

# Northern Michigan University



**Facilities**  
**Five Year Master Plan**  
**October 2004**



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# Section I

# Mission

## Mission Statement

**Northern Michigan University, by providing quality academic programs, strong student support, and extensive regional service for its stakeholders in the Upper Midwest, challenges its students, faculty, staff, and alumni to strive for excellence, both inside and outside the classroom, and to become outstanding citizens and leaders.**

To accomplish this mission, Northern provides a supportive living and learning environment that includes high-caliber undergraduate and graduate programs, personal attention, extensive use of modern technology, and continuous improvement of curriculum and services through systematic assessment. Challenging themselves and their students, Northern faculty and staff are dedicated to effective teaching and intellectual inquiry; to including students as learning partners in their research, scholarship, and other professional activities; and to advancing the University's roles as a service provider and as a cultural and recreational center in the Upper Peninsula. Northern Michigan University students will study ethics, humanitarian values, and cultural awareness in a strong general education program, as well as master specific knowledge in a major career field. As graduates who are life-long learners, they will possess the skills and attitudes to succeed in a fast-paced, constantly evolving, multi-cultural world. As alumni, they will be challenged to continue an NMU tradition, that of distinguishing themselves in their careers and communities.

February 2003

## Vision Statement

**Northern Michigan University will be the quality, comprehensive public University of choice in the Midwest where students receive individualized attention in a high-tech learning environment.**



## Strategic Directions

**Strategic Direction #1:** NMU will continue growth to 10,400 students by 2007.

**Strategic Direction #2:** NMU will enhance the number and variety of its off campus and distance learning offerings.

**Strategic Direction #3:** NMU will continue to promote Northern Michigan University's image as the quality, comprehensive, public higher education institution of choice in the Midwest where students receive individualized attention in a high-tech learning environment.

**Strategic Direction #4:** Over a five year period, NMU will increase the resources available for new programmatic, enrollment, and technological initiatives.

# Section II

# Instructional

# Programming





## ACADEMIC PROGRAMS

### Baccalaureate Degree Programs

#### Major

Accounting  
Accounting/Computer Information  
Systems  
Applied Math  
Art and Design - BS or BA  
Art and Design - BFA  
Art and Design Education

#### Concentrations

Ceramics  
Jewelry/Metalsmithing  
/Blacksmithing  
Drawing/Painting  
Electronic Imaging  
Photography  
Environmental Design  
Printmaking  
Film/Video  
Product Design  
Furniture Design  
Sculpture  
Graphic Communication  
Woodworking  
Illustration  
Athletic Training  
Biochemistry  
Biology  
Biology Education  
Botany

Business Computer Information Systems

#### Concentrations

Marketing  
Software Development  
Networking  
Systems Analysis  
End User/Help Desk  
Business Education  
Business Undeclared  
Chemistry  
Chemistry (ACS Certified)  
Chemistry Education  
Clinical Laboratory Scientist  
Clinical Laboratory Scientist-Microbiology  
Clinical System Analysis  
Communication Disorders  
Computer Science  
Construction Management  
Criminal Justice  
Cytotechnology  
Diagnostic Genetics  
Earth Science  
Earth Science Education  
Ecology  
Economics  
Economics Education  
Electronics Engineering Technology  
Elementary Education (Undeclared)  
Emotionally Impaired/Elementary Education



## ACADEMIC PROGRAMS

### Baccalaureate Degree Programs (*continued*)

#### Major

Emotionally Impaired/Secondary Education  
English  
English/Elementary Education  
English/Graduate Bound  
English/Secondary Education  
Entertainment and Sports Promotion  
Entrepreneurship  
Environmental Conservation  
Environmental Sciences

#### Concentrations

    Biological  
    Physical  
    Political Science  
Financial Management  
French  
French Education  
General Science/Biology  
General Science/Chemistry  
General Science/Earth Science  
General Science/Physics  
Geographic Information Systems  
Geography Education  
Geography/Human  
Geography/Physical  
Geography/Social Studies Education  
Health  
Health Education  
Health Education/Secondary Education  
History  
Histotechnology

History Education  
Hospitality Management  
Individualized Studies  
Industrial Technology  
Industrial Technology Education  
International Studies  
Language Arts/Elementary Education  
Liberal Arts and Sciences  
Management  
Management of Health and Fitness  
Marketing

#### Concentration

    IT Marketing  
Mass Communications  
Mathematics  
Mathematics/Elementary Education  
Mathematics/Secondary Education  
Mechanical Engineering Technology  
Media Production and New Technology  
Media Studies  
Mentally Impaired/Elementary Education  
Mentally Impaired/Secondary Education  
Microbiology  
Music  
Music Education  
Network Computing  
Nursing  
Outdoor Leadership and Management  
Philosophy  
Physical Education



## ACADEMIC PROGRAMS

### Baccalaureate Degree Programs (*continued*)

#### Major

Physical Education/ED	Social Science/Economics
Physics	Social Science/Geography
Physics Education	Social Science/History
Physiology	Social Science/Political Science
Planning	Social Science/Sociology
Political Science	Social Studies/Elementary Education
Political Science Education	Social Studies/Secondary Education
Political Science/Pre-Law	Social Work
Pre-Architecture	Sociology
Pre-Dental	Sociology in Liberal Arts
Pre-Engineering	Spanish
Pre-Law	Spanish Education
Pre-Medicine	Special Education/Undeclared
Pre-Optometry	Speech Communication
Pre-Pharmacy	Sports Science
Pre-Veterinary	Technical Communication
Preschool/Family Life Services	Technology and Applied Sciences
Psychology	Theatre
Psychology/Behavior Analysis	Undeclared
Psychology/Graduate School Preparation	Water Science
Public Administration	Writing
Public Relations	Zoology
Science/Elementary Education	
Science Technologist	
Ski Area Business Management	



## ACADEMIC PROGRAMS

### Associate Degree Programs

#### Major

Architectural Technology  
Automotive Service Technology  
Aviation Maintenance Technology  
Building Technology  
Child Care Services  
Climate Control Technology  
Clinical Laboratory Technician  
Computer Aided Design- Mechanical  
Computer Information Systems  
Crafts  
Criminal Justice  
Electromechanical Technology  
Electronics Technology  
Food Service Management  
General Business  
General Studies  
Health Information Processing  
Histotechnician  
Individualized Studies  
Industrial Maintenance  
Industrial Media  
Law Enforcement  
Liberal Studies  
Manufacturing Technology  
Media Illustration  
Office Information Assistant  
Science Technician  
Water Treatment Technology

### Certificate Programs

Aviation Maintenance Technology  
Automotive Service  
Carpentry  
Clinical Assistant  
Computer Numerical Control Technology  
Geographic Information Systems  
Heating and Air Conditioning/Refrigeration  
Individualized Studies  
Numerical Control Technology  
Office Services  
Paraprofessional Instructional Aide  
Practical Nursing  
Surgical Technology  
Water Treatment Technology

### Diploma Programs

Advanced Law Enforcement  
Collision Repair Technology  
Cosmetology  
Local Corrections

### Certifications

Corrections Officer  
Cosmetology Instructor  
Manicurist  
Police Academy



## ACADEMIC PROGRAMS

### Graduate Programs

Administrative Service  
Community Planning  
General Administration  
Public Administration  
Biology  
Chemistry  
Criminal Justice  
Biochemistry  
Communication Disorders  
English  
    Literature  
    Pedagogy  
    Writing  
    Creative Writing  
Exercise Science  
Individualized Studies  
Nursing  
Advanced Adult Health Nursing  
Family Nurse Practitioner  
Public Administration  
    Community Planning  
    Criminal Justice  
    Financial Administration  
    General Administration  
    Health Care Administration  
    Personnel and Labor Relations  
    State and Local Administration

### (Certificates)

Budget Administration  
Health Care Administration  
Personnel Administration  
Program Evaluation and Analysis  
Psychology  
Training and Development

### EDUCATION

Counseling  
School Counseling  
Educational Administration  
Administration and Supervision  
Instructional Leadership  
Elementary Education  
Mathematics Education  
Mathematics and Science Education  
Enhanced Mathematics and Science Education  
Reading  
Reading Specialist  
Science Education  
Secondary Education  
    Art and Design  
    Biology  
    Chemistry  
    English  
    French  
    Geography  
    Political Science

## ACADEMIC PROGRAMS

### EDUCATION (*continued*)

- Spanish
- Special Education
  - Learning Disabilities
- Education Specialist
  - Administration and Supervision
- Education Certificates
  - State Professional Education Certificate, Elementary
  - State Professional Education Certificate, Secondary
  - Additional Endorsement
  - School Guidance Counseling Endorsement

### Post-Baccalaureate Programs

- Elementary Provisional Certificate
- Secondary Provisional Certificate



## ACADEMIC PROGRAMS

### Elementary Education Minors

Elementary Education Planned Component  
English  
French Education  
Geography  
History  
Language Arts  
Mathematics  
Physical Education  
Science  
Social Studies  
Spanish Education  
Special Education/Psychology

Political Science Education  
Psychology Education  
Spanish Education  
Special Education/Psychology

### Non-Education Minors

Accounting  
Accounting/Computer Information Systems  
Anthropology  
Applied Ethics  
Architectural Technology  
Art & Design  
Art History  
Automotive Service Tech  
Biology  
Broadcasting  
Broadcasting/Production  
Business Administration  
Chemistry  
Child Care Services  
Clinical Laboratory Techniques  
Communications Disorders  
Computer Aided Design/Mechanical  
Computer Information Systems  
Computer Science  
Construction Systems  
Contracted Minor  
Criminal Justice

### Secondary Education Minors

Art & Design Education  
Biology Education  
Chemistry Education  
Earth Science Education  
Economics Education  
English Education  
Environmental Conservation Education  
French Education  
Geography Education  
Health and Nutrition Minor  
History Education  
Mathematics Education  
Physical Education  
Physical Education/Coaching  
Physics Education



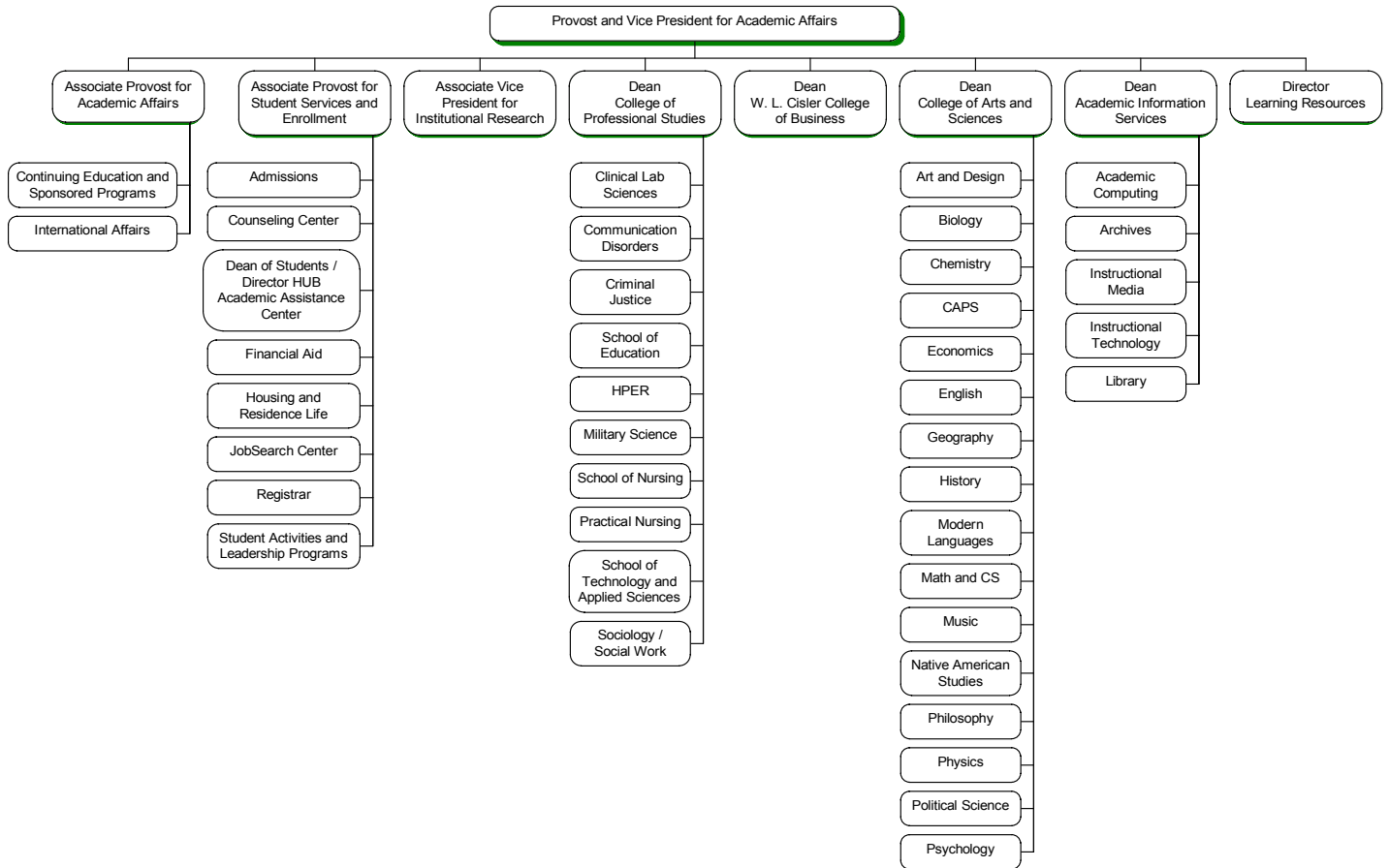
## ACADEMIC PROGRAMS

### Non-Education Minors (*continued*)

Earth Science	Mathematics Cluster
Economics	Military Science
Electromechanical Technology	Music
Electronics	Native American Studies
Electronics Service Technology	Nutrition
Emergency Medical Services	Office Services
English	Outdoor Leadership
Environmental Conservation	Outdoor Recreation
Finance	Outdoor Recreation Cluster
French	Performance Theatre
Gender Studies	Philosophy
Geography/Human	Physical Education/General
Geography/Physical	Physical Education/Coaching
German	Physics
Health Cluster	Planning
Health Education	Policy Evaluation Cluster
History	Political Science
Hospitality Service Management	Public History
Human Behavior Cluster	Psychology
Human Biology	Public Administration
Human Services	Public Relations
Industrial Maintenance Technology	Religious Studies
International Studies	Research Analyst
Interpretation & Outdoor Education	Social Welfare
Journalism	Sociology
Labor Relations	Spanish
Labor Studies	Speech Cluster
Latin American Studies	Speech Communications
Management	Substance Abuse Counseling
Manufacturing	Technical Theatre
Marketing	Theatre
Mathematics	Writing



## Academic Affairs Division





## INSTRUCTIONAL PROGRAMMING *(continued)*

### **Existing Academic Programs and Projected Programming Changes**

Northern Michigan University's (NMU) vision is to be the comprehensive University of choice in the Midwest where students receive individualized attention in a high tech learning environment. Northern has experienced continued success in our efforts to grow enrollment. For fall 2004, we are estimating an enrollment of 9,425 students, which will be the highest level in Northern's 105-year-history and the highest enrollment since fall 1980 when Northern reached 9,376. This continued growth has come despite the declining enrollment in Upper Peninsula K-12 schools. Northern is continuing to attract more students from outside the Upper Peninsula with more than half of our new freshmen coming from the Lower Peninsula or outside the state, which has a positive impact on the local, regional, and the State and local economy. As noted in the September 20, 2004 editorial in our local newspaper, "Growth at the university is great news for NMU and the local economy, and it's also a challenge." The article noted, "An all-time high number of freshmen – 1,928 -- has fueled Northern's growth. That's surprising, given the declining sizes of graduating classes around the Upper Peninsula." The declining sizes of the k-12 population in the Upper Peninsula is a significant challenge to the institution and our geographic location.

Northern is about to engage in a campus discussion to review our academic programs to ensure that we are prepared for and capable of offering a Curriculum for the 21 st Century. The discussion will include Northern's academic leadership, community leaders, and our Board. The process will lay a course of deliberate discussions, in and between units, in well identified venues where we can begin this important conversation. The purpose is to explore and examine the possibilities, to explore and examine what kind of curriculum will offer us the "superior edge". And to explore and examine how each area of this campus, not just academics, may play a role in the creation of this curriculum.



## INSTRUCTIONAL PROGRAMMING *(continued)*

### Existing Academic Programs and Projected Programming Changes *(continued)*

For example:

- How do we incorporate such important instructional initiatives like service learning, international education, interdisciplinary studies and other active learning modes into our curriculum without adding to the credit demands of the major?
- How can we bear fruit with a ramped up international education program if we fail to reach out to Native America and underserved adults who are our neighbors?
- In what ways can we provide the incentives to develop curriculum products and their delivery which exploit our technical environment and do not necessarily mean only online or distance education?
- How can we resolve the conundrum of high class enrollment, i.e. faculty workload and unleash sufficient time to focus on quality and innovation?
- Will we be the first to fully integrate academic and student support in a living-learning community?
- What will be NMU's "brand" when it comes to undergraduate research? Graduate research?
- Are Northern's academic majors designed to meet the learning demands of our students in the worlds they choose to live and do they support the goals of the discipline?

Based on the outcomes of this campus discussion we will evaluate necessary changes in our capital infrastructure to meet the needs of proposed curriculum changes.

Northern has also been approached by several businesses to offer academic programs and training at the old K.I. Sawyer Air Force base located approximately 20 miles from campus. We will be looking at providing courses out there within the next fiscal year, which will include potential renovation of facilities and the expansion of our wireless network from our main campus out to the air base.



## INSTRUCTIONAL PROGRAMMING *(continued)*

### Other Initiatives Which May Impact Facilities:

Northern was recently ranked as one of the top Masters schools in the Midwest by U.S. News and World Report. A major part of Northern's success is its high-tech learning environment. NMU provides all full-time undergraduate and graduate students with notebook computers that have built-in wired and wireless networking. Northern now has more than 8,000 notebook computers in the hands of students which are provided as part of the students' tuition and fees (the 2nd lowest in the State). We have developed a campus networking environment that is both wired and wireless and are in the process of building wireless network that will provide community-wide access to our almost 6,000 students that live off campus in the Marquette area. This will provide higher speed bandwidth to students to utilize for coursework, research, and University services. The University is in the process of completing a conversion of its mainframe system to a web accessible relational database system. The new software consists of six modules that include finance, alumni, student, financial aid, human resources and general shared data. We also recently completed a new web-based payment plan system for students as well as an upgrade of the system that allows students to make online payments via ACH or credit card. Northern also is a leader in the development and utilization of web-based and web-enhanced courses. The University has more than 1,000 course sections developed utilizing Web-based software and more than 80 percent of our students are enrolled in at least one or more web-based or web-enhanced course. Northern is a leader in using technology in higher education and has been recognized by Computer World Magazine as a technology leader.

Along with success in enrollment and high-tech learning environment, NMU has seen student credentials continue to climb. NMU's incoming baccalaureate student credentials, high school GPA and ACT scores are at the highest levels in NMU's history. In addition, our leadership programs continue to grow and be nationally recognized.

Northern graduates enhance the economy of Michigan by being part of a work force that is among the nation's most technologically advanced and leadership oriented.

The capital outlay projects listed in section University needs to continue its conversion of the campus to high-tech learning environment through renovation of existing facilities that are necessary to help support our growing and changing learning environment, including academic, recreational, and living facilities.



## COMMUNITY PRESENCE ACTIVITIES

### Intercollegiate Athletics and Recreational Sports Facilities

NMU athletic and recreational facilities serve as a regional events center for the entire Upper Peninsula. A number of recreational and leisure programs are offered within the facilities for the community and include ongoing walking programs, recreational programming for children and adults, youth sports camps, and youth hockey. These facilities have also become a major tourist destination for visitors in our area. Approximately 223,000 people pass through the Superior Dome turnstiles on an annual basis. The Superior Dome is home to Northern Michigan University football, and hosts numerous high school football regular season games, as well as the MHSAA football regional playoffs. Marquette County Youth Football Dome Day, high school track and field meets, local non-profit fundraising events, Michigan Special Olympics, and numerous public school field day programs are several examples of other activities taking place in the Superior Dome. The Superior Dome also serves the needs of regional business and industry by providing a venue for various trade shows and conferences. The Michigan Municipal League, Michigan Association of Counties, Midwest Regional Cable Television Managers meeting, Michigan Association of Water Works, U.P. Job Fairs, Boat, Sport and Recreational Vehicle Show, Marquette County New Car Show, and the U.P. Builders Show are all examples of trade shows and conferences hosted in the Superior Dome.

The Berry Events Center is home to Northern Michigan University hockey and basketball. The facility hosts many junior hockey tournaments, as well as NMU men's and women's club hockey games. The Berry Events Center also plays host to numerous concerts, lectures, banquets, and conferences.

The Physical Education Instructional Facility (PEIF Building) is home to Northern Michigan University volleyball. The facility hosts numerous community events, youth sports tournaments, youth sports camps, Native American Pow Wows, concerts, and lectures.



## COMMUNITY PRESENCE ACTIVITIES *(continued)*



### Intercollegiate Athletics

Northern Michigan University offers thirteen (13) intercollegiate men's and women's sports. Approximately 320 student athletes compete in NCAA events annually, with an average of 80 contests held in Marquette County. An average of 93 visiting athletic teams, coaches, staff, and fans visit the Marquette area annually to attend games held at NMU. Games held at NMU attract fans from throughout the Upper Peninsula, as well as Northern Wisconsin and Lower Michigan. The majority of these groups spend multiple days on each visit to Marquette.

### U.S. Olympic Education Center

NMU is home to the nation's only United States Olympic Education Center. The Center provides Olympic-aspiring athletes the opportunity to continue their education while training to represent all Americans at the Olympic Games and other international events. Since 1985, more than 22,000 athletes from 43 countries have trained at the USOEC. More than 400 of these athletes have made Olympic Teams earning 60 Olympic medals, along with high school diplomas and college degrees.



**UNITED STATES  
OLYMPIC  
EDUCATION  
CENTER**



## COMMUNITY PRESENCE ACTIVITIES *(continued)*

### Northern Initiatives

NMU invests annually in Northern Initiatives, a not-for-profit economic development corporation that services the entire Upper Peninsula. Its primary role is to assist in the development of new businesses in the region and provides services to more than 600 entrepreneurs on an annual basis. This investment generates \$1.8 million in economic activity in the U.P. and impacts 40 jobs.



### Community College and Meeting Needs of Business and Industry

NMU serves the community college role for the citizens of Marquette and Alger Counties. NMU's Community College offers student associate degrees, certificate programs, diploma programs, and certifications in 50 areas of study.

Northern's partnerships with K-12 schools through student teaching positions and professional development for teachers and administrators are extensive. Nearly every school district in the Upper Peninsula has recently hosted NMU student teachers. These partnerships with schools provide experience with all class-levels in public, private and charter educational settings. NMU's Center for Educational Development and Seaborg Center for Math and Science Education provide a wide variety of professional development opportunities for teachers and administrators across the Upper Peninsula. NMU also works with a number of schools in Michigan's Lower Peninsula, Northern Wisconsin and Chicago. Additionally, NMU works with five public school academies (charter schools) in Michigan.

## COMMUNITY PRESENCE ACTIVITIES *(continued)*

### Distance Education

To provide greater access to education for the citizens of the region, NMU has created educational centers located in two areas of the Upper Peninsula including Iron Mountain/Kingsford and Escanaba. In addition, we have cooperative arrangements with Michigan Technological University to deliver instructional programs in Houghton, Michigan; arrangements with Lake Superior State University in Sault Ste. Marie and Gogebic Community College in Ironwood. Courses are delivered at these locations through on-site instruction, through interactive television, and via the Internet.

### Public Radio and Television

NMU's television station provides educational programming to residents through both cable television (Charter Communications) and direct broadcast. Our public radio station has six translators throughout the U.P. that offers a wide range of national and locally developed programs. Both stations support our academic programs by providing our students with "real life" broadcasting and camera experience.







## **INITIATIVES/ACADEMIC PROGRAM NEEDS WITH IMPACT ON FACILITIES**

Northern Michigan University's (NMU) vision is to be the comprehensive University of choice in the Midwest where students receive individualized attention in a high-tech learning environment.

NMU continues to use its Teaching, Learning, and Communication (TLC) Program as an important element in implementing its vision and goal of students becoming independent, lifelong learners. A major component of TLC is that as part of the tuition and fees, NMU provides all full-time undergraduate and graduate students with a notebook computer, the software that is required for their academic programs, access to the Internet, e-mail services, and technical support. The program has grown to more than 8,700 notebook computers in the hands of NMU students, the equivalent of one computer for every 35 Upper Peninsula residents, making NMU one of the largest public "notebook" universities in the world. NMU continues to build a high-tech learning environment to support this program. NMU has over 14,000 network nodes on campus, wireless access across the entire campus, and it beginning to provide wireless access throughout the entire city to NMU students and faculty. The University believes that providing this high quality technology in the learning environment will assist the University in preparing graduates to easily move into today's increasingly information and technology driven workplace.

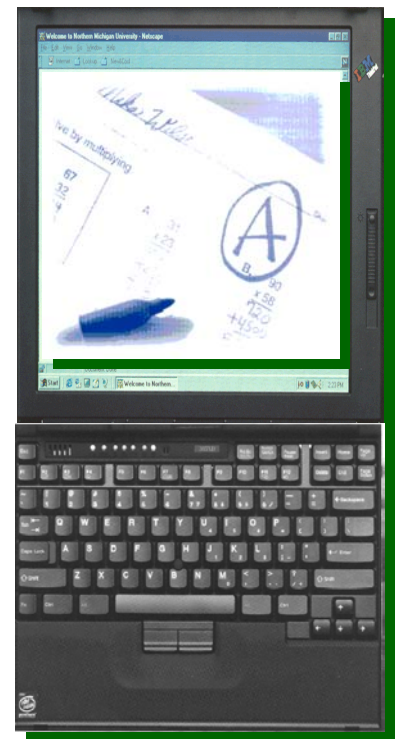
NMU's efforts are being recognized by businesses, parents, and students throughout the State of Michigan, and on a national and international basis. In 2001, the last year that Yahoo conducted a survey of the "100 Most Wired Colleges," Northern ranked 24th. This past year, NMU's TLC program was recognized by the ComputerWorld Honors Program. The ComputerWorld Honors Program identifies organization from around the world whose use of information technology has been especially noteworthy for the originality of its conception, the breadth of its vision, and the significance of its benefit to society.

## INITIATIVES/ACADEMIC PROGRAMS NEEDS WITH IMPACT ON FACILITIES *(continued)*

Since implementation of this initiative, our enrollment has grown every year (22 percent in the past six years), and our student credentials, including high school grade pointer average and ACT scores, are at all time highs. Northern is attracting more students from outside the Upper Peninsula. In the current fiscal year, Northern achieved its second highest freshmen class and second highest total enrollment in our more than 100 year history. The change that is happening on our campus is wide-ranging, not a single event. The faculty at NMU have now developed more than 1,000 course sections utilizing our web-based course software, and this number continues to grow each semester.

Northern's vision, along with our continued enrollment growth and integration of technology into the learning environment, are encompassed in our capital outlay needs. This includes an emphasis on renovation and re-use/transformation of existing facilities to meet the changing needs of academic programs, the integration of technology into the classroom and surrounding campus environment, and the changing support service needs of a growing and changing student population.

In addition to the State Capital Outlay funds, NMU issued \$30 million in debt in fiscal year 2001 to help fund University capital projects listed in Section V that are necessary to help support our growing and changing learning environment, including academic, recreational, and living facilities.





## **ECONOMIC IMPACT / PARTNERSHIPS WITH BUSINESS AND INDUSTRY**

### **Economic Impact**

Northern Michigan University (NMU) has a significant impact on the economy of the Upper Peninsula (U.P.). According to an economic study completed in March 2001, the total impact that NMU has on economic activity in the U.P. is \$262 million. The study indicated that NMU has an impact on more than 5,000 jobs which represents one of every 25 jobs in the U.P., and one of every five (5) in Marquette County. The economic impact generates a five-to-one return on the annual investment in NMU by the State of Michigan.

### **Partnerships with Business and Industry**

Northern has a variety of partnerships to meet the needs of existing businesses, emerging industries, the public schools and working adults. Among our current corporate partners with on-site or specially designed education programs are American Eagle Airlines-Regional Aircraft Maintenance Center, Inc., Cleveland Cliffs, Inc., Mead Paper, Pioneer Surgical Technology, Sara Lee, and Dendreon.

Internships for NMU students with business, industry and service providers are critical to quality employment preparations. Among NMU's most well-known internship sponsors are American Express Financial Advisors, General Motors, Hudson's Corporation, Dendreon, Mayo Clinic, Marquette General Health Systems, Marshfield Clinic, Michigan State Police, Michigan DNR, Northwestern Mutual Life, Six Flags Great America, State Farm Insurance, the U.S. Marshall Service, and Wal-Mart.



## **ECONOMIC IMPACT / PARTNERSHIPS WITH BUSINESS AND INDUSTRY** *(continued)*

### **Tilden and Empire Mines (Cliffs Michigan Mining Company)**

In early 1996, discussions were initiated between the Engineering Technology Department and the Tilden and Empire Mines regarding the development of a credit granting technically focused education program for mine employees. Beginning in summer of 1996, selected employees have been enrolled in the Electromechanical Technology Associate Degree program. Through this company-sponsored program, CMMC employees enroll in approximately fifteen (15) credits per summer for four consecutive summers. The four-year cycle has been repeated several times since beginning in 1996 with approximately 25 electricians having completed the program.

### **Pioneer Surgical Technology**

For several years the College of Technology and Applied Sciences has worked cooperatively with Pioneer Surgical Technology as the company expanded manufacturing operations. With encouragement and support from Pioneer Surgical, a credit granting Certificate program (31 credits) has been developed which prepares entry level machining employees for positions at CNC Technicians. The one-year educational program includes classroom and laboratory work in NMU's Jacobetti Center, along with company-taught classes at the nearby Pioneer Surgical plant. Several cohort groups have completed the program and most of the CNC graduates are employed at Pioneer Surgical Technology.

### **Sara Lee Bakery – Marquette Plant**

During the 2002-03 and 2003-04 academic years, students enrolled in MET/ET 430 Senior Project (2 credits) have been involved with engineering related projects at the Marquette Bakery. Students have designed conveyor system modification, developed quality inspection system, and provided mechanical engineering solutions to production problems.

### **Sara Lee Bakery – Marquette Plant** *(continued)*

Faculty from TOS and the College of Business have provided a two-year long supervisory training program to entry level supervisory employees at the Marquette Bakery. This program involved the delivery of ten (10) non-credit courses.



## **ECONOMIC IMPACT / PARTNERSHIPS WITH BUSINESS AND INDUSTRY** *(continued)*

### **Louisiana-Pacific (Sawyer Lumber Mill)**

For several years, faculty from the College of Technology and Applied Sciences have provided employee training programs to maintenance technicians at the Sawyer Mill. The non-credit courses were funded with grant money.

### **Kimberly-Clark (Munising Mill)**

During the 2003-04 academic year, the College of Technology and Applied Sciences conducted an employee assessment of maintenance employees at the Munising Mill and through the assessment developed a ten (10) course skill improvement training program. Courses included in the program include welding, hydraulics, measuring tools, and other related topics.

### **Wisconsin Public Service Company**

In 2003, the College of Technology and Applied Sciences was approached by senior management at WPS in Green Bay about our developing an employee assessment program for maintenance employees at two electrical generating facilities. Two contracts were negotiated. One contract is completed and the other is almost completed. Wisconsin Public Service management is pleased with the work done by NMU faculty.

### **B3 Computers**

In September 2004, contract was made between B3 Computers (Sawyer Airport) and the Engineering Technology Department. After several meetings, NMU faculty and B3 management have identified several projects that will be undertaken by students enrolled in MET/ET-430 Senior Projects. Plans have been agreed upon that will involve students through May 2005.

### **AMR (American Eagle Airlines)**

In August 2004, discussion was begun with AMR/American Eagle management regarding developing an AMR Maintenance Academy which will provide six weeks of orientation training to newly hired A&P mechanics. Indications are that the training of perhaps as many as 300 new hires per year could be conducted at the Jacobetti Center. Developmental work on this project continues with the possibility of the first group of new hires on campus in early March 2005.

# Section III

# Enrollment

# and Staffing



## Enrollment

### Headcount

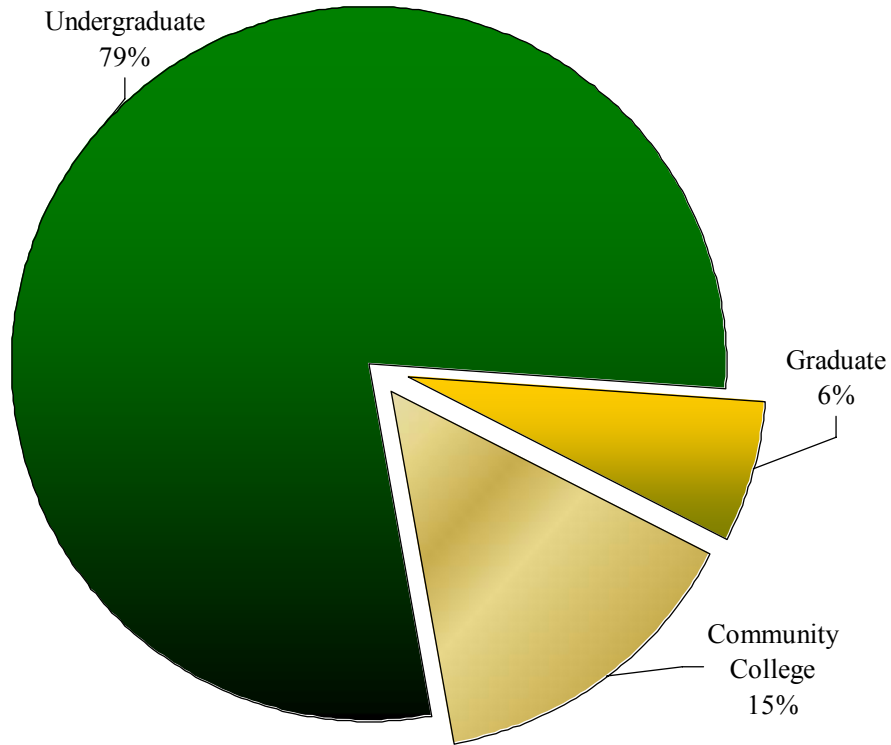
Fall 2004 (n = 9,055 – 10<sup>th</sup> Day of Class)

#### Average age

- ▶ Undergraduates: 23.0
- ▶ Graduates: 39.0
- ▶ Overall: 24.0

#### Other student statistics

- ▶ At least one student from:
  - ▶ All 83 Michigan counties
  - ▶ 46 different states
  - ▶ 12 different countries



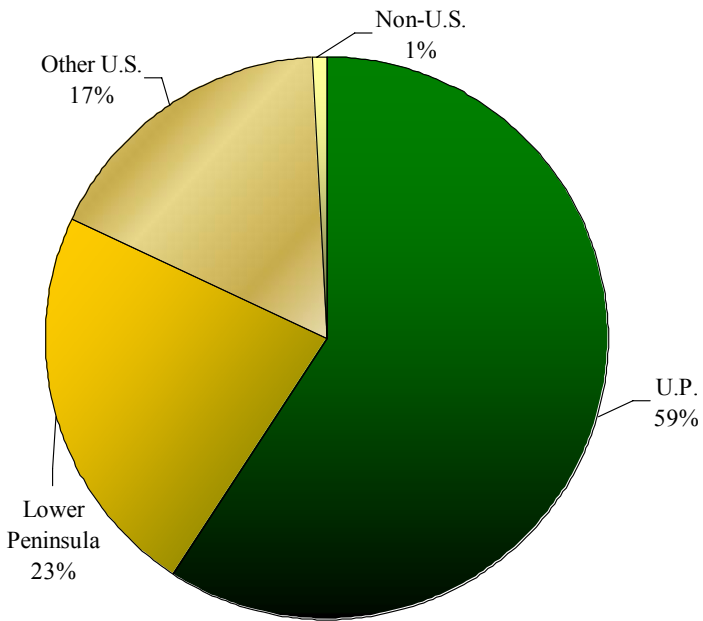


## Enrollment

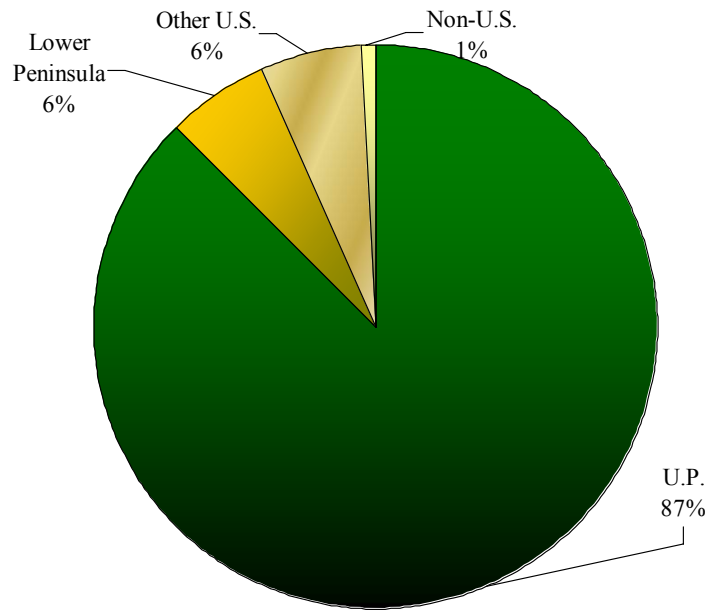
### Recruiting Region

Fall 2004 (n = 9,055 – 10<sup>th</sup> Day of Class)

#### Undergraduate (n = 8,467)



#### Graduate (n = 588)

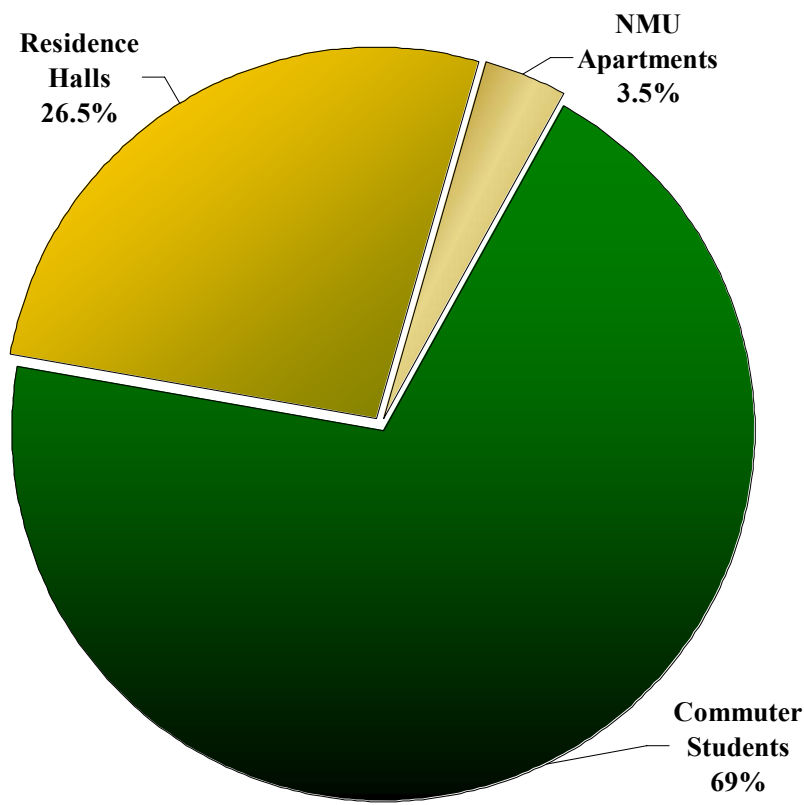






## Enrollment

**Where NMU Students Live**  
Fall 2004 (n = 9,055 – 10<sup>th</sup> Day of Class)

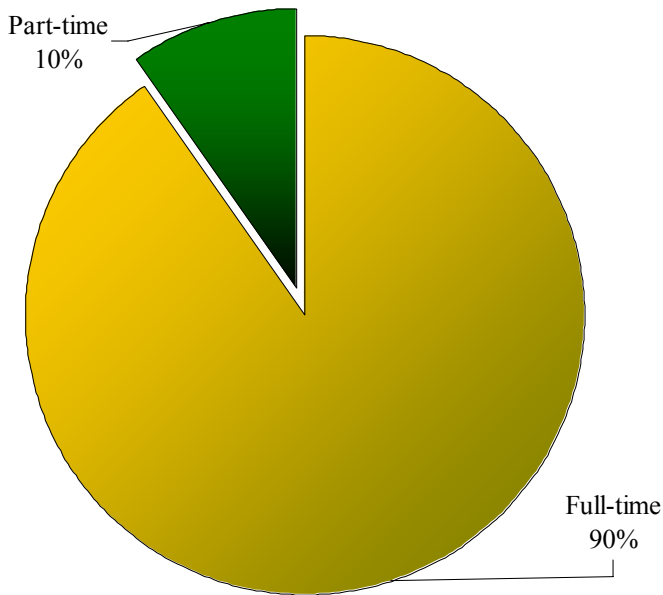




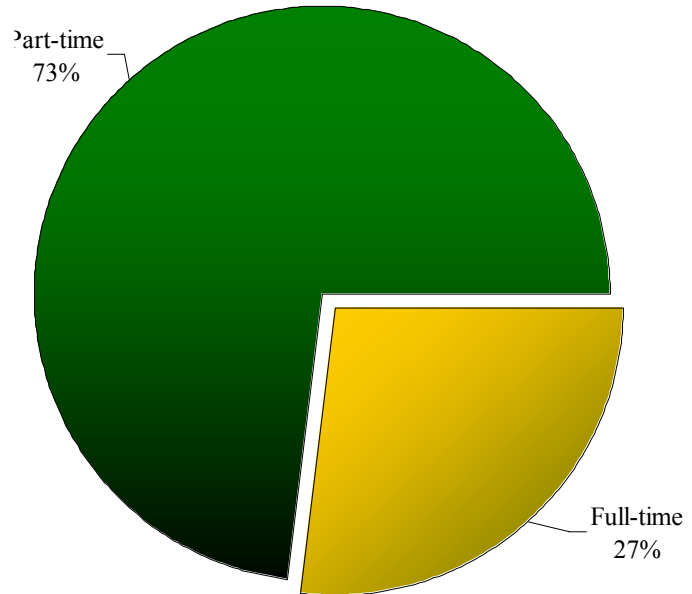
## Enrollment

### Full-time/Part-time Status Fall 2004 (n = 9,055 – 10<sup>th</sup> Day of Class)

#### Undergraduate (n = 8,467)



#### Graduate (n = 588)

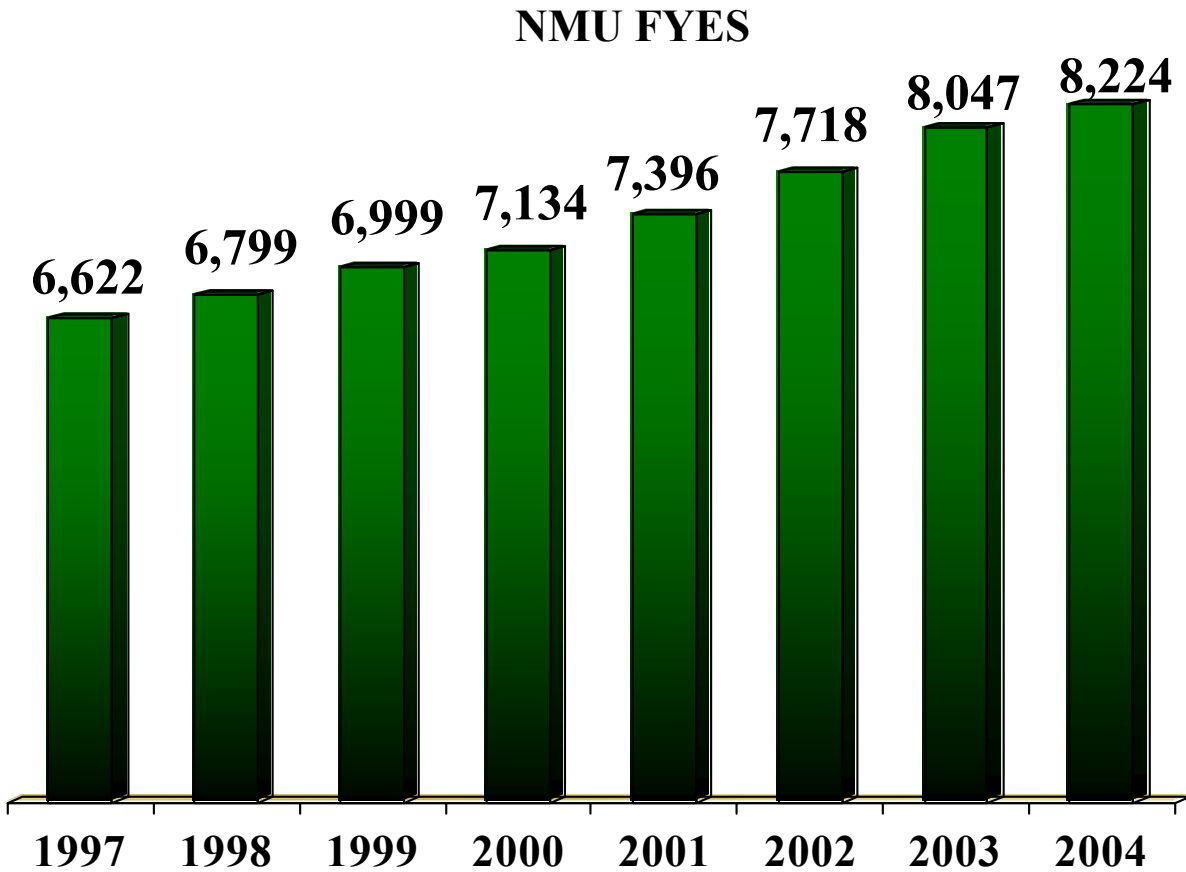




## Enrollment

### Full Year Equated Student Change

- ▶ FYES increased for the sixth consecutive year:
  - ▶ Increase of 2.2% as compared to prior year
  - ▶ Increase of 24.2% since 1997

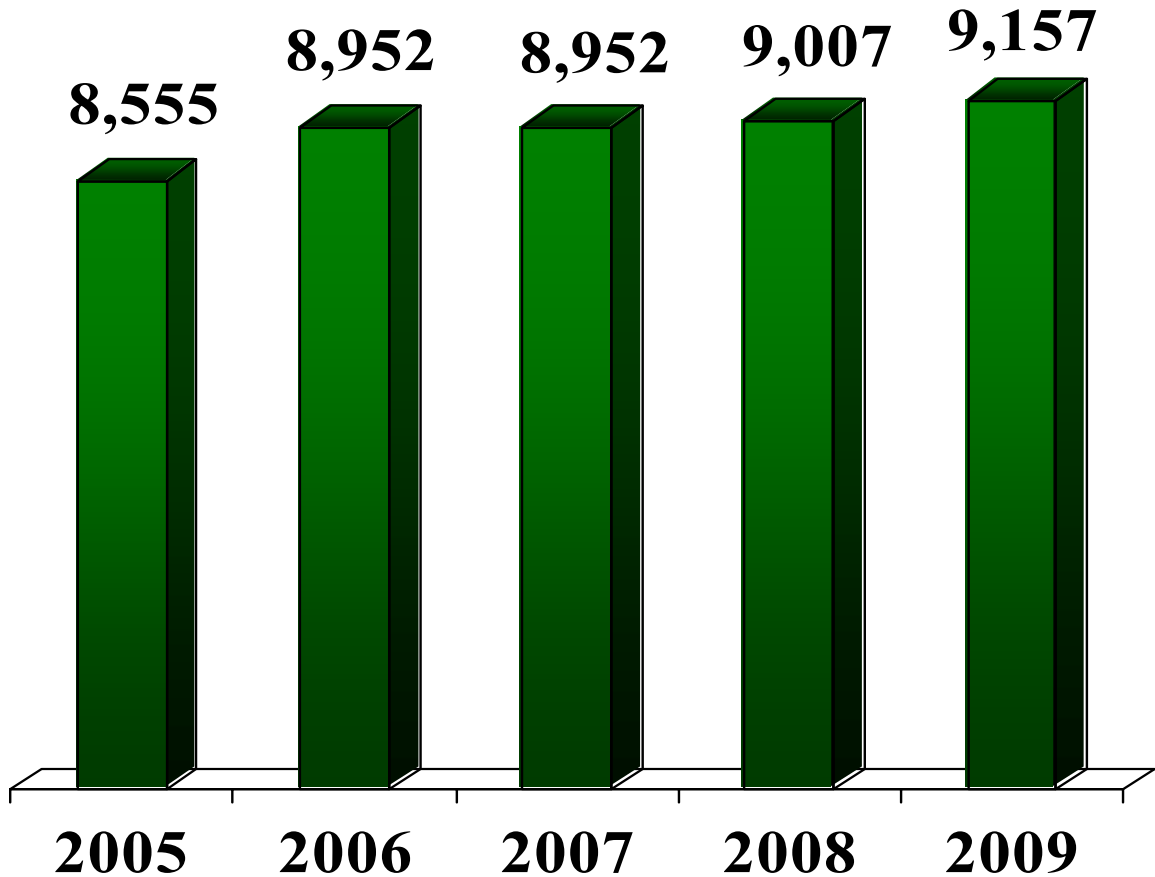




## Enrollment

### Full Year Equated Student Change (FYES)

#### 5 Year Projection

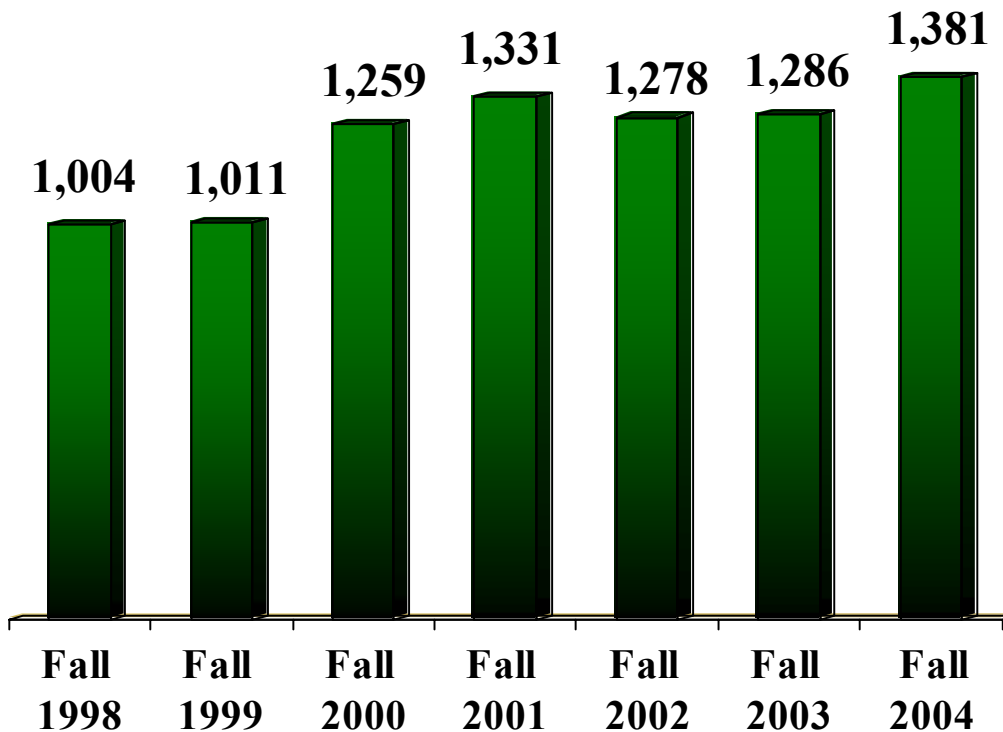




## Enrollment

### Baccalaureate First-Time, Full-Time New Freshmen

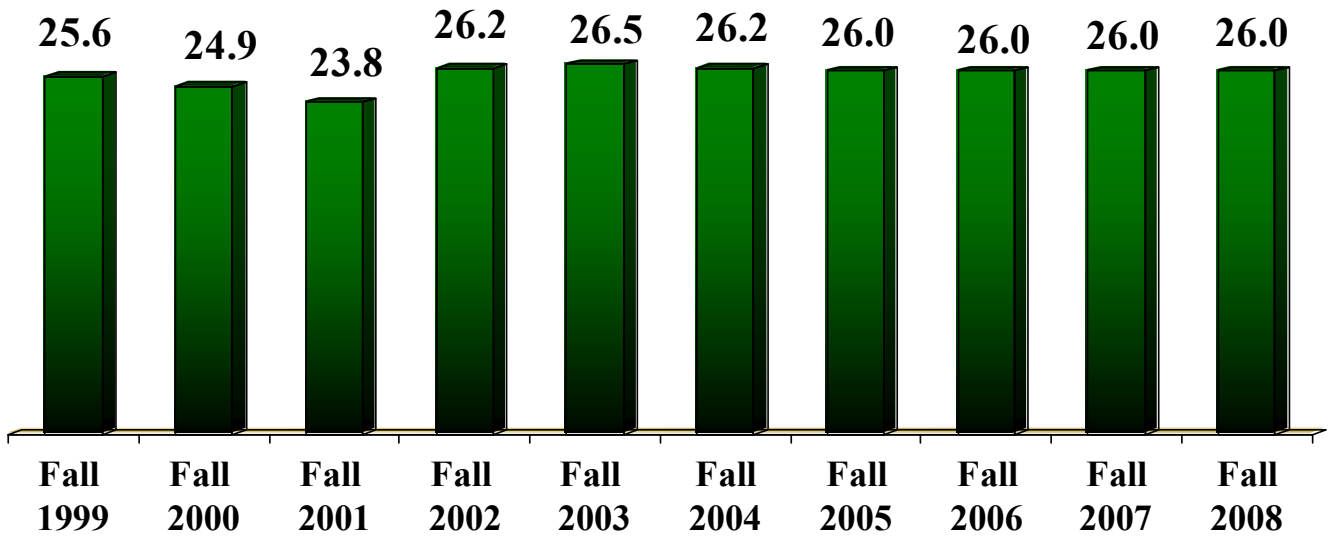
- ▶ Fall 2004 Freshman Class Increased By 7.4%
- ▶ Fall 2004 Freshman Class Increased By 37.5% Since Fall 1998





## Enrollment

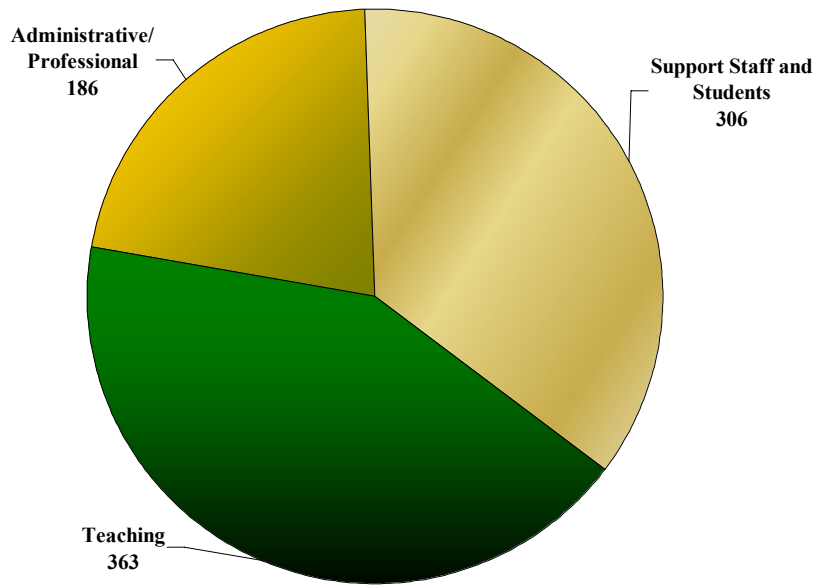
### Average Class Size and Projected Average Class Size





## Staffing

### 2003-2004 Full-Time Equivalent By Employee Category



### Staff FTE

	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Teaching (Instructional Staff)	353	357	355	364	362	363	374	391	391	394
Administrative/Professional Staff	186	184	187	193	200	186	187	187	187	187
Service Staff and Students	343	343	345	312 *	308	306	306	306	306	306

\* Decrease in Service Staff and Students is a result of a State reporting change for College Work Study FTE

### Student (FYES) - to - Staff Ratios

	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Teaching (Instructional Staff)	19.83	19.80	20.83	21.20	22.23	22.88	22.87	22.90	25.20	22.86
Administrative/Professional Staff	37.63	38.77	39.55	39.99	40.24	44.65	45.75	47.87	52.68	48.17
Service Staff and Students	20.41	20.80	21.44	24.74	26.13	27.14	27.96	29.25	32.20	29.43

# Section IV Facility Assessment



## Introduction

Northern Michigan University continues to work with the facilities assessment software, keeping the assessment date of the University accurate and current. Northern continues to use a local A&E firm to assist in updating this data for newly renovated spaces. The prioritizing process of the project list is fluid and updated annually. This list is used as a tool to help identify current and future maintenance and renovation projects. Much of the information contained in this report is obtained from this study. Copies of the report are available upon request.



## Facilities Assessment

### ◆ NMU Physical Plant Overview

- ▶ 684 acres
  - ▼ 358 acres on main campus
  - ▼ 120 acres - Longyear Forest
  - ▼ 206 acres - near Mount Marquette
- ▶ 3.63 miles of roadway
- ▶ 13.7 miles of sidewalk
- ▶ Building square footage
  - ▼ 3.2 million square feet





## Facilities Condition Cost Analysis by Priority Class For All State Buildings

<u>Buildings</u>	<u>Immediate</u>	<u>Year One</u>	<u>Year Two to Five</u>	<u>Year Six to Ten</u>	<u>Total</u>
ADA B. VIEMETTI HEALTH CENTER		\$11,904	\$44,442	\$67,176	\$123,522
BERRY CENTER LINK		\$6,233	\$2,288	\$30,735	\$39,255
BUS GARAGE			\$15,308	\$2,634	\$17,943
BUTLER BUILDING		\$12,812	\$30,327		\$43,140
*CAREY HALL	\$76,341	\$260,340	\$4,344,089	\$419,912	\$5,100,683
DOMES / PEIF LINK		\$1,793	\$181	\$12,363	\$14,337
EVENTS CENTER	\$883			\$381,094	\$381,977
FOREST ROBERTS THEATRE		\$577,543	\$620,967	\$342,980	\$1,541,489
GLENN T. SEABORG SCIENCE COMPLEX		\$60,714	\$52,378	\$715,576	\$828,668
*HARRY D. LEE HALL	\$97,452	\$235,989	\$3,227,113	\$145,109	\$3,705,664
JACOBETTI CENTER		\$1,002,008	\$2,364,598	\$3,544,694	\$6,911,301
JACOBETTI STORAGE		\$15,820	\$3,157	\$41,814	\$60,791
JOHN X. JAMRICH HALL	\$27,637	\$441,351	\$5,273,514	\$2,018,823	\$7,761,325
KAYE HOUSE (PRESIDENT'S HOUSE)			\$40,683	\$29,453	\$70,136
LEARNING RESOURCE CENTER	\$82,507	\$830,121	\$10,048,813	\$2,147,587	\$13,109,029
LRC/WS LINK		\$15,963	\$5,794	\$15,771	\$37,528
LUTHER S. WEST SCIENCE BUILDING			\$23,743	\$850,692	\$874,436
McCLINTOCK BUILDING		\$284,739	\$524,046	\$366,166	\$1,174,951
PHYSICAL EDUCATION INSTRUCTION FACILITY		\$1,505,875	\$2,035,718	\$1,342,025	\$4,883,618
RIPLEY HEATING PLANT		\$4,410	\$385,322	\$99,288	\$489,020
SAM M. COHODAS ADMINISTRATIVE CENTER	\$7,858	\$54,654	\$2,266,364	\$4,403,061	\$6,731,937
SERVICES BUILDING			\$86,191	\$190,547	\$276,737
SUPERIOR DOME		\$4,914,268	\$406,765	\$303,393	\$5,624,426
UC/GRIES LINK		\$31,156		\$58,420	\$89,576
WALTER F. GRIES RESIDENCE HALL		\$29,423	\$240,881	\$495,308	\$765,612
<b>SBA Approved</b>					
HEDGCOCK FIELD HOUSE					\$0
THOMAS FINE ARTS		\$274,521	\$14,563	\$23,033	\$312,116
ART AND DESIGN NORTH		\$89,079	\$4,411	\$746,217	\$839,707
<b>Other</b>					
UTILITY INFRASTRUCTURE	\$147,352	\$77,447	\$17,335,928	\$555,663	\$18,116,389
HARDSCAPE	\$31,747	\$117,939	\$106,866	\$888,640	\$1,145,193
CAMPUS SECURITY			\$403,066		\$403,066
<b>Totals</b>	<b>\$471,777</b>	<b>\$10,856,102</b>	<b>\$49,907,515</b>	<b>\$20,238,176</b>	<b>\$81,473,571</b>

\* These Buildings will be vacated in FY 2005



## Facilities Condition Cost Analysis by Priority Class For All Auxiliary Buildings

<u>Buildings</u>	<u>Immediate</u>	<u>Year One</u>	<u>Year Two to Five</u>	<u>Year Six to Ten</u>	<u>Total</u>
CENTER STREET APARTMENTS	\$46,658	\$344,209	\$3,783,628	\$490,868	<b>\$4,665,364</b>
CHARLES C. SPOONER RESIDENCE HALL	\$47,181		\$4,370,836	\$313,227	<b>\$4,731,244</b>
DON H. BOTTUM UNIVERSITY CENTER	\$106,601	\$142,125	\$11,088,811	\$1,713,269	<b>\$13,050,806</b>
GANT HALL	\$22,335		\$3,938,582	\$1,208,658	<b>\$5,169,575</b>
GUNTHER C. MEYLAND RESIDENCE HALL	\$61,153		\$4,707,179	\$403,685	<b>\$5,172,017</b>
HALVERSON HALL	\$131,835		\$3,664,235	\$1,208,776	<b>\$5,004,845</b>
LINCOLN STREET APARTMENTS	\$88,854	\$336,587	\$5,076,471	\$921,488	<b>\$6,423,399</b>
LUCIAN F. HUNT RESIDENCE HALL	\$60,970	\$44,660	\$4,510,464	\$236,710	<b>\$4,852,805</b>
MAGERS HALL		\$227,174	\$673,160	\$340,454	<b>\$1,240,788</b>
MAUDE L. VAN ANTWERP RESIDENCE HALL	\$60,970		\$4,502,355	\$269,508	<b>\$4,832,833</b>
NORWOOD STREET APARTMENTS	\$46,343	\$636,454	\$2,800,914	\$92,821	<b>\$3,576,533</b>
PAYNE HALL	\$131,835		\$3,608,615.49	\$1,208,658	<b>\$4,949,109</b>
QUAD 1 SERVICE	\$2,944	\$9,836	\$81,102	\$259,536	<b>\$353,418</b>
QUAD 2	\$67,674	\$841,237	\$2,838,911	\$614,590	<b>\$4,362,412</b>
SPALDING HALL	\$52,718		\$3,811,386	\$1,203,859.79	<b>\$5,067,964</b>
WILBUR D. WEST RESIDENCE HALL	\$22,832		\$5,064,140	\$503,773	<b>\$5,590,744</b>
WILKINSON HOUSE			\$184,991		<b>\$184,991</b>
SUMMIT STREET APARTMENTS	\$38,162	\$370,321	\$4,725,307	\$1,075,017	<b>\$6,208,807</b>
<b>Totals</b>	<b>\$989,064</b>	<b>\$2,952,603</b>	<b>\$69,431,088</b>	<b>\$12,064,899</b>	<b>\$85,437,654</b>



# **Facility Assessment Summary**



## Facility Assessment *(continued)*

### Deferred Maintenance

Since 2001 we have reduced our deferred maintenance costs by \$12.8 million for state buildings and \$8.1 million for Auxiliary buildings, and \$2.8 million for Utility Infrastructure, Security, and Hardscape. These projects include, but are not limited to the following:

- Quad I Renovations
- Thomas Fine Arts Renovations
- Hedgcock Renovations
- Electrical Loop Projects
- Dorm Firm Safety Project

When buildings are renovated, deferred maintenance projects are incorporated whenever possible. With a bond issue planned for 2005-2006, we will be reducing our deferred maintenance by \$11.1 million. These projects include the renovations of Magers Hall and two other dormitories, as well as equipment upgrades in the Heating Plant.

### Space Utilization

Approximately three years ago we purchased room scheduling software and were using it in test mode with a number of departments. Features of the software include assignment of classroom space, reporting on classroom utilization, web-based availability of rooms, and other features. At about the time it was getting ready for production, the University decided to convert to a new student information system. This has delayed the implementation of this product until fall 2006. In the meantime, the Provost has been monitoring minimum class sizes. The Provost set a standard that lower level (100 - 200) undergraduate classes must have a minimum of 20 students and upper level (300 - 400) undergraduate and graduate classes must have a minimum of 10 students. Enrollments in classes are monitored on a semester by semester basis and most courses below these standard levels of enrollment are cancelled or run as a directed studies course if they are necessary for graduation. Better utilization reporting and monitoring will be available with final implementation of the new software.



## Assessment of Campus Utilities System

### Water

NMU has 78,260 linear feet of water lines on campus and tries to update aging water mains during new construction, as permitted. Since 1996, 3,500 feet of water main has been replaced in conjunction with various projects. Also, NMU in cooperation with the City of Marquette installed seven master water meters around the University to simplify and ease the reading required for University usage. In addition to these meters, the University calibrates and maintains all building meters and compares the readings to the Master Meters to verify the City's billing statements and help detect water loss.

### Steam

In 1996 NMU completed a major update to its aging main steam distribution system. A total of 27,078 linear feet of un-insulated line was replaced with 13,236 feet of new insulated steam and condensate lines, servicing all major academic buildings on campus. In addition, during the 2000 fiscal year approximately 500 feet of new line was installed to service the campus apartments on the east portion of campus. NMU installed 875 feet of new steam line servicing the Quad I and 175 feet servicing West Hall during the 2002-2003 fiscal year.

As part of the 1996 steam system upgrade, 11 new manholes were installed serving the new lines. These structures are showing moderate to severe deterioration and will require some type of reconstruction to ensure they remain functional. The existing condition in each structure is under review by a structural consultant who will categorize and recommend a solution for each structure by October 2004.





## **Assessment of Campus Utilities System** *(continued)*

### **Electric**

During 2003 the University installed approximately 61,000 feet of high voltage cable to update the primary conductors, replaced three oil-filled loop switches, and all existing 15kv switchgear had new fault indicators and fuses installed.

With the new building additions and renovations planned over the next five years, the existing electrical distribution systems will need to be upgraded and expanded. The main 15kv electrical distribution switchgear will be replaced to allow the existing campus distribution loops to be split to meet facility expansion needs, to provide better coordination with the utility upstream protection, and to increase system reliability since the present gear is 40 years old and parts are difficult to obtain.

### **Gas**

All gas mains on campus are owned by the SEMCO gas company. NMU is responsible for all laterals. There is a total of 48,351 linear feet of gas line on campus.

### **Phone**

Existing campus phone lines (19,629 feet) were installed in 1985 by ATT Technologies. The buried lines are fiber optic and 24 gauge copper twisted pair. The current plant system is considered to be in very good condition. This past year the infrastructure for a fiber optic ring was installed to provide a redundant path between the main server rooms on campus.

### **Storm**

On campus there is approximately 54,402 linear feet of storm sewer with the majority of the University's storm run off being directed to the city's system. A portion of the city's storm water is directed through University storm pipes entering campus from the southwest and exiting to the northeast. Design for all new construction tries to address storm water run off with the use of retention ponds. This has been accomplished with most new parking lot projects since 1999.





## Assessment of Campus Utilities System *(continued)*

### Sanitary

There are 42,393 feet of sanitary sewer lines on campus. Aging sanitary sewer lines are updated with new construction, as permitted. During the 2004 construction season, a section of aging sewer pipe and three new sanitary manholes serving the new Student Services Center, the newly renovated Thomas Fine Arts building, and the new Art and Design addition were replaced/installed to help alleviate an existing maintenance problem of an aging line and to allow access to an inaccessible section of pipe.

### ASSESSMENT OF CAMPUS UTILITIES SYSTEM

UTILITY SYSTEM	NEED YEAR	ESTIMATED COST
Water System	4	\$100,000
Steam Distribution	1	\$1,550,000
Primary Electrical Service	1	\$1,750,000
Storm Drain Mains	5	\$50,000
Sanitary Sewer Mains	2	\$144,000
<b>Utility System Total</b>		<b><u>\$3,594,000</u></b>



## Assessment of Campus Infrastructure

### Roadways (3.63 miles)

#### **Improvements:**

The last road improvement was completed in 2003 with over 3,800 feet of new roadway being constructed, including curb and gutter and storm sewer by the Michigan Department of Transportation. This project was funded through a Michigan Institutional Roadway (MIR) grant and completed the road network encompassing the University's Recreation and Sports Complex.

#### **Conditions:**

Because of the northern proximity of NMU and the harsh winter climate, the campus roadway structures endure severe exposure and subsequent deterioration and damage as a result of the operation of snow clearing equipment. It can be anticipated that significant amounts of asphalt resurfacing will be required in order to maintain the roadways.

#### **Areas Requiring Maintenance:**

Several areas around the campus are beginning to show signs of deteriorating pavement but are not in the condition requiring immediate repairs within the next year. The roadway to the northwest from the Lee Drive and Seventh Street intersection past the driveway entrance into Lot #28 will need to be paved in the next several years. These areas have superficial cracks in the pavement that will worsen over time as a result of the harsh winters. The areas will need to be repaired by filling potholes with asphalt patch and crack sealant, and select areas of paved surface may be scarified where necessary to improve drainage patterns. The entire pavement should receive a 2" asphalt surface course and new striping.

Over the next six to ten years, it is expected that additional sections of the campus' asphalt road network will have to be replaced as a result of normal wear and the harsh winter environment. These areas are expected to crack requiring sealant and patchwork before applying the new surface wearing course. It is expected that at least one-half of all campus roadways will need to be repaired and resurfaced within the next ten years. Along with the replacement of the road surface, a significant amount of roadside concrete curb and gutter will also have to be replaced and/or repaired.



## Assessment of Campus Infrastructure *(continued)*

### **Parking (6,670+ spaces total)**

#### **Improvements:**

Current parking lot conditions on campus range from paved parking with curb and gutter to unimproved gravel lots. During the 2004 construction season Lot 28 and 62 were re-constructed to serve the newly renovated Student Services Building, Learning Resources Center and the Fine Arts complex. These two parking lots have been dedicated to faculty staff to reduce vehicle turnover and help eliminate vehicular and pedestrian conflicts in the core of campus. Also completed this past summer was the reconstruction of Lot 9. Improvements included removing and replacing the existing curb and asphalt.

#### **Conditions:**

Because of the northern proximity of the University, significant amounts of snowfall occur on campus each year. As a result of the harsh winter climate, the campus hardscape structures endure more severe exposure and subsequent deterioration and damage as a result of the operation of snow clearing equipment. The streets and sidewalks are cleared of snow and ice before classes begin each morning. With the average annual snowfall generally being above 150 inches per year, the clearing of snow from sidewalks and streets are a top priority of the campus operations staff. As the sidewalks crack from the effect of freeze and thaw, the surfaces become uneven, and the scraping of the ice and snow causes more and more structural damage. The typical deterioration of the hardscape structures is accelerated as a result of the harsh winter environment.

Lot #12 (Cohodas) is in the worst condition followed by Lot #14 (Tracy Avenue).

It is planned that within the next year, the potholes be repaired by filling with asphalt patch, and select areas of paved surface be scarified where necessary to improve drainage patterns. The entire lot should then receive a 2" asphalt surface course and new striping.



## Assessment of Campus Infrastructure *(continued)*

### Sidewalk

There is 13.7 miles of sidewalk on campus. All new sidewalks are reinforced concrete, and designed 10 feet wide to accommodate service vehicles and snow removal traffic. During the 2004 construction season, in conjunction with the Student Services Parking Lot project, approximately 2,500 feet of sidewalk was replaced between the Academic Mall and the corner of 7<sup>th</sup> Street and Tracy Avenue. Despite this replacement there are still a number of walks that do not meet the existing campus standard or are so badly deteriorated that they are in need of replacement. Several sidewalks on campus do not meet current ADA or MBFD guidelines. There are also several areas that currently are not paved which require a finished surface in order for the maintenance crews to be able to keep those walks clear of snow in the winter.

Several sections of the concrete sidewalk around the campus have cracked, resulting in heaving or sunken sidewalk sections causing uneven settlement at the joints or crack lines. These areas are beginning to become minor trip hazards and are showing signs of deterioration associated with snow plowing, freeze/thaw cycling, and water infiltration. Sidewalks in the vicinity of Spooner Hall and the intersection of Seventh Street and Lee Drive need replacement. Two other areas exist on campus that presently either do not have a concrete sidewalk or the existing sidewalk is not adequate for the conditions.

The campus standard for sidewalks is a 10 foot wide concrete walk. The concrete surface is preferred over asphalt for the durability when scraping snow and ice in the winter months. Within the next two to five years, existing asphalt sidewalks on campus will need to be reconstructed with the campus-standard width geometry and materials so the snow plows can access these walks for clearing and maintaining. The existing walk from Carey Hall east to Waldo Street for accessing the Berry Events Center/Physical Education Instructional Facility/Superior Dome area is planned for replacement with concrete.

## Assessment of Campus Infrastructure *(continued)*

Over the next six to ten years it is expected that additional sections of the campus' concrete sidewalk network will have cracked, resulting in heaving or sunken sidewalk sections causing uneven settlement at the joints. These areas will become trip hazards as a result of the deterioration associated with snow plowing, freeze/thaw cycling, and water infiltration. It is expected that at least one-half of all sidewalks on campus will need to be replaced over the next decade.





## Building Bonds

All bonds issued by the university are General Reserve Bonds. The interest on Revenue Bonds are primarily payable from General University Revenue. Total General Revenue Bonds payable are summarized as follows:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2004-2005	1,810,000	2,798,349	4,608,349
2005-2006	1,890,000	2,718,752	4,608,752
2006-2007	1,955,000	2,634,956	4,589,956
2007-2008	2,055,000	2,549,256	4,604,256
2008-2009	2,140,000	2,454,125	4,594,125
<b>Total Five Years</b>	<b>\$9,850,000</b>	<b>\$13,155,438</b>	<b>\$23,005,438</b>
Thereafter			
2009-2014	12,265,000	10,682,111	22,947,111
2014-2019	15,290,000	7,442,651	22,732,651
2019-2024	16,995,000	3,463,823	20,458,823
2024-2029	10,130,000	547,898	10,677,898
2029-2031	3,370,000	51,930	3,421,930
<b>Total</b>	<b>\$67,900,000</b>	<b>\$35,343,851</b>	<b>\$103,243,851</b>

Buildings currently obligated to the State Building Authority and lease terms are as follows:

### Glen T. Seaborg Science Complex Renovation and Addition

- Phase 1 100% obligated Expires 35 years from March 1, 2001 unless earlier terminated.
- Phase 2 100% obligated Expires 35 years from November 1, 2001 unless earlier terminated.

### Heating Plant Addition/Services Building

- 100% obligated Expires 35 years from February 1, 1997 unless earlier terminated.

## Parking Statistics

# **Assessment of University Land**



## University Land

The University owns 684 acres comprised of 358 acres on the main campus, 120 acres known as the Longyear Forest in Marquette Township, and 206 acres near Mount Marquette in south Marquette. The accompanying map illustrates the property owned by NMU, as well as property within the NMU boundaries that the University will need to acquire to fulfill future expansion plans. These properties are currently under private ownership as either commercial or residential use.



## **NMU Facility Statistics (green map)**



# **Section V**

# **Facilities**

# **Implementation**

# **Plan**

## INTRODUCTION

Northern Michigan University (NMU) is one of the oldest public universities in the State of Michigan having celebrated our 100<sup>th</sup> birthday on September 19, 1999. Reaching the century milestone is an indication of our past success. Our physical plant was built in the 1960s and 1970s to meet the needs of our students of the past. To prepare our students for the future, many of NMU's east campus facilities need to be transformed to accommodate the programmatic needs of today and the continued development of a state-of-the-art learning environment.



### **Sam M. Cohodas Administrative Center (SCAC)**

The goal of this project is to create a high quality environment for providing resources and services that support the Northern Michigan University student. Further, to introduce new program functions while efficiently utilizing the existing building structure. Programs introduced under this project include general-purpose classrooms and faculty offices for use in conjunction with the current administrative offices. Renovation should reflect an easily accessible environment for the student, faculty, administrators, and public users. The project will continue to determine the best layout for specific departments in the building and to optimize their efficiency.

### **Renovations and Additions to the Learning Resource Center (LRC)**

This building was designed for University programs and needs that were in effect 30 years ago. Renovation of the space is key to the University's vision for development of a learning community for the 21st century and addresses the teaching and learning technologies that were not available at the time the building was constructed. The renovation will also provide for increasing library needs and expanding of the University archives. The LRC also needs to be brought up to ADA code for barrier-free access and life safety.

## SUMMARY

### FISCAL YEAR 2006 CAPITAL OUTLAY PROJECT REQUEST

<u>PRIORITY</u>	<u>PROJECT</u>	TOTAL <u>PROJECT COST</u> (in thousands)
1.	Sam M. Cohodas Administrative Center Renovation	\$ 14,167
2.	Renovations and Addition to the Learning Resources Center	\$50,897



NORTHERN MICHIGAN UNIVERSITY  
FY 2006 CAPITAL OUTLAY PROJECT REQUEST  
Renovations to the Sam M. Cohodas Administrative Center  
Priority Ranking #1  
Project Total Cost (in thousands) = \$14,167

- Is The Project a Renovation or New Construction? Ren X New       
Is There a 5-Year Master Plan Available? Yes X No       
(Project will not be approved without a current 5-year plan on file with the State Budget Office)  
Are Professionally Developed Program Statements and/or Schematic Plans Available Now? Yes X No       
Are Match Resources Currently Available? Yes      No X  
Has the University Identified Available Operating Funds? Yes X No

A. Project Descriptive Narrative

Located on the site of the original campus buildings, construction on the six-story Cohodas Building was completed in July 1975. The building contained most of the administrative offices, as well as student related support services departments. The original structure was named after a local produce entrepreneur and philanthropist, Sam M. Cohodas.

The renovation to the Sam M. Cohodas Administrative Center will enhance the quality of services that support the students of Northern Michigan University by changing the use of the first four floors from administrative offices to academic classrooms and faculty offices. This change in use, including those relocated academic departments and classrooms, will have a positive effect on the operation and availability of those programs to the general student population. Given this building's central location, relocation of these departmental offices will better serve the general student population.

Two floors of the current six-story structure will be renovated to accommodate classrooms ranging from 690 square feet to 1,150 square feet. Other floors renovated accommodate departmental offices, including: Economics, Political Science, History/Philosophy, and the Walker L. Cisler College of Business. Departmental offices shall support both faculty and staff. Based on program changes and efficiency within the proposed renovations, those administrative offices affected include: Office of the President, AAUP/Academic Senate, Academic Affairs, Administrative Information Technology, Alumni Relations,



## FY 2006 CAPITAL OUTLAY PROJECT REQUEST

Request #1 – Renovations to the Sam M. Cohodas Administrative Center (*continued*)

Communications and Marketing, Computer Center, Continuing Education, Controller, Development Fund, Finance and Administration, Human Resources, Internal Audit, Institutional Research and Telecom Operations

Modifications within Administrative areas vary from technology upgrades supporting new programs, to relocation and expansion necessary to accommodate the projected student enrollments.

Upgrades and new programs shall be supported by the latest technologies not currently existing within the fabric of the structure. The facility has been maintained well and its basic structure and building envelope remain in good condition. However, the existing building support systems are outdated and in poor condition. With the change in use, the opportunity will allow the mechanical, electrical and information technology systems be upgraded to today's standards. Based on today's barrier-free regulations and the Americans with Disabilities Act, the building requires renovation in the areas of accessibility and support facilities. Vertical circulation components, including stairways and elevators, do not meet today's standards and codes. Door hardware, access ways, signage, etc. also do not meet the requirements of today's programs.

The gross square footage of this project is approximately 104,000 square feet.

The estimated construction start date for this project would be June 2005, with an estimated completion date of August 2006.

The estimated annual operating cost for this project is \$417,356.



## FY 2006 CAPITAL OUTLAY PROJECT REQUEST

Request #1 – Renovations to the Sam M. Cohodas Administrative Center (*continued*)

### B. Programmatic Benefit to Institution

Northern Michigan University's (NMU) five-year strategic plan includes the Teaching, Learning, and Communication (TLC) Initiative. This capital outlay project is a part of the TLC Initiative and the continued development of a learning community for the 21st century. The University's goal is a learning environment that:

- meets student and employer needs of the information age;
- promotes the development of independent lifetime learners;
- encourages student-faculty contact and collaboration;
- provides access to technology, regardless of student's economic status;
- builds a stronger partnership with educators and community;
- provides greater opportunities and course offerings for the student.

Renovations to the Cohodas Building support several new use and programmatic needs. Over 65% of this facility will be re-developed for new use groups not currently found within the building. Other existing areas will be upgraded to provide learning environments and support to academic programs and students. It will bring much needed general purpose classrooms in direct proximity of departmental and faculty offices.

### C. Economic Benefit to the State of Michigan

The proposed capital outlay project will provide the following economic benefits to both the local community and the state:

- taxpayers will benefit directly with access to advanced educational opportunities;
- taxpayers will benefit indirectly from the more highly educated students that are better prepared to make effective use of technology in the coming century;
- State of Michigan benefits through the renovation and reuse of an existing facility, thus optimizing current campus facilities in lieu of extensive cost for new comparable facilities;
- taxpayers will benefit from the additional capacity and opportunities for enrollment within the University.



## FY 2006 CAPITAL OUTLAY PROJECT REQUEST

Request #1 – Renovations to the Sam M. Cohodas Administrative Center *(continued)*

### D. Match Resources

#### 1. Local and Regional sources for project:

- A. Industry contributions
- B. Development Fund

#### 2. Bonding





NORTHERN MICHIGAN UNIVERSITY  
FY 2006 CAPITAL OUTLAY PROJECT REQUEST  
Renovations and Addition to the Learning Resources Center  
Priority Ranking #2  
Project Total Cost (in thousands) = \$50,897

Is The Project a Renovation or New Construction?	Ren <u>X</u>	New <u>    </u>
Is There a 5-Year Master Plan Available? (Project will not be approved without a current 5-year plan on file with the State Budget Office)	Yes <u>X</u>	No <u>    </u>
Are Professionally Developed Program Statements and/or Schematic Plans Available Now?	Yes <u>X</u>	No <u>    </u>
Are Match Resources Currently Available?	Yes <u>    </u>	No <u>X</u>
Has the University Identified Available Operating Funds?	Yes <u>X</u>	No <u>    </u>

A. Project Descriptive Narrative

The Learning Resources Center was constructed in 1966. The building was designed for University programs and needs that were in effect 30 years ago. Those needs included temporary office space for faculty which were located on the ground floor of this building. The intent was to expand the library collection to the ground floor when necessary and to create faculty offices elsewhere on campus. During the last five years, a majority of faculty have been relocated on campus. As the last of the faculty have moved from temporary offices in the Learning Resources Center, we renovated the vacated space to create a student gathering space, expanded writing center, a satellite tutoring program, consolidated the Academic Computing operations, and expanded the computer server space. These renovations are temporary in nature until the major building renovation can take place.

Renovation of the facility is key to the University's vision for development of a learning community for the 21<sup>st</sup> century. The renovation will address the teaching and learning technologies that were not available at the time the building was constructed, and which are necessary to prepare students and K-12 teachers for today and the future global economy. These technologies include:

- an interactive and multimedia instructional development center where faculty can design electronic learning environments;
- a learning classroom with capabilities to foster cooperation, communication, efficiency, and greater access to students at a distance and on-site;



## FY 2006 CAPITAL OUTLAY PROJECT REQUEST

### Request #2: Renovations and Addition to the Learning Resources Center (*continued*)

- a help and service center where walk-in technical assistance can be provided;
- infrastructure for K-12 and higher education cooperative learning network; and
- work areas with networked ports and power outlets for interactive research with library holdings and remote information resources.

The renovation will also provide for expanded library holdings and expansion of University archives. Renovation of the space occupied by the University's public broadcasting stations will include meeting a federal mandate to upgrade our television station from analog to digital (high definition) by year 2003.

The Learning Resources Center also needs to be brought up to today's standards for ADA barrier free access and life safety. The building requires extensive work, which includes window replacement, masonry repair, and a complete renovation of the HVAC systems. This project will additionally upgrade and renovate the building to meet current architectural, mechanical, electrical codes, and standards.

The estimated gross square footage for this project is 290,300.

The estimated construction start date for this project would be May 2006, with an estimated completion date of December 2007.

The estimated annual operating cost for this project is \$1,249,019.

#### B. Programmatic Benefit to Institution

Northern Michigan University's (NMU) five-year strategic plan includes the Teaching, Learning, and Communication (TLC) Initiative. This capital outlay project is a key element to the TLC Initiative and the continued development of a learning community for the 21<sup>st</sup> century. The University's goal is a learning environment that:

- meets student and employer needs of the information age;
- promotes the development of independent lifetime learners;
- encourages student-faculty contact and collaboration;
- provides access to technology regardless of student's economic status;
- provides greater access to University resources anytime, anywhere;
- builds stronger partnerships with K-12 education.



## FY 2006 CAPITAL OUTLAY PROJECT REQUEST

### Request #2: Renovations and Addition to the Learning Resources Center *(continued)*

These renovations will provide students needed exposure to enhanced teaching and learning technologies that will better prepare them for the highly competitive global job market, where technology is continuing to change at an exponential rate. In addition, expansion of the University's library holdings are necessary to support academic programs, to maintain accreditation standards, and to provide the resources necessary for students to achieve their learning goals. Enhanced distance, multimedia, and interactive learning resources will increase access to location bound students in remote areas of the Upper Peninsula.

#### C. Economic Benefit to the State of Michigan

The proposed capital outlay project will provide the following economic benefits to both the local community and the state:

- taxpayers will benefit directly with access to advanced educational opportunities;
- taxpayers will benefit indirectly from more highly educated students that are better prepared to make effective use of technology in the coming century;
- ability to provide Upper Peninsula K-12 teachers and administrators with enhanced in-service educational opportunities;
- enhanced facilities for document preservation center would benefit taxpayers throughout the state.



## FY 2006 CAPITAL OUTLAY PROJECT REQUEST

Request #2: Renovations and Addition to the Learning Resources Center *(continued)*

### D. Match Resources

Federal sources available for project:

1. U.S. Department of Commerce  
National Telecommunications Information Administration (NTIA)  
Public Telecommunications Financial Planning (PTFP)
2. U.S. Department of Commerce  
Telecommunications Information and Infrastructure Assistance Program
3. Corporation for Public Broadcasting (CPB)  
Rural Stations Grant Fund Pool for Radio
4. Local and Regional Sources for project:
  - (1) Industry Contributions
  - (2) Development Fund
5. Bonding



Map of campus showing LRC and  
SCAC

## Status of “In-Progress”

### State Building Authority Projects

Renovation and Adaptive Re-use of East Campus Facilities

Fine and Practical Arts Project

- \$21.23 Million Project (includes 25% NMU match)
- Approved by State Legislature April 2002
- Project is in Construction Stage.

The Fine and Practical Arts project includes an addition to the Art and Design Studios North Building, the renovation of Thomas Fine Arts facility, and a new pedestrian link from the Thomas Fine Arts facility to the Student Services Building (formerly C.B. Hedgcock).

An addition to the Art and Design Studios North building is necessary to accommodate those components currently housed in both Thomas Fine Arts and Lee Hall, and to unify the Art and Design program components to one area of campus. The addition will have faculty offices, studios, classrooms, laboratories, and a gallery/exhibition area for the Art and Design department.

With the Art and Design components removed from the Thomas Fine Arts facility, the Music Department can expand to provide additional faculty offices, practice rooms, and general purpose classrooms.



## Status of “In-Progress” State Building Authority Projects *(continued)*

### Renovation and Adaptive Re-use of East Campus Facilities Student Services Building Project

- \$15.75 Million Project (includes 25% NMU match)
- Approved by State Legislature April 2002
- Project is in the Construction Stage.

The adaptive re-use of C.B. Hedgcock by renovation to become a student services building will provide for more student friendly support and make it a more convenient location for students by consolidating to a one-stop service center. A recital hall designed acoustically correct will benefit the University’s Music Department and general University. The facility will enhance the University’s education curriculum for the performing arts with a recital hall to accommodate both music and lecture series. The facilities would also be made accessible per American Disabilities Act (ADA) guidelines.

The departments that will be in the facility include Student Financial Aid, Housing and Residence Life, Learning Hub, Academic Career Advisement, Admissions, Dean of Students, Disability Services, Diversity Student Services, JobSearch Center, Hub Student Resource Center, Student Support Services, Honors Program, and Military Science.





## **UNIVERSITY PROJECTS**

**Completed From November 1, 2003 to November 1, 2004**

**With a Total Cost Between \$500,000 - \$1,000,000**

No projects were considered completed during this time period between \$500,000 and \$1,000,000.



## **UNIVERSITY PROJECTS**

### **Projects Planned November 1, 2004 to November 1, 2005**

### **With a Total Cost Over \$1,000,000**

#### **Heating Plant Project**

With the new building additions and renovations planned over the next five years, the existing heating plant thermal and electrical generation and distribution systems will need to be upgraded and expanded. The thermal generation equipment consists of two 70,000 lbs/hr and one 30,000 lbs/hr steam boilers which all are 40 years old. The 30,000 lbs/hr boiler will be replaced with a 70,000 lbs/hr boiler in order to increase the plant's firm capacity and reliability. The main 15kV electrical distribution switchgear will be replaced to allow the existing campus distribution loops to be split to meet facility expansion needs, to provide better coordination with the utility upstream protection and to increase the system reliability since the present gear is 40 years old and parts are difficult to obtain. The estimated project budget is \$3.55 million.

#### **Magers Hall**

Convert Magers Hall from faculty offices back to student residence hall rooms. The renovated hall will provide an additional 278 beds. One and two room units will be available, along with several barrier-free units. Kitchenettes, laundry facilities, and lounges will be constructed for common use. The project budget is \$5.9 million. A Use and Finance statement was submitted to the State for approval on April 5, 2004.

#### **Student Apartments**

Construct approximately 100 new student apartments to meet enrollment growth and replace the aging Summit and Center Street apartments. The new apartments will be a combination of one and two bedroom units that will be designed to accommodate both single students and families. The project budget is approximately \$13 million.



## Future University Projects

In order to ensure that Northern Michigan University facilities can accommodate the enrollment growth plans of 10,400 students, the following projects are in the planning stages.

### **Additional Dormitory Renovations**

Using Magers Hall renovation as a model, the existing nine other dormitories will be renovated over the next 5-10 years. Accessible units, common kitchenettes and lounges will be created. All existing dorm rooms and bathroom facilities will have upgraded finishes and utilities. Building mechanical, plumbing and electrical systems will be replaced. The building exteriors will get a new facelift with new three story entrances, windows, doors and pitched roof. The estimated project budget for each dormitory is \$5.65 million.

### **University Master Plan Update**

Northern Michigan University's current campus master plan was developed and adopted by the Board of Trustees in early 1990's, which has helped guide campus development over the last decade. Many of the goals outlined in the plan have been achieved and various plan updates made to reflect these accomplishments. These accomplishments coupled with the University's enrollment increases, technology changes and program expansions warrant a formal and complete review of the plan to develop an updated guide for the next 10 to 15 years.

### **USOEC Housing**

Construct a dedicated residential housing complex to suit the unique needs of the USOEC athletes on campus. The complex would feature apartment style housing with separate kitchen, living and bathing facilities. Apartments for coaching staff and a resident director are planned. The complex will include common laundry, storage, study and fitness areas.

### **Sawyer Academic Center**

NMU is in preliminary discussions with Sawyer International Airport about renovating an existing facility to accommodate both the NMU Aviation Maintenance Associate degree program and other NMU general education courses. The possibility of incorporating the AMR Maintenance Academy for new hires is also being negotiated with American Eagle, a subsidiary of American Airlines.



## **Future University Projects *(continued)***

### **Bike/Ski Path**

A feasibility study is being conducted to determine if a separate bike trail system can be developed to help provide an efficient alternative to motor vehicle transportation, reduce conflicts between the increasing number of cyclist and pedestrians, and provide convenient connections to the City of Marquette's bike trail system. The study will also review the possibility of a layout providing a separate trail system for cross country skiing, again connecting the City of Marquette's proposed system.

### **NMU/Marquette General Hospital Study**

A joint study between NMU and Marquette General Hospital is being conducted to review the possibility of a joint parking deck and the connection of Kaye Avenue to Fair Avenue. If feasible, this connection will provide an east-west corridor link that will benefit the City, Hospital, and University.

### **Lee Hall Renovation**

Lee Hall is the second oldest building on campus. Renovations are planned to create an Alumni/Visitor Welcoming Center, University History Museum, and departmental offices for Alumni Relations and Development Fund. The ballroom on the second floor will be restored and a facility for catering services will be constructed. The construction and reuse of this facility will bring recognition to the University, its heritage, and participation in the community.

### **Carey Hall Renovations**

Carey Hall is the oldest building on campus and is primarily used as transitional space for displaced departments during building renovation projects. The future use of Carey Hall is currently being explored.



## **Future University Projects** *(continued)*

### **Quad II**

Renovate area to enhance student life and include a student lounge, programming rooms, meeting and study space, deli/coffee shop, and satellite student recreation center. Also, the Hunt-VanAntwerp and Magers/Meyland recreation rooms and lobbies will be renovated. This project budget is \$5.675 million. The project was approved by the Joint Capital Outlay Subcommittee on May 28, 2003. The project has been placed on indefinite hold.

### **University Center Renovation:**

The Dean of Students area within the University Center will become available once the Student Services Building project is complete. This area will be renovated for the Alumni Relations and Development Fund departments. Other renovations associated with inner building office moves and future tenant build-outs will be included. Maintenance items, such as the replacement of windows, doors, roof, cooling tower, urinals, exit lighting, etc., will be completed. The estimated project budget is \$1.65 million.



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