

Assessment Cycle 2018-2019

Capital Outlay and Special Projects

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Northwestern State University Mission. Northwestern State University is a responsive, Student-oriented institution that is committed to the creation, dissemination, and acquisition of knowledge through teaching, research, and service. The University maintains as its highest priority excellence in teaching in graduate and undergraduate programs. Northwestern State University prepares its Students to become productive members of society and promotes economic development and improvements in the quality of life of the citizens in its region.

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;

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(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.

Capital Outlay

Service Outcome 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 November 1, 2018, for fiscal year 2019-20. Target was met.

Analysis. In 2017-18, the target was met. The Five-Year Plan was submitted by the deadline for approved projects to be included in the 2018 House Bill 2. The State did not apportion funding to initiate many new projects due to State budget constraints. As such, there were no additions or deletions to the Five-Year Capital Outlay Plan. Based on the analysis of the 2017-18 results, in 2018-19 the Plan was once again submitted by the deadline for approved projects to be included in 2019 House Bill 2. In 2018-19, the Plan included three additions, all individual roof replacement projects that need to be addressed more urgently than the others included in the existing campus re-roofing project.

Decision. Based on the analysis of the results from 2018-19, in 2019-20 the Capital Outlay Director, in consultation with the University President and University administration, will submit a new capital outlay plan for 2020-21 by November 1, 2019. 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 16 projects: 16/16 address The Student Experience; 14/16 address Academic Excellence;

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14/16 address Market Responsiveness; 5/16 address Athletic Prominence; 11/16 address Community Enrichment.

Analysis. In 2017-18, the target was met. The Capital Outlay Office determined the Five-Year Plan addressed all five Strategic Focus Areas as identified in the University's Strategic Plan. Based on the analysis of the 2017-18 results, and the three additions in 2018-19, the Plan continues to address all five Strategic Focus Areas.

Decision. Based on the analysis of the results from 2018-19, in 2019-20 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 five Strategic Focus Areas.

Service Outcome 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, 8/8 capital outlay / small capitalization projects completed in 2018-19 were completed within the deadlines prescribed in the bid process. Three ongoing projects are scheduled to be completed on-time in the next 1-2 years. One project remains on hold pending State funding decisions, and another is in the earliest phase of programming.

Analysis. In 2017-18, the target was met. All completed projects were completed within the prescribed timelines. There were 3 completed projects and 7 ongoing projects, with an additional on hold pending State funding decisions. Based on the analysis of the 2017-18 results, the Capital Outlay Director ensured that all 2018-19 projects were again completed within the prescribed timelines. In 2018-19, there were 8 completed projects, with 3 ongoing projects scheduled to be completed on-time in the next 1-2 years. One project remains on hold pending State funding decisions, and another is in the earliest phase of programming.

Decision. Based on the analysis of the results from 2018-19, in 2019-20 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, 8/8 capital outlay / small capitalization projects completed in 2018-19 were completed within the budgets prescribed in the bid process. Three ongoing projects are scheduled to be completed within budget in the next 1-2 years. One project remains on hold pending State funding decisions, and another is in the earliest phase of programming.

Analysis. In 2017-18, the target was met. All completed projects were completed within the prescribed budgets. There were 3 completed projects and 7 ongoing projects, with an additional on hold pending State funding decisions. Based on the analysis of the 2017-18 results, the Capital Outlay Director ensured that all 2018-19 projects were again completed within the prescribed budgetary limits. There were 8 completed projects, with 3 ongoing projects scheduled to be completed within budget in the next 1-2 years. One project remains on hold pending State funding decisions, and another is in the earliest phase of programming.

Decision. Based on the analysis of the results from 2018-19, in 2019-20 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

- The Capital Outlay director submitted a Five-Year Plan for Capital Outlay that addressed the University's Strategic Focus Areas and met State capital outlay requirements. This was accomplished through careful attention to capital outlay process and deadlines and through regular communication with the University President, University administration, the University of Louisiana System Office, the Staff of the Board of Regents, and the Division of Administration.
- All capital outlay and small capitalization projects completed during the 2018-19 assessment period were completed on-time and within budget; ongoing projects are on-time and within budget, as well. This success is based on careful attention to the bid process and regular communication with contractors and other involved parties.
- Since the State has funded relatively few new Capital Outlay projects (statewide) in the last two years, the Capital Outlay Director has worked with University Administration to identify critical deferred maintenance needs. In both 2017-18 and 2018-19 the State also elected to utilize a portion of capital outlay resources to address deferred maintenance. In support of these efforts, the University's Capital Outlay office identified and addressed several critical deferred maintenance needs. These included the replacement of HVAC components in Bienvenu Hall; the remodeling of bathrooms in the Student Union; and the overlay of part of Caspari Drive and adjacent stadium parking lots. Further, the University

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continues to address ADA components of the Five-Year Plan at all campuses. This year, this included the completion of projects at Warrington Hall on the Shreveport instructional site and at the Teacher Education Center/Middle Laboratory School in Natchitoches.

- The 2019-20 State capital outlay budget (House Bill 2) includes funding for two important projects: roof repairs for Fournet Hall and programming for the replacement of Kyser Hall. The construction of a new academic building would be a momentous accomplishment for the University, its administration, and the Capital Outlay Office: it would be the first new academic building constructed on the Natchitoches campus in more than 37 years (1982).

Plan of Action moving forward.

In 2019-20, the Capital Outlay Office will continue working with the University President and administration to drive the development of a new five-year plan and ensure it meets the needs of the University's Strategic Plan and strategic focus areas. The 2019-20 Five-Year Plan will reflect any changes necessitated by state budgetary decisions still under consideration by the State Legislature, the Division of Administration, the Board of Regents, and the University of Louisiana System. The Capital Outlay Office will continue working with these entities to address deferred maintenance needs, as well. The most important new project for the Capital Outlay Office will be the replacement of Kyser Hall; funding for project programming was included in the State's 2019-20 capital outlay budget (House Bill 2).