

# A NEW LEARNING ENVIRONMENT

2019 CAMPUS MASTER PLAN



NORTHERN MICHIGAN  
UNIVERSITY











## LETTER FROM THE PRESIDENT

Students, Colleagues and Friends of Northern Michigan University,

Our strategic plan is entitled Investing in Innovation: The vision and courage to lead transformational change. Nowhere at NMU is transformational change more tangibly evident than our physical campus. The University continues to envision the future possibilities of our facilities and grounds in this new 2019 Campus Master Plan for Northern Michigan University.

The document is the compilation of much discussion among Northern stakeholders regarding how our campus will support our mission, vision, core values and strategic goals. I am pleased to say that it represents many perspectives, including those of students, faculty, staff, alumni and community members. It is the result of 12 months of broad participation and collaboration, involving many idea-sharing and listening sessions.

This plan is bold and I'm confident will provide invaluable counsel in addressing campus needs, emerging trends and new opportunities. As we implement components of the plan, we will put even more emphasis than ever before on inclusivity, sustainability, flexibility and innovation in the planning and execution of university facilities and grounds projects.

Our campus plays a vital role in the success of our students. It is also a centerpiece of our community. It is my hope that this document will serve as a clear guide for our university into the coming decades.

Sincerely,

A handwritten signature in black ink, appearing to read 'Fritz J. Erickson'. The signature is stylized with a large, loopy 'F' and 'E'.

Fritz J Erickson, NMU President









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# EXECUTIVE SUMMARY

## 2019 CAMPUS MASTER PLAN PURPOSE AND INTENT

The Northern Michigan University 2019 Campus Master Plan represents a new vision that aligns the university's academic mission, strategic plan, and physical planning goals into a single document which will help guide the future development of the campus. The Campus Master Plan builds upon many of the bold initiatives of the 2015 Strategic Plan, creating a new vision that is achievable yet flexible to accommodate future challenges.

This plan places increased focus on providing realistic solutions balanced with the ability to accommodate new opportunities and potential partnerships. By building upon key drivers and guiding principles outlined within this report, the plan establishes a flexible framework for coordinating physical change on NMU's campus. This plan represents a ten-year plus vision to guide investment and campus improvements, yet is designed as a long-range tool that can adapt and respond to unexpected future changes.



# THE PLAN

The Campus Master Plan envisions what the NMU campus may look like ten or more years into the future. It is intended as a road map to guide campus investment, set within a framework of planning principles and future opportunities. In adherence to the mission, vision, and strategic outcomes of the university, the Campus Master Plan recommends a plan of action to achieve the goals and collective vision for NMU expressed by the campus community.

As an idealistic vision, the Campus Master Plan describes future opportunities for the academic core and for enhanced student life on campus. This plan is not a mandate to build. It is an opportunities-based tool that must remain flexible in light of unforeseen challenges. It will require both institutional and external partners to succeed. However, with the commitment and energy of the NMU community as demonstrated throughout this master planning process, the Campus Master Plan is both visionary and highly achievable.







- A** HEALTH CENTER
- B** RESIDENCE HALL ADDITION
- C** QUAD II ENHANCEMENTS
- D** APARTMENT EXPANSION AT WOODLAND PARK
- E** LABORATORY EXPANSION
- F** FUTURE ACADEMIC BUILDING
- G** COLLEGE OF BUSINESS
- H** C.B. HEDGCOCK ADDITION
- I** CAREER & ENGINEERING TECH
- J** 7TH STREET GATEWAY
- K** PERFORMING ARTS THEATER
- L** REPLACEMENT, SPOONER APARTMENTS
- M** UNIVERSITY CENTER EXPANSION
- N** FUTURE GARAGE
- O** COHODAS HALL RENOVATION
- P** MIXED-USE
- Q** MIXED-USE
- R** BASKETBALL VENUE
- S** INDOOR SOCCER/FOOTBALL PRACTICE
- T** NATATORIUM
- U** CROSS COUNTRY SKI TEAM ADDITION
- V** SECOND SHEET OF ICE (PRACTICE)
- W** INDOOR TENNIS FACILITY







# ACADEMIC MALL DISTRICT: THE NEW LEARNING ENVIRONMENT

- A Career and Engineering Tech Facility Relocation.** *Living laboratory for technical career professions.*
- B College of Business.** *Relocated from Cohodas Hall.*
- C C.B. Hedgcock Addition.** *Student gathering and study space.*
- D Weston Hall Expansion.** *Addition for science teaching laboratories.*
- E Future Academic Building.** *Reserve for future program growth.*
- F Future Performing Arts Center.** *1,000 seat facility.*
- G The Northern Center.** *Expansion for hospitality management.*
- H Lee Hall Renovation.** *Interdisciplinary research facility.*
- I Spooner Replacement.** *Apartment style residential units.*
- J Cohodas Hall (off map).** *Renovate and consolidate administrative functions.*
- K Kaye Avenue Expansion.**











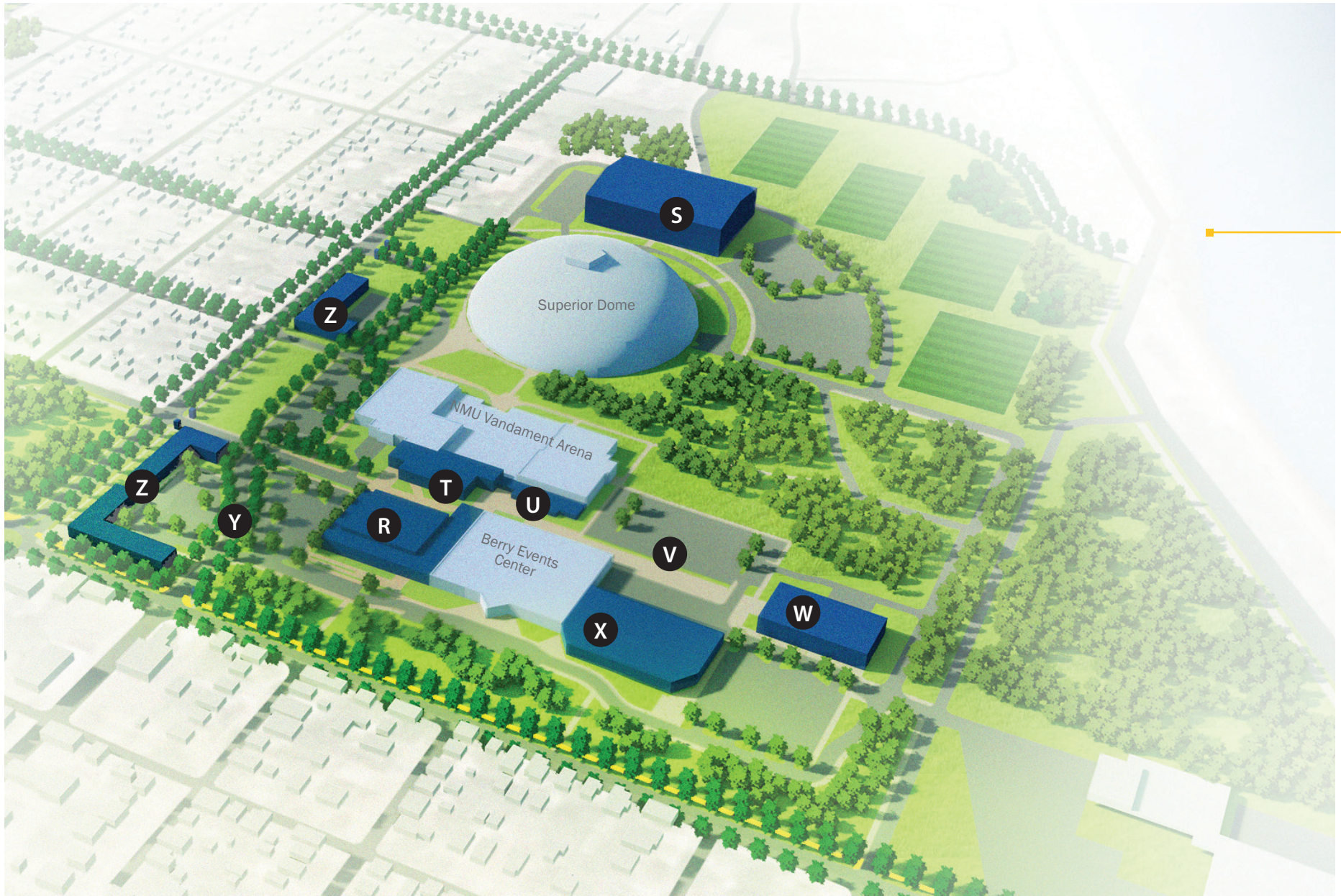




## RESIDENTIAL DISTRICT: THE LIVING ENVIRONMENT

- N Residence Hall Addition.** *150-200 bed addition.*
- O Health Center & Additional Parking.** *Consolidated student health services.*
- P Quad II Enhancements.** *Expand for recreational activities.*
- Q Apartment Expansion at Woodland Park.** *100 bed apartment style residential units.*







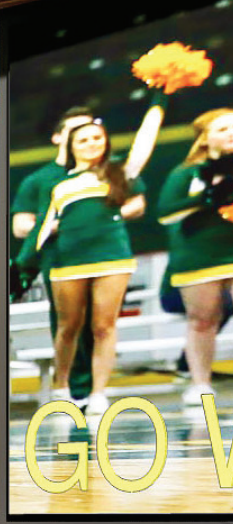
## ATHLETICS & RECREATION DISTRICT: A RECREATION DESTINATION

- R Basketball Arena.** 1,800 - 2,000 seat event venue
- S Indoor Soccer/Football Facility.** Practice and competition venue.
- T U V PEIF Expansion.** Expanded athletic and recreation space and parking.
- W Indoor Tennis Facility.** Student and community amenity.
- X Second Sheet of Ice (Practice).** Future athletic and recreational opportunities.
- Y Third Street Alignment & Parking.** Enhance vehicular and pedestrian connectivity.
- Z Mixed-Use Development.** Gateway development.





Basketball Arena  
NORTHERN MICHIGAN UNIVERSITY







WILDCATS!









# 01

## CAMPUS TODAY

### UNIVERSITY PROFILE

Located on Lake Superior in the Upper Peninsula of Michigan, Northern Michigan University provides a unique student experience at an exceptional educational value. When it first opened its doors in 1899 as Northern State Normal School, 32 students were greeted by a faculty of six on a 22-acre campus. For many years, educating teachers was the sole mission of the school. As enrollment grew in the mid-twentieth century, Northern evolved from a small teacher's college to a more diversified institution, becoming a public university in 1963.

Today, Northern Michigan University, located in Marquette, Michigan, is a dynamic four-year, public, comprehensive university that has grown its reputation based on its award-winning leadership programs, cutting-edge technology initiatives and nationally recognized academic programs. The university has five colleges, offering 177 degree programs, including 25 graduate programs. NMU is one of three Michigan public universities to also serve a community college role for its region, which means the breadth of NMU's academic programs range from one-year diplomas through a doctorate.

NMU's 356-acre main campus includes over 56 academic, cultural, student life, athletic and support facilities, totaling 3.47 million gross square feet. NMU owns approximately 511 acres of additional off-campus properties that provide biological and environmental research opportunities.





## COMMUNITY CONTEXT

Northern Michigan University's hometown is Marquette, Michigan, located on the south shore of Lake Superior. With a population of 20,714, Marquette is the largest city in the Upper Peninsula. Marquette is a vibrant, friendly college town and county seat, combining a dramatic natural setting of lakeshore, forests and hills with a lively downtown, cultural activities, progressive education, business and healthcare. The Marquette community and Northern Michigan University are intricately intertwined, which adds to the vitality of the area and the opportunities available to NMU students.

NMU's programs and facilities in the arts, sciences, humanities, athletics, and recreation anchor the university's role as a cultural and recreational destination in the Upper Peninsula. Its Centers of Excellence also play a prominent role in workforce training and economic development for Marquette and the region. Through its Information Technology division, NMU's Educational Access Network (EAN) provides affordable, high

speed Internet access to residents of the Upper Peninsula. To date, it is the largest Internet service provider in the Upper Peninsula, bringing broadband access and educational resources to rural residents.

The diversity of the U.P.'s geographical terrain serves the NMU community as an extensive outdoor classroom and recreational destination. Situated on Lake Superior, with nearby inland lakes and waterfalls, an extensive city and regional bicycle network, and over 180 inches of snowfall per year make the region a four-season destination. The area offers miles of hiking trails, cross country ski trails, snowmobile trails, downhill skiing, snowboarding, and recreational bicycle paths. The North Country Trail, a 4,600 mile national, scenic hiking trail running from North Dakota to New York, borders the eastern edge of NMU's campus, following the Lake Superior shoreline and connecting to the Pictured Rocks National Lakeshore 45 miles to the west.



# ACADEMIC PROFILE

As of Fall 2018 total student headcount at NMU was 7,595. There was a total of 1,156 employees, including 519 faculty (304 full-time, 215 part time).

The university has five colleges:

College of Arts and Sciences:

- School of Art and Design

College of Business

College of Graduate Studies

College of Health Sciences and Professional Studies:

- School of Clinical Sciences
- School of Education, Leadership, and Public Service
- School of Health and Human Performance
- School of Nursing

College of Technology and Occupational Sciences

Northern Michigan University plays a significant role in the economic development of the Upper Peninsula through its wide variety of programs and degrees. To supply the region with the skilled workers needed to support economic development, NMU offers unique programs in

vocational, technical and STEM subjects in one-year and two-year certificate and Associate degrees through its College of Technology and Occupational Sciences and the Department of Engineering Technology conducted in a hands-on, applied instructional format. Many of the programs are designed to “ladder,” allowing two-year graduates to continue into a four-year baccalaureate degree.

In addition to its academic offerings, NMU has several centers and institutes in seven Centers of Excellence that serve the research and community outreach needs of the region that include:

Within the College of Arts and Sciences:

- Center for Economic Education and Entrepreneurship
- Center for Native American Studies
- Center for Upper Peninsula Studies

Within the College of Health Sciences and Professional Studies:

- Glenn T. Seaborg Center for Teaching and Learning Science and Mathematics

Multicultural Education and Resource Center

The Upper Peninsula Center for Educational Development

The Center for Gerontological Studies







# CAMPUS DEVELOPMENT

NMU's campus development originated with a few buildings on N. Fourth Street in the first half of the twentieth century, but has expanded in the past several decades to encompass 56 facilities spread out over 356 acres. As the campus has grown, the center of campus has migrated westward. Coupled with the natural topography of the land, NMU's campus has evolved into four distinct areas of campus: the Residential District on the north, which is largely residential; Academic Mall District and the academic core in the center of campus; the Athletics and Recreation District on the east; and Career and Tech Ed in the Jacobetti Complex, almost one mile north of the academic core. The campus physical plant and support services are also located to the north, between the Residential District and the Jacobetti Complex, on Sugar Loaf Avenue.

On the Academic Mall District, the main quad, called Academic Mall, is the central open space surrounded by academic and academic support buildings, including the Harden Hall and Olson Library, Jamrich Hall, the Weston Hall and West Science and the C.B. Hedgcock Student Service Center. South of C.B. Hedgcock, McClintock Building, Thomas Fine Arts, and Forest Roberts Theatre form an interconnected performing arts complex, complemented by the Reynolds Recital Hall in C.B. Hedgcock. Across the street to the northeast, the Art and Design Building/DeVos Art

Museum provide the academic facilities for fine arts programs. Southwest of the Academic Mall and West Science Building, Whitman Hall provides classrooms and class laboratories for liberal arts and the College of Education, in a re-purposed former elementary school building.

Academic courses are also offered in the Jacobetti Complex, almost a mile north of NMU's main campus. Built in the 1970's with specialized laboratories and classrooms designed for the careers and technology of that time, the Jacobetti Complex is outdated and includes instructional space for programs that are no longer offered. Over the decades since its construction, interior space modification for new programs has resulted in program fragmentation and created space inefficiencies in the building. A substantial amount of the space is no longer reusable for instructional purposes. During the master planning process, faculty and students noted Jacobetti's location and distance from main campus as a negative, describing it as isolated, and expressed a desire to be closer and more integrated with campus life.







# STUDENT LIFE

As of Fall 2018 there are 2,593 residence hall beds on campus and up to 732 apartment beds, for a total of 3,325 beds. At Fall 2018 enrollment, this could accommodate over 40% of students living on campus at full capacity.

The majority of residential areas on campus are clustered on the north and west sides, with one residence hall (Spooner Hall) remaining in the center of campus. Following the recommendations from the previous master plan, NMU has been upgrading and replacing student housing on campus. The most significant effort has been the Woods, a new four-story residence hall complex with a total of 1,229 beds. It is the first public university residence hall project built as a public-private partnership (P3) with a private developer completed in the State of Michigan. The Woods features six wings connected by an internal corridor that functions as a 'Main Street' for residential student movement through the complex, leading to the Lodge, the main headhouse and common room for residents. The Woods is also home to Northern Lights Dining, providing food service to all Residential District residential students and the NMU community.

Of the remaining residence halls on campus, the four residence halls connected to Quad II have been renovated over the last fifteen years. The two remaining buildings, Spooner and Spalding Halls, are in poor physical condition and are recommended for replacement in the next ten years. West Hall in the Academic Mall District, next to The Northern Center, is vacant and is planned for removal.

On-campus apartments are located in several complexes on the north and west side of campus. West of Lincoln Avenue, Norwood Street and Center Street Apartments (built in 1967), Lincoln Street Apartments and the Lincoln Avenue Townhouses (built in 1980) have a combined capacity of 296 beds. At the southeast corner of Wright Street and Tracy Avenue, the Woodland Park Apartments have 204 beds, built in 2006. Spooner Hall in the center of campus has approximately 106 beds in apartment-style units, primarily for upper classmen.

## STUDENT DINING

Dining options at NMU range from full-service, All You Care to Eat (AYCE) venues to late night grab-and-go snacks, distributed across campus. As part of the Woods complex, Northern Lights Dining provides the main food service for students living in the Residential District residence halls. It includes Northern Lights Dining, a AYCE venue, and Cattrax, a late-night grab-and-go option.

Additional informal dining, café, coffee, and grab-and-go food options are found primarily around the Academic Mall, in Harden Hall, Jamrich Hall, C.B. Hedgcock and The Northern Center. Hours for these food options tend to be limited to daytime and early evening hours. Two quick service venues, Temaki and Smoothie King are in stand alone buildings on Presque Isle Avenue across from Cohodas Hall.



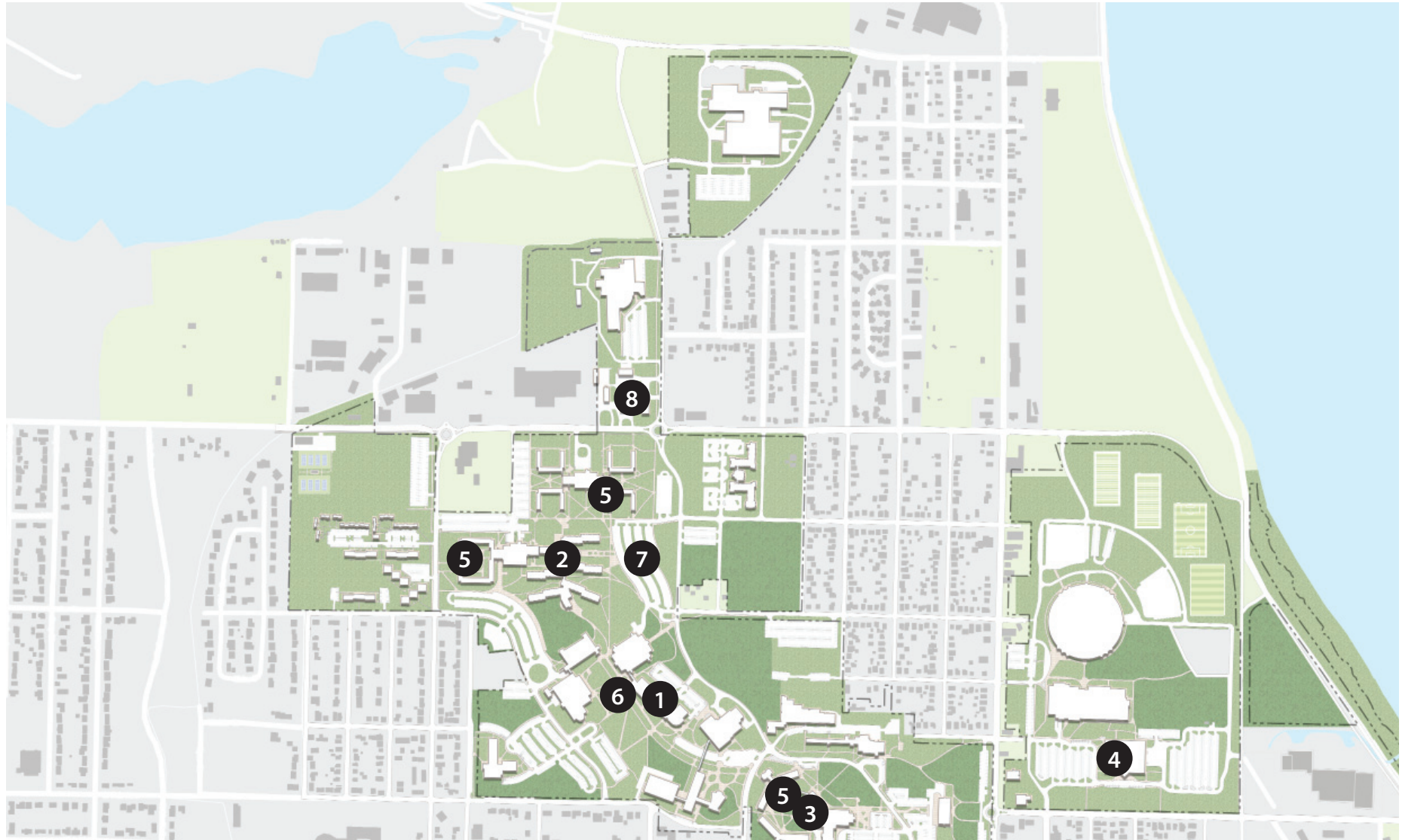
# PREVIOUS MASTER PLAN GOALS & ACCOMPLISHMENTS

In 2008, Northern Michigan University prepared a ten-year master plan to respond to the challenges and opportunities on campus in the first decade of the twenty-first century. At that time, enrollment on campus was growing and reached a peak of 9,428 in 2009, consistent with growth at other universities as higher education accommodated the Millennial generation cohort on college campuses across the nation.

In the last ten years, the 2008 Campus Master Plan has guided significant reinvestment on NMU's campus. The primary objectives of the 2008 plan were to improve the physical environment for students; improve campus image and identity for the university; and develop new partnership opportunities. Notable projects completed over the last decade that support those objectives include:

1. **Construction of the new Jamrich Hall**, strengthening the academic core of campus and providing state of the art instructional space and student gathering space.
2. **An Enhanced Residential Campus**, with construction of the Woods.
3. **Northern Center Expansion** to create a new front door, increase visibility and utilization, and provide more space for conferencing and meetings.
4. **Athletics District Improvements** including improvements to the outdoor athletic fields and a new entry to the Berry Events Center.
5. **Campus Renewal and Replacement Strategies** with the removal and/or repurposing of outdated or under utilized facilities.
6. **Improvements to the Pedestrian Environment** with the redesign of the Academic Mall and new landscaping.
7. **Improved Parking Resources** with the construction and renovation of surface parking lots.
8. **Investment in Sustainability** with completion of the university's Co-Generation Plant.







## LOOKING FORWARD

Since a peak enrollment around 2010, student enrollment at four-year institutions has declined across much of the country, as Millennials have joined the workforce and the pipeline of high school graduates has shrunk across the Midwest and the Northeastern United States. Balancing enrollment with needed facility improvements, new models of learning, and shifting resources have become key drivers in campus planning for NMU and for universities across the country.

As of Fall 2018, Northern Michigan University's enrollment headcount totaled 7,595 students, with 93% undergraduate students and almost 7% graduate students. Early in the master planning process, the university established aspirational enrollment goals to guide development of the plan. NMU administrators have targeted a future on-campus enrollment headcount of approximately 8,500 to 9,000 students. Future growth in online graduate programs is projected for an additional 2,000 students.

The majority of future enrollment growth is anticipated from new programs in Medicinal Plant Chemistry and Forensic Anthropology, and continued growth in strong career fields such as the STEM professions (particularly biology and chemistry), Nursing and Health Sciences, Clinical Sciences (speech, language and hearing) and Construction Management.

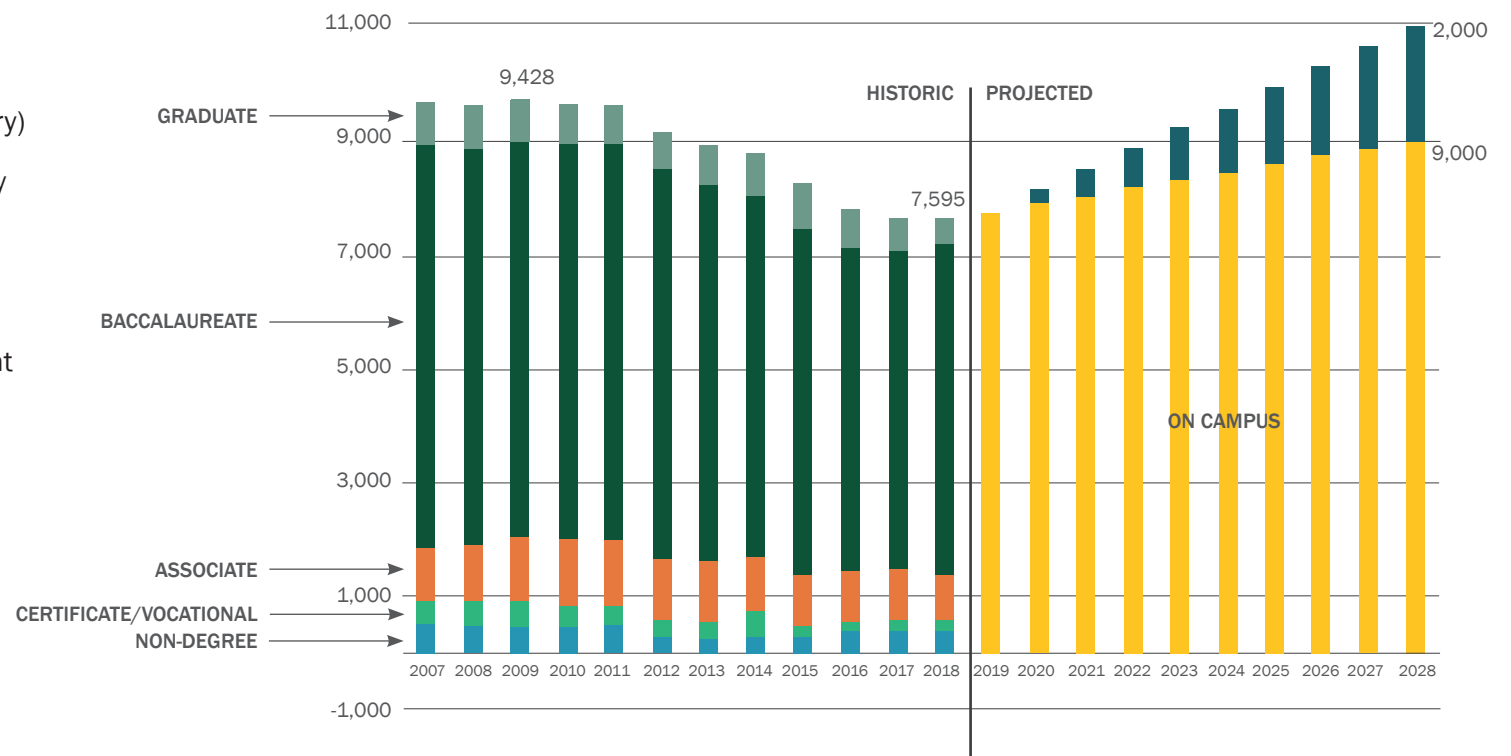
The enrollment goals established by the university for the Campus Master Plan would raise the campus population to similar enrollment levels of the recent past, bringing enrollment more in alignment with the physical infrastructure and 'carrying capacity' of campus.

Recent investment in innovative and redesigned academic programs, new residence halls, and enhanced recruitment efforts have already achieved tangible results. NMU's new student enrollment increased almost 10% in fall 2018, with growth in first-time freshmen and transfer students.



## GROWTH OPPORTUNITIES

- STEM (Biology & Chemistry)
- Medicinal Plant Chemistry
- Forensic Anthropology
- Clinical Sciences
- Construction Management





# PLANNING OPPORTUNITIES

Interviews and discussions with the Board of Trustees, the Core Team, Strategic Planning and Budgeting Advisory Committee, Campus Master Plan Committee, the provost, deans, faculty, staff and students identified multiple planning needs and opportunities to be addressed in the 2019 Campus Master Plan. They include:

1. The ongoing need for space that supports collaboration, flexibility and trans-disciplinary discovery.
2. The need for additional science program space (e.g. class laboratory and faculty research space).
3. The need to provide more student study space in Harden Hall.
4. The need to address vacant/under utilized space.
5. The need for future flexibility in the Campus Master Plan.
6. The opportunity to consolidate academic functions.
7. The opportunity to link liberal arts with career technical training.
8. The opportunity to consolidate student services for greater access and visibility.
9. The opportunity to further enhance student life and community partnerships, through performing arts, athletics and recreation.
10. The opportunity to create a more welcoming, pedestrian-centric and sustainable campus.



## PLANNING ALTERNATIVES



A number of alternative concepts addressing topics such as Academic Alignment, Housing and Student Life, Office and Workplace, Athletics and Recreation, Performing Arts/Theater, and Re-use of Cohodas Hall were explored in the Strategic Planning Concepts Phase and reviewed with the Core Team, Strategic Planning and Budget Advisory Committee, and the NMU campus community. Each scenario was evaluated against the principles and goals of the Campus Master Plan (as informed by the Strategic Plan), asking “**which concept would best...**”:

- Enhance Prestige and Distinction
- Establish New and Responsive Approaches
- Expand Partnerships
- Grow and Manage Enrollment

Campus and committee responses were coalesced into a preferred direction, then developed and refined into the 2019 Campus Master Plan.









# 02

## **CAMPUS MASTER PLAN RECOMMENDATIONS**

### **INTRODUCTION TO THE 2019 CAMPUS MASTER PLAN**

The Campus Master Plan represents an ideal future vision for Northern Michigan University's campus. The plan translates the principles and key goals into a coordinated, forward-focused plan for action, responding to the planning drivers and challenges identified during the master planning process. The plan depicts current initiatives, planned projects, and future opportunities for new buildings and/or renovation, student housing, athletics and recreation, open space, pedestrian corridors, roadways and parking. Philosophically, the Campus Master Plan is an opportunity-based tool, not a rigid list of mandated implementation projects. The Campus Master Plan needs to remain flexible in the midst of changing enrollment, curricular, fiscal, and external challenges.



# MISSION STATEMENT

## MISSION

Northern Michigan University's distinctive academic and career programs are nurtured by exceptional teaching and extensive opportunities for scholarship, creativity and engagement. Our supportive, connected community empowers students, graduates, faculty and staff to contribute to a diverse and sustainable world.

## VISION

Northern Michigan University promotes an active environment to foster strong minds and bodies, inspires innovation and inclusion through community engagement, and develops leaders capable of local and global impact.

## DIVERSITY

Northern Michigan University strives to be an inclusive community where differences are recognized as assets of the institution, respected attributes of the person and a valuable part of the university experience.







## STRATEGIC PLAN

In 2014, Dr. Fritz J. Erickson became Northern Michigan University's 15th president. At this time higher education faced significant change in both the state of Michigan and throughout the nation, including regional population decline in traditional-age high school graduates, changes in student demographics, changes in technology, and financial realities. In response to these challenges, Dr. Erickson led a university-wide strategic planning effort, adopted in December of 2015. The plan, "Investing in Innovation: The Vision and Courage to Lead Transformational Change" identified four strategic and desired outcomes for the university:

**Enhancing Prestige and Distinction** – in ways that ensure we are known for our teaching, experiential learning, scholarship, mentoring, and service.

**Establishing New and Responsive Approaches** – for programs, services, technology and our ways of teaching and doing university business.

**Expanding Partnerships** – with alumni, friends, communities, businesses, government agencies, schools, colleges and universities, in and across academic disciplines and with people here and around the world.

**Growing and Managing Enrollment** – by strengthening our on-campus student body while increasing efforts regarding new student populations such as online, off-campus, underrepresented, international and nontraditional.



# CORE VALUES

Seven Core Values shape the identity of Northern Michigan University and form the foundation of its Strategic Plan:

## **COMMUNITY.**

Northern Michigan University has a distinctive sense of place—some refer to it as the Upper Hand. We are a warm, friendly, caring and helpful university. We are collaborative, on campus and off, valuing partnerships and service to each other, the community and the region. Our focus is always on the students.

## **OPPORTUNITY.**

Like Lake Superior’s vastness, there is depth and breadth to Northern Michigan University’s wide range of academic, research, scholarship, international travel and student service programs. We are affordable and accessible. We use our many resources to achieve deep personal and professional growth in our selves and provide it for others.

## **ENVIRONMENT.**

The unparalleled rugged beauty of the physical environment at Northern Michigan University’s campus doorstep is something we admire, study, learn from, strive to protect and enjoy year-round. And like the Anishinaabe, we see a responsibility to plan for sustainability seven generations into the future.

## **RIGOR.**

A Northern Michigan University education is like the black rocks that protect Gichigami’s shores—a solid foundation that will endure the waves of time and change. We achieve academic excellence through top-caliber teaching, learning, research and service. Our work ethic and integrity are powered by discipline, courage, pride, “Sisu” (determination), perseverance and the desire to help others succeed, in and out of the classroom.

## **INCLUSION.**

Northern Michigan University is a safe and welcoming place. We aspire to learn from and encourage each other as global citizens, neighbors, colleagues and family. We desire to be a role model in embracing all types of diversity and diverse points of view, engaging in civil society and governance, protecting human rights and promoting social justice.



## **CONNECTIONS.**

At Northern Michigan University, we make connections in dynamic ways, creatively using resources and technology to link people, ideas and projects. We nurture strong ties to the environment, community, disciplines and our rich history and traditions. Like the Northern Lights (Aurora Borealis), these connections are often luminous and inspiring.

## **INNOVATION.**

Michigan's Upper Peninsula has always been home to bold, creative risk-takers and problem-solvers. Here, we excel at being inquisitive in looking beyond what is to what could be. We believe exploration unleashes and builds strength of mind and character. We endeavor to be entrepreneurs, discoverers, and the best within our chosen fields.





# PLANNING PROCESS

The master planning process was conducted over a 12-month timeline, commencing with a Board of Trustees Retreat in July 2018. The master planning process was divided into five phases: Phase 1 Discovery and Goal-Setting; Phase 2 Campus and Space Analysis, Phase 3 Strategic Planning Concepts, Phase 4 Refinement, and Phase 5 Documentation. The result is a clear methodology that has built upon the university strategic vision, goals and previous planning studies.

During each phase the campus planning team engaged a variety of stakeholders, from the Board of Trustees to senior university administrators, faculty, staff, students and city and community members. Development of the Campus Master Plan was guided by a Core Team led by NMU's President, the Vice President for Finance and Administration, the Associate Vice President for Engineering and Planning/Facilities, and the Director of Facilities and Campus Planning. Review and input from the Core Team was supplemented with the Campus Master Plan Committee, a committee created to help advise on the plan's progress and development. The campus planning team also met with the university's Board of Trustees and the Strategic Planning and Budgeting Advisory Committee. Interviews with specific focus groups, committee and university surveys, and on-campus open houses provided additional and valuable insight and feedback into the process.





# CAMPUS MASTER PLAN PRINCIPLES

Guided by NMU's President, the Board of Trustees, and the Campus Master Plan Committee, the four strategic outcomes of the Strategic Plan were adopted as the primary planning principles of the Campus Master Plan. Dialogue with the campus community during the master planning process helped to further articulate these planning principles into key goals to set priorities and guide future investment.

## 1. Enhance Prestige and Distinction:

- Depict a world-class institution throughout campus and its facilities
- Create new academic facilities to support collaboration and trans-disciplinary study and discovery
- Address aging and/or outdated facilities

## 2. Establish New and Responsive Approaches:

- Design for today's student and for social interaction
- Create spaces that reflect innovation, flexibility and that can adapt to change

## 3. Expand Partnerships:

- Continue to focus on non-traditional sources of funding and innovative partnerships – with the city, state, the private sector, and with business and industry
- Serve the U.P. as an extension of our geography

## 4. Grow and Manage Enrollment:

- Provide the programs, facilities, and campus environment to attract and retain students, particularly non-traditional students and students from outside the region



## THREE NEIGHBORHOODS

The proposed Campus Framework builds on the university tradition of identifying three distinct districts, or neighborhoods of the campus, based on the unique geography, topography, and land use clusters of NMU's campus. The three neighborhoods are:

- Academic Mall District: The Learning Environment
- Residential District: The Living Environment
- Athletics and Recreation District: A Recreation Destination







**ATHLETICS  
& RECREATION  
DISTRICT**

**DISTRICT**



# PROPOSED CAMPUS FRAMEWORK

The Campus Framework establishes the overall pattern of development to maintain NMU's unique spatial characteristics, while at the same time identifying opportunities for responsible growth. The Framework Plan identifies five organizing principles to serve as the basis for coordinating future change:

- Consolidate the Academic Core
- Enhance the Student Experience
- Connect to the Community
- Celebrate the Place
- Enhance Mobility







The image is an aerial photograph of a coastal area, likely a city or town, with a large body of water on the right side. A dashed green line outlines a specific development area. Within this area, two green ovals highlight specific zones. The oval on the left is labeled 'COMMUNITY' and contains a cluster of green trees and a few small blue buildings. The oval on the right is labeled 'RECREATE' and contains a larger cluster of blue buildings, a large white dome-shaped structure, and green trees. The background shows a grid of streets and a mix of urban and natural landscape.

**COMMUNITY**

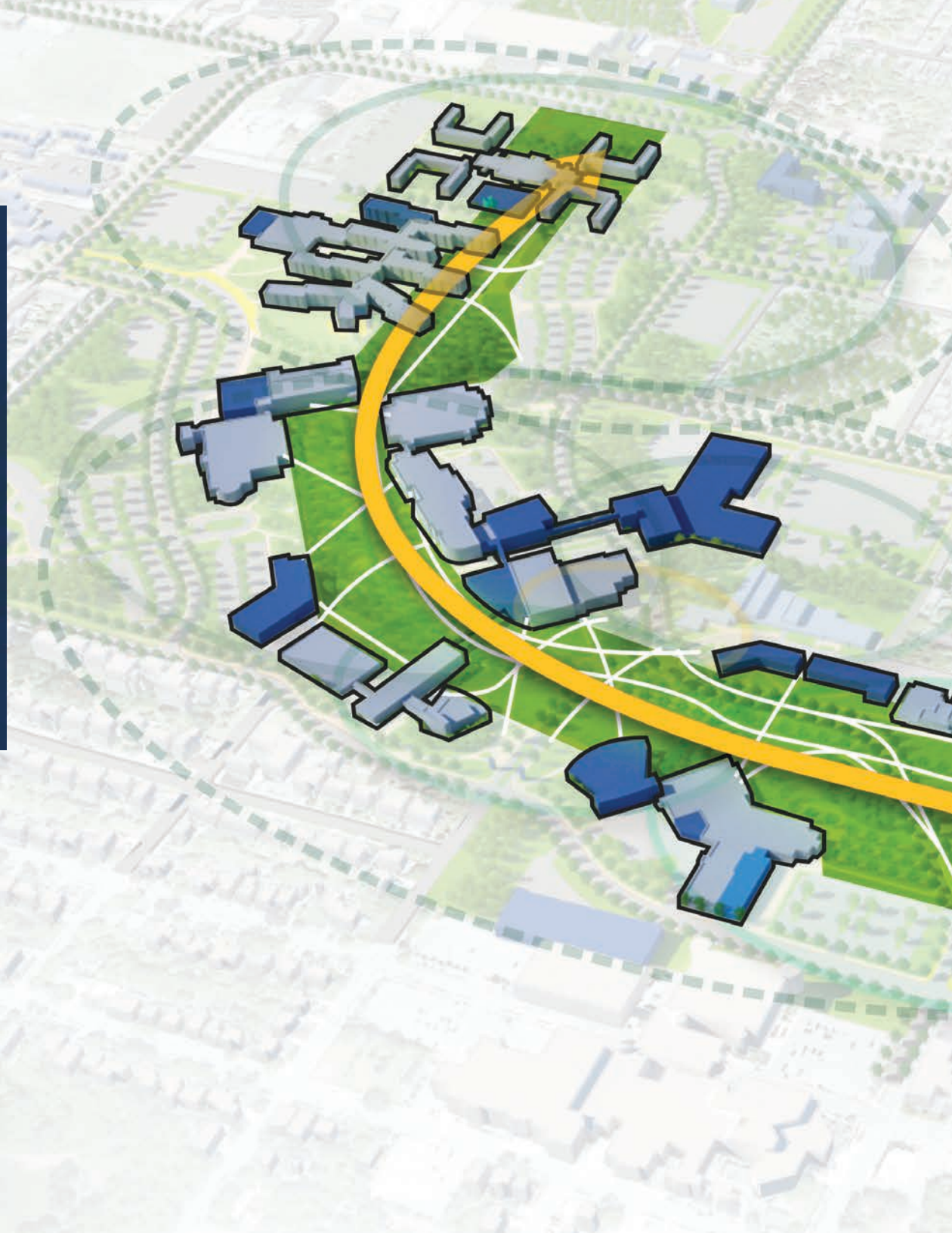
**RECREATE**



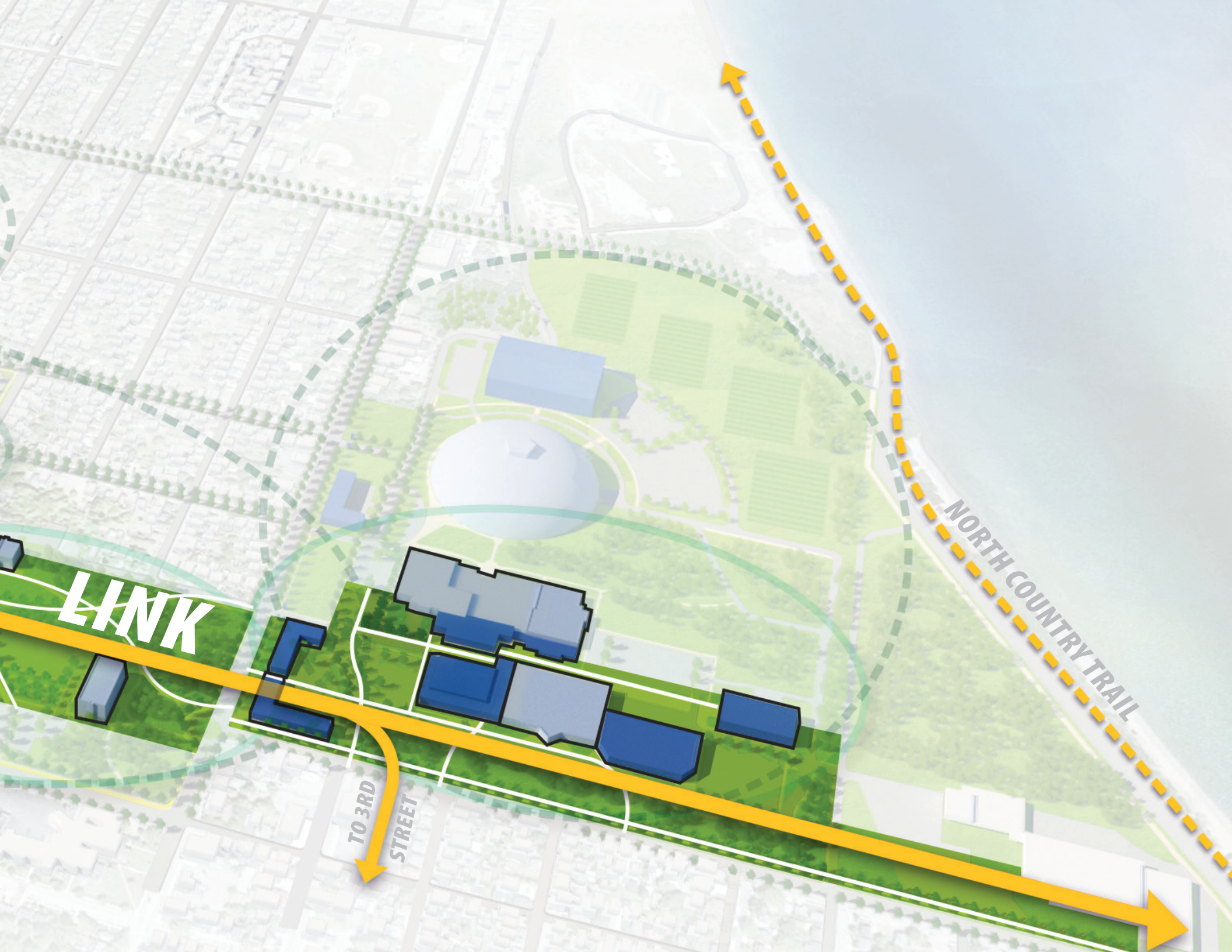
## LINKING CAMPUS: WILDCAT WAY

The three neighborhoods of the campus are further linked by the creation of a continuous pedestrian and bicycle path, Wildcat Way, linking all three neighborhoods of campus to each other, the community, the city, regional recreational corridors, and Lake Superior.

Specific campus master plan recommendations by neighborhood are described in greater detail in the following sections of this report.







LINK

TO 3RD  
STREET

NORTH COUNTRY TRAIL



# ACADEMIC MALL DISTRICT: THE LEARNING ENVIRONMENT

The primary focus of the 2019 Campus Master Plan is to continue the work of consolidating the academic core, reinforcing the Academic Mall District as the academic heart of NMU and supporting previous investments made by the university. With selective infill, additions, and renovations, the Academic Mall District will become the collective home for Scholarship, Career and Technology, and Culture. Relocating Technology and Occupational Sciences, plus additions to Jamrich Hall, C.B. Hedgcock, and Weston Hall will allow the consolidation of academic units and student services, expansion space for more science laboratories, and additional space for student gathering and study. Additional building footprints are shown to reserve sites for a future academic building and performing arts theater as demand and funding may allow.

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*“The workplace of the future will reward initiative and adaptability just as much as skills and knowledge. At NMU, our job is to train and qualify you for an evolving global marketplace”.*

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- A** CAREER & ENGINEERING TECH CENTER
- B** COLLEGE OF BUSINESS
- C** C.B. HEDGCOCK ADDITION
- D** HARDEN HALL RENOVATION
- E** WESTON HALL EXPANSION
- F** FUTURE ACADEMIC BUILDING
- G** PERFORMING ARTS THEATER
- H** THE NORTHERN CENTER EXPANSION
- I** SURFACE PARKING/FUTURE GARAGE
- J** REPLACEMENT, SPOONER APARTMENTS
- K** LEE HALL RENOVATION
- L** KAYE/FAIR STREET CONNECTOR
- M** 7TH STREET GATEWAY







**A. Career and Engineering Tech Facility Relocation.** With its location in the inspiring yet demanding environment of Lake Superior and the Upper Peninsula of Michigan, the culture of Northern Michigan University is by necessity creative, entrepreneurial, pragmatic, and hands-on. Representative of this culture, the Campus Master Plan proposes the relocation of the College of Technology and Occupational Sciences from the Jacobetti Complex to a new facility in the Academic Core, reflecting the strategic importance the university has placed on better integrating its liberal arts and career and tech ed programs.

The proposed Career Tech and Engineering Technology Facility is critical to support the President's Strategic Plan through transformative investment and innovation. The new facility and its laboratories will be designed and equipped to provide students in STEM and technical programs the required laboratories and tools to be successful in industrial, engineering and service-related fields critical to support the economic growth of the region and state.

Strategically positioned between the new College of Business addition to Jamrich Hall and Art and Design, the new facility for Career Tech and Engineering Technology is envisioned as a vibrant, modern, high-tech 'living laboratory' and teaching space for future engineers and technical career professionals. The facility will incorporate new technology being utilized by industries, while being flexible and adaptable to future changes in technology and learning. It will provide modern, high-tech classrooms and flex laboratories that can include virtual reality and 3D simulation environments. The design of the building is intended as a 'living laboratory', showcasing the building's infrastructure in creative ways to allow study of construction techniques and building system technologies.

The facility will include a manufacturing center and mechanical design studio to assist entrepreneurs in taking their ideas from concept to prototype to market. The proposed facility and its location will allow students in engineering and industrial programs, along with students in Business and from the Art and Design program, to collaborate and help develop physical prototypes and business plans for student entrepreneurs.

The proposed Career Tech and Engineering Technology Facility is conceptually sited to take advantage of the grade change from Tracy Avenue down to Summit Street. A two-story academic and office bar is proposed fronting Tracy Avenue, with a pedestrian bridge over the road connecting to the proposed College of Business addition to Jamrich Hall. This two-story bar transitions down the slope to a one-story high-bay footprint to accommodate flexible laboratory and classroom layouts.

**B. College of Business.** The College of Business currently has academic and faculty office space in Cohodas Hall, away from the academic core of campus. The Campus Master Plan proposes relocating the College of Business into a new wing off of Jamrich Hall, bringing faculty offices into close proximity with the classrooms in Jamrich Hall, which will greatly increase faculty-student interaction. In addition to faculty and administrative offices for the College of Business, the new wing can provide space for a Trading Laboratory, high-tech laboratories for the Cyber Security program, and enhanced student study areas. Relocating the College of Business to the academic core of campus will also increase the opportunity for multidisciplinary collaboration across departments and colleges, resulting in greater innovation and cross-department program offerings across departments and colleges, particularly in association with the relocation of the College of Technology and Occupational Sciences.



**C. C.B. Hedgcock Addition.** The Campus Master Plan proposes relocating administrative functions out of C.B. Hedgcock to Cohodas Hall in the space vacated by the relocation of the College of Business. Student services programs and student organizations currently in University Center and in other campus facilities can be consolidated into C.B. Hedgcock, creating a ‘One Stop Shop’ for student activities. A new addition onto the south façade of C.B. Hedgcock fronting the Academic Mall can provide a warm, sunny and active student gathering and study space, visible and accessible to the flow of students traversing campus outside.

**D. Harden Hall.** The Lydia Olson Library and the Learning Resources Division in Harden Hall form the intellectual and scholarship heart of the campus. To that end, recent concepts have been developed to renovate Harden Hall in order to create a more welcoming Learning Commons and provide more student study and gathering space. The Master Plan recommends further development of the initial concepts to increase formal and informal student study and gathering space and lessen the amount of prime floor space to stacks and book storage.

**E. Weston Hall Expansion.** Anticipated growth in the STEM and Health Sciences professions and a current deficit in science teaching laboratories may require an addition to Weston Hall to accommodate the need for additional instructional laboratory and study space. The Campus Master Plan proposes an expansion of Weston Hall off of the southwest corner of the building.

**F. Future Academic Building.** Depending on future programming need and funding, the Campus Master Plan has reserved a footprint for a future Academic Building on the south side of the Academic Mall. As the last prominent site in the core of campus, this footprint should be reserved for academic use, accommodating either new programs and/or the relocation of existing departments, to complete the spatial framework of the Academic Mall. The footprint for this future building is deliberately sited to the southeast toward McClintock Hall, to maintain the open views into the Academic Mall from Elizabeth Harden Drive.

**G. Future Performing Arts Center.** The removal of West and Gries Halls on 7th Street opens up the possibility for a new campus and community asset and ‘front door’ to NMU. Situated in the center of campus, the site mirrors the ‘triangle’ of the Cultural Corridor formed by the Forest Roberts Theatre, Reynolds Recital Hall in C.B. Hedgcock, and the Art and Design Building/DeVos Art Museum. This location bridges the academic concentration of facilities on the Academic Mall to the west with the more campus-wide and public activity of the Bottum University Center to the east, and the redevelopment of the former hospital site to the south.

During the master planning process, the campus planning team considered the potential for a 1,000-seat performing arts theater that can be used for both university and community functions. While the 500-seat theater at the Forest Roberts Theatre is generally sufficient for student performances, it needs renovation and lacks the capacity to be used for larger campus or community events. The Campus Master Plan proposes reserving this site for a larger-scale facility that can serve a future academic and cultural purpose, potentially as a public-private partnership (P3) that can benefit the university and the city.

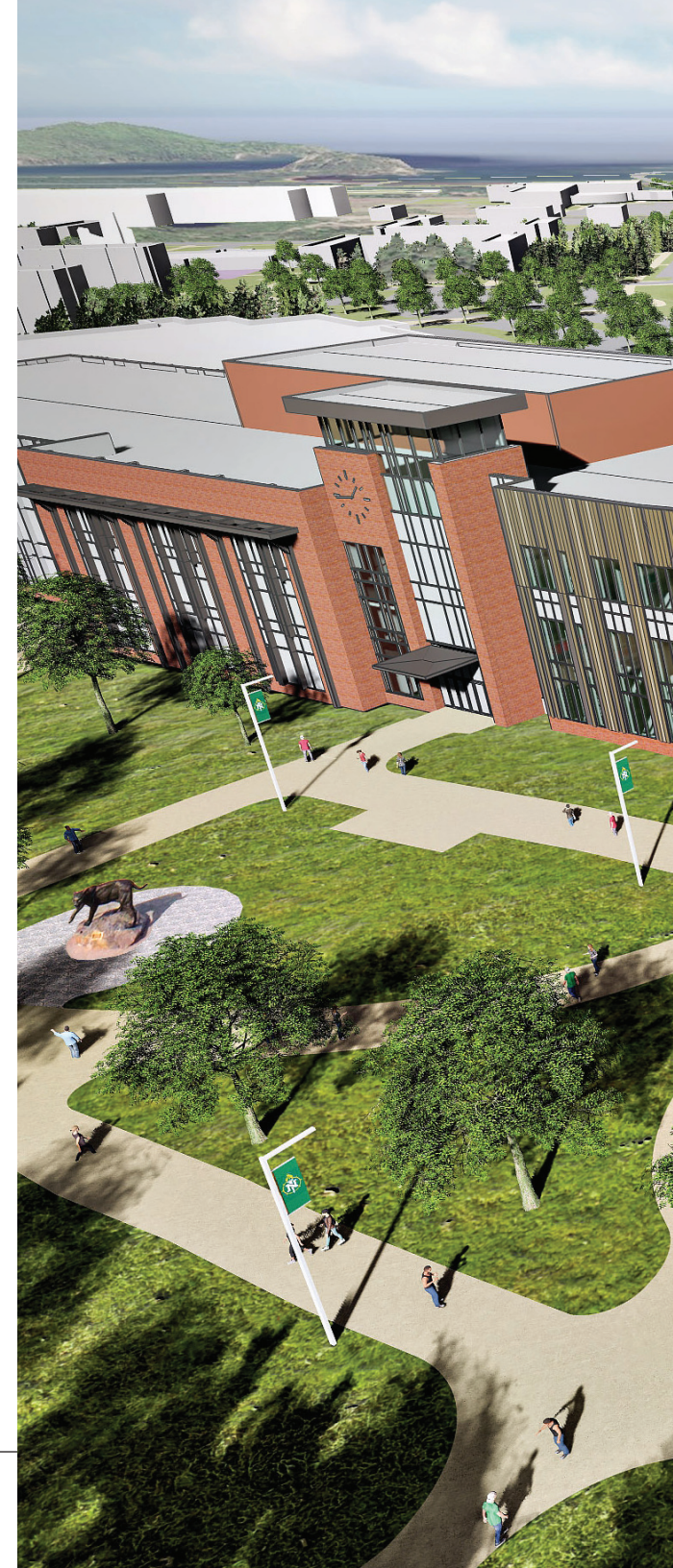


**H. The Northern Center.** The Northern Center is the conference center and gathering space for the campus and the community, serving NMU, the city, county and the region. In 2018-19 The Northern Center has undergone an expansion to increase its conferencing and meeting space accommodations. The Campus Master Plan proposes building on The Northern Center's extended capacity and reinforcing it as the front door and public face of the university, incorporating the Baumier Heritage and Welcome Center from Gries Hall, a new Alumni Center, and adding more student and community amenities. Other hospitality-related programs relocated from the Jacobetti Complex, such as the Culinary Arts programs, could be included in The Northern Center to support catering services for conference and banquet functions.

**J. Spooner Replacement.** Spooner Hall provides apartment-style living for undergrads and graduate students on campus. However, the building will need major repair or replacement. While the majority of on-campus student housing is in the Residential District, this location remains a popular dwelling place for students. The Campus Master Plan proposes the replacement of the existing residential units with new construction on this site, to maintain on-campus apartment living in the Academic Mall District, close to the academic core.

**K. Lee Hall Renovation.** Lee Hall is the oldest remaining building on campus and a reminder of NMU's historic pattern of development. Adjacent to the academic core of campus, the proposed renovation of Lee Hall can create a vibrant, interdisciplinary research facility for undergraduate and graduate students, and could include other support services such as Grants, Honors, Student Fellows and the office of Institutional Research.

**Cohodas Hall (off map).** Situated at the eastern entry to the Academic Mall District off Presque Isle, Cohodas Hall is the main administrative office building for NMU. With the relocation of the College of Business, space will become available to consolidate similar administrative functions from C.B. Hedgcock, and possible community-liaison entities. The relocation and consolidation of administrative functions in Cohodas Hall provides the university with an opportunity to explore new models for workplace environments, that can allow for greater collaboration, meeting space, and functional efficiency. During the master planning process, the campus planning team proposed alternative models of office/workplace environments.









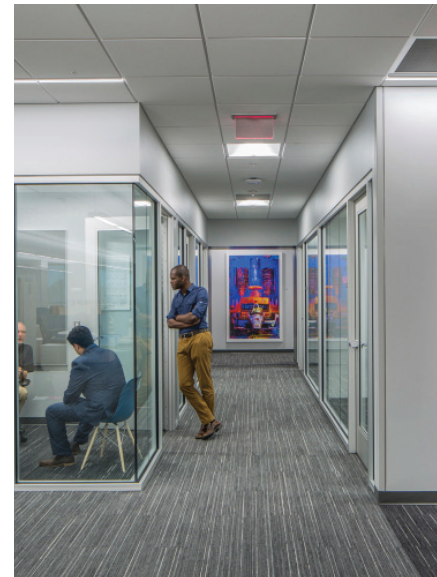
## WORKPLACE/OFFICE CONCEPTS

With the proposed relocation and consolidation of academic departments and administrative units on campus, Northern Michigan University has the opportunity to reconsider the planning and design of the academic workplace. While the primary function of concentration and focused work is still essential in the work environment, increasing emphasis on collaboration and the impact of technology on work patterns will require a new approach. The academic workplace of the future must be able to accommodate different work styles, e.g. the Anchored (“My office is my homebase”) vs. the Agile (tech connected, works anywhere). Planning future work environments must respond to a variety of different factors, including:

- Providing privacy and control
- Accommodating solo and team work
- Providing zones for different work modes
- Supporting mobile workers and/or part-time workers, such as adjunct faculty
- Accommodating technology
- Maximizing the efficiency of space

A layered strategy is required in planning and updating office space to include a diversity of spaces tailored to the needs of the work being done. Beyond the individual office, there is increased need for a “Third Place,” a space away from faculty offices where professors can meet with students or with other faculty, that can also provide a home for adjuncts and retired professors. Another idea is to distribute faculty offices throughout academic buildings to “Meet students where they are,” with huddle spaces to confer with students near classrooms. The images included help illustrate possible space and facility strategies to accommodate new workspaces on campus.

## WORKSTATIONS





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## HUDDLE ROOMS

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## COLLABORATION

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## A NEW LEARNING ECOSYSTEM

Technological innovation and the expectations of a new generation of students are pushing pedagogy in novel directions. The lecture hall has become just one of a number of flexible physical and online options required by contemporary curriculum. Institutions must invest considerable resources in educational IT and technological integration to meet the growing need for smart, wired classrooms, class laboratories and simulation facilities, while also enhancing remote learning opportunities through digital content creation and broadcasting. Northern Michigan University's investment in IT and its Educational Access Network (EAN) will be a continued asset in providing higher education to the Upper Peninsula in the decades to come.

As academic facilities are renovated or new construction is built, NMU has the opportunity to update and embrace new methods of teaching and learning, creating flexible spaces that can support multiple work and learning styles. These include classrooms and lecture halls that can accommodate individual or group work, laboratories that can also be used for lectures, and a wide array of informal meeting and collaboration spaces, such as innovation or 'maker' space, where students and faculty come to learn, teach, research and make all in one integrated environment. The images here illustrate some of the many flexible academic spaces that have supported changes in pedagogy across the country.









# RESIDENTIAL DISTRICT: THE LIVING ENVIRONMENT

As NMU expanded since the 1960's, the campus grew to the north and west, moving off the upper plateau known as the Academic Mall District to the lower elevation known as the Residential District. This district now makes up the majority of the university's residential land uses, transitioning from on-campus residential halls to multi-family student apartments to the west and to multi- and single-family homes to the east.

The Campus Master Plan proposes several student housing and student service relocations, additions, and improvements that will enhance student living on-campus and reinforce the Residential District as a vibrant student neighborhood.

- N** RESIDENCE HALL ADDITION
- O** HEALTH CENTER & ADDITIONAL PARKING
- P** QUAD II ENHANCEMENTS
- Q** APARTMENT EXPANSION AT WOODLAND PARK







**N. The Woods Residence Hall Expansion.** Spalding Hall needs major reinvestment and is at the end of its useful life. Rather than invest the funds needed to renovate the building, the Campus Master Plan proposes the removal of Spalding Hall and replacing it with an additional wing of approximately 150-200 beds on the north end of the Woods residential complex, to maintain the same capacity. The site of Spalding Hall is proposed for surface parking to serve students and the proposed Health Center relocation (below).

**O. Health Center Relocation.** The west end of Northern Lights Dining can be expanded to accommodate a new Health and Wellness Center as replacement space for the Health Center currently in Gries Hall. This new location brings student health services closer to the primary on-campus student neighborhoods to improve function and access. A new surface parking lot west of the addition will provide parking for the Health Center and for student residential parking. The proposed addition will have an external entrance and parking to also serve NMU faculty and staff.

**P. Quad II Renovation/Outdoor Recreation.** Underutilized space in Quad II was renovated recently to create a student recreation center with weights and cardio equipment and a group exercise room. The Campus Master Plan recommends expanding this satellite recreation center with additional indoor fitness, wellness and group exercise activities. The plan further proposes adding an outdoor seasonal ice rink and ice climbing wall to the south of Quad II to create a recreational hub for the Residential District.

**Q. Woodland Park Apartments Expansion.** During the master planning process, student housing staff noted the potential need to add an additional 100 beds of apartment-style living on campus over the next ten years, based on future enrollment targets and potential changes in graduate vs. undergraduate student populations. The Campus Master Plan shows a third apartment building as an expansion of the Woodland Park Apartments and associated resident parking as a placeholder for adding apartment-style capacity on campus.

**Wildcat Way Extension.** Wildcat Way is proposed to extend to the north and to the west, connecting residence halls and the apartments west of Lincoln Avenue into the academic core. The paving, lighting, signage and landscape treatment for these two segments should be designed consistent with Wildcat Way throughout campus to maintain its identity. Additional landscape for buffering winter winds should be installed along its northern and western branches to shelter users.

**Landscape and Open Space Enhancements.** With the consolidation of undergraduate housing and proposed additions on the north end of campus, The Residential District would benefit from a re-evaluation of pedestrian circulation and open space. New pedestrian walkways and connections should emphasize cross-campus and cross-neighborhood movement, not only pedestrian access from parking lots. Residential courtyards could be enhanced with additional plantings and site amenities such as outdoor furniture, court games and heated seating areas.







# ATHLETICS & RECREATION DISTRICT: A RECREATION DESTINATION

The east end of campus features the Athletics and Recreation District, with indoor and outdoor athletic and recreation facilities. As the NMU Wildcats, the university has 13 intercollegiate sports: seven men's (basketball, football, golf, ice hockey, Nordic skiing, soccer, swimming and diving) and ten women's teams (basketball, cross country, golf, lacrosse, Nordic skiing, soccer, swimming and diving, indoor track and field, outdoor track and field, and volleyball). The Wildcats men's ice hockey team program competes in the NCAA Division I level and is a member of the Western Collegiate Hockey Association. The remaining teams compete at the NCAA Division II level, in the Great Lakes Intercollegiate Athletic Conference.

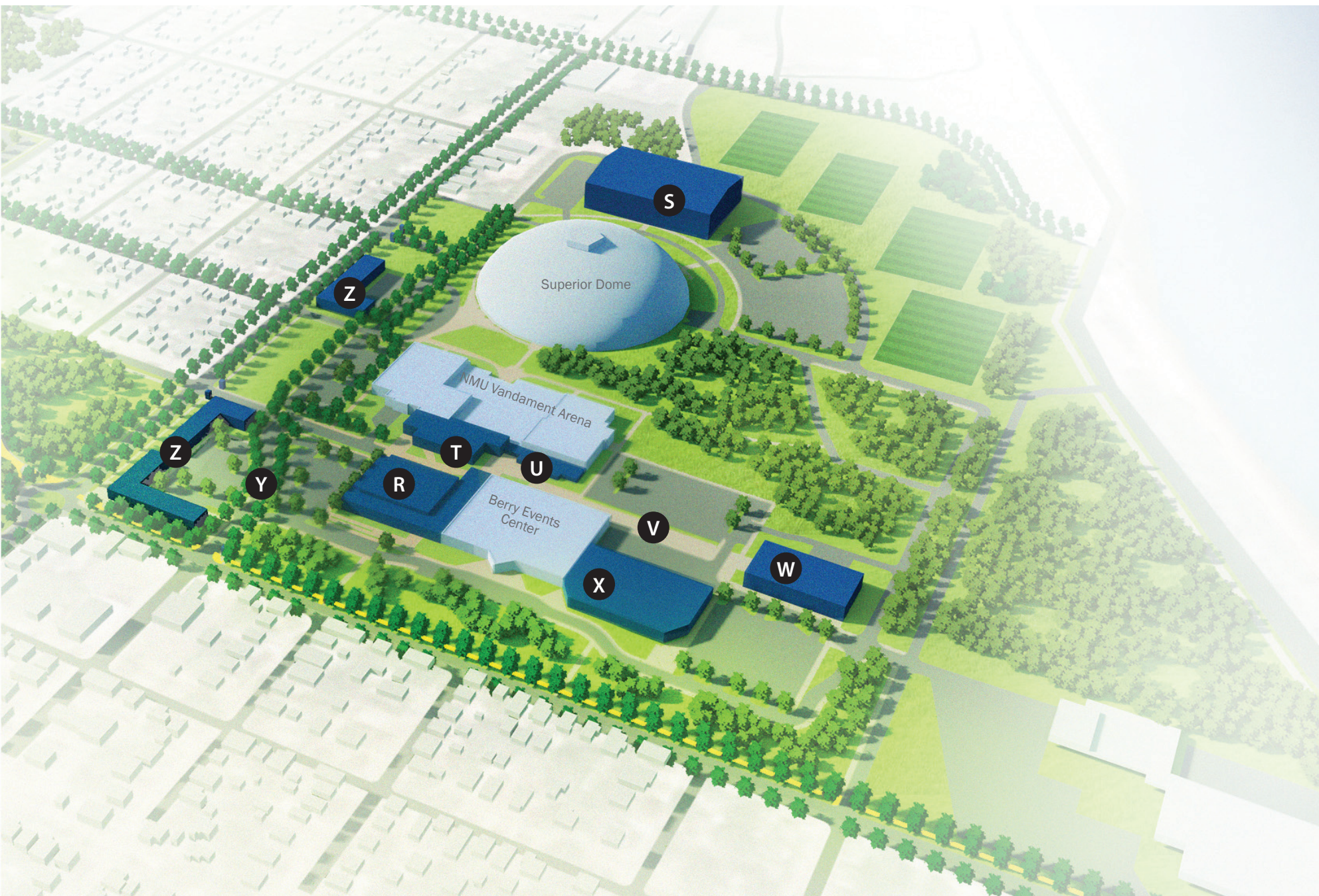
NMU's athletics, recreation, and intramural programs are supported by three indoor facilities and four outdoor athletic fields on the east campus. The largest facility is the Superior Dome, home to NMU football, lacrosse, soccer, track and field, and host to many campus and community events. Constructed in 1991, the Superior Dome is the world's largest wooden dome structure, standing 14 stories tall, with a seating capacity of 8,000.

The remaining sports teams are housed in the Berry Events Center (ice hockey, men's and women's basketball), the Physical Education and Intramural Facility (the PEIF – men's and women's basketball practice, swimming and diving), the Vandament Arena (women's volleyball, also in the PEIF) and the NMU Soccer Field. North and east of the Superior Dome, NMU has four outdoor athletic fields for football practice, lacrosse and soccer. The PEIF also contains additional recreational venues for students, faculty and staff. Additional outdoor recreational fields are located on the west side of campus on Lincoln Avenue. The university also owns an 18-hole golf course off-campus, at the NMU Golf Course.

NMU also houses the U.S. Olympic Education Training, providing resident athlete programs in short track speedskating, weightlifting and Greco-Roman wrestling, housed in the Superior Dome and the Berry Events Center.

- R** BASKETBALL ARENA
- S** INDOOR SOCCER/FOOTBALL FACILITY
- T** NATATORIUM
- U** CROSS COUNTRY SKI TEAM ADDITION
- V** EXPANDED PARKING
- W** INDOOR TENNIS FACILITY
- X** SECOND SHEET OF ICE (PRACTICE)
- Y** THIRD STREET ALIGNMENT & PARKING
- Z** MIXED-USE DEVELOPMENT







## SPACE NEEDS

During the master planning process NMU Athletics identified future athletic and recreation improvements and/or facilities that would increase NMU's competitiveness and attractiveness as a recreation destination for the region.







**Basketball.** Currently, the Berry Events Center is the competition venue for both ice hockey and men's and women's basketball. The labor, time, and maintenance costs to convert the ice sheet to flooring for basketball is increasingly a strain on university resources. A stand-alone basketball arena could better accommodate men's and women's sports programs, lockers, visiting team lockers, and support space in a facility sized to 1,800 - 2,000 seats. Relocating basketball out of the Berry Events Center would also free up more ice time to meet the growing demand.

**Ice Skating.** The Berry Events Center seats 3,800 with an Olympic-sized ice sheet. Due to the popularity of winter sports and ice skating in Marquette and the Upper Peninsula, there is a potential need for an additional sheet of ice to accommodate additional practice, regional competitions, club leagues and student/community recreational skating. Recent renovation to the Lakeview Ice Arena adjacent to the Berry Events Center may not be sufficient to meet future need.

**Nordic Skiing.** A current study of the PEIF and Vandament Arena has proposed an addition to add lockers for the Nordic ski teams and create a more visible entrance to Vandament Arena.

**Soccer.** NMU requested that the campus planning team identify a future location for a potential indoor soccer/multi-purpose field facility as part of the Campus Master Plan. This type of facility could provide greater flexibility and seasonal use for NMU's soccer teams and for track and field. Such a facility would also decrease the wear and tear and maintenance costs on the Superior Dome.

**Swimming and Diving.** The pool inside the PEIF is in need of major renovation and is inadequate for competitive diving. A new Aquatics Center could address current deficiencies, provide an improved venue for NMU teams, and serve as a community resource for competitive events.



## PROPOSED PLAN RECOMMENDATIONS

The Campus Master Plan envisions the Athletics and Recreation District as a vibrant, active recreation destination for the campus and the region. The renovation and expansion of existing facilities, new venues, and addition of new mixed-use development bring more life and activity to this campus neighborhood. The plan is an aspirational view of what could be accommodated to enliven this district and create a regional draw.

**R. Basketball Arena.** As part of the Campus Master Plan, an alternative location for the proposed 1,800 - 2,000 seat basketball arena could be considered for the corner of Fair Avenue and Presque Isle. This highly visible location presents an iconic landmark opportunity for a future facility and brings the activity and attendees closer to the Third Street commercial corridor and to main campus. Proposed mixed-use development has been relocated along the Presque Isle corridor to create a more urban street frontage and active street edge to the Athletics and Recreation District.

**S. Indoor Soccer/Football Facility.** A future location for an Indoor Soccer Facility is shown north of the Superior Dome. This could provide both practice and competitive soccer venues and track and field activities in a more flexible four-season facility.

**T. U. V. PEIF Expansion.** Expansion and additions to the south façade of the PEIF for a new entrance/lobby, new Basketball Arena, Natatorium, and cross country/Nordic ski team lockers will create a more active, transparent façade and identity facing Fair Avenue and Third Street.

With the proposed relocation of the pool incorporated into a new Natatorium, space within the PEIF can be reconfigured to provide a new entrance/lobby and student gathering space, plus address needed recreational expansion and renovations such as additional fitness/work out space, half-court basketball, all gender shower/restroom, offices and meeting space. Lot 57 parking is expanded north.

**W. Indoor Tennis Facility.** NMU requested the campus planning team identify a future location for a potential indoor tennis facility to accommodate student intramural, recreational and community needs.

**X. Second Sheet of Ice (Practice).** The addition of a second ice sheet to the Berry Events Center and potential for a future indoor tennis facility create more athletic and recreational opportunities to attract students and visitors to this area of campus.









 Basketball Arena  
NORTHERN MICHIGAN UNIVERSITY





**Y. Third Street Realignment.** A minor re-alignment of Third Street with new walks and pedestrian entry plazas to the PEIF will enhance circulation and connectivity between NMU's athletics district and the Third Street commercial district. Extension of the proposed Wildcat Way recreational trail across Presque Isle will link the academic core to this district, to Third Street, and to the Lake Superior shoreline and the North Country National Scenic Trail.

**Z. Mixed-Use Development.** Proposed mixed-use development at the corner of Fair Avenue and Presque Isle will create a new gateway and university presence at this important corner across from Cohodas Hall. Additional residential/mixed-use development, gateways, and new landscaped open space along Presque Isle will strengthen NMU's identity along this city thoroughfare.









# 03

## CAMPUS SYSTEMS

As the armature for campus development, NMU's overlapping campus systems organize the campus into an integrated whole. This section describes the Campus Master Plan recommendations for campus-wide systems for those elements that support the overall function of the campus and are not individually place- or project-specific. Campus Systems are those elements relating to facilities, campus open space and campus mobility illustrated in the Campus Master Plan, and include recommendations on the future state for Building and Land Use distribution; Facility Removal, Renovation and New Construction; Landscape and Open Space; Gateways; Campus Circulation (Vehicular, Pedestrian, and Non-motorized); and Parking.



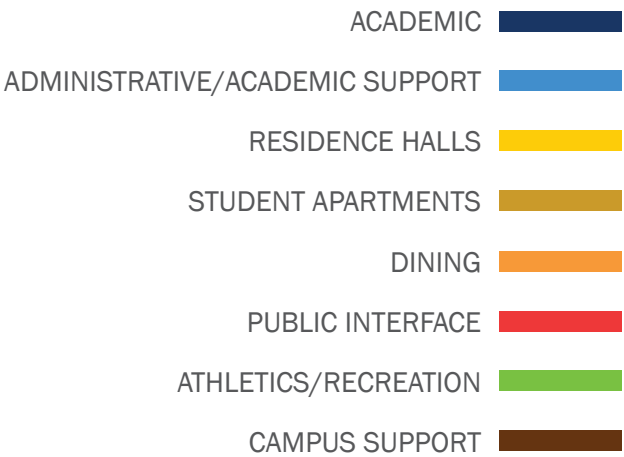
# BUILDINGS & LAND USE

## EXISTING CONDITIONS

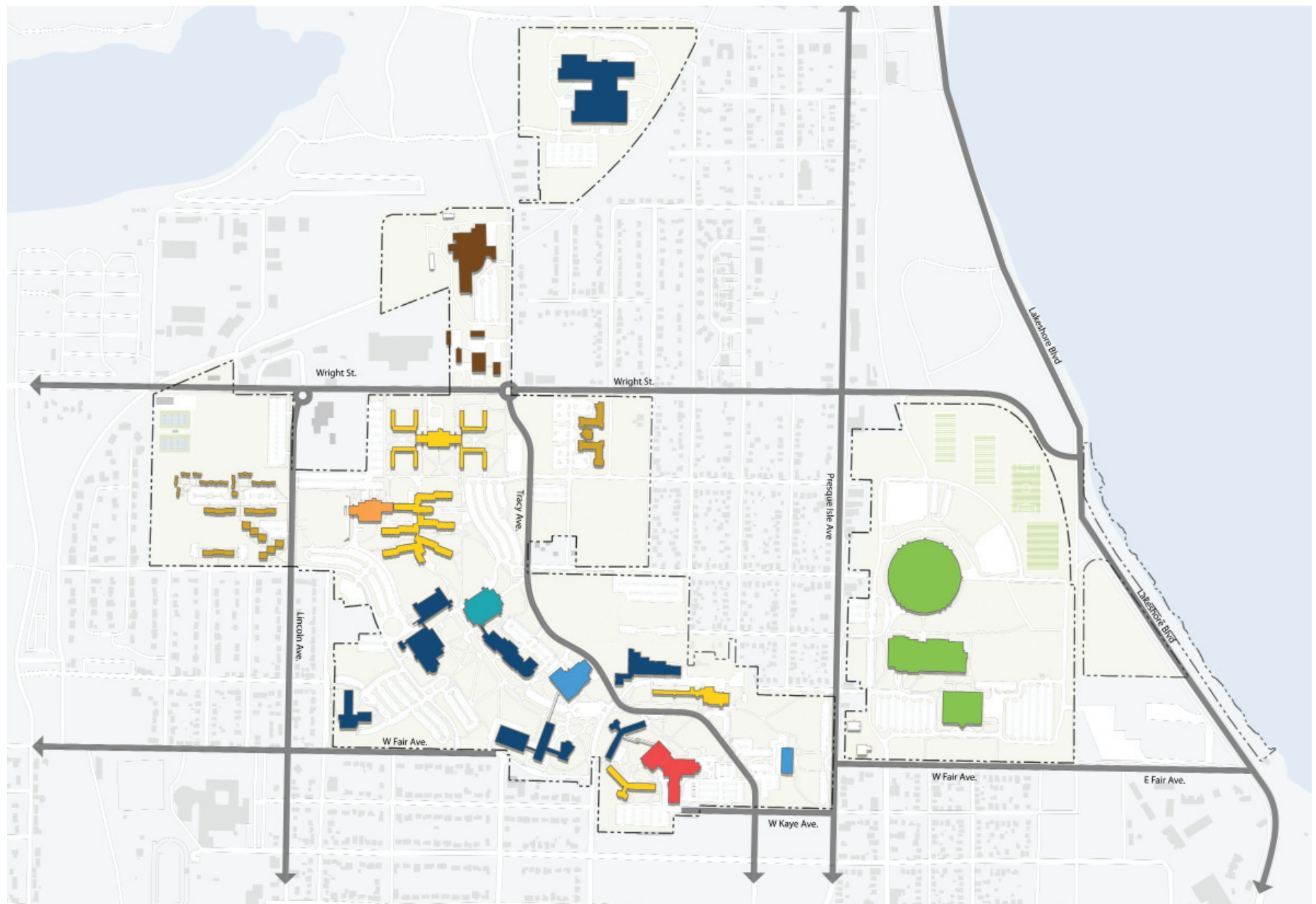
Influenced by its geography and history of development, the existing campus is organized into four main land use groupings:

- Athletics and recreation on the east;
- Academic, student services, and administrative functions in the central part of campus (Academic Mall District);
- Student housing and dining primarily north of central campus; and
- Campus support and physical plant services north of Wright Street.

The main outlier to this land use organization is the College of Technology and Occupational Sciences located in the Jacobetti Complex almost 1 mile to the north of the main campus off Sugar Loaf Avenue. During the master planning process, many NMU faculty, staff and students in programs at the Jacobetti Complex noted the sense of isolation and distance from the core of campus as a negative.







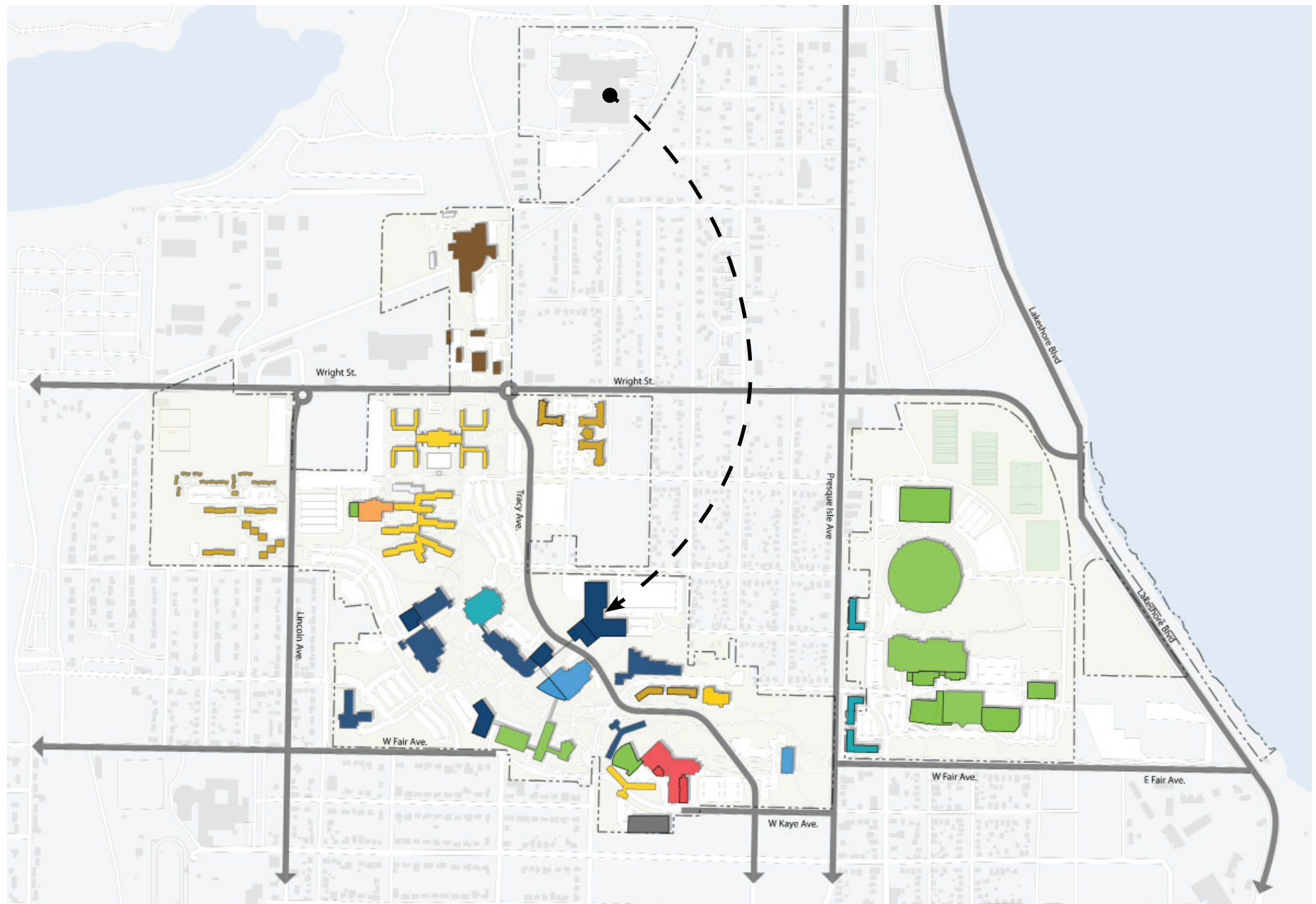


RECOMMENDATIONS

The Campus Master Plan reinforces the land use organization on campus with consolidation of academic, student services, and administrative functions in the academic core (Academic Mall District), expansion of residential in the Residential District, and investment in athletics and recreation in the east campus. Further relocation of academic departments into the core and a reorganization and clustering of administrative uses and student services into Cohodas Hall and C.B. Hedgcock, respectively, will help improve campus clarity, identity and function.

- ACADEMIC
- ADMINISTRATIVE/ACADEMIC SUPPORT
- RESIDENCE HALLS
- STUDENT APARTMENTS
- DINING
- PUBLIC INTERFACE
- ATHLETICS/RECREATION
- CAMPUS SUPPORT
- PARKING GARAGE
- MIXED-USE







# CAMPUS FACILITIES

## REMOVAL & REPLACEMENT

Early in the master planning process, NMU administrators and staff identified Gries Hall, West Hall, Spooner Hall and Spalding Hall for removal and/or replacement. Removal of Gries Hall will depend on the university first completing a sequence of renovations, new construction, and other unit relocations to make space available for the relocation of the existing programs and academic units currently in the building.

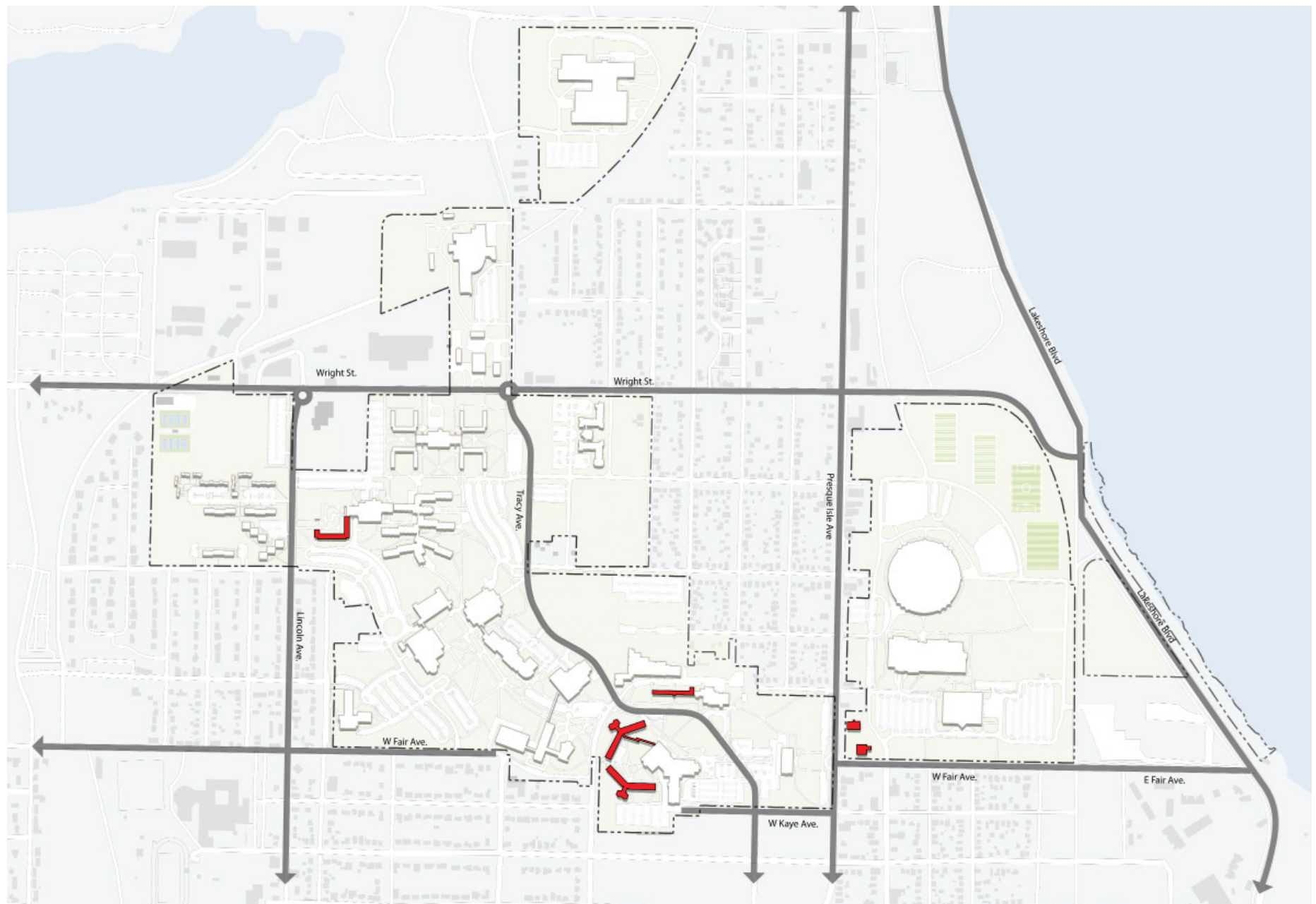
Similarly, the removal of Spalding and Spooner Halls will require the construction of replacement residence halls and apartments to maintain housing capacity before these facilities can be removed. West Hall is currently vacant, with its housing capacity already accommodated in construction of the Woods residential complex.

The relocation of the Career & Engineering Tech Center from the existing Jacobetti Complex onto the Academic Mall District will allow the university to potentially lease or sell the facility.

As part of a future public-private partnership (P3), the Campus Master Plan proposes redeveloping the corner of Presque Isle Avenue and Fair Avenue as a multi-story, mixed-use development to replace the one-story commercial buildings on that parcel. The existing food service and retail could occupy the ground floor of future mixed-use development, as a new gateway to the Athletics and Recreation District.

BUILDING REMOVAL 







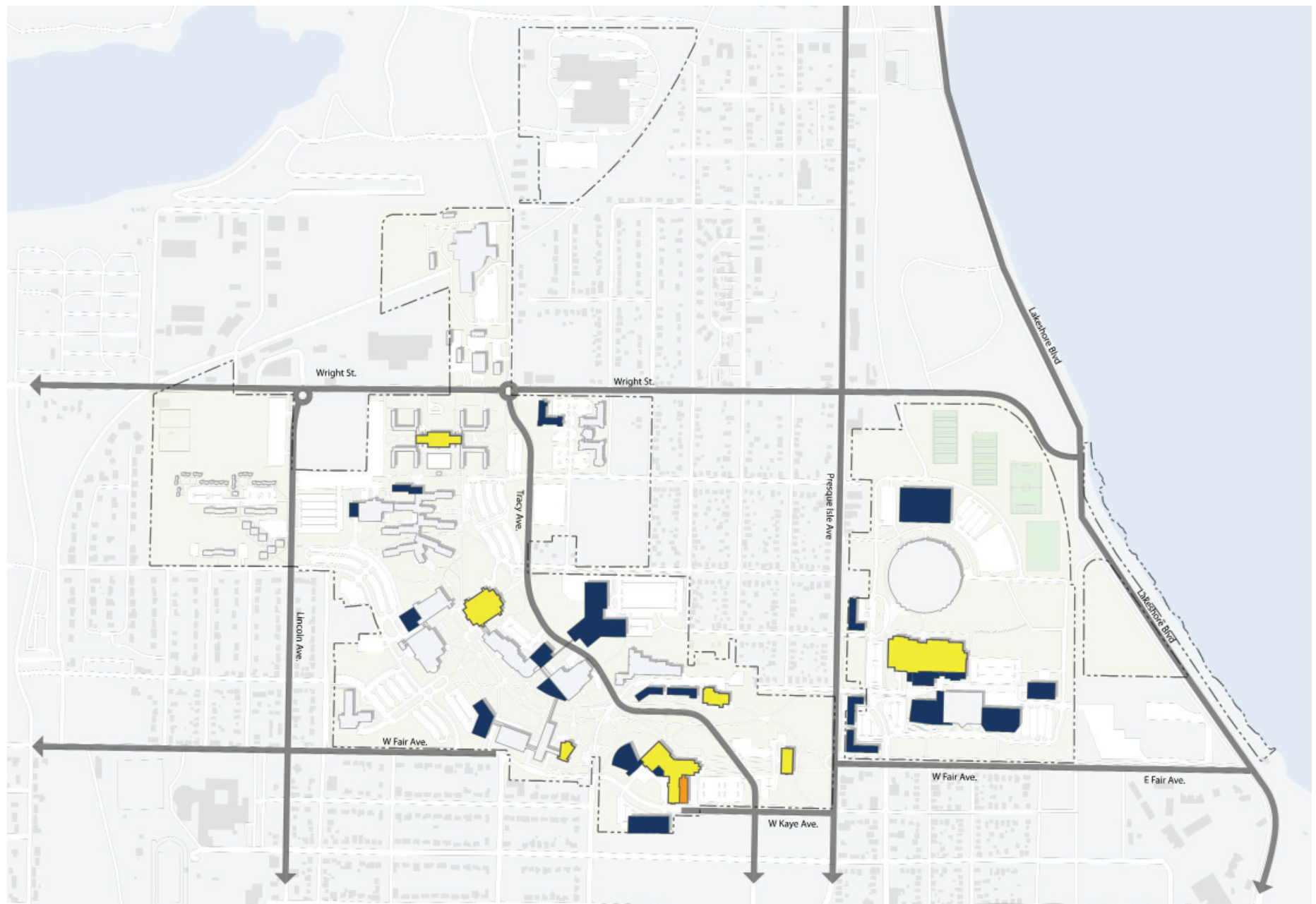
**RENOVATION & NEW CONSTRUCTION**

The 2017 Five-Year Facilities Master Plan identified several existing campus facilities for renovation and reinvestment. In combination with the Campus Master Plan recommendations, the diagram below notes those facilities requiring renovation and reinvestment over the next ten plus years.

The Campus Master Plan further identifies areas for new construction and building additions to replace outdated facilities and implement the vision of the university. The building footprints shown with the Campus Master Plan are meant as illustrative only to indicate general massing, location, and spatial relationship to its campus context. Specific building footprints, size, programs, and timeline will be dependent on future need and funding availability. Some projects may also be candidates for new partnerships with new entities and/or developers.









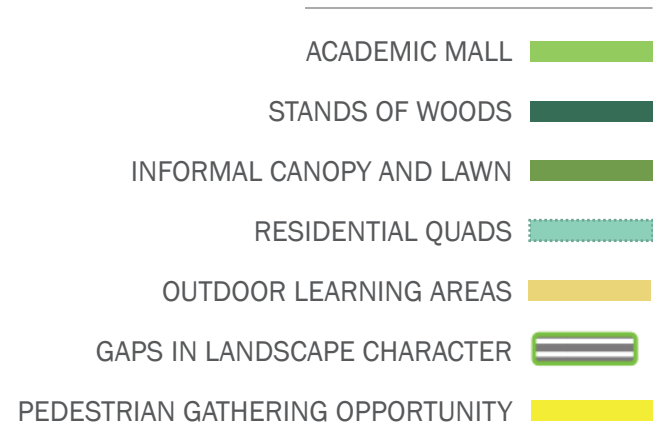
# LANDSCAPE & OPEN SPACE

## EXISTING CONDITIONS

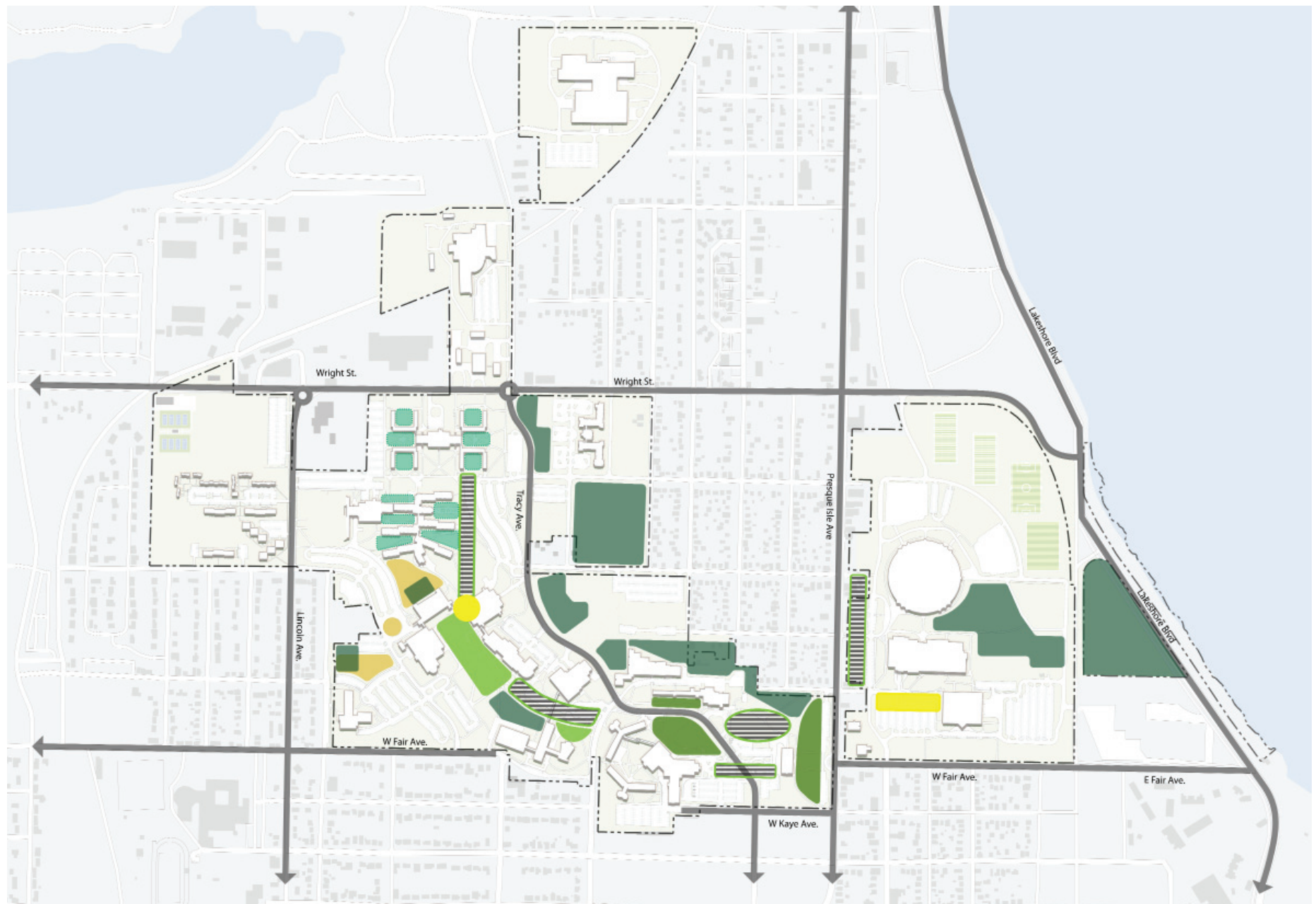
The Academic Mall on the Academic Mall District is the primary open space and organizing element of campus, with academic buildings framing a quad of lawn, canopy trees and ornamental plantings. The Academic Mall runs from Weston Hall on the north end to C.B. Hedgcock and has a pedestrian bridge crossing the Mall to the Fine Arts Building. A grove of conifers in front of McClintock Hall stand on a small rise of ground, helping to visually anchor the Mall on its southern end. East of the Fine Arts Building, there is an Arts Plaza fronting the Forest Roberts Theatre; however, existing surface parking in this zone in front of C.B. Hedgcock detracts from the landscape character and disrupts pedestrian circulation.

The Academic Mall ends west of 7th Street. The landscape character east of 7th Street is more informal, with stands of both deciduous canopy trees and conifers situated in informal areas of lawn, crisscrossed by walks. The wooded bluff separating the Academic Mall District from the Residential District forms a distinct campus boundary to the adjacent neighborhood on its north side.

Remaining sections of campus are typically open lawn areas with scattered deciduous and coniferous trees, some ornamental tree plantings, and a few remaining remnant woodlots on the Residential District east of the Athletics and Recreation District. A few sections of campus have been designated as outdoor learning areas for the study of natural plant materials and systems. These are located near Whitman Hall, Weston Hall and the Woods Residence Halls.









RECOMMENDATIONS

The Campus Master Plan establishes the prominence of the campus landscape and the pedestrian experience in the continued development of campus. Selective building removals, new building footprints, and new additions are designed to help frame and shape campus space in support of the overall campus framework to celebrate place.

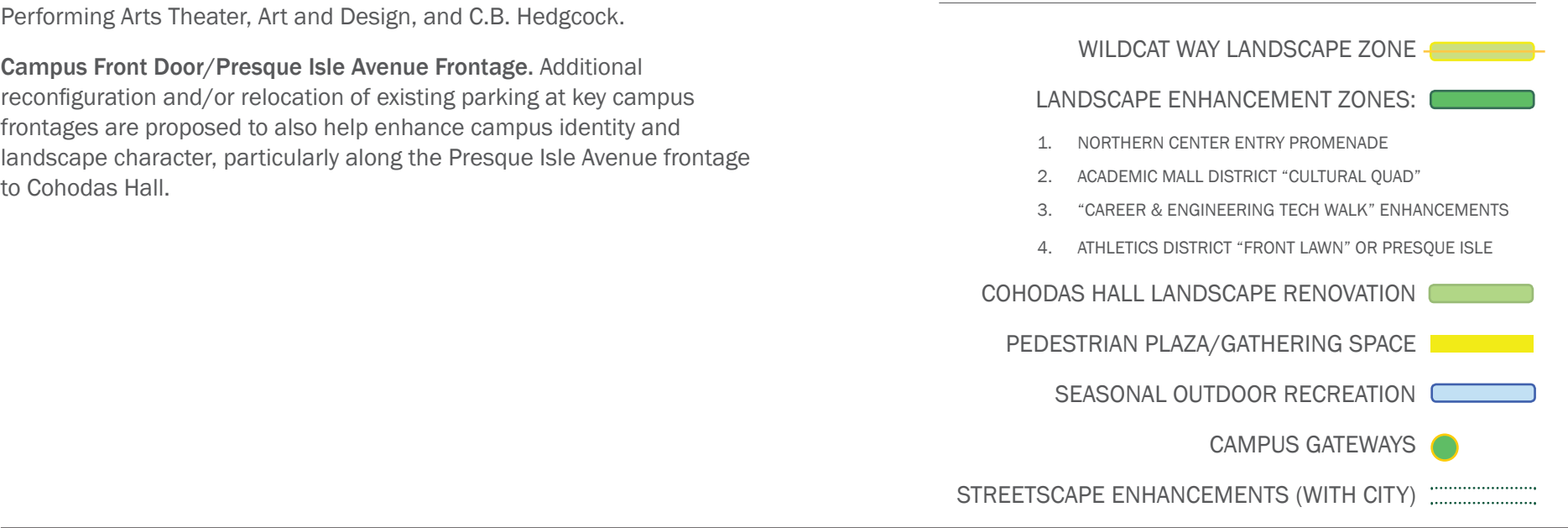
**Extension of Academic Mall.** The most significant move will be the removal of Gries and West Halls and the relocation of surface parking from the center of campus and the subsequent expansion of the Academic Mall across 7th Street to The Northern Center.

**Expanded Arts Plaza.** The addition of a future Performing Arts Theater and community space will create a new arts plaza as the central gathering space and focal point between Forest Roberts Theatre, the Performing Arts Theater, Art and Design, and C.B. Hedgcock.

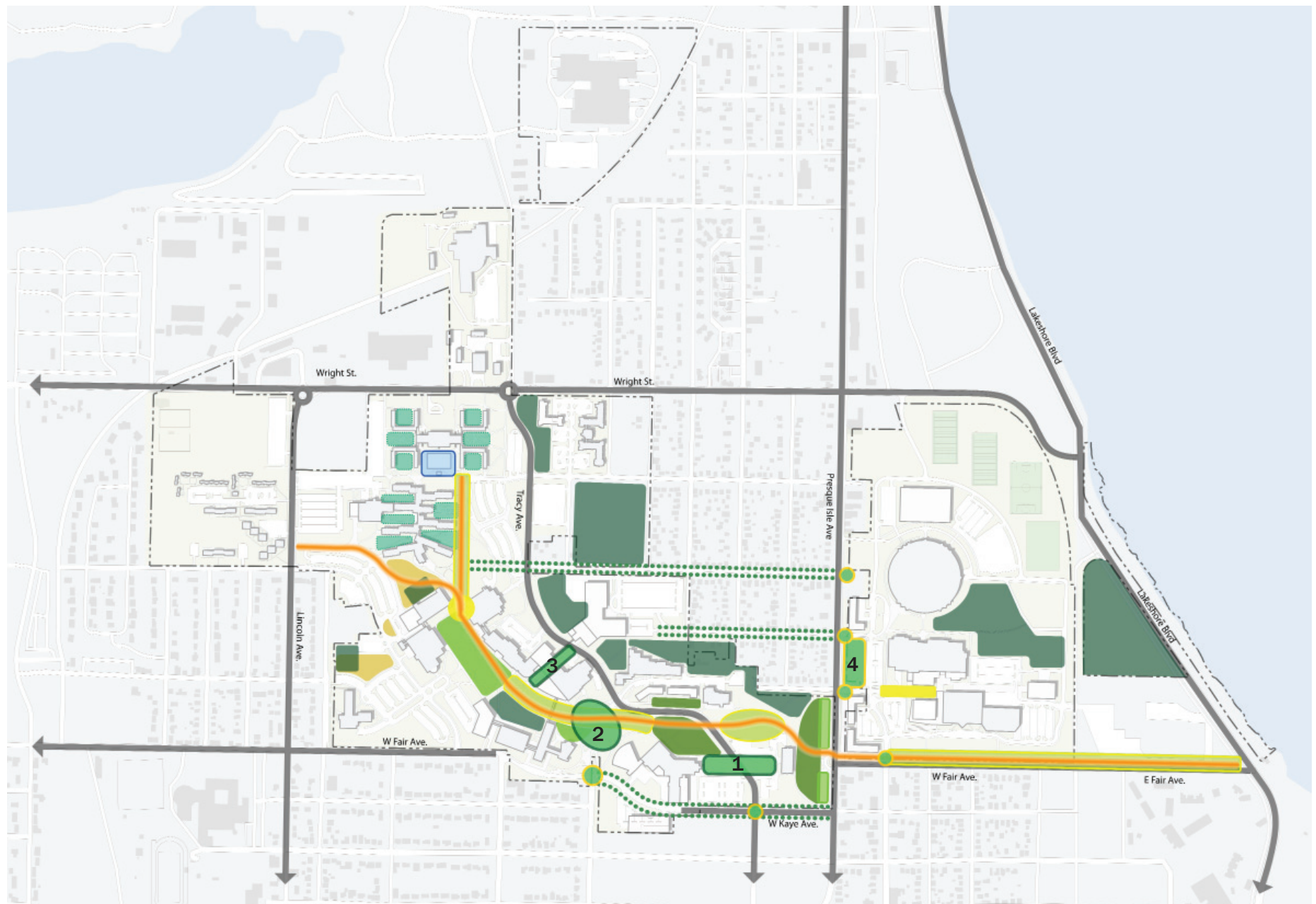
**Campus Front Door/Presque Isle Avenue Frontage.** Additional reconfiguration and/or relocation of existing parking at key campus frontages are proposed to also help enhance campus identity and landscape character, particularly along the Presque Isle Avenue frontage to Cohodas Hall.

**Northern Center Promenade.** Parking is reconfigured to create a new entry plaza between the Northern Center and Cohodas Hall to create a better pedestrian linkage and access between two campus destinations and community resources.

**Outdoor Learning Areas.** While a few areas of campus have been designated outdoor learning areas and/or low mow zones, there may be opportunities in the future to expand native landscapes, low maintenance plantings and opportunities for coordinated stormwater management. The university should consider the development and implementation of a Campus Landscape and Maintenance Plan to define areas of greater or lesser maintenance and establish a consistent palette of site materials.











## CAMPUS GATEWAYS

The university has implemented several campus gateway improvements recommended in the previous master plan, such as at 7th Street at Elizabeth Harden and at Tracy Avenue and Wright Street. The Campus Master Plan proposes several additional areas to highlight the campus's identity and create a sense of arrival, both for vehicular traffic and pedestrians. Some of these areas would benefit from a more vertical architectural expression, such as the examples shown. The university should update its gateway and signage program as new construction and campus improvements are implemented.







# PEDESTRIAN CIRCULATION

## EXISTING CONDITIONS

NMU’s pattern of campus expansion has created issues with pedestrian connectivity and access. While the campus is generally well served with pedestrian walks in the academic core, a continuous network of pedestrian walks that connect districts is not clearly defined. Frequently, sidewalks only connect campus parking to adjacent facilities.

The main spine of pedestrian circulation on campus defines the northeastern boundary of the Academic Mall along Harden and Jamrich Halls. The primary walk here is split into two pathways divided by a landscaped median, allowing for pedestrian movement on one path and bicycle movement on the other. This landscaped walkway splits into

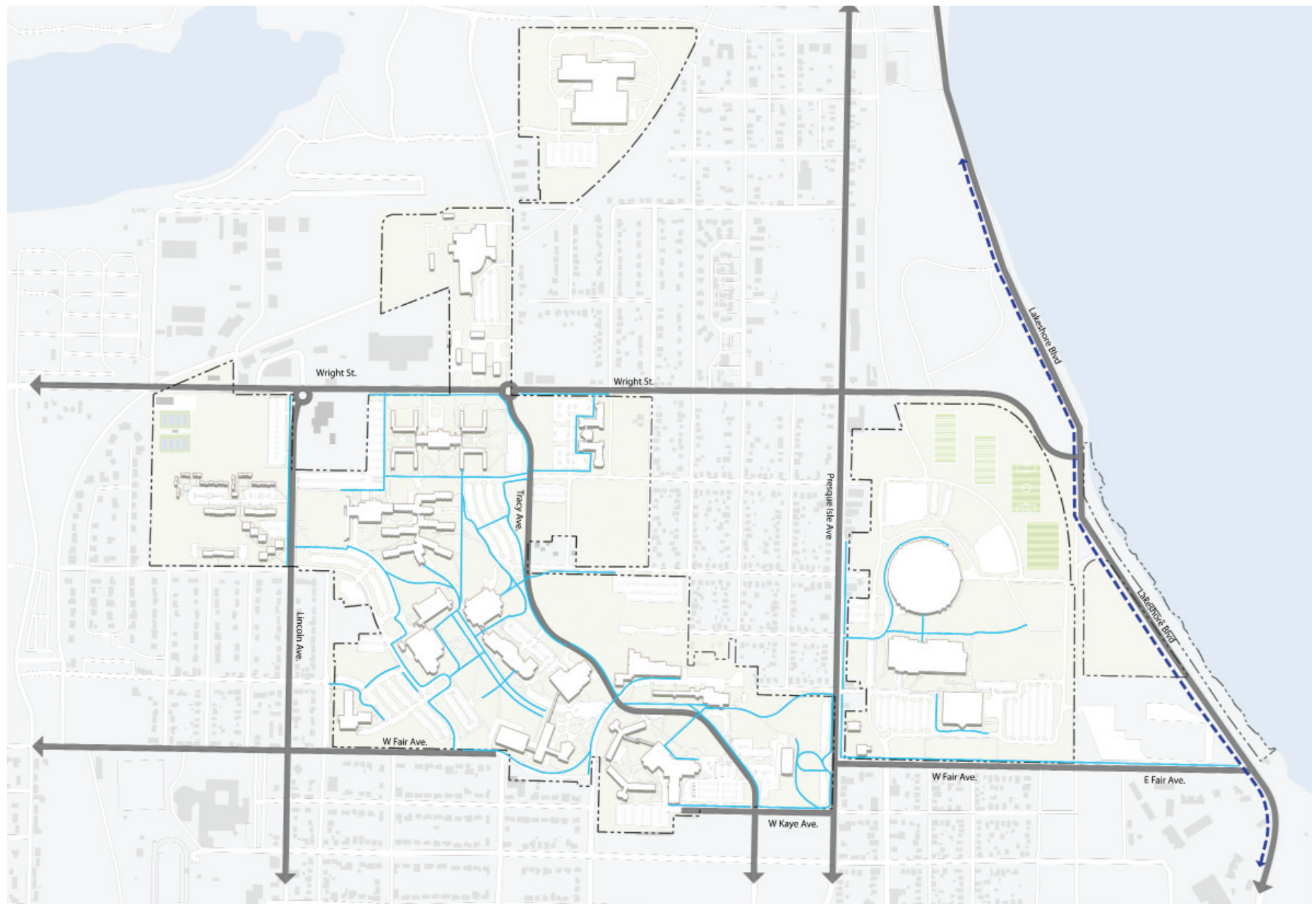
individual single walks at its north end to the residential neighborhoods of the Residential Campus, and at its southeastern terminus at 7th Street. A direct walkway and pedestrian route across 7th Street to The Northern Center and over to the Athletics and Recreation Campus is not clearly defined, creating mid-block pedestrian conflicts with traffic on 7th Street.

The lack of sidewalks on key side streets such as Tracy Avenue, and the number of city streets that bisect campus also create gaps in the pedestrian fabric and pedestrian conflicts with campus traffic. Besides 7th Street, pedestrian/traffic conflicts are most acute on Tracy Avenue from the academic core to parking on Summit Street, and across Presque Isle Avenue from the multiple side street intersections between Fair Avenue and Wright Street.

EXISTING SIDEWALKS 

LAKESHORE CITY BIKE PATH 







RECOMMENDATIONS

The Campus Master Plan proposes a continuous, integrated network of pedestrian walks to clarify pedestrian movement, enhance safety and establish greater connectivity between districts and neighborhoods on campus. The following descriptions highlight some of the major recommendations.

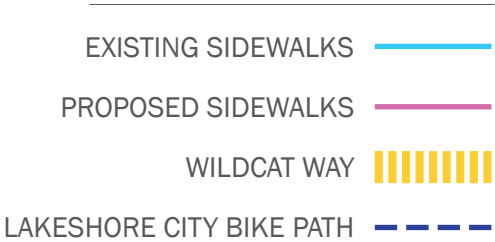
**Wildcat Way.** Wildcat Way is a proposed pedestrian walk and non-motorized bicycle path that builds off the main pedestrian spine of the Academic Mall, extending across 7th Street, Lee Drive, and Presque Isle Avenue to connect campus east to the Lake Superior shoreline. The design of Wildcat Way should be uniquely Northern Michigan University, with lighting, signage, landscape, and amenities that identify it as its own unique place.

**Career Tech Walk.** New walks, paving, lighting, and landscape is proposed as a ground-level connection from the Academic Mall to the proposed Career and Engineering Tech Facility, across Tracy Avenue. This will also create a new landscape linkage at ground-level between Jamrich Hall and C.B. Hedgcock.

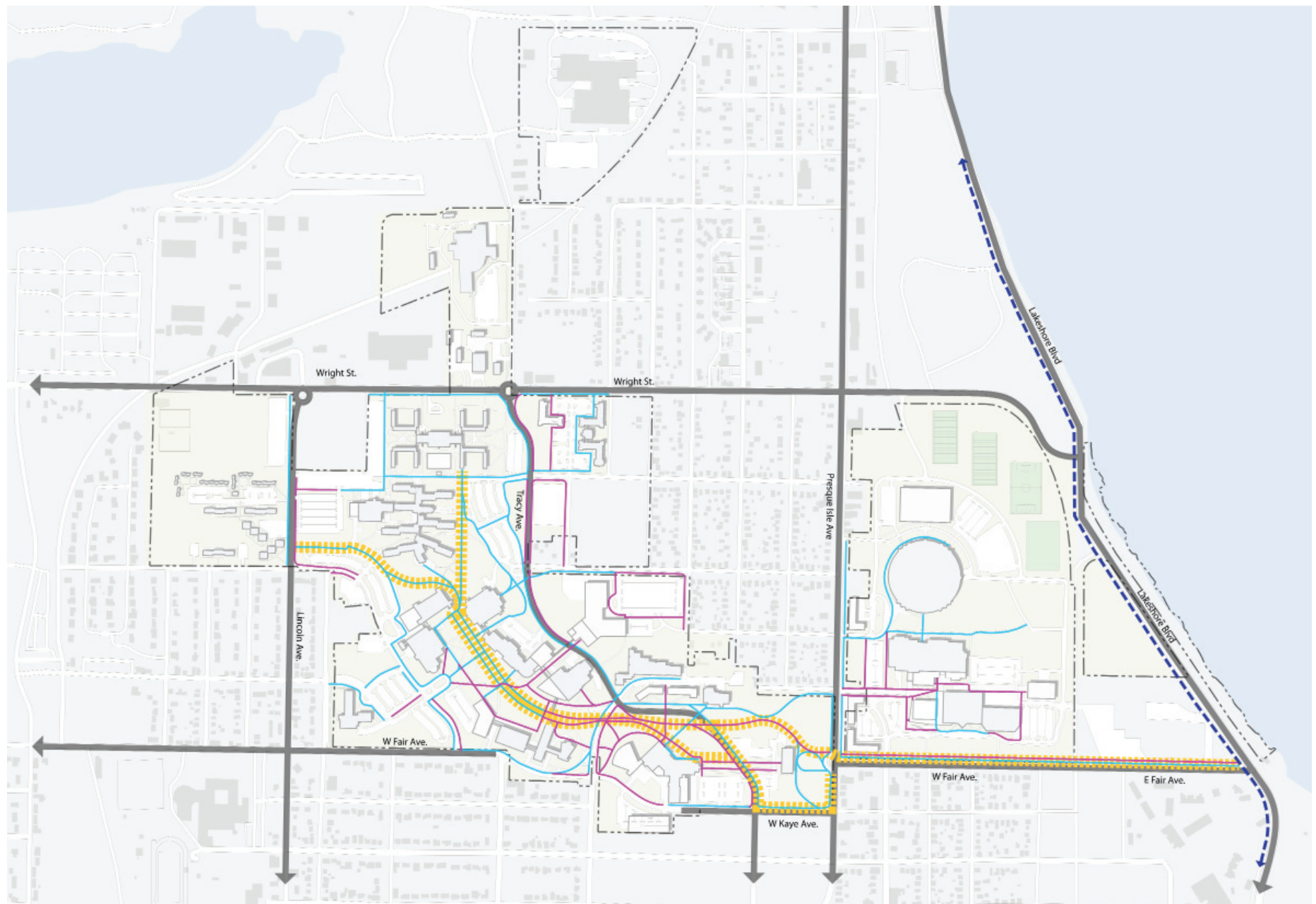
**Whitman Walk.** Minor adjustments to the existing parking lot in front of Whitman Hall can create a dedicated landscape island and pedestrian through parking for safer pedestrian movement to the academic core of campus.

**Mid-block Crossings.** Mid-block crossings should be further identified across campus and enhanced for pedestrian safety and visibility, including striping, signage, and pedestrian markers to alert and slow traffic. Where possible on Presque Isle Avenue, a pedestrian hawk signal may warrant installation to accommodate pedestrian movement, particularly during events at the Superior Dome.

**City Sidewalk Extensions.** There are several city sidewalks missing adjacent to campus that are planned for construction as part of the city’s transportation plan. To improve the pedestrian network fully both on and off-campus, NMU should connect existing and future campus sidewalks to city neighborhoods in coordination with the City of Marquette as they implement their sidewalk and bicycle plans on rights-of-way. NMU can further work collaboratively with the city to improve pedestrian sidewalks, lighting, tree plantings and signage along key pedestrian routes to the Superior Dome and the Athletics and Recreation District, particularly on Center and Summit Streets.









# VEHICULAR CIRCULATION

## EXISTING CONDITIONS

While city streets have adequate capacity to handle NMU's campus traffic, the campus's distribution of land is bisected by several public rights-of-way, making it difficult to create a traditional 'ring road' concept for convenient campus travel. Wright Street on the north and Presque Isle Avenue on the east provide the primary vehicular access to campus, but they divide the Athletics and Recreation District and the northern campus lands from the main part of campus. Tracy Avenue from Wright Street to Kaye runs parallel to the northeastern edge of campus and provides the most direct campus access, but it also divides the campus from adjacent campus property and the residential neighborhood to the east. Kaye, Fair, and Elizabeth Harden Avenues provide access from the south, but do not form a continuous vehicular route along the campus's southern border.

7th Street bisects the academic core in the center of campus, providing access and views into campus, but also creating significant pedestrian conflicts for students and staff crossing the street in mid-block areas. As a public right-of-way, 7th Street is an important north-south street that connects campus to downtown and to the south side of Marquette. It is also a key gateway and entrance to campus.

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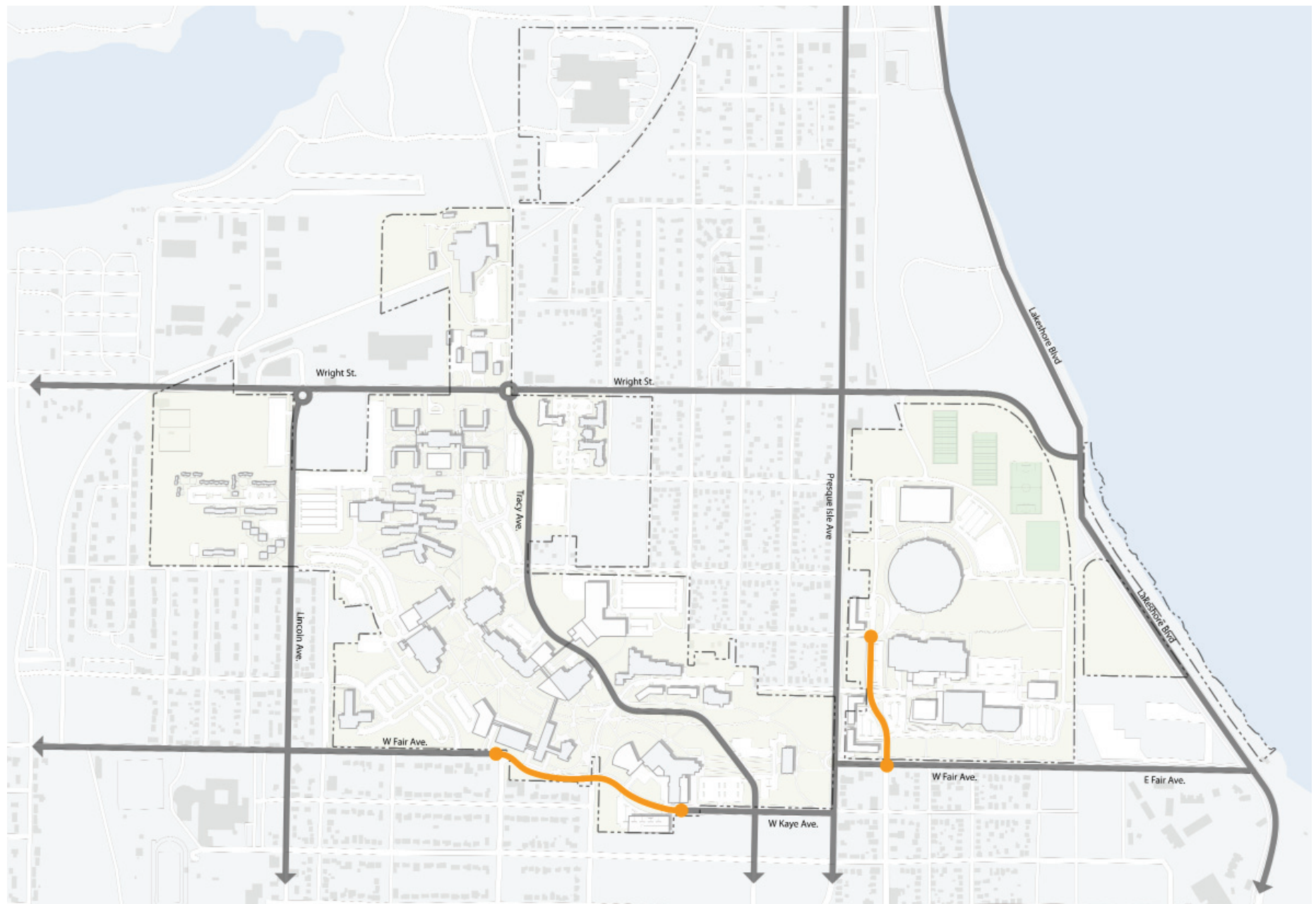
EXISTING STREETS



PROPOSED STREETS









# VEHICULAR CIRCULATION

## RECOMMENDATIONS

In order to enhance campus mobility and meet the Campus Master Plan and strategic plan goals for access, connectivity and identity, the Campus Master Plan proposes a few road and street improvements.

**Kaye Avenue Extension.** In order to better facilitate south campus movement, the Campus Master Plan proposes the extension and connection of Kaye Avenue from its current dead end south of The Northern Center to Elizabeth Harden Avenue at its intersection with 7th Street. This extension would also allow for greater access to parking south of The Northern Center, including a future parking garage in this zone. The streetscape design should include sidewalks, lighting, lawn panels and street trees within its right-of-way.

**Third Street Realignment.** The Campus Master Plan proposes a minor road realignment of 3rd Street north of Fair Avenue into the Athletics and Recreation District. This realignment will improve the redevelopment potential of the corner parcel at Presque Isle and Fair Avenues.

**7th Street Modifications.** In order to enhance pedestrian and bicycle safety crossing 7th Street, the Campus Master Plan proposes the following modifications:

- Narrowing the road width by removing most on-street parking, adding street trees and lawn panels
- Creating two pedestrian mid-block crossings at Wildcat Way and Forest Roberts Theatre
- Creating a separate left-turn lane from 7th Street onto Tracy Avenue
- Creating a new Southern Gateway with columns, signage, center median and separate left turn lane at Elizabeth Harden Avenue

**7th Street Closure Alternative.** In the course of the master planning process, the campus planning team explored the concept of closing 7th Street between Elizabeth Harden Avenue and Lee Drive. This would greatly increase pedestrian safety and movement on campus between the academic core and The Northern Center. Local traffic flow could still be maintained from Fair Avenue along Lee Drive/Tracy Avenue to Wright Street north of campus. The redesign of 7th Street as a major pedestrian walk and bicycle route would still allow for emergency and service vehicles to access campus.



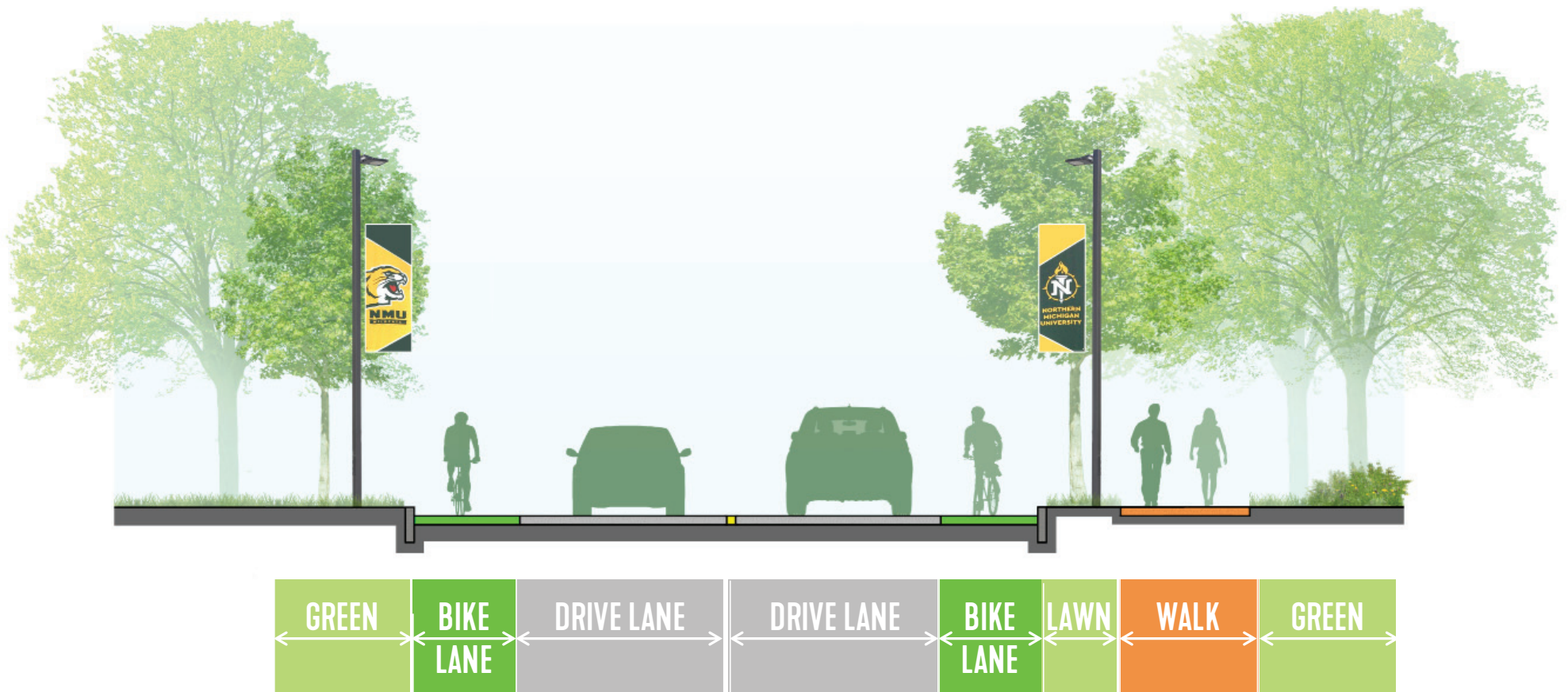
7th Seventh Street Open



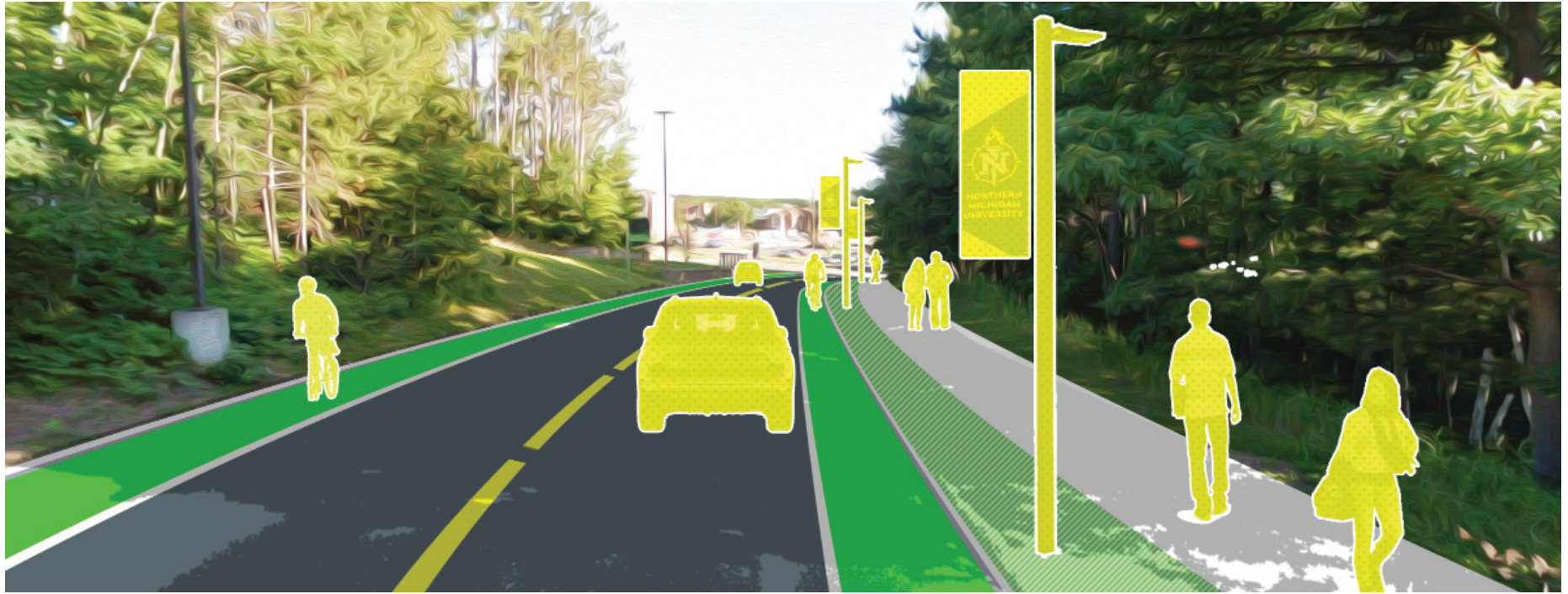
7th Seventh Street Closed











## TRACY AVENUE

The Campus Master Plan proposes widening Tracy Avenue to increase lane width, add a bicycle lane, and add a continuous sidewalk with lighting and landscaping. Enhanced intersection markings and specific mid-block crossings should be incorporated into the design to accommodate pedestrian movement across the road, as well as along the road.



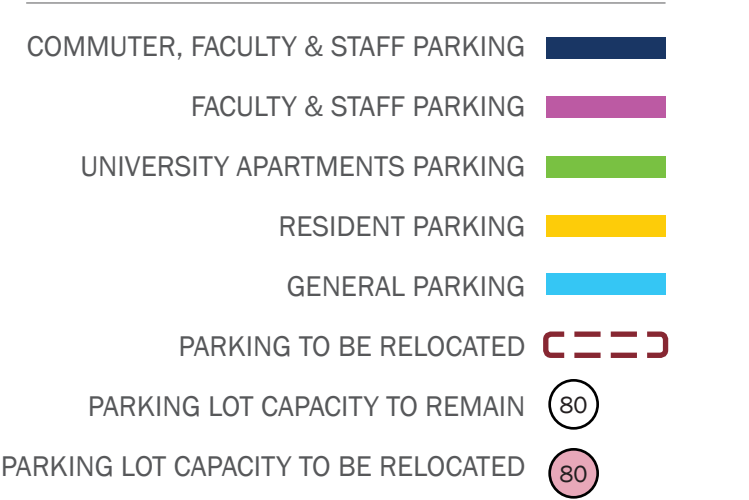
# PARKING

## EXISTING CONDITIONS

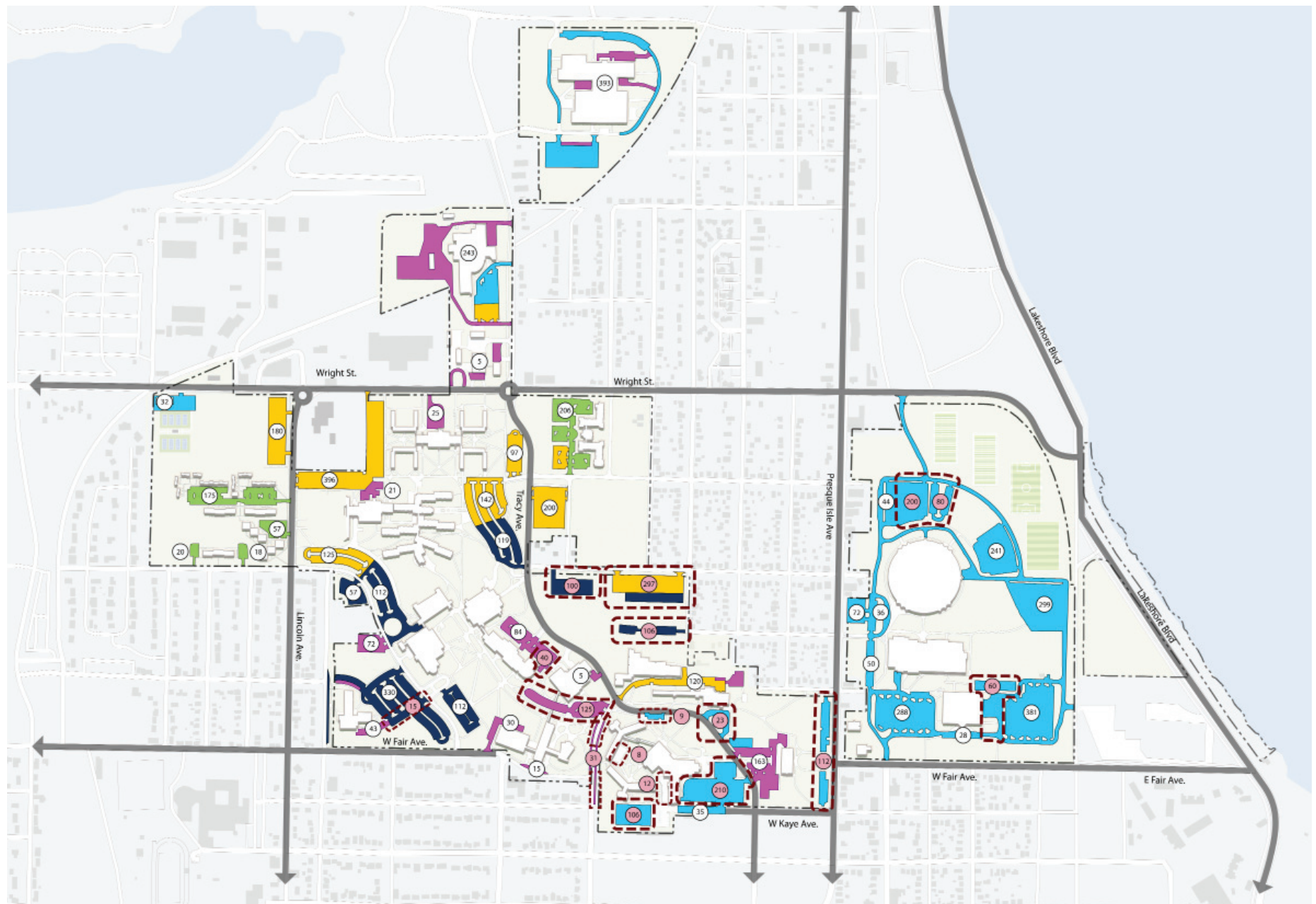
As of Fall 2018 total student headcount at NMU was 7,595. There was a total of 1,156 employees, including full- and part-time faculty, which, totaled with the student headcount, equals a campus population of 8,751. There is a total of 6,697 parking spaces on campus serving faculty, staff, commuter students, residential students, and visitors. This equates to a campus-wide ratio of 1.3 people per space. When examining just the primary use areas of campus (excluding the Athletics and Recreation parking) this equates to 1.77 people per space, still well below the national average for more suburban campuses of 2.4 people per space.

Parking is located within each district serving its primary land use and generally located toward the perimeter of each district. In the center of campus however, a few surface lots remain in the pedestrian core of campus, disrupting the pedestrian nature and viewsheds of the academic core.

University staff conducted a parking utilization study of faculty/staff and student core campus parking lots to determine actual use. A significant number of lots (Athletics and Recreation, Jacobetti Complex, Services Building, and general parking around University Center and Cohodas Hall) were not included in the count. The study found that the majority of lots in the academic core are fully utilized. Like most university campuses, parking is not a total capacity issue, but more of a distribution concern.









# PARKING

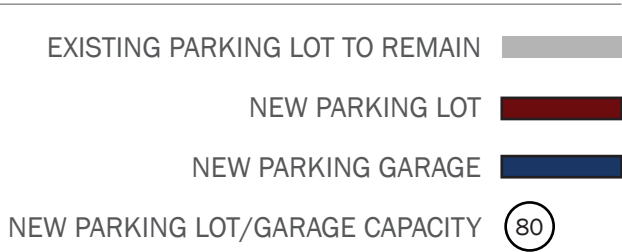
## RECOMMENDATIONS

Campus parking remains an important component to NMU’s function and welcoming experience, and the parking lots serving the academic core and student residences remain well-utilized. In order to achieve the goals of the Campus Master Plan and create a more connected, pedestrian-friendly and safe campus environment, the plan proposes the relocation and replacement of a few critical surface lots to nearby locations.

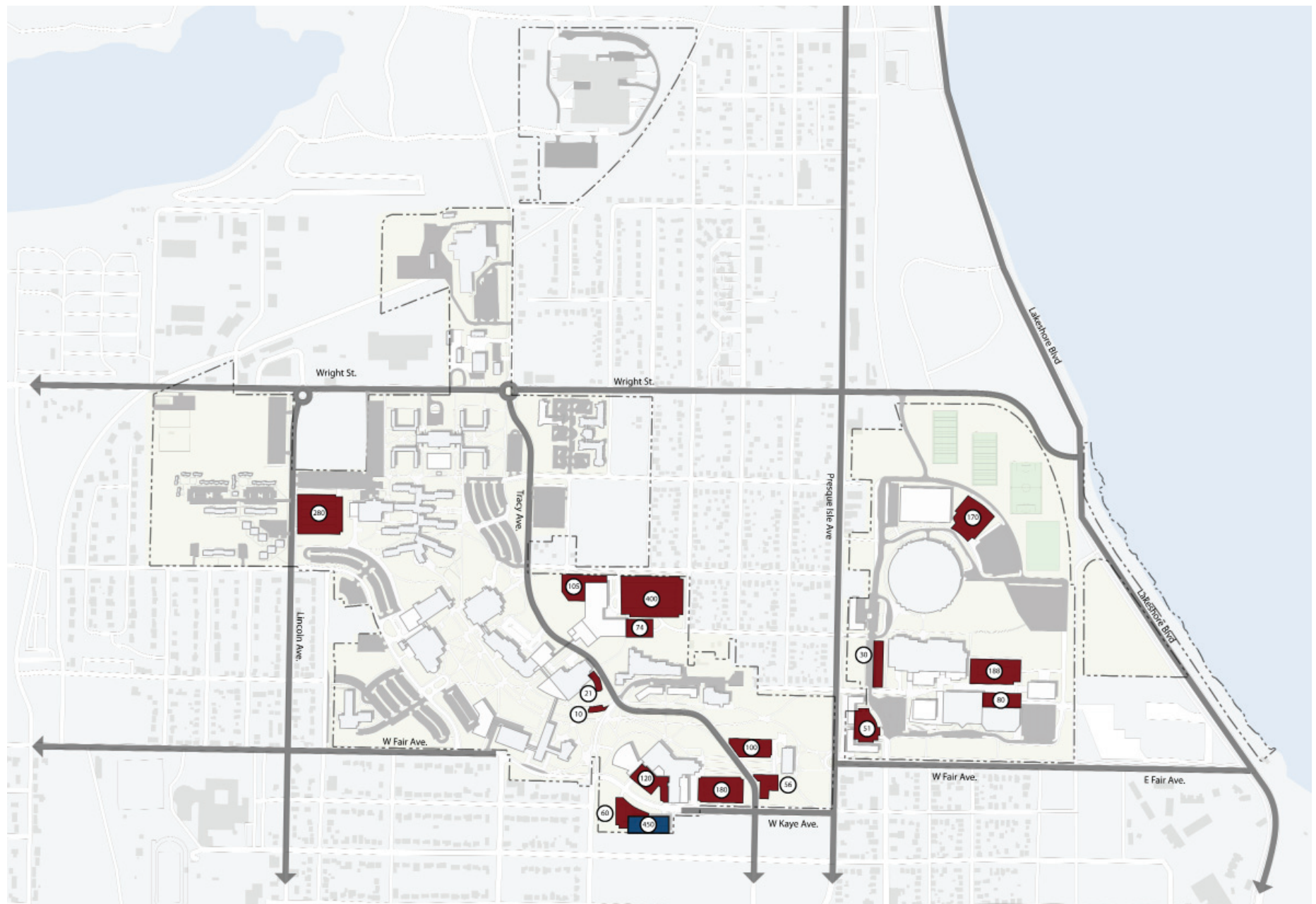
**Academic Mall District.** The Campus Master Plan proposes several parking relocation and replacement lots in the academic core to accommodate future redevelopment and new construction. With the addition of a proposed parking garage south of The Northern Center, the Campus Master Plan proposes a net gain of over 200 spaces in the Academic Mall District. This includes the expanded parking off Summit Street to serve the proposed Career & Engineering Tech. These improvements should consider adding dedicated charging stations for electric vehicles. It also includes the relocation of Lot 62 to the area currently occupied by West Hall so that the Academic Mall and Wildcat Way can be extended beyond 7th Street. Handicap parking has been maintained in the area around C.B. Hedgcock to serve this part of campus.

**Residential District.** The Campus Master Plan proposes expansion of surface parking on the site of Spalding Hall to accommodate the relocation of the campus Health Center to this part of campus, and to balance student parking supply west of the Woods.

**Athletics and Recreation District.** The Campus Master Plan proposes reconfiguration of existing parking lots to allow for future athletics and recreation expansion. Proposed parking for events will remain the same as the current supply. Future parking for potential residential use with proposed mixed-use development along Presque Isle Avenue is shown with each development footprint.









# SUSTAINABLE TRANSPORTATION




## EXISTING CONDITIONS

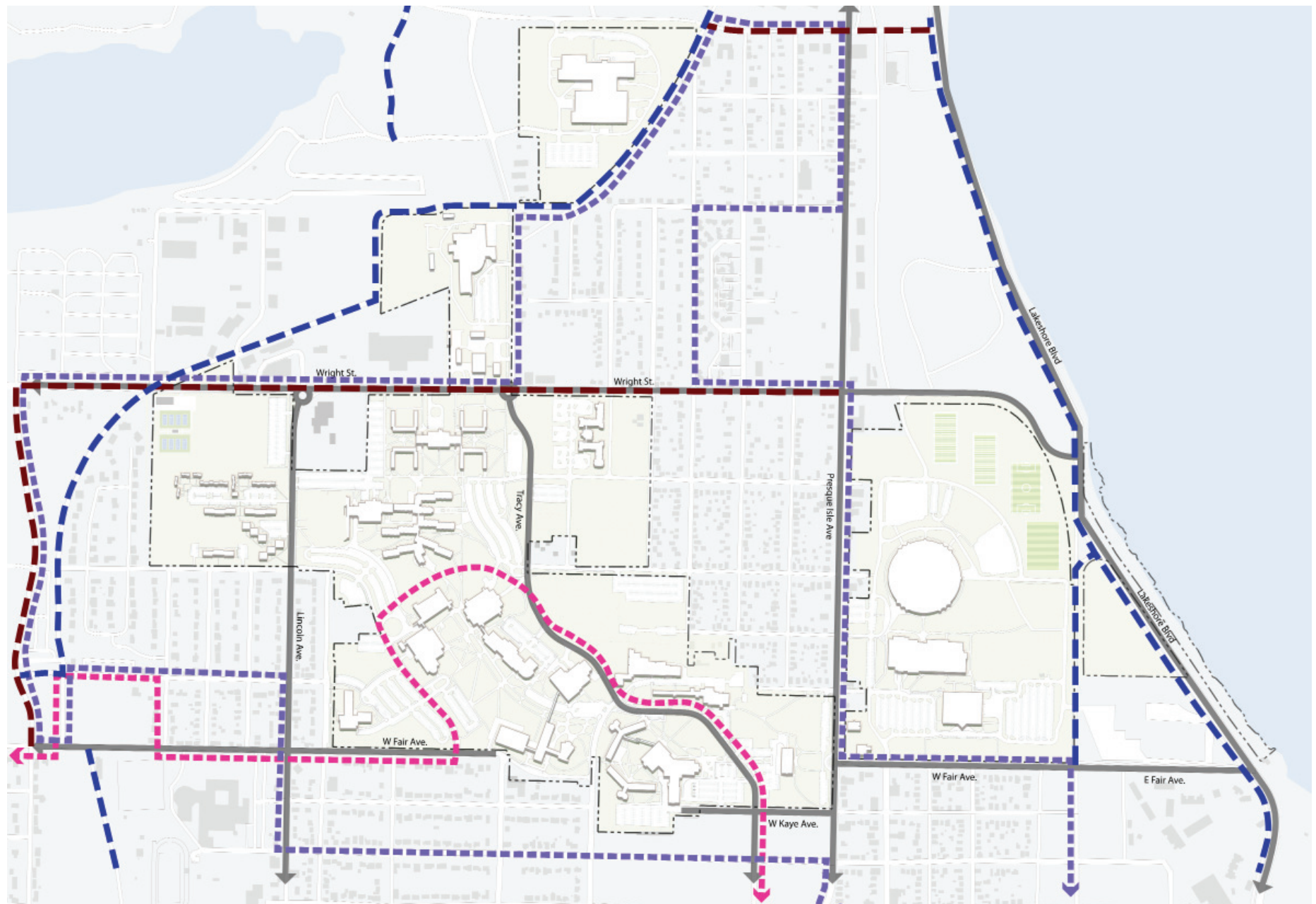
**Public and Campus Transit.** The Marquette County Transit Authority, through its MarqTrans service, operates public transit serving the NMU campus and connecting it to the City of Marquette and to city commercial centers such as the Westwood Mall. Two of its nine routes serve the NMU campus directly. On specific days, NMU students can ride for free on shopping runs to area grocery stores, and return buses drop off at students’ dormitories. In winter months, students can take transit to access outdoor recreation such as Marquette Mountain.

NMU’s Police Department and student government offer Wildcat Shuttle System, using the existing MarqTrans service and routes throughout Marquette County. Through the Shuttle System, students, faculty and staff can ride for free with an NMU ID.

**Bicycle/Non-motorized Transportation.** The City of Marquette has nearly 20 miles of multi-use paths within the city, ideal for commuting to campus. Some of the major city and regional bicycle paths access campus along major road corridors such as Wright Street and along the North Country Trail, following Lake Superior’s shoreline.

Campus bicycle infrastructure accommodates some local campus bicycle circulation, but could be enhanced for safer bicycle travel and expanded into a wider campus network that accesses city and regional destinations. Current bicycle parking is located at major academic building locations and by on-campus residences.

- 
- EXISTING CITY BIKE PATH 
  - EXISTING CITY BIKE LANE 
  - EXISTING CITY BUS LINE 





# SUSTAINABLE TRANSPORTATION

## RECOMMENDATIONS

The Northern 2020: Planning for a Sustainable Future report has several goals related to building more sustainability initiatives into the campus fabric at Northern Michigan University. One key goal promotes sustainable transportation, and encourages the university to create safe, accessible non-motorized travel, utilizing transit, cycling, and walking. The Campus Master Plan supports this goal and makes recommendations to enhance pedestrian and bicycle movement on campus, connecting to the city's network of bicycle paths and future sidewalk improvements.

**Campus Bicycle Paths.** The Campus Master Plan proposes a series of connected bicycle routes to create a continuous bicycle loop to get around campus and through campus, from north to south, and from east to west and to the shoreline of Lake Superior. This system will tie into the City of Marquette's proposed on- and off-street bicycle network as proposed in their recent master plan for the City of Marquette. Widening campus streets such as Tracy Avenue to accommodate bicycle movement would greatly enhance non-motorized travel.

**Wildcat Way.** Wildcat Way is intended as a signature mixed-use trail (pedestrian and non-motorized) route that traverses through the Residential District, through the Academic Mall, and across Presque Isle Avenue to connect to the City bicycle paths and the Noquemanon Trail Network and the North Country Trail along Lake Superior. Wildcat Way will also tie into the city's recently created bicycle lane on 3rd Street, connecting campus riders with that corridor's commercial destinations.

**Campus Bicycle Trailhead.** NMU recently completed a Campus Commuter Trailhead near the entrance to the Woods residence complex, complete with a student gathering area, signage, nearby bicycle parking and a small bicycle repair station. Wildcat Way is proposed to also connect to this trailhead on campus.

**Non-motorized Amenities.** As the university implements the proposed routes, additional bicycle parking and signage should be included at key campus destinations. The university may also want to consider the installation of a second trailhead near the eastern terminus of Wildcat Way, perhaps as part of the athletics facilities' expansion, to create a non-motorized gateway into campus from the North Country Trail system.

**Transportation Demand Management.** The university could expand its efforts to reduce the number of vehicles on campus by considering the following measures: carpool/vanpool programs, drop-off/pick-up zones for Transportation Network Companies (such as Uber/Lyft), rideshare matching and carsharing services, Emergency Ride Home, telecommuting and alternative work schedules, resident parking restrictions, and parking pricing (increase permit pricing).

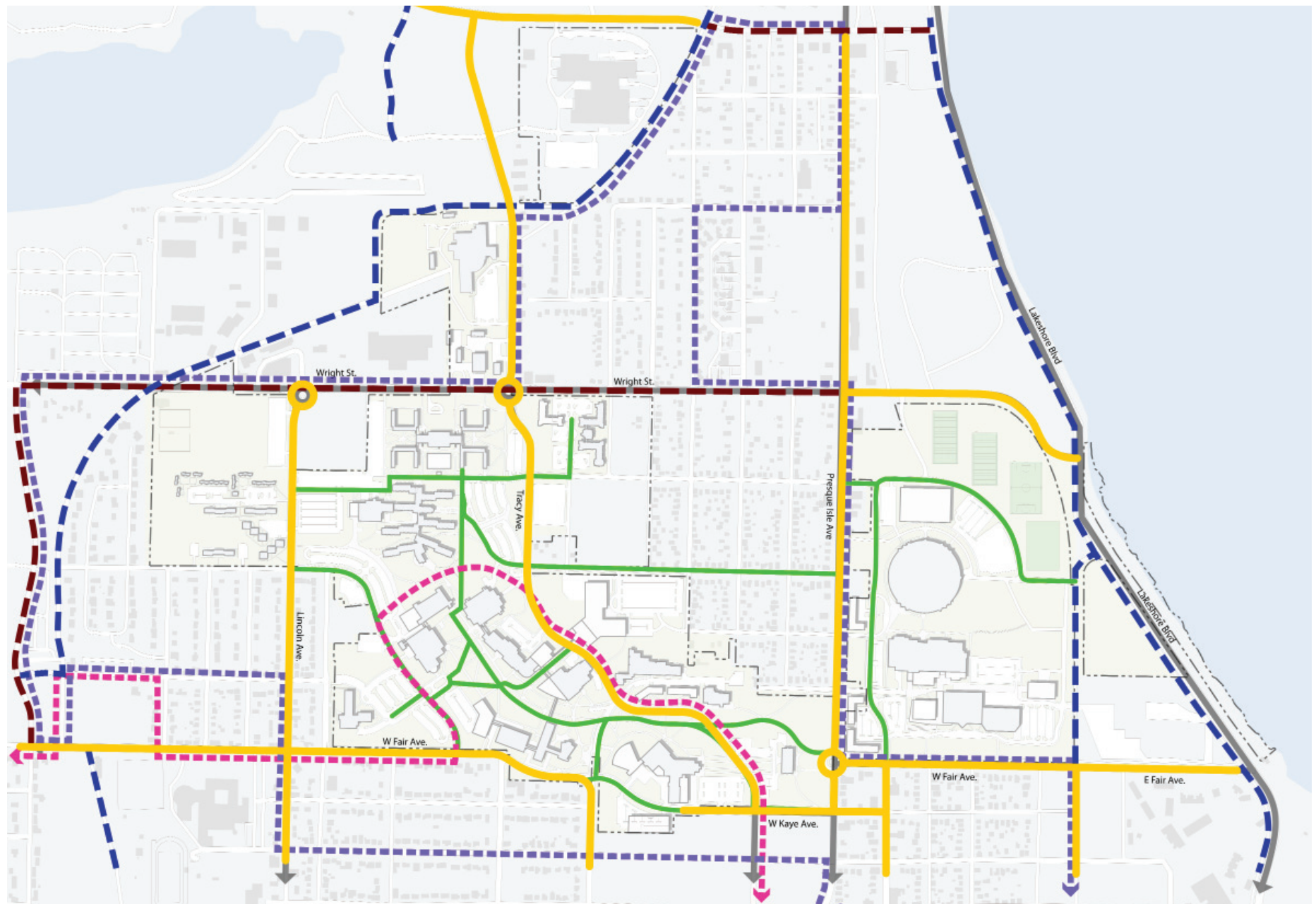
EXISTING CITY BIKE PATH 

EXISTING CITY BIKE LANE 

EXISTING CITY BUS LINE 

PROPOSED NMU BIKE PATH/LANE 

PROPOSED CITY BIKE PATH/LANE 





# ACKNOWLEDGEMENTS

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