

Assessment Cycle 2024-2025

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 2023-2024. The Five-Year plan was submitted in August 2023, before the deadline. Based on the 2023-2024 results analysis, a new Five-Year Plan was submitted August of 2024 for 2024-2025. Projects that were completed through capital outlay funds in 2024-2025 include repairs to the elevators in Watson Library, artificial turf installation on both softball and baseball fields, and installation of a new baseball scoreboard. As a result of submitting the New Five-Year Plan before the deadline, the target was met.

Decision. In AC 2024-2025, the target was met. Based on the analysis of the 2024-2025 results, the Executive Director of University Affairs, in consultation with the University President and University administration, will submit a new Five-Year Plan for 2025-2026 before the September 2024 ULS deadline. The Plan will incorporate any changes the administration requires and reflect any alterations necessitated by the State Legislature and House Bill 2. Some of the expected project completions for the 2025-2026 cycle include Phase 1 of the David & Sherry Morgan Health Performance Center in Spring 26, and replacement of track surface and lighting in Summer 2026, driving Northwestern's commitment to meeting state-directed compliance.

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 2023-2024, the target was met. Based on the analysis of the 2023-2024 results, each project listed on the five-year plan addresses at least three of the Strategic Areas of Focus. The projects listed in 2023-2024 continued through 2024-2025. As a result, the 2024-2025 target was met.

Decision. In AC 2024-2025, 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 2025-2026 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 not met.

Analysis. In 2023-2024, the target was met. Based on the 2023-2024 analysis review, University Affairs worked diligently to ensure projects stay on task and are completed on time. During 2023-2024 cycle all projects were progressing as expected. As shown in Table 2, the replacement of Fournet Hall Roof met an unexpected delay when the architectural firm that was under contract with Northwestern State University dissolved in the Fall of 2024, bringing the project to a standstill in the 2024-2025 cycle. A new firm who employed the former architect was placed under contract in Spring of 2025, which will allow the progression of the original design and planning to continue. Although it was not the fault of Northwestern State University, this delay has caused the project to be delayed, placing us outside the prescribed time limit. All other projects have been completed or are progressing as expected. Therefore, the target for 2024-2025 was not met.

Decision. In AC 2024-2025 the target was not met. Based on the analysis of the results from 2024-2025, the notice to proceed is expected to take place in Summer of 2025, when the Executive Director of University Affairs will attend the pre-construction meeting for the Fournet Hall project, which is scheduled for June 26, 2025. A projected completion date will be determined at this meeting, at which time the project will receive official notice to proceed with demolition and construction. The new projected completion timeline will be updated on Table 2 in the 2025-2026 cycle. In addition to ensuring this project will proceed within the new prescribed time limit, the Executive Director will also maintain familiarity with state capital outlay, small capitalization, and construction processes and deadlines to ensure projects are completed on time.

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Measure 2.2. The Executive Director of University Affairs, in coordination with appropriate University staff, ensures that all capital outlay and small capitalization projects 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 2023-2024, the target was met. Based on the 2023-2024 results analysis, all projects were progressing within budget. The Executive Director maintained coordination with appropriate staff and contractors to ensure project expenses were kept within budget. In the 2024-2025 cycle, the Fournet Hall roof replacement project encountered unexpected delays; however, the Executive Director and all parties involved were still able to keep the project within budget. As a result of these changes, in 2024-2025, the target was met.

Decision. In 2024-2025, the target was met. Based on the analysis of the results from 2024-2025, the Executive Director of University Affairs will work with all appropriate staff and parties to ensure the Fournet Hall roof replacement project will proceed within the expected budgets that have been prescribed. The Executive Director of University Affairs will also 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, which will continue to push the cycle of improvement forward.

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	The new multi-story classroom and administrative building, formally named Alost Hall, is nearing completion and is scheduled to open and hold classes beginning Fall 2024.
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.
2	2.1	Northwestern has a new architectural firm under contract to address the delay in the Fournet Hall roof replacement project and will work with appropriate project parties to ensure the successful completion of the project within the new prescribed time limit that will be placed on the project.
2	2.2	100% of completed projects in 2024-2025 were completed within budget. Additionally, all projects in progress remain on track financially, reinforcing the commitment to completing all projects within the prescribed budget.

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Plan of Action moving forward.

SO	Measure	Plan
1	1.1	To advance Capital Outlay development and improvement, the Executive Director of University Affairs will proactively coordinate with the university president and cabinet to assess and prioritize renovation and capital outlay project needs. As part of this process, the Executive Director will develop and submit a comprehensive Five-Year Capital Outlay Plan in alignment with the University of Louisiana System's annual deadline.
1	1.2	Moving forward, the Executive Director of University Affairs will partner with the University Leadership team to align the 2025-2026 Five-Year Plan with the University's six strategic focus areas, ensuring each priority is fully addressed and integrated into future capital outlay planning projects.
2	2.1	To support timely project completion, the Executive Director of University Affairs will stay current on state capital out procedures, small capitalization projects, and construction timelines to help guide projects through each phase of development in a timely manner.
2	2.2	The Executive Director of University Affairs will work closely with the appropriate university staff and involved parties to monitor project budgets and enforce adherence to bid specifications. Ongoing coordination with contractors and early identification of cost risks will support the timely and cost-effective completion of projects within prescribed budget limitations.

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Table 1 Five Year Capital Outlay Plan 2024-2025 – 2028							
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	45,420,000	X	X	X		X	X
Athletic Fieldhouse Improvements	11,000,000	X	X		X	X	X
Renovation Warrington Nursing Building	15,450,000	X	X	X		X	
ADA Compliance – All Campuses	14,316,050	X	X	X	X	X	X
Renovation AA Fredericks Fine Arts Center	43,456,500	X	X	X		X	
South Jefferson Extension	5,759,000	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	14,940,150	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>313,900,505</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 2024-2025				
Project Title	Projected Completion	Project Completion Date	On Time (Yes/No)	Within Budget (Yes/No)
Replacement of Fournet Hall Roof	Summer 2025	In Progress	No	Yes
S. Jefferson Street Extension		Pending*		
Multi-Purpose Assembly Center		Pending*		
Keyser Hall Replacement- Construction	Summer 2025	In Progress	Yes	Yes
Athletic Lighting- Turpin upgrade	Fall 2024	Completed	Yes	Yes
CAPA Rigging System Design	Summer 2025	In Progress	Yes	Yes
Watson Library Elevator Repair	Fall 2024	Completed	Yes	Yes
Facility Improvements for ADA		Ongoing		
David & Sherry Morgan Health Performance Center-Phase 1	Spring 2026	In Progress	Yes	Yes
LSMSA & NSU Innovation Center-Design	Spring 2026	In Progress	Yes	Yes

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