

# Assessment Cycle 2025-2026

## Capital Outlay and Special Projects

Prepared by: Jennifer Kelly

Date: 6/20/2026

Approved by: James T. Genevese

Date: 6/20/2026

**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 ensuring 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.

## Assessment Cycle 2025-2026

(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 the 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 the state-directed deadline.

**Finding.** 100% of Target Met.

**Analysis.** The target was met in 2024-2025. The Five-Year plan was submitted in August 2024, before the deadline. Based on the 2024-2025 results analysis, a new Five-Year Plan was submitted in August 2025 for 2025-2026. Projects that were completed through capital outlay funds in 2025-2026 include the new academic building, formally known as Alost Hall, the replacement of the theater rigging system in AA Fredericks, the replacement of the track surface at the Walter P. Ledet Track and Field Complex, and the stadium lighting upgrade at Turpin Stadium. As a result of submitting the New Five-Year Plan before the deadline, the target was met.

**Decision.** In AC 2025-2026, the target was met. Based on the analysis of the 2025-2026 results, the Executive Director of University Affairs, in consultation with the University President and University administration, will submit a new Five-Year Plan for 2026-2027 before the September 2026 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 projects that in progress for the 2026-2027 cycle include the start of renovations of the Warrington Nursing Building and the continuation of Phase I with the start of Phase 2 of the David & Sherry Morgan Health Performance Center. The Innovation Center is still in pre-construction phases, with construction projected to begin in the fall of 2026. These projects demonstrate Northwestern's commitment to meeting state-mandated compliance requirements.

**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.

## Assessment Cycle 2025-2026

As noted in Table 1, the Five-Year Capital Outlay Plan includes 9 projects: 9/9 address The Student Experience; 8/9 address Academic Excellence; 8/9 address Market Responsiveness; 4/9 address Athletic Prominence; 9/9 address Community Enrichment; and 3/9 address Cultural Competence.

**Analysis.** In 2024-2025, the target was met. Based on the analysis of the 2024-2025 results, each project listed on the five-year plan addresses at least three of the Strategic Areas of Focus. The projects listed in 2024-2025 continued through 2025-2026. As a result, the 2025-2026 target was met.

**Decision.** In AC 2025-2026, the target was met. Based on the analysis of these results, in 2025-2026, the Executive Director will work with the 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 2026-2027 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 2024-2025, the target was not met. Based on the 2024-2025 analysis review, University Affairs worked diligently to ensure projects stay on task and are completed on time. During 2024-2025 cycle all projects were progressing as expected with the exception of the David & Sherry Morgan Health Performance Center, which has been met with weather delays, as well as unexpected exits of architect firms project designers, causing delay in completion time frames, as shown in Table 2. Although it was not Northwestern State University's fault, this delay has pushed the project past the prescribed time limit, placing us outside the prescribed time limit. All other projects have been completed or are progressing as expected. Therefore, the target for 2025-2026 was not met.

**Decision.** In AC 2025-2026 the target was not met. Based on the analysis of results from 2025-2026, a decision was made to begin Phase II of the David & Sherry Morgan Health Performance Center to prevent further delay in completion. A projected completion date for Phase I has been updated on Table 2 for the 2026-2027 cycle. In addition to ensuring this project proceeds within the new prescribed time limit, the Executive Director will maintain familiarity with state capital outlay, small capitalization, and construction processes and deadlines to ensure projects are completed on time.

## Assessment Cycle 2025-2026

**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 2024-2025, the target was met. Based on the analysis of the 2024-2025 results, all projects were progressing within budget. The Executive Director maintained coordination with appropriate staff and contractors to ensure project expenses were kept within budget. As a result of these changes, in 2025-2026, the target was met.

**Decision.** In 2025-2026, the target was met. Based on the analysis of results from 2025-2026, the Executive Director of University Affairs will work with all appropriate staff and parties to ensure that current and future projects proceed within the prescribed budgets. 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, thereby advancing the cycle of improvement.

### 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  | 1.2     | The Executive Director of University Affairs submitted a Five-Year Plan for Capital Outlay, in which the nine projects listed addressed at least three of the University's Strategic Focus Areas.                             |
| 2  | 2.1     | Phase II of the David & Sherry Morgan Health Performance Center has begun in order to prevent further delay in projects overall completion timeframe.                                                                         |
| 2  | 2.2     | 100% of completed projects in 2025-2026 were completed within budget. Additionally, all in-progress projects remain financially on track, reinforcing the commitment to completing all projects within the prescribed budget. |

## Assessment Cycle 2025-2026

### 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 2026-2027 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 guide projects through each phase of development.                                                                                                                                                                                          |
| 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.                                                        |

## Assessment Cycle 2025-2026

| <b>Table 1</b><br><br><b>Five Year Capital Outlay Plan</b><br><b>2026-27-2030-31</b> |                    |                                        |                            |                              |                            |                             |                            |
|--------------------------------------------------------------------------------------|--------------------|----------------------------------------|----------------------------|------------------------------|----------------------------|-----------------------------|----------------------------|
| 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> |
| Renovation Warrington Nursing Building                                               | 14,600,000         | X                                      | X                          | X                            |                            | X                           |                            |
| ADA Compliance – All Campuses                                                        | 14,316,050         | X                                      | X                          | X                            | X                          | X                           | X                          |
| Renovation AA Fredericks Fine Arts Center                                            | 46,160,200         | X                                      | X                          | X                            |                            | X                           |                            |
| South Jefferson Extension                                                            | 1,159,000          | X                                      |                            | X                            | X                          | X                           |                            |
| Multi-Purpose Center                                                                 | 43,112,977         | X                                      | X                          | X                            | X                          | X                           | X                          |
| Renovation of Roy Hall                                                               | 14,940,150         | 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                          | X                           |                            |
| <i>Total</i>                                                                         | <i>236,832,651</i> | <i>9/9</i>                             | <i>8/9</i>                 | <i>8/9</i>                   | <i>4/9</i>                 | <i>9/9</i>                  | <i>3/9</i>                 |

| <b>Table 2</b><br><br><b>Capital Outlay, Small Capitalization, and Special Projects</b><br><b>2025-2026</b> |                      |                         |                  |                        |
|-------------------------------------------------------------------------------------------------------------|----------------------|-------------------------|------------------|------------------------|
| Project Title                                                                                               | Projected Completion | Project Completion Date | On Time (Yes/No) | Within Budget (Yes/No) |
| Replacement of Fournet Hall Roof                                                                            | Summer 2025          | Complete                | No               | Yes                    |
| S. Jefferson Street Extension                                                                               |                      | Pending*                |                  |                        |
| Multi-Purpose Assembly Center                                                                               |                      | Pending*                |                  |                        |
| Keyser Hall Replacement- Construction                                                                       | Summer 2025          | Complete                | Yes              | Yes                    |
| CAPA Rigging System Design                                                                                  | Summer 2025          | Complete                | Yes              | Yes                    |
| Facility Improvements for ADA                                                                               |                      | Ongoing                 |                  |                        |
| David & Sherry Morgan Health Performance Center-Phase 1                                                     | October 2026         | In Progress             | No               | Yes                    |
| David & Sherry Morgan Health Performance Center-Phase 2                                                     | October 2026         | In Progress             | Yes              | Yes                    |
| LSMSA & NSU Innovation Center-Design                                                                        | Spring 2026          | Complete                | Yes              | Yes                    |
| LSMSA & NSU Innovation Center-Bid & Contract Phase                                                          | August 2026          | In Progress             | Yes              | Yes                    |

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