, especially family physicians, tend to be distributed more evenly than specialists; however, on average, primary care providers also tend to favor larger population centers. As a result, rural areas are often short of providers, including the primary care providers that are needed most. Even non-physician providers like nurse practitioners and physician assistants (PAs) tend to practice in more populated areas; however, PAs show the best balance overall between rural and non-rural areas.

To meet these challenges, the UND School of Medicine and Health Sciences is implementing the Healthcare Workforce Initiative (HWI), a four-pronged approach to address the state's present and future healthcare workforce needs. HWI aims to reduce disease burden, retain more graduates for practice in North Dakota, and improve the efficiency of the state's healthcare delivery system. Most importantly though is the expansion of class sizes. Merely increasing medical school class sizes does not necessarily increase the number of doctors produced. However, since doctors are required to complete residency training after medical school to practice in North Dakota; the number of residency slots has been largely frozen by the federal government for a decade and a half. Accordingly, the North Dakota Legislature

has provided appropriated dollars to fund an equivalent number of residency slots as new medical student slots so that more physicians will be produced for service in North Dakota. The initial phase of the residency expansion program currently has added rural family medicine residency positions in Williston in conjunction with the Center for Family Medicine in Minot.

The proposed Allied Health program will supplement and complement the HWI by providing expanded healthcare training opportunities for a wide variety of providers in the western part of the state. An important aspect of the program will be an inter-professional approach to education, where selected faculty members will help instruct students from various disciplines. This strategy will accomplish two important objectives: (1) keep program costs to a minimum, and (2) foster inter-professional and collegial team-based approaches that will be increasingly important as a way to maximize the impact of the state's healthcare dollars.

Allied Health Programs Operational Program Issues

The lack of instructional space to accommodate the specialized teaching techniques, and the technical and storage requirements are the most significant impediments to the Allied Health program.

Allied Health Programs Vis a Vis Campus Growth & Local Initiatives

Population, housing, and employment growth in the College's service area far exceed statewide growth rates. As explained by *The Atlantic's* Marky Byrnes, "In the middle of an oil boom, Williston, North Dakota, can't build housing fast enough. In fact, it's growing so fast that last year's Census Bureau estimates that its population doubled from 14,700 in 2010 to 26,700 today [2014]."¹

This growth continues to put increasing pressure on the College and the University System to serve the demands for healthcare training for students and area employers. The resulting growth in the number of students and businesses served will subsequently place increasing pressure on the current College facilities' ability to provide the necessary training to meet those regional needs.

Integration with Campus Goals, Objectives, & Master Plan

WSC is known as one of the premier colleges in the Northwest for technical training. The Nursing Program is one of WSC's premier programs and is a lead in the Dakota Nursing Program. The Dakota Nursing Program is nationally recognized as an outstanding collaborative effort in meeting North Dakota's healthcare needs.

¹ <http://www.theatlanticcities.com/housing/2014/02/north-dakota-town-where-rent-really-really-high/8438/>

- The Allied Health program and proposed Allied Health Building ensures a quality educational program and training that meets a proven student need for specialized education in healthcare.
- This project directly enhances WSC's ability to leverage partner colleges and universities to meet its goal to provide responsive programs that support the learning and success of its diverse student population while meeting regional healthcare training demands.
- This project meets the stated institutional goal to provide an environment that is conducive to student learning, physically accessible, safe, secure, healthful, and ecologically sensitive.
- This project will meet WSC's goal of responsibly managing its resources.

Allied Health Building Coordination of Partnerships with Regional University System Initiatives

The Allied Health Building would be the second of its kind in North Dakota, modeled after NDUS' Horizon Building on Bismarck State's campus. Serving as an important link for community development and individual opportunities, the Allied Health Building would provide partnerships and educational programs, serve as an interactive "hub" for delivering instruction, and offer student learning resource support services to address escalating healthcare needs in northwest North Dakota.

A new residency program with the University of North Dakota School of Medicine and Health will have medical graduate students doing training in Williston. Residency training in the Williston area will be primarily focused on rural medicine, as more practitioners are needed in rural areas of the county.

WSC has taken a leadership role in northwest North Dakota in developing employment programs and worker retraining. The Allied Health Program would provide workers and high school graduates with an excellent opportunity to train for jobs in the healthcare industry. NDUS, through its various colleges and universities, has worked closely with employers, social service agencies, community organizations, and local hospitals to provide technical training, case management, and other support services. The result of this policy has been a steady growth in specialized instruction to address the demands of this region. The proposed project, providing certifications and degrees in various healthcare fields, is a key part of NDUS stated policy.

Allied Health Programs Addressed by the Project

The proposed project will provide academic classrooms, clinical skills laboratories, simulators, auditorium, prep-rooms, offices, and storage space for several Allied Health programs. These programs include:

- Physical Therapy Assistant
- Occupational Therapy Assistant
- Nursing
- Pharmacy Tech
- Lab Tech
- Medical Assistant
- Dental Assistant

Strategic Planning Conformance

WSC Enrollment Projection 2015-21

	Fall 15	Fall 17	Fall 19	Fall 21
Headcount	1038	1141	1245	1349
Full-Time Equivalences	738.48	812.32	886.17	960.02
Full-Time Student Headcount	603	663	723	783
Part-Time Student Headcount	435	478	522	565
Full-Time On-Campus Student Headcount*	337	370	404	438
Students enrolled in classes at WSC, but attending another NDUS institution	10	11	12	13
Students attending classes at WSC, but enrolled in a class from another NDUS institution	4	4	5	5

*Total Headcount | ONLINE ONLY headcount-11.5 or below enrollment=full time on-campus headcount.

Enrollment Projection 2015-21 SWOT

Strengths	Weaknesses
Renovated Spaces/Landscape Community Partnerships Current Enrollment Available Space for New Facilities Increased Enrollment K-12	Number of Full Time Faculty Staff Experience Overall Student Affordability Advising Consolidated Recruitment Efforts Bandwidth Aging Facilities (Allied Health)
Opportunities	Threats
Increased enrollment K-12 New Programs New Articulation (2+2) Partnerships Campus Diversity Online Expansion Documented Student Success Upon Departure Early Entry Expansion / New WHS Potential Clients (TrainND, community)	Significant Scholarship Changes Significant State Funding Changes Significant Economic Changes K-12 Enrollment Changes Baccalaureate Opportunity (UM) Online programs from other institutions

Current & Projected Outreach & Training Programs

Extended Learning Department

The Extended Learning Department supports the integration of technology into learning for all delivery methods: i.e. online, interactive video, traditional classroom, and hybrid. It provides technical support for users of the learning management system, interactive video system, and other related technologies. The Department is a resource for evaluating new technologies and assisting in implementing technologies into learning.

Adult Learning Center

The Adult Learning Center champions academic student support on campus and assists the Enrollment Management team in identifying and supporting student subgroup needs. The Center provides academic student support through supplemental instruction, e.g., ELL, GED preparation, etc. The Center communicates and develops processes to address student subgroup needs through Instructional Cabinet and the Enrollment Management Team.

Continuing Education Department

The Continuing Education Department extends WSC's resources by providing excellent service for life-long learning through quality, educational programs for community and professional development, as well as personal enrichment. Continuing Education is comprised of: credit and non-credit courses leading to certification, recertification, or personal enrichment; kids' programs which provide fun, educational classes for area children; and the Department provides for planning and providing conferences and workshops.

TrainND

TrainND's need-based offerings reflect workforce and community education relevance. TrainND's Community Education and WSC's Instruction Division co-curricular opportunities combine to meet regional societal needs. Personal enrichment, cultural experience, social interaction, and personal expression are all provided in WSC's continuing education offerings. TrainND Northwest uses an interactive process involving participants, businesses, clients, instructors, staff, the advisory board, and the TrainND CEO to establish program outcomes. TrainND Northwest's Advisory Board assures the relevancy and alignment of its offerings to community, employers, and their employees. This is achieved through response surveys and achievement of degree objectives that provide feedback for analysis.

Enrollment & Facilities: Connecting the Dots

The Williams County Scholarship program, begun in the fall of 2015 and sponsored and funded by the WSC Foundation, provides tuition and textbook support for students who graduated from a Williams County high school and wish to attend WSC. This scholarship surpassed expectations, funding the education of 350 Williams County students who account for over 1/4 of all enrolled students. This scholarship, along with changing economic conditions and returning students, were the two driving forces behind a 24% increase in headcount and a 38% increase in FTE over the fall of 2014.

Looking toward the spring of 2016, the Williams County Scholarship will again be a major factor in what is projected to be another semester of significant enrollment growth. Furthermore, there are plans to continue the scholarship for as long as oil lease revenues can sustain it, and discussion to expand the scholarship opportunity into the surrounding areas of McKenzie, Divide, Burke, and Mountrail counties.

Based on evident enrollment trends, driven by a slowdown in the oil economy and expanding scholarship opportunities for WSC students, a five year projection points to an enrollment increase of 30%. This growth exposes a number of facilities challenges for WSC.

1. WSC's classroom footprint is designed to serve roughly 800 students and the classrooms (800-1000 square feet) are limiting in size and availability throughout the regular school day. There is also no classroom space on campus to accommodate large groups of 30-50 students, such as one would typically find in a lecture-based classroom for Psychology, Western Civilization, or History. One or more large lecture type classrooms are needed as an addition to current facilities. For further information on facility utilization and space, please refer to Appendix C.
2. WSC does not have a current area to serve as a hub for intake and registration services to accommodate multi-sized student groups needing help with application, registration, financial aid, or advising. The current Student Services' area footprint provides very little meeting privacy, a congested work space, and room to accommodate 2-3 students at best. An increase in student population requires an increase in those areas of campus that provide direct student support.
3. While an increase in enrollment does not typically mean that cohort-based programs with specific enrollment caps (i.e., Nursing) can be expanded, rising enrollment coupled with increasing regional labor needs can be a driving force for new program creation. Specifically, there is an identified need for an expansion in health-related training fields at WSC, particularly the creation of a Certified Dental Assistant program and an expanded Nursing program. However, these ideas are dependent on an addition and/or remodeling project for the classroom and laboratory wing that currently houses the Nursing and Massage Therapy programs. Without more

instructional space and an upgraded clinical lab facility, existing programs and any proposed programs cannot be supported with existing facilities.

4. Along similar lines, the identified interests of prospective future students as well as current labor trends point to the need for a CTE program in the general areas of maintenance technology, preventative maintenance, and fabrication/machining. Although WSC does not offer such a program, there is instructional space for expansion both within and as an addition to the CTE Building.

As in the case of any expansion to the Leonard P. Nelson Health and Wellness Wing, the addition of a new CTE lab in the Western Star Building would also entail state-of-the-art equipment and technology so industry needs can best be met. Bricks and mortar without the supporting infrastructure of lab equipment and technology can doom a new program as fast as any other factor, so building projects of this type need to be planned both inside and out.

Future Facilities Opportunities

Several programs anticipate change in the coming six years. Student Success, Adult Education, Manufacturing and Fabrication, and Allied Health programs all expect enrollment increases.

1. **Student Success** – A plan is currently being developed that will allow for a collaborative center to serve student needs consisting of a central intake and information area, student testing facilities, meeting and counseling rooms, and office space for student advisors. Bringing this initiative to fruition will involve revising and remodeling the current student lounge at WSC as well as the area formerly used as the Teton Bookstore. Both areas are located in the Leonard P. Nelson Wing.
2. **Adult Education** – Adult Education is currently housed in the Crighton Building and the area is in need of handicapped doors, restrooms, and testing/classroom facilities. Looking at future program needs, an instructional space with two large classrooms, three offices, and one secured and observable testing space for GED testing would be optimal.
3. **Manufacturing and Fabrication** – The next logical step in expanding the WSC's CTE programs would be a remodeling effort in the Western Star Building that would accommodate a new program in Precision Manufacturing/Fabrication. A program of this type based on millwrighting and CNC technology would be a perfect counterpoint to WSC's existing Welding program and placement in adjacent spaces would allow for the use of equipment common to both programs.
4. **Allied Health** – Room for program expansion in the Allied Health area of Stevens Hall will be necessary to accommodate any new programs in the health-related area.

Specifically, room to accommodate a Certified Dental Assistant program with office, lecture, and laboratory space will be needed to support such a program.

WSC Facilities and Technology needs limit the success of these programs in many ways:

- **Bandwidth** – WSC offers programs via IVN and other electronic means that are severely impacted by limited bandwidth. To properly serve our current and future students in the rural communities of western North Dakota, WSC requires additional bandwidth. The extent of required bandwidth has yet to be determined. The College requires the services of professional telecommunications engineers to make this determination.
- **Facilities** –
 - *Stevens Hall* – Recently renovated Stevens Hall is in good condition and requires no major repair work. However, there is no centralized means of communicating with occupants and outside camera surveillance is limited.
 - *Science Center* – The Science Center is in good repair save for an issue with the sewage system. The sewage system backs up on occasion and requires cleaning more often than expected. This is a health and safety issue and must be rectified. In addition, there is no centralized means of communicating with occupants and outside camera surveillance is limited.
 - *Leonard P. Nelson Wing* – Constructed in 1975, the Leonard P. Nelson Health & Wellness Wing has heating and cooling issues that need to be resolved. In addition, the space is dated where housing a modern Allied Health program is concerned. The Skadeland Gym, Student Life, and the Leonard P. Nelson Wing's second floor all need extensive renovation. All WSC athletic programs use the Skadeland Gym and the gym houses many community and student services events. This gym requires extensive floor repair and would benefit from modern, cost efficient LED lighting, as well as a functioning Scoreboard/PA system. Heating and cooling this area is also an issue with the largest impact on the second floor above Student Life. This area houses the Music Department and several offices, including the President's Office. This portion of Stevens Hall requires extensive renovation due to inadequate heating and cooling, poor lighting, plumbing issues, and a roof in need of repair. In addition, there is no centralized means of communicating with occupants and outside camera surveillance is limited.
 - *Thomas Witt Leach Complex (The Well)* – Built in 2004, the Well is in a good state of repair save for the gym floor that needs refurbishing. However, as in other areas, there is no centralized means of communicating with occupants and outside camera surveillance is limited.

- *Crighton Building* – The Crighton Building is a metal building that was constructed in 1977. There are health and safety issues associated with this building including inadequate ventilation, deficient heating and cooling systems, plus ADA compliance issues. Both, the Adult Education and Diesel programs will require new facilities sometime in the next six years. Again, there is no centralized means of communicating with occupants and outside camera surveillance is limited in this area.
- *Art Wood Building* – The Art Wood Building is a metal building constructed in 1972 originally purposed as an Automotive Technology Training Facility. WSC no longer offers Automotive Technology Training and will repurpose this building in May 2016. The Art Wood Building will house WSC's Campus Services Department and will be used for warehousing, fleet maintenance, heavy equipment storage, and office space. The exterior and floor of this aged building is in need of repair and painting, and there is no centralized means of communicating with occupants and outside camera surveillance is limited.
- *Western Star Career and Technology Center* – Completed in 2010, this building houses several programs. There are five large bays with garage doors in this building. None of these bays have floor drains and water penetrates all the garage doors. There is no centralized means of communicating with occupants and outside camera surveillance is limited.
- *Frontier Hall* – Frontier Hall was completed in 2011, yet this building requires repair due to water and air penetration issues. WSC is in contact with the architects and the builder concerning these issues, but has not had any resolution. Repair costs are potentially great. In addition, Frontier Hall has no back-up generator, no central means of communication and stairwell doors can be forcibly opened without keys.
- *Abramson Hall* – This small four apartment dormitory was renovated in 2009 and is in a good state of repair. However, there is no centralized means of communicating with residents and outside camera surveillance is limited.
- *Manger Hall* – This small four apartment dormitory is in need of a new boiler. Please see the list of required HVAC repair work. The interior of the building needs remodeling. In addition, there is no centralized means of communicating with residents and outside camera surveillance is limited.
- *Nelson Hall* – The interior of this small eight room dormitory should be remodeled. In addition, there is no centralized means of communicating with residents and outside camera surveillance is limited.

- **Parking Lots** – R-1 and R-2 require lighting for health and safety purposes. R-3 requires resurfacing and lighting. Parking Lot C4 requires lighting.
- **Sidewalks and Lighting** – For health and safety purposes, WSC should install approximately 600 feet of sidewalk with lighting along the north side of Clark Street, joining the sidewalk along University Avenue with the sidewalk on the south side of the new softball field. Another 60 feet of sidewalk is required along the west side of the Science Center to extend existing sidewalk to a new termination point where Lewis Avenue and Clark Street intersect.
- **HVAC Control System** – The HVAC systems of Stevens Hall and Frontier Hall are both managed by a new Johnson Controls system called Metasys. The Well, the Leonard P. Nelson Wing, the Science Center and, the CTE building are controlled by earlier versions of Johnson Control systems. The remaining buildings have no HVAC control system outside of thermostats.
- **Fire Waring Systems** – WSC employs Simplex/Grinnell fire alarm systems on Campus. However, these systems have no centralized control, i.e. they are not interconnected.

Maintenance & Facility Condition Standards

WSC has not established an institutional standard to measure the levels of maintenance or the condition of its facilities. However, WSC has examined various standards information and has been following the APPA's Total Cost of Ownership (TCO) Standards Initiative. WSC may elect to establish TCO standards once the APPA's ANSI TCO standards are published.

Notwithstanding the above, WSC uses ASHRAE standards in evaluating HVAC equipment life expectancy. Please see Appendix A.

Life Safety / Risk Assessment Concerns & Projections

WSC's original campus was built in 1967. Additional construction occurred in 1972, 1978, 2004, 2010, 2011, and 2015. Much of the early construction projects predated ADA and other modern construction standards, and facility life expectancies are coming to an end. As such, there are numerous opportunities to update facilities' life safety needs at WSC.

Life Safety Needs:

- Remodel the Leonard P. Nelson Wing
- Replace and install additional street lights
- Install additional sidewalks
- Install additional security cameras
- Install and utilize a unified keying/door access system
- Install and utilize a unified Simplex/Grinnell Fire Alarm System

- Install and utilize a campus wide PA system
- Install and utilize a unified HVAC control system
- Replace Nelson Hall's boiler
- Install floor drains in the CTE Building
- Ensure ADA compliance in the Crighton Building and southeast corner of the Thomas Witt Leach Complex
- Incorporate additional ADA compliant parking
- Pave the R-3 parking lot

Section III | Facility & Physical Infrastructure Goals: 6 Year Outlook

This section illustrates the Program/Enrollment, Deferred Maintenance, and life safety needs that are resolved through some form of facility/infrastructure investment.

Program & Enrollment Driven Needs

Wireless

WSC's current wireless infrastructure with exception to Stevens Hall is too sparse and will need to be scaled up to meet the future demands of students and personnel.

The Meraki access points present a wireless issue as many of them were installed in hallways. A wireless access point operates at peak efficiency when unobstructed. For example, in the Leonard P. Nelson Wing, wireless access point are in the hallway. Not only does the wireless signal need to pass through a wall, but more than one classroom is attempting to reach one access point. It is possible that, due to budget restrictions, these access points were sparingly installed. Additionally, some of these access points may have been configured incorrectly. The result is a bottleneck when faculty, staff, and students attempt to connect multiple wireless devices to limited, or in most cases the same, wireless points.

The solution would be to add more access points in problem areas to provide Wi-Fi Density. Ideally there would be an access point in every classroom, or two for larger classrooms, instead of one access point for every two to four classrooms. WSC was advised by NDUS to hold off on replacing the wireless system in case it is decided to standardize wireless networks. However, the current wireless infrastructure for a sizable amount of campus is unsustainable given the increasing number of personal devices per individual and foot traffic on campus.

Online Storage Capacity

Current online storage capacity is limited; however, once the migration to the NDUS servers is complete and file relevancy is addressed, the Dove shared file size will increase from 149 Gigabytes to one Terabyte.

Allied Health

With increased enrollments and changing technologies, the Allied Health department's allocated space is too small and needs updating.

North/South Road Improvement

Currently North/South College traffic on the west side of campus is served by University Avenue, which is a busy thoroughfare. North/South traffic on the east side of campus is inadequately served by a very circuitous route that includes a worn dirt path. The College intends to eliminate this safety concern by building a new and improved North/South roadway on the east side of campus. Please see Appendix D for further detail.

Deferred Maintenance Priority Repairs

Leonard P. Nelson Wing

The second story of the Leonard P. Nelson Wing and the Skadeland Gym floor need repairs. During the summer of 2015, the roof leaked badly and a temporary patch was applied. The heating and cooling system does not heat and cool the building adequately and the rooftop unit needs to be replaced. The pneumatic HVAC controls need to be replaced as well. A secondary pump should be added to the glycol piping system to supply sufficient pressure to the second floor. The plumbing and electrical systems are outdated and constantly need repair. In addition, ADA parking should be added to the front of the building in the visitor's parking lot.

Nelson Hall

Nelson Hall needs a new boiler as the current boiler leaks and is badly corroded. Its useful life has passed and it does not perform optimally.

Crighton Building

The Crighton Building needs ADA door openers and parking facilities. In addition, the Lenox split unit systems need to be replaced and the diesel floor sealed and painted.

Frontier Hall

Frontier Hall must have its building envelope secured to prevent water leaks and subsequent mold issues. In addition, a back-up generator should be installed in order to provide emergency power.

Thomas Witt Leach Complex

The gym floor in the Thomas Witt Leach Complex needs to be repaired. In addition, the gym's two Train Intellipak systems will need to be replaced in 2020 at a combined cost of \$660,000.

Street Lamp Replacement

The street lamps along Clark Street, adjacent to Parking Lot C-2, and along Lewis Avenue adjacent to Stevens Hall are the College's original street lamps. There are a few of these lamps east of the Well and Frontier Hall. Except for light bulbs, parts are no longer available for these lamps given their age. These street lamps must be replaced in the near future for safety and security reasons.

Parking Lot R-3

The R-3 parking lot lacks a sufficient amount of gravel. Most of the lot is uneven and muddy when wet. This lot needs to be resurfaced, so people feel safe and comfortable using it.

Western Star Career and Technology Center (CTE)

The CTE building floor needs repainting and sealing given that the paint has worn off in many places. The CTE building also needs floor drains in each of its five bays.

Art Wood Building

The floor of the Art Wood Building hasn't been maintained for many years, and therefore needs to be sealed and painted.

Life/Safety/Security Priority Needs

Keying System

The College's keying system has been jeopardized as master keys were issued to individuals rather than room and suite keys. In addition, Stevens Hall was rekeyed in the recent renovation; however, the contractor failed to officially pass all of the master keys to WSC. Furthermore, a master key for the Science Wing, the Well, and/or the Leonard P. Nelson Wing will allow a person access to Stevens Hall. WSC is currently working with the contractor to rekey Stevens Hall while keeping in mind to rekey the entire campus with the same cores. WSC will reissue keys after the new cores are installed, thereby limiting access to doors and suites as appropriate. Building master keys will only be issued on a very limited basis.

Surveillance Cameras

Currently, WSC operates a limited number of cameras. These cameras focus on indoor locations and the current coverage of outdoor locations is extremely limited. Choke points around WSC's perimeter are not covered. Parking lots and the backs of buildings are also problematic areas. The installation of additional cameras would resolve the current issue of camera configuration and digital storage capacity would increase.

In October 2015, a request for proposal was awarded to Telemasters. The RFP covers new camera installation, storage, and networking equipment for the cameras. The new cameras will cover the perimeter of campus and will focus on entrances and exits, parking lots, and other identified problem areas.

Outdoor Lighting

Outdoor lighting is limited on campus. After walking around campus, WSC's President and Director for Facilities estimate 53 lamp posts are needed. The College lacks outdoor lighting in critical areas, including the south side of Frontier Hall, and the north side of Abramson, Nelson, and Manger Halls. In addition, lighting is needed around the CTE building and the walkway along Clark Avenue next to the baseball field.

Sidewalks

Walking around Campus is also encumbered due to insufficient sidewalks. The sidewalk along Clark Street coming from the Williston Area Recreation Center (WARC) ends at the intersection with the west side of the Bakken Loop. The College should continue the sidewalk from the termination point to University Avenue, thereby improving pedestrian safety. Another sidewalk extension along the west side of the Science Center would provide for better pedestrian safety. Total estimated length of these two sidewalk extensions is 700 feet.

Frontier Hall's Generator

The local fire department has recommended Frontier Hall have a backup generator for the purpose of providing emergency power to the dormitory. A backup generator would help ensure the building stays warm during a prolonged power outage. Though rare, such an event has occurred. A prolonged power outage in Frontier Hall could have devastating effects on people and property.

Public Announcement (PA) System

WSC's entire campus would benefit from a public announcement system. In the event of an emergency, the PA system could be used to alert all the people on and off campus of an emergency situation. In addition, a PA system, recommended by the local fire department, would assist in coordinating a response to any emergency situation.

Speed Bumps, Signage, & Crosswalks

The College maintains roadways. Some of these roadways are used by the public to cross campus on the way to the WARC and the WSC Foundation Apartments. These particular roadways are problematic for pedestrians as traffic tends to speed and ignore pedestrian needs. The installation of speed bumps, pedestrian crossings, and signage at strategic locations would enhance public safety.

Handicap Parking, Ramps, & Door Openers

Several locations around campus could be improved to accommodate handicapped individuals. The visitor parking lot has no handicapped parking and could benefit by providing such spaces on its west and east sides. Installing handicapped parking in this location would require retrofitting sidewalks with ramps, installing door openers, etc. In addition, the Crighton Building has no handicapped parking or door openers and could benefit from both.

Emergency Preparedness Plan (EPP)

WSC is updating its Emergency Preparedness Plan. Faculty, staff, and students have joined together to form a committee for this very purpose. Recommendations from local authorities are sought and improvements are planned.

Science Wing Sewer System

The Science Wing sewer system backs up and has been tended to three times throughout the 2015-16 school year. WSC will continue to monitor this sewer system very closely to determine if replacement is necessary.

Section IV | Inventory

College Real Estate Holdings

- 80 acre main campus
- 6 acres across North Dakota Parkway from main campus (special assessment value: \$71,000)

TrainND Real Estate Holdings

- Minot Rental (\$48,000/yr.)
- Tax ID: 01769006980600 (Special Assessment as of 10/30/15 Unbilled Principle \$12,941.79)
- Tax ID: 01769006980700
- Tax ID: 01769006980705 (Special Assessment as of 10/30/15 Unbilled Principle \$21,745.39)

Building Assets

- Please see Appendix B

Paving

- Roadways – 355,104 sq. ft.
- Parking Lots
 - C1 – 11,280 sq. ft.
 - C2 – 68,468 sq. ft.
 - C3 – 58,275 sq. ft.
 - C4 – 9,120 sq. ft.
 - VI – 21,415 sq. ft.
 - R1 – 20,520 sq. ft.
 - R2 – 23,278 sq. ft.
 - R3 – 20,520 sq. ft.
 - North 30 Min Parking – 730 sq. ft.
 - South 30 Min Parking – 1,850 sq. ft.
- Sidewalks – 118,368 sq. ft.

Infrastructure

- Number of boiler/glycol valve houses – 9 ea.
- Total linear feet of institution owned and maintained water mains – 7,200 ft.
- Total linear feet of institution owned and maintained sanitary sewer lines – 6,600 ft.
- Number of sanitary sewer manholes – 9 ea.
- Total linear feet of institution owned and maintained storm water mains – 3,600 ft.
- Number of storm water manholes – 4 ea.
- Number of transformers – 6 ea.
- Number of switches – 8 ea.
- Total linear feet of institution owned and maintained fiber optic cable, telecommunication cable (copper), or specialized data cable – 1,800 ft.

Outdoor Athletic Fields

- Baseball Field – 144,396 sq. ft.
- Softball Field – 58,556 sq. ft.
- Tennis Court – 12,960 sq. ft.

Greenspace

- Maintained – 914,760 sq. ft.
- Unmaintained – 419,760 sq. ft.

Space Utilization

- Space Inventory – 309,071 sq. ft.
- Total amount of assigned space – 239,085 sq. ft.
- List total amount of unassigned space (No. 1 less No. 2) – 69,968 sq. ft.
- Overall space efficiency (No. 3 divided by No. 1 and expressed as a percent) – 22.64%

Deferred Maintenance

- Total deferred maintenance, Type 1 Facilities – \$217,570
- Total deferred maintenance, Type 2 Facilities – \$116,000
- Total deferred maintenance, Utility infrastructure and paving – \$196,712

Appendix A

Williston Deferred Maintenance						
Life expectancy or life cycle of HVAC/R equipment is an estimate based on the history of the equipment. Aging factors include the environment that the equipment resides in and regular periodic maintenance. Operating the equipment according to manufactures recommendations can extend equipment life. The R-22 in some of the systems is no longer being produced and is slowly being phased out. The cost of R-22 will continue to increase dramatically and parts necessary for repairs will be increasingly difficult to find.						
Equipment	Area Served	Age	Life Expectancy	Replacement Cost	Improved Efficiencies	Plan to Replace
Hydro Therm Boilers (2)	Apartment	41	25 to 30	\$17,000	35%	2015
Issue for repairing:	The boilers are old and have had several repairs. Any repairs done to the boilers is a risk because the major failure shouldn't be a surprise.					
Trane Rooftop	Student Center	16	15	\$16,000	25%	2017
Issue for repairing:	Repairing could be an option, however cutting away the condenser fins to repair reduces the efficiency. Replacing the condenser is costly.					
Lennox Split Systems (4)	Crighton Building	21	15	\$30,000	30%	2017
Issue for repairing:	The systems contain R-22 which is no longer being made and one condensing unit has refrigerant leaks. Repairs should be expected due to age.					
Trane Intellipak (2)	Gym	22	15	\$330,000	20%	2020
Issue for repairing:	The systems have failed compressors and there are signs of normal wear and tear due to the age. Both units are R-22					
Pneumatic Controls	Stevens Hall	50	20	\$50,000	30%	2016
Issue for repairing:	This system is antiquated and there aren't many technicians that are trained on pneumatic controls. Parts are expensive and not always accessible.					
Carrier Chiller	Stevens Hall	16	20	\$70,000	25%	2025
Issue for repairing:	There are no signs of failure however due to age, parts will be more expensive and the chiller contains R-22 which is no longer being produced.					
Boss Air Makeup air	Stevens Hall	3	20			2032
	Filters need to be replaced monthly.					
Trane Rooftop unit	Stevens Hall	1	20			2035
Burnham Boilers (2)	Stevens Hall (bsmt)	1	25 to 30			2045
Trane Air Handling Unit	Science Wing	1	30			2045
Aaon Condensing Unit	Frontier Hall	2	20			2035
Various Heat Pumps	Frontier Hall	2	15			2030
Make Up Air Handler	Frontier Hall	2	20			2033
Aaon Condensing Unit	Technical Training Ctr	2	20			2033
Daikin Air Handler	Technical Training Ctr	2	30			2043

Appendix B

2015-17 FACILITIES DATA													
Building Name	Bldg. Inventory #	Replace Value	Bldg. GSF	Wood Frame		Masonry-Wood		Masonry-Concrete		Custodial	Perimeter Linear Feet	Institution/Agency	
				A/C	Non-A/C	A/C	Non-A/C	A/C	Non-A/C			Williston State College	
Main Bldg & Science Lab Addn	1	24,459,463	146,041					14,675,678	9,783,785	146,041	2,516		
Art Wood Bldg. (2)	2	1,956,680	18,960					978,340	978,340	18,960	529		
Crighton Bldg. (2)	3	2,235,042	21,000					1,117,521	1,117,521	21,000	740		
Petroleum Safety and Tech Center	4	1,267,668	7,500					760,601	507,067	7,500	370		
Western Star Career and Tech Education (1)	5	5,209,006	34,614					2,083,602	3,125,404	34,614	574		
Total Type I	5	35,127,859	228,115	0	0	0	0	19,615,742	15,512,117	228,115	4,729		
Heating Plant	6	766,841	1,512						766,841	1,512	156		
Art Wood Storage Bldg. (2)	7	250,491	1,800						250,491	1,800	180		
Concession Stand/Restroom	8	103,468	1,152		103,468					1,152	150		
Building & Grounds Shop (2)	9	191,406	2,800						191,406	2,800	220		
Total Type II	4	1,312,206	7,264	0	103,468	0	0	0	1,208,738	7,264	706		
Nelson Hall	11	469,848	4,540			70,477	399,371				216		
Manger Hall	12	441,954	4,176			88,391	353,563				184		
Abramson Hall	13	441,954	4,176			88,391	353,563				184		
Frontier Hall (2)	15	10,835,725	60,800					10,835,725			923		
Total Type III	4	12,189,481	73,692	0	0	247,259	1,106,497	10,835,725	0	0	1,507		
Total Type I and II	9	36,440,065	235,379	0	103,468	0	0	19,615,742	16,720,855	235,379	5,435		
Total Type I - III	13	48,629,546	309,071	0	103,468	247,259	1,106,497	30,451,467	16,720,855	235,379	6,942		
(1) Secondary and post secondary building													
(2) Steel framed													
g:\cathy\excel\Bldg\Bldg Budgets\2017-09 Budget\Capital Assets\Facil Data.WSC													

Appendix C

Please refer to the included Excel document entitled "Space_Utilization_WSC_Spring_2016."

Appendix D

