

Assessment Cycle 2023-2024

Capital Outlay and Special Projects

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Northwestern State University Mission. Northwestern State University is a responsive, student-oriented institution committed to acquiring, creating, and disseminating knowledge through innovative teaching, research, and service. With its certificate, 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.

Office of Capital Outlay and Special Projects Mission: The State of Louisiana funds major renovations and new construction on campus through the capital outlay process. As a requirement of the State Capital Outlay process, NSU annually submits a prioritized five-year plan for capital improvements to the State Legislature through the ULS Board of Supervisors and Board of Regents. This plan is the result of intensive university-wide planning efforts that include the Office of the President, the Office of Facility Services, the Facility Design and Development Committee, the Office of Academic Affairs and the Office of Finance and Administrative Services, with the President serving as the final decision maker. The Capital Outlay Director is responsible for communicating with appropriate state agencies, project managers, architects, engineers, and contractors during the planning and implementation of capital outlay and University- funded small capitalization projects and for assuring that all projects meet the stipulations set forth by state agencies and the bid process.

Methodology: The assessment process includes:

- (1) Data from assessment tools are collected by the Executive Director of University Affairs.
- (2) The Executive Director of University Affairs will analyze the data to determine whether the applicable outcomes are met.
- (3) Results from the assessment will be discussed with appropriate University staff.
- (4) Individual meetings will be held with staff as required.

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(5) The Executive Director of University Affairs, in consultation with university staff and senior leadership, will propose changes to measurable outcomes, assessment tools for the next assessment period and, where needed, service changes.

Capital Outlay

Service Outcomes:

SO 1. Ensure institution identifies capital outlay needs and develops a five-year capital outlay plan responsive to the university's six Strategic Focus Areas (The Student Experience, Academic Excellence, Market Responsiveness, Athletic Prominence, Community Enrichment, and Cultural Competence).

Measure 1.1. The Executive Director of University Affairs develops and submits a comprehensive Five-Year Capital Outlay Plan. The target is to complete and submit a Five-Year Plan by the University of Louisiana System (ULS) deadline. Target is 100% compliance by state directed deadline.

Finding. 100% of Target Met.

Analysis. The target was met in 2022-2023. The Five-Year plan was submitted in August 2022, before the deadline. Based on the 2022-2023 results analysis, a new Five-Year Plan was submitted in August of 2023 for 2023-2024. This year's plan included elevator upgrades, which received funding outside of capital outlay resources and resulted in its removal from future five-year plan submissions. Also included was the Friedman Union Alley renovation project, which was transferred to the deferred maintenance list. The Alost Hall project, included in the 2023-2024 Capital Outlay Five-Year plan, broke ground Fall 2023 and is expected to be completed by Spring 2025. As a result of submitting the New Five-Year Plan before the deadline, the target was met.

Decision. In AC 2023-2024, the target was met. Based on the analysis of these results, the Executive Director of University Affairs, in consultation with the University President and University administration, will submit a new Five-Year Plan for 2024-2025 before the September 2024 deadline. The Plan will incorporate any changes the administration requires and reflect any alterations necessitated by the State Legislature and House Bill 2. This includes the anticipated removal of the Kyser Hall Replacement and Athletic Fieldhouse Improvements projects due to receiving full funded status.

Measure 1.2. The Five-Year Capital Outlay Plan addresses the university's Strategic Focus Areas. The target is to address all six Strategic Focus Areas in the Five-Year Capital Outlay Plan (including The Student Experience, Academic Excellence, Market Responsiveness, Athletic Prominence, Community Enrichment, and Diversity, Equity, & Inclusion).

Finding. 100% of Target Met.

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As noted in Table 1, the Five-Year Capital Outlay Plan includes 13 projects: 13/13 address The Student Experience; 12/13 address Academic Excellence; 11/13 address Market Responsiveness; 5/13 address Athletic Prominence; 12/13 address Community Enrichment and 6/1 address Diversity, Equity & Inclusion.

Analysis. In 2022-2023, the target was met. Based on the analysis of the 2022-2023 results, each project listed on the 2023-2024 five-year plan addresses at least three of the Strategic Areas of Focus. During the 2023-2024 assessment year, the strategic planning committee reviewed the sixth area of focus: Diversity, Equity, and Inclusion. It was renamed Cultural Competence to foster a sense of institutional belonging where everyone can thrive and become their best. As a result, the 2023-2024 target was met.

Decision. In AC 2023-2024, the target was met. Based on the analysis of these results, in 2024-2025, the Executive Director will work with University President and University administration to monitor the progress and completion of projects that will be submitted in the new Capital Outlay Five-Year Plan while ensuring the University's Strategic Focus Areas are addressed with each project in the 2024-2025 year.

SO 2. Ensure institution completes capital outlay and special (small capitalization) projects within prescribed time and budgetary limits.

Measure 2.1. The Executive Director of University Affairs, in coordination with the State Facility Planning and Control Project Manager, ensures that all capital outlay and small capitalization projects are completed within the prescribed time limits stipulated in the bid process. The target is 100% completion within the prescribed time limits.

Finding. 100% of Target met.

Analysis. In 2022-2023, the target was met. Based on the 2022-2023 analysis review, University Affairs worked diligently to ensure projects stay on task and are completed on time. As shown in Table 2, four capital outlay / small capitalization projects were completed by the deadlines prescribed in the bid process. Five projects currently in progress and are scheduled to be completed on time in the next year. The Kyser Hall Replacement, formally known as Alost Hall, is progressing on time, with projected completion in Spring of 2025. Two projects are shown as pending due to state funding decisions. The completion of the projects fell within the prescribed time limits stipulated in the bid process. Therefore, the target for 2022-2023 was met.

Decision. Based on the analysis of the results from 2023-2024, in 2024-2025, the Executive Director of University Affairs will maintain familiarity with state capital outlay, small capitalization, and construction processes and deadlines to ensure projects are completed on time.

Measure 2.2. The Executive Director of University Affairs, in coordination with appropriate University staff, ensures that all capital outlay and small capitalization projects

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are completed within the prescribed budgets stipulated in the bid process. The target is 100% completion within the prescribed budgetary limits.

Finding. 100% of Target met.

Analysis. In 2022-2023, the target was met. Based on the 2022-2023 results analysis, the 2023-2024 projects were assessed throughout the year for budget review. Table 2 shows that five capital outlay/ small capitalization and/or special projects were completed during the 2023-2024 AC year within the budget requirements and limitations. The Executive Director of University Affairs ensured that all 2023-2024 projects were completed within the prescribed budgetary limits, therefore meeting the 2023-2024 target.

Decision. Based on the analysis of the results from 2022-2023, the Executive Director of University Affairs will maintain familiarity with state capital outlay, small capitalization, and construction processes. She will hold frequent conversations and project reviews with all parties involved to ensure projects are completed within the prescribed budgetary limits.

Comprehensive Summary of Key evidence of improvement based on analysis of results.

SO	Measure	Key Evidence
1	1.1	The Executive Director of University Affairs submitted a Five-Year Plan for Capital Outlay that met State capital outlay requirements and deadlines.
1	1.1	<i>Two of the three elevator upgrade projects have been completed, and they are expected to be completed by Fall 2024. Construction on Alost Hall began in Fall 2023 and is expected to be completed in Spring 2025.</i>
1	1.2	The Executive Director of University Affairs submitted a Five-Year Plan for Capital Outlay, in which the thirteen projects listed addressed at least three of the University's Strategic Focus Areas.
1	1.2	The sixth Strategic Focus Area was renamed from Diversity, Equity & Inclusion to Cultural Competence. Six of our 13 pending projects will address this new area of focus.
2	2.1	All capital outlay, deferred maintenance, and small capitalization projects completed during the 2023-2024 assessment period were completed on time. Ongoing projects are on time, as well.
2	2.2	All capital outlay, deferred maintenance, and small capitalization projects completed during the 2023-2024 assessment period were within budget, and ongoing projects are also within budget.

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Plan of Action moving forward.

SO	Measure	Plan
1	1.1	The Executive Director of University Affairs will have frequent discussions with the university president and cabinet members regarding the priority of campus projects and renovation needs and submit a Five-Year Plan for Capital Outlay that addresses any changes required by the University administration, State Legislature, Division of Administration, Board of Regents, and the University of Louisiana System before the stated deadline.
1	1.1	Executive Director of University Affairs will work with University Administration and relevant State entities in support of the University's current capital outlay projects.
1	1.2	Executive Director of University Affairs will work with University Administration to ensure Five-Year Plan addresses all six of the University's strategic focus areas.
2	2.1	Executive Director of University Affairs will maintain familiarity with state capital outlay, small capitalization, and construction processes and deadlines to ensure projects are completed on time.
2	2.2	Executive Director of University Affairs will maintain familiarity with state capital outlay, small capitalization, and construction processes to ensure projects are completed within the prescribed budgetary limits.

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Table 1							
Five Year Capital Outlay Plan 2023-2024 – 2027-2027							
Project Title	Total Cost	Strategic Focus Areas (SFAs) Addressed					
		<i>The Student Experience</i>	<i>Academic Excellence</i>	<i>Market Responsiveness</i>	<i>Athletic Prominence</i>	<i>Community Enrichment</i>	<i>Cultural Competence</i>
Kyser Hall Replacement	43,112,977	X	X	X		X	X
Athletic Fieldhouse Improvements	9,000,000	X	X		X	X	X
Renovation Warrington Nursing Building	13,348,842	X	X	X		X	
ADA Compliance – All Campuses	13,666,050	X	X	X	X	X	X
Renovation AA Fredericks Fine Arts Center	2,703,000	X	X	X		X	
South Jefferson Extension	4,340,016	X		X	X	X	
Multi-Purpose Center	43,112,977	X	X	X	X	X	X
Replacement of Leesville Ed Center Bldg. Roof	448,514	X	X	X			
Renovation of Roy Hall	10,302,151	X	X	X		X	
Public Safety/Streets/Parking Upgrades	17,453,040	X	X	X	X	X	X
Renovation of Bienvenu/Fournet Academic	28,191,384	X	X	X		X	
Renovation of Watson Library	29,822,407	X	X			X	X
Renovation of Techer Ed./HHP Academic	44,530,483	X	X	X		X	
<i>Total</i>	<i>260.031.841</i>	<i>13/13</i>	<i>12/13</i>	<i>11/13</i>	<i>5/13</i>	<i>12/13</i>	<i>6/13</i>

Table 2				
Capital Outlay, Small Capitalization, and Special Projects 2023-2024				
Project Title	Projected Completion	Project Completion Date	On Time (Yes/No)	Within Budget (Yes/No)
Replacement of Fournet Hall Roof	Summer 2025	In Progress	Yes	Yes
S. Jefferson Street Extension		Pending*		
Multi-Purpose Assembly Center		Pending*		
Kyser Hall Replacement-Design	Spring 2023	Completed	Yes	Yes
Keyser Hall Replacement- Construction	Spring 2025	In Progress	Yes	Yes
Athletic Lighting- Prather upgrade	Fall 2023	Completed	Yes	Yes
Athletic Lighting- Turpin upgrade	Fall 2024	In Progress	Yes	Yes
CAPA Rigging System Design	Summer 2024	In Progress	Yes	Yes
Kyser Hall Elevator Replacement	Spring 2024	Completed	Yes	Yes
Watson Library Elevator Repair	Fall 2024	In Progress	Yes	Yes
Shreveport Campus Building A Elevator	Spring 2024	Completed	Yes	Yes
Facility Improvements for ADA		Ongoing		

* Project has previously received funding through the capital outlay process.