

Assessment Cycle 2020-2021

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 Capital Outlay Director;
- (2) The Capital Outlay Director 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;
- (5) The Capital Outlay Director, 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.

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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 five Strategic Focus Areas (The Student Experience, Academic Excellence, Market Responsiveness, Athletic Prominence, and Community Enrichment).

Measure 1.1. The Capital Outlay Director 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. Target Met.

The Capital Outlay Director submitted the Five-Year Capital Outlay Plan to the ULS system office for approval and submission to the Board of Regents. The Board of Regents included items they determined fundable in House Bill 2. The Five-Year Capital Outlay Plan was submitted by the deadline of September 1, 2020, for fiscal year 2021-22.

Analysis. In 2019-20, the target was met. Based on the analysis of the 2019-20 results, the following changes were implemented in 2020-21 according to the plan of action from 2019-20. The Five-Year Plan was again submitted by the deadline for approved projects to be included in 2021 House Bill 2. In 2020-21, the Plan included two major changes: funding to demolish Caddo Hall and Prudhomme Hall to make room for new construction and funding (to be combined with self-generated funds) to improve the Athletic Fieldhouse.

Decision. Based on the analysis of the results from 2020-21, in 2021-22 the Capital Outlay Director, in consultation with the University President and University administration, will submit a new capital outlay plan for 2022-23 by September 1, 2021. This Plan will incorporate any changes required by the administration and reflect any alterations necessitated by the State Legislature and House Bill 2.

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

Finding. Target Met.

As noted in Table 1, the Five-Year Capital Outlay Plan includes 18 projects: 18/18 address The Student Experience; 15/18 address Academic Excellence; 15/18 address Market Responsiveness; 6/18 address Athletic Prominence; 13/18 address Community Enrichment.

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Analysis. In 2019-20, the target was met. Based on the analysis of the 2019-20 results, the following changes were implemented in 2020-21 according to the plan of action from 2019-20. The Capital Outlay Office determined the Five-Year Plan, including two new additions, addresses all five Strategic Focus Areas as identified in the University's Strategic Plan. Of note, 11/18 projects address at least four of five Strategic Focus Areas.

Decision. Based on the analysis of the results from 2020-21, in 2021-22 the Capital Outlay Director will work with University President and University administration to ensure that any changes to the Five-Year Plan, should they be necessary, continue to address at least one, and ideally several, of the University's Strategic Focus Areas. If an additional Strategic Focus Area is created, this assessment will incorporate it, as well.

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

Measure 2.1. The Capital Outlay Director, 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. Target met.

As demonstrated in Table 2, 2/2 capital outlay / small capitalization projects completed in 2020-21 were completed within the deadlines prescribed in the bid process. Two ongoing projects are scheduled to be completed on-time in the next year. Four projects remain on hold pending State funding decisions, and one other is in the early phases of planning and programming. Facilities improvements related to Covid-19 are also ongoing.

Analysis. In 2019-20, the target was met. Based on the analysis of the 2019-20 results, the following changes were implemented in 2020-21 according to the plan of action from 2019-20. The Capital Outlay Director ensured that all 2020-21 projects were again completed within the prescribed timelines. In 2020-21, there were 2 completed projects, with 2 ongoing projects scheduled to be completed on-time in the next year. Four projects remain on hold pending State funding decisions, and one other is in the early phases of planning and programming.

Decision. Based on the analysis of the results from 2020-21, in 2021-22 the Capital Outlay Director 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 Capital Outlay Director, 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.

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Finding. Target met.

As demonstrated in Table 2, 2/2 capital outlay / small capitalization projects completed in 2020-21 were completed within the budgets prescribed in the bid process. Two ongoing projects are scheduled to be completed within budget in the next year. Four projects remain on hold pending State funding decisions, and one other is in the early phases of planning and programming.

Analysis. In 2019-20, the target was met. Based on the analysis of the 2019-20 results, the following changes were implemented in 2020-21 according to the plan of action from 2019-20. The Capital Outlay Director ensured that all 2020-21 projects were again completed within the prescribed budgetary limits. In 2020-21, there were two completed projects, with 2 ongoing projects scheduled to be completed within budget in the next year. Four projects remain on hold pending State funding decisions, and one other is in the early phases of planning and programming.

Decision. Based on the analysis of the results from 2020-21, in 2021-22 the Capital Outlay Director will maintain familiarity with state capital outlay, small capitalization, and construction processes 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	Capital Outlay Director submitted a Five-Year Plan for Capital Outlay that met State capital outlay requirements and deadlines.
1	1.1	The 2021-22 State capital outlay budget (House Bill 2) included funding for one important project from the Five-Year Plan for Capital Outlay: the replacement of Kyser Hall. House Bill 2 (pending) includes expanded funding for this project (37.4 million dollars, an increase of 66% over the 2019 bill). The construction of a new academic building will be a momentous accomplishment for the University, its administration, and the Capital Outlay Office: it will be the first new academic building constructed on the Natchitoches campus in more than 39 years (1982).
1	1.2	Capital Outlay Director submitted a Five-Year Plan for Capital Outlay that addressed all five of the University's Strategic Focus Areas.
1	1.2	Notably, 11/18 projects address at least four of the University's five Strategic Focus Areas.
1	1.2	New projects added to the Five-Year Plan for Capital Outlay enhanced the University's commitment to the five Strategic Focus Areas identified in the Strategic Plan. Together, the two new projects (Demolition of Caddo and Prudhomme Halls and Athletic Fieldhouse Improvements) addressed all five Strategic Focus Areas.

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2	2.1	All capital outlay, deferred maintenance, and small capitalization projects completed during the 2020-21 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 2020-21 assessment period were completed within budget. Ongoing projects are within budget, as well.

Plan of Action moving forward.

SO	Measure	Plan
1	1.1	Capital Outlay Director will 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 University of Louisiana System.
1	1.1	Capital Outlay Director will address opportunities to secure deferred maintenance and building demolition funding.
1	1.1	Capital Outlay Director will work with University Administration and relevant State entities in support of the University's current capital outlay project, the replacement of Kyser Hall.
1	1.2	Capital Outlay Director will work with University administration to ensure Five-Year Plan addresses all five of the University's strategic focus areas.
1	1.2	Capital Outlay Director will ensure that the Five-Year Plan addresses any new strategic focus areas that the University adds to its existing or subsequent strategic plan.
2	2.1	Capital Outlay Director will maintain familiarity with state capital outlay, small capitalization, and construction processes and deadlines to ensure projects are completed on time.
2	2.2	Capital Outlay Director 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
2021/22 – 2025/26**

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>
Demolition of Caddo and Prudhomme Hall*	1,000,000	X	X	X		X
Replacement of Fournet Hall Roof	400,000	X	X	X		
Replacement of HHP Roof	749,710	X	X	X		
Replacement of 3 Roofs Leesville Ed. Center	407,740	X	X	X		
ADA Compliance-All Campuses	13,666,050	X	X	X	X	X
Kyser Hall Replacement	37,420,000	X	X	X		X
South Jefferson Extension	3,950,833	X		X	X	X
Multi-Purpose Center	42,686,839	X	X	X	X	X
Athletic Fieldhouse Improvements*	6,000,000	X			X	X
Renovation Warrington Nursing Building	12,699,225	X	X	X		X
Renovation of Roy Hall	9,763,320	X	X	X		X
Re-Roof Campus Buildings (3)	5,479,650	X	X			
Public Safety/Streets/Parking Upgrades	17,308,800	X	X	X	X	X
Renovation AA Fredericks Fine Arts Center	26,818,451	X	X	X		X
Replacement of Friedman Student Union	21,698,803	X		X	X	

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Renovation of Bienvenu/Fournet Academic	27,912,261	X	X	X		X
Renovation of Watson Library	29,598,410	X	X			X
Renovation of Techer Ed./HHP Academic	44,089,580	X	X	X		X
<i>Total</i>	<i>301,649,672</i>	<i>18/18</i>	<i>15/18</i>	<i>15/18</i>	<i>6/18</i>	<i>13/18</i>

*New Additions for 2021-22

Table 2				
Capital Outlay, Small Capitalization, and Special Projects				
2020-21				
Project Title	Projected Completion	Project Completion Date	On Time (Yes/No)	Within Budget (Yes/No)
Warrington Hall Renovation		Pending*		
S. Jefferson Street Extension		Pending*		
Renovation of Roy Hall		Pending*		
Multi-Purpose Assembly Center		Pending*		
Kyser Hall Replacement	Planning/Programming	Pending**	Yes	Yes
eSports Event Space & Meeting Room	Spring 2021	March 2021	Yes	Yes
Dodd Hall Demolition	Spring 2021	February 2021	Yes	Yes
Caspari Drive Overlay (II), North	Summer 2021	Pending	Yes	Yes
Turpin Elevator Modernization	Fall 2021	Pending	Yes	Yes
Facilities Improvements for Covid-19		Ongoing		

* Project on hold for future funding year.

** Project included in 2020 HB2 (Capital Outlay). Planning and programming ongoing.