

# Northern Michigan University



Facilities  
Five Year Master Plan  
October 2005

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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 campus growth to 10,330 students by 2007.

**Strategic Direction #2:** NMU will grow the number and variety of its off campus and distance learning offerings at the undergraduate and graduate level.

**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, technological initiatives, and research.

# Section II

# Instructional

# Programming



## ACADEMIC PROGRAMS

### Baccalaureate Degree Programs

#### Major

Accounting  
Accounting/Computer Information  
Systems  
Accounting/Financial Planning  
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

Forensics Biochemistry

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

### 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

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

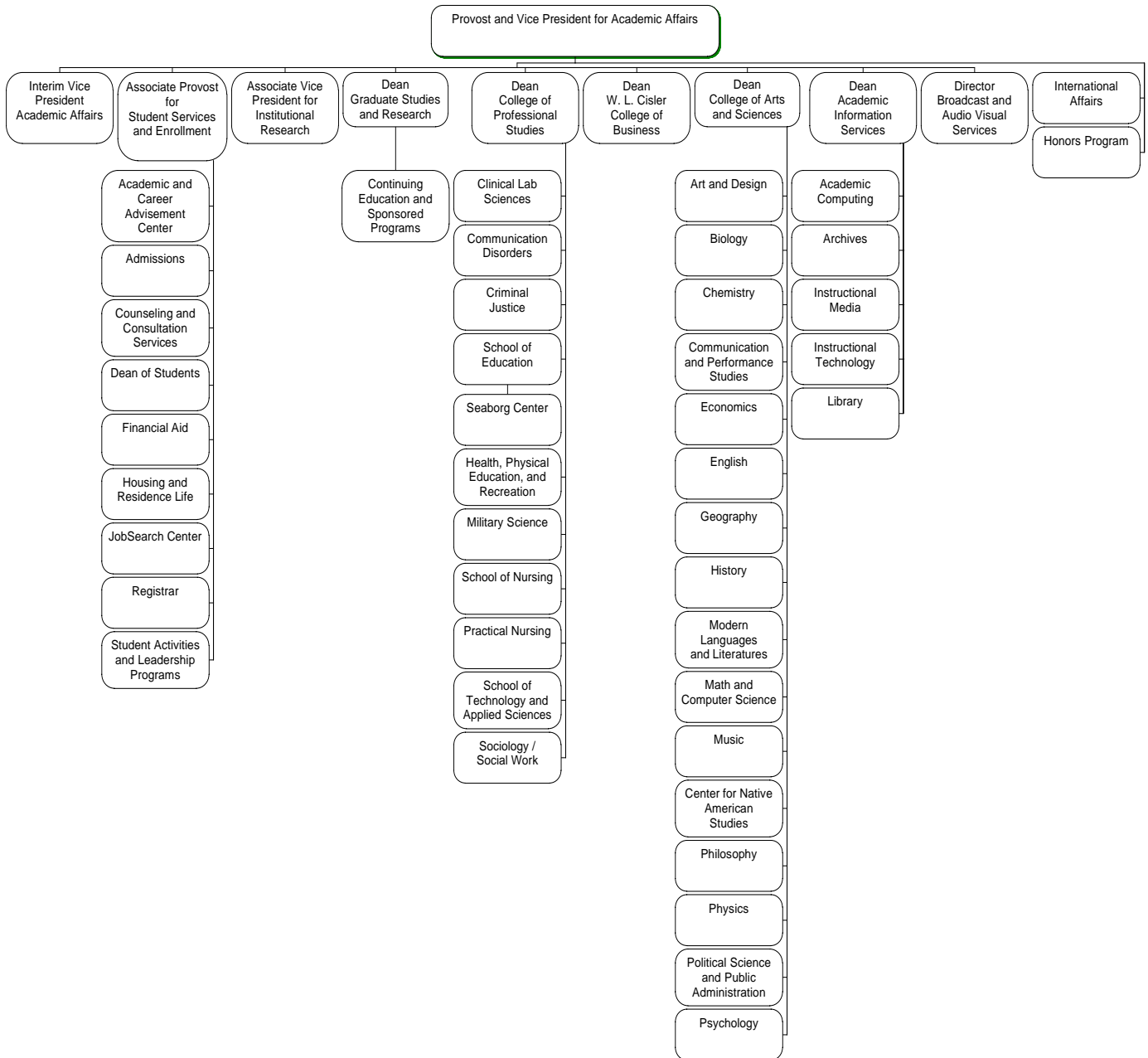
## ACADEMIC PROGRAMS

### 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

### 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 2005, we are estimating an enrollment of 9,630 students, which will be the highest level in Northern's 106-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 has engaged in a year long campus wide discussion of our academic programs to ensure that we are prepared for and capable of offering a Curriculum for the 21st Century. The discussion included Northern's academic leadership, community leaders, and our Board. The process has included a course of deliberate discussions, in and between units, in well identified venues where this important conversation was engaged. The purposes were: to explore and examine the possibilities; to explore and examine what kind of curriculum would offer us the "superior edge;" and to explore and examine how each area of this campus, not just academics, could play a role in the creation of this curriculum.

## INSTRUCTIONAL PROGRAMMING *(continued)*

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

Some examples:

- We are incorporating 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.
- We are identifying ways to provide the incentives necessary to develop curriculum products and their delivery which exploit our technical environment and do not necessarily mean only online or distance education.
- We are addressing the conundrum of high class enrollment, i.e., faculty workload, thereby freeing time and energy to focus on quality and innovation.
- We are working to fully integrate academic and student support in a living-learning community.
- We are working to identify a “brand” when it comes to NMU’s undergraduate research.
- We are evaluating the extent to which Northern’s academic majors are designed to meet the learning demands of our students in the worlds they choose to live, as well as to 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 been working with several businesses in order to offer academic programs and training at the former K.I. Sawyer Air Force base located approximately 20 miles from campus. We will be looking to offer courses there within the next fiscal year, which will include potential renovation of facilities. To this end we have now completed the expansion of our wireless network from our main campus out to the air base.

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

### **Instructional Programming:**

In 2004 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 9,000 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 1,758 course sections developed utilizing Web-based software and more than 86 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 such as the Student Leader Fellowship Program and the "Superior Edge" 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 V describe University needs to continue its conversion of the campus to a 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 playoffs. Marquette County Youth Football Dome Day, high school track and field meets, NMU and youth soccer tournaments, Lacrosse, 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. NMU Commencement activities are held in the Superior Dome each December and May.

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. NMU students use the facility for activity and classroom academic coursework.

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. NMU students, faculty, staff, and Marquette area community members utilize recreation venues in the PEIF through recreation memberships daily (year round). The PEIF is a comprehensive indoor recreation facility that contains instructional activity venues and classrooms for NMU students.

## 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 110 visiting athletic teams visit the Marquette area annually to compete in events held at NMU. Events held at NMU regularly attract fans from throughout the Upper Peninsula, as well as Northern Wisconsin and Lower Michigan. Fans representing opposing teams from Ohio, Pennsylvania, Illinois, Minnesota, Indiana, and even Alaska, annually attend events at NMU. 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.



## COMMUNITY PRESENCE ACTIVITIES *(continued)*

### Northern Initiatives

NMU invests annually in Northern Initiatives, a not-for-profit economic development corporation, now housed on the NMU campus, which 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.



**N**ORTHERN INITIATIVES  
*is a non-profit*  
community development  
corporation

### 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 programs offer students an array of associate degrees, certificate programs, diploma programs, and certifications in 50 areas of study.

Northern maintains extensive partnerships with K-12 schools through outreach activities, student teaching positions and professional development for teachers and administrators. 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. To further the value of these experiences, NMU has extended its wireless signal to student teachers in K-12 schools. NMU's Centers for Educational Development and Economic Education and the 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 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. NMU provides instructional and career pathway and “virtual field trip” experiences to K-12 schools throughout the state using internet-based interactive TV (ITV) technology. These cost-effective ITV services help NMU expand the educational horizon of budget challenged school districts and offer students access to advanced learning services and information about future educational and career options.

### Public Broadcasting

NMU’s public television and radio stations are currently transitioning to digital broadcasting. NMU intends to use digital television and radio transmissions to offer Michigan’s Upper Peninsula residents high definition broadcasts plus up to four optional standard definition program streams that contain classroom and course content especially designed for higher education and K-12 instruction. Digital television and radio broadcasts will also have the capability to support broadband data delivery that will benefit instruction and public safety services alike. Both stations continue to provide service learning opportunities for NMU students with hands-on production, graphics and electronic engineering opportunities.





## **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., NewPage Corporation, 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)*

### **School of Technology and Applied Sciences**

#### **Potlatch Sawyer Lumber Mill**

Faculty from the School of Technology and Applied Sciences are providing employee training programs to maintenance technicians at the Sawyer Mill. Several non-credit courses have been offered both at the Sawyer Mill and the NMU Jacobetti Center. Funding for the training was provided through grant money.

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

During the 2004-05 academic year, the College of Technology and Applied Sciences conducted skill development training for maintenance employees at the K-C Munising Mill. Courses delivered on-site and on the NMU campus included welding, hydraulics, measuring tools, and other topics related to electrical and mechanical maintenance skill development.

#### **Wisconsin Public Service Company**

During 2004 a major employee assessment project was conducted by the School of Technology and Applied Sciences for electrical and mechanical maintenance employees at two Wisconsin Public Service electric generation facilities. The assessment resulted in a Training Gap Analysis document which will guide WPS management as employee training is scheduled and delivered as part of an employee upgrade program. WPS is pleased with the work done by NMU faculty.

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

### **B3 Computers**

During the 2004-05 academic year students enrolled in MET 430 Senior Project class conducted an evaluation of the computer assembly process in place at B3 Computers, located at Sawyer. After several meetings with B3 management and employees, undergraduate students prepared a comprehensive plan to restructure the computer assembly line and material flow process. The proposed redesign plan was presented to management from B3 Computers in December 2004. The redesign was implemented in 2005.

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

During the first quarter of 2005 a grant proposal was co-written by NMU and AMR/American Eagle for the development of an AMR Maintenance Academy at Sawyer. The Academy will provide six weeks of training to newly hired A&P mechanics from throughout the American Eagle Airlines system. The grant was approved and the Academy was established at Sawyer. As a partner in the grant, NMU was funded to provide internet access to facilities at Sawyer. An excellent working relationship exists between the NMU School of Technology and Applied Sciences and the AMR Sawyer Maintenance facility resulting in 30-50% of the students graduating in the NMU Aviation Maintenance program being hired by AMR.

### **Louisiana Pacific – Newberry Mill**

Employee training has been conducted for L-P Newberry employees at both the mill site and the NMU Jacobetti Center. Training has been provided to maintenance employees in the fields of welding, welding certification and hydraulics. An extensive employee assessment project is being conducted during the 2005-06 academic year. This project will conclude with a Training Gap Analysis for all maintenance employees. This analysis will identify content areas for which employee training is needed. Following development of the training gap analysis, the training of identified L-P employees will be conducted in the NMU Jacobetti Center.

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

### **Smurfit-Stone Container Corporation**

Ongoing training of maintenance employees is being conducted for the Ontonagon, MI based paper mill. Employees travel to the NMU Jacobetti Center for hands-on training in a variety of mechanical skills including welding, motor bearing repairs and other mechanically based practices and procedures.

### **Pioneer Surgical Technology**

A close working relationship continues between NMU and Pioneer Surgical Technology, a Marquette based designer and manufacturer of orthopedic implants. Entry level production employees are prepared in a one-year CNC program offered by NMU in the Jacobetti Center along with seminars at the nearby Pioneer facility. Other ongoing cooperative programs between NMU and Pioneer Surgical include undergraduate internships and continuing education seminars for Pioneer employees offered by NMU faculty.

### **Cliffs Michigan Mining Company**

The School of Technology and Applied Sciences works closely with Cliffs Michigan Mining Company F/K/A/ Cleveland Cliffs Mining Company to prepare entry level technical employees for both the Tilden and Empire mining/processing operations. Associate Degree programs in Industrial Electrical and Industrial Maintenance along with baccalaureate degree programs in Mechanical Engineering Technology, Industrial Technology and Electronics Engineering Technology prepare graduates for employment with this local company. Management at CMMC views the technical programs at NMU as virtually a sole source provider of entry level technical talent to their mining/processing operations. This level of cooperation is dependent on, and evidence of, a close working relationship between academics and industry.



# Section III Enrollment and Staffing

## Enrollment

### Headcount

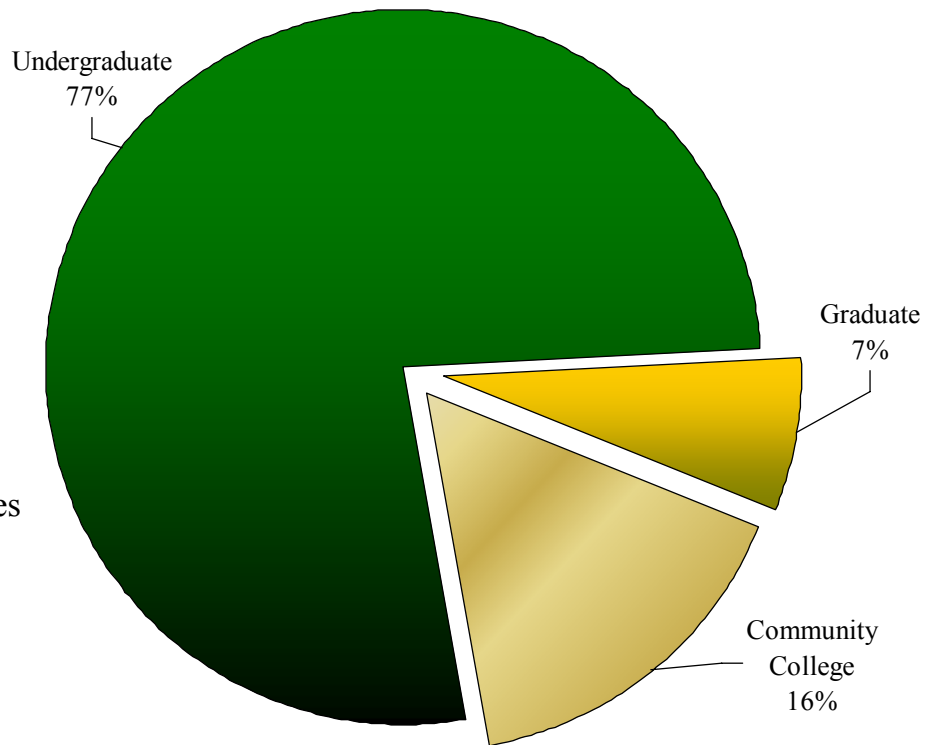
Fall 2005 (n = 9,379 – 10<sup>th</sup> Day of Class)

#### Average age

- ▶ Undergraduates: 23.0
- ▶ Graduates: 38.0
- ▶ Overall: 24.0

#### Other student statistics

- ▶ At least one student from:
  - ▶ All 83 Michigan counties
  - ▶ 45 different states
  - ▶ 14 different countries



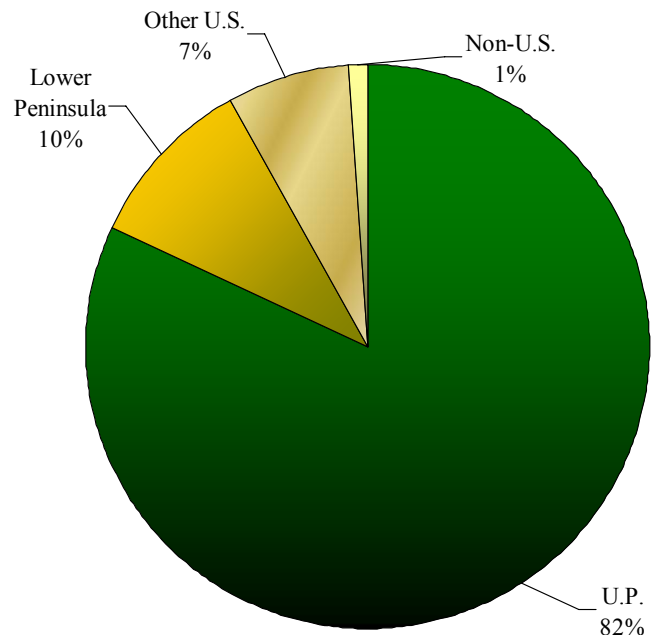
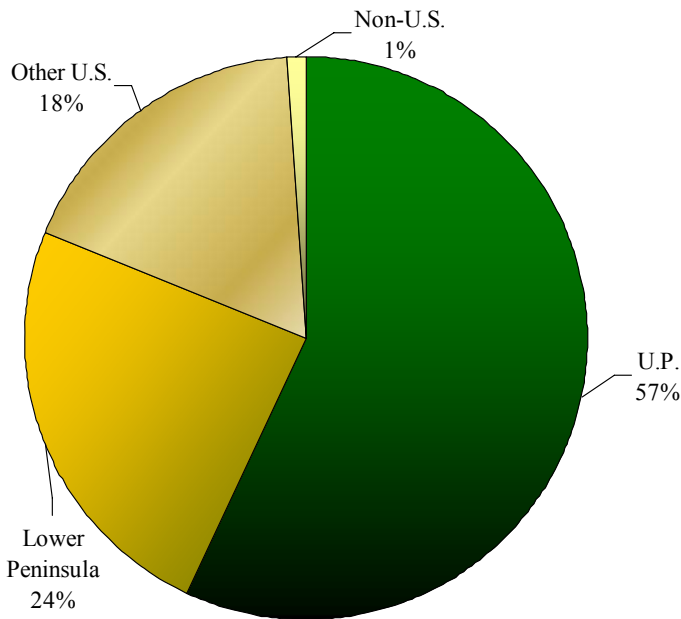
## Enrollment

### Recruiting Region

Fall 2005 (n = 9,379 – 10<sup>th</sup> Day of Class)

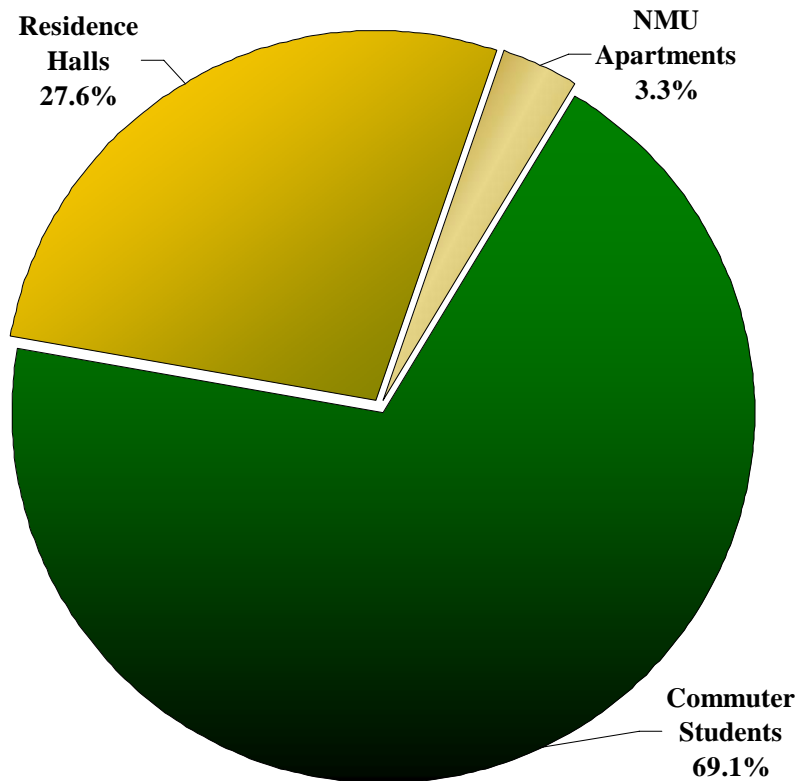
Undergraduate  
(n = 8,714)

Graduate  
(n = 665)



## Enrollment

### Where NMU Students Live Fall 2005 (n = 9,379 – 10<sup>th</sup> Day of Class)

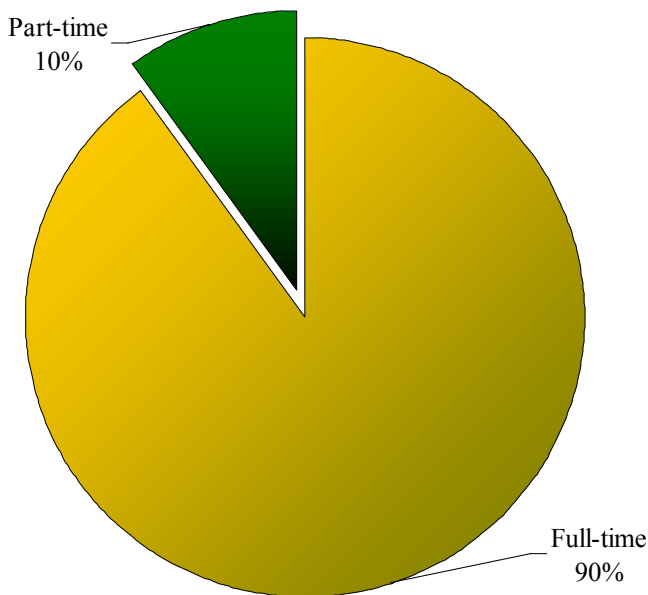




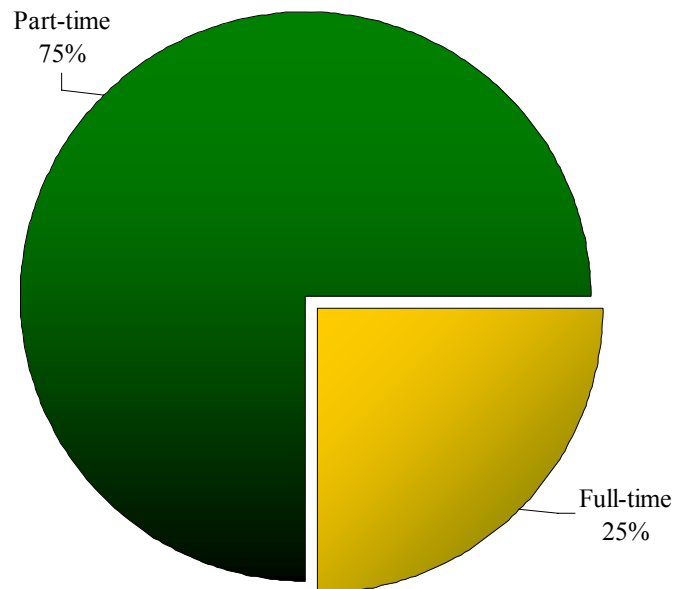
## Enrollment

### Full-time/Part-time Status Fall 2005 (n = 9,379 – 10<sup>th</sup> Day of Class)

#### Undergraduate (n = 8,714)



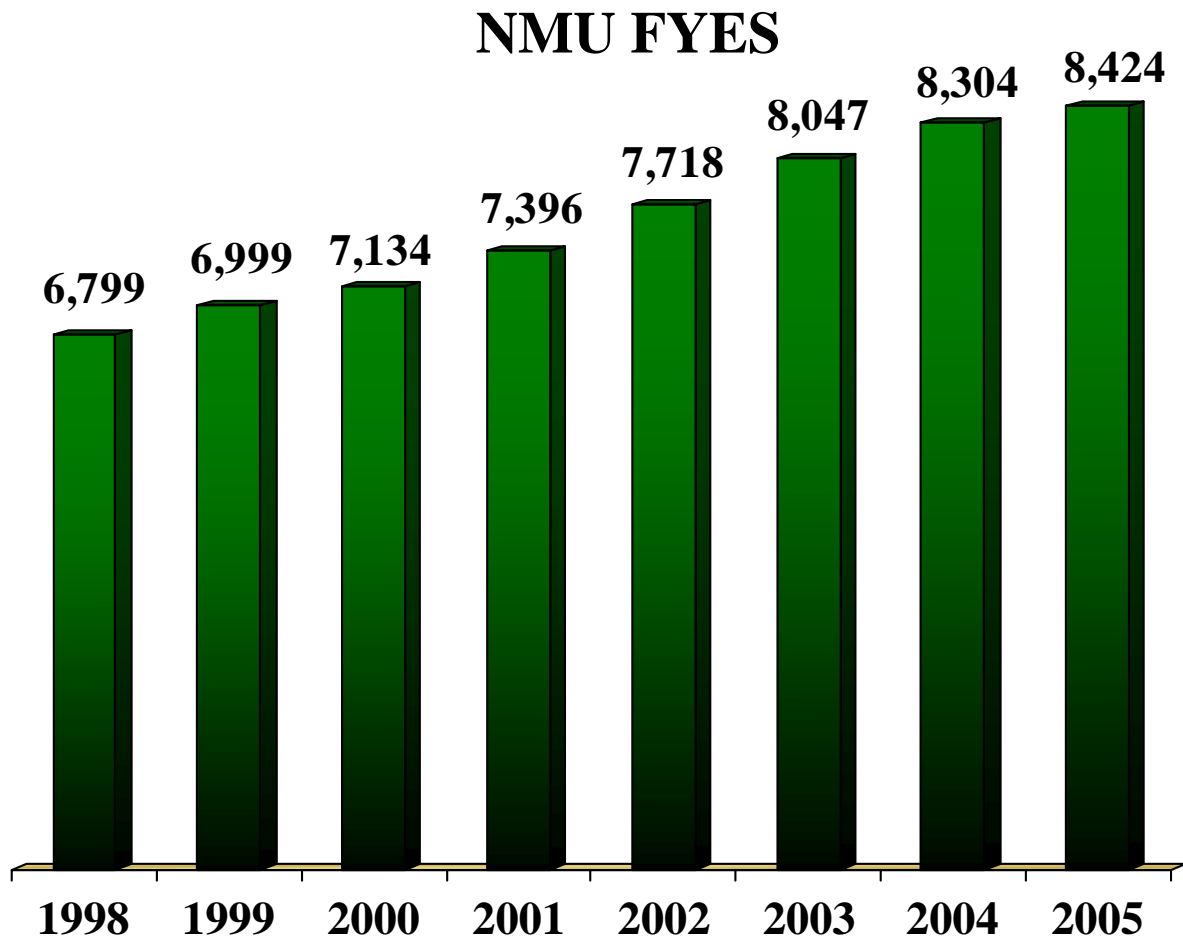
#### Graduate (n = 665)



## Enrollment

### Full Year Equated Student Change

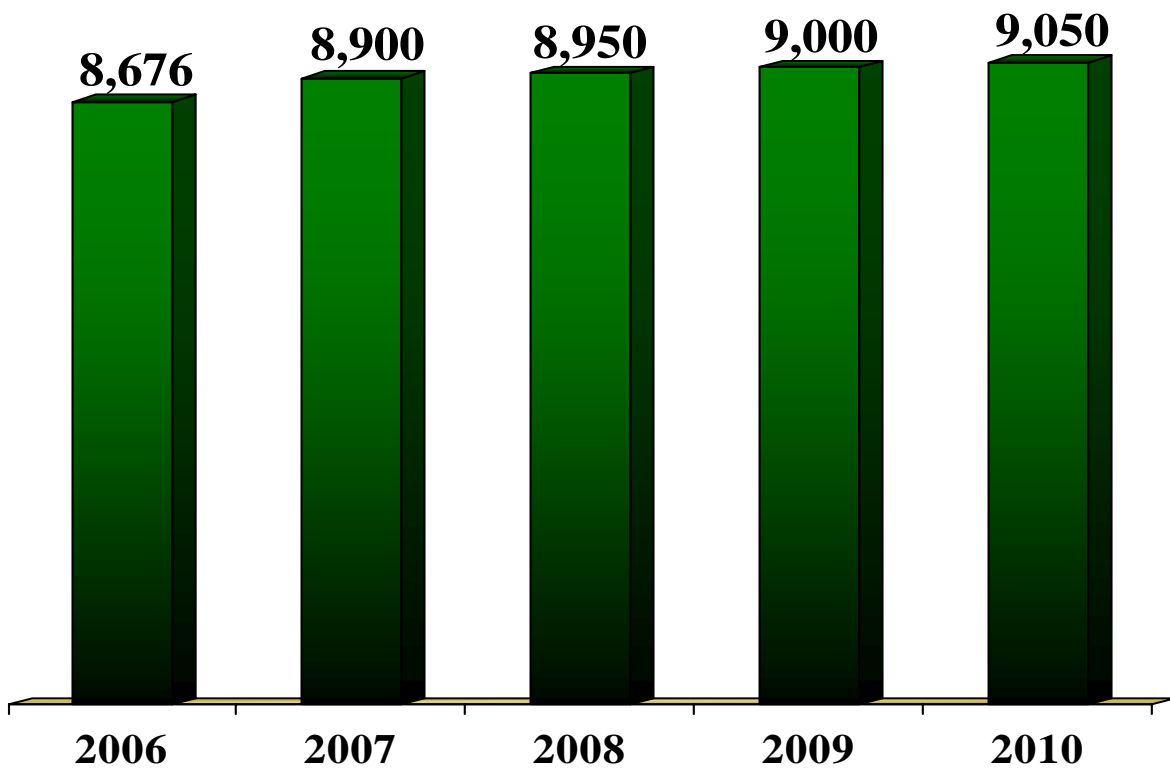
- ▶ FYES increased for the seventh consecutive year:
  - ▶ Increase of 1.4% as compared to prior year
  - ▶ Increase of 23.9% since 1998



## Enrollment

Full Year Equated Student Change (FYES)

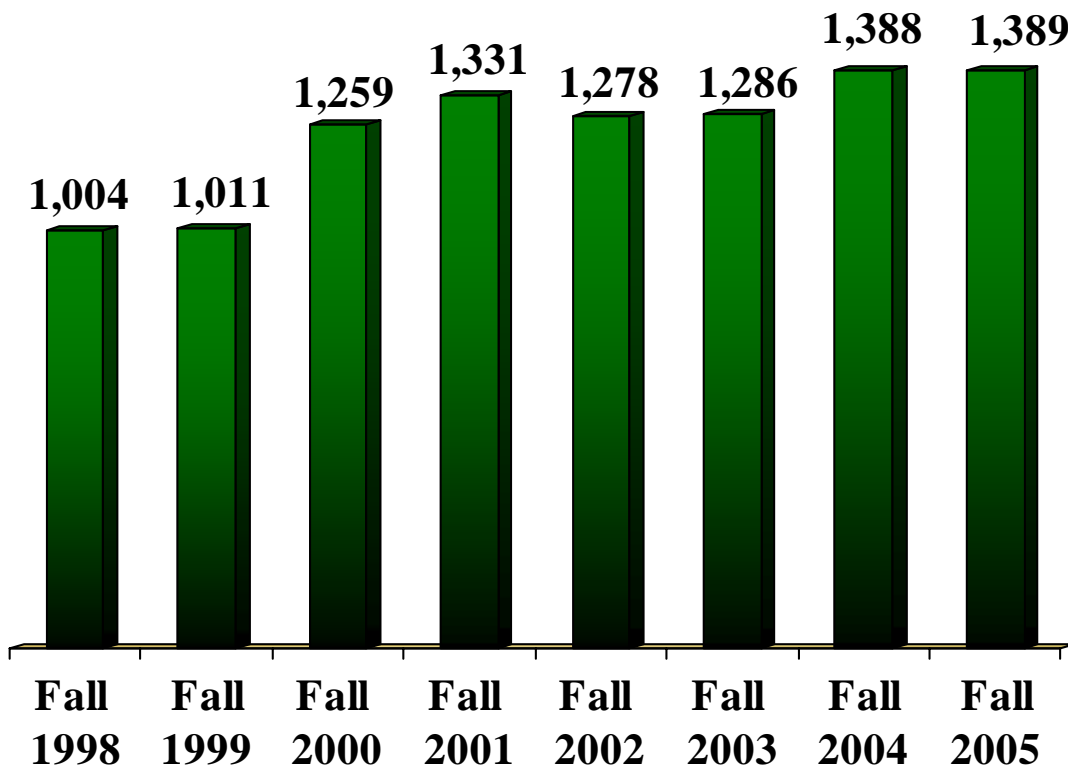
5 Year Projection



## Enrollment

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

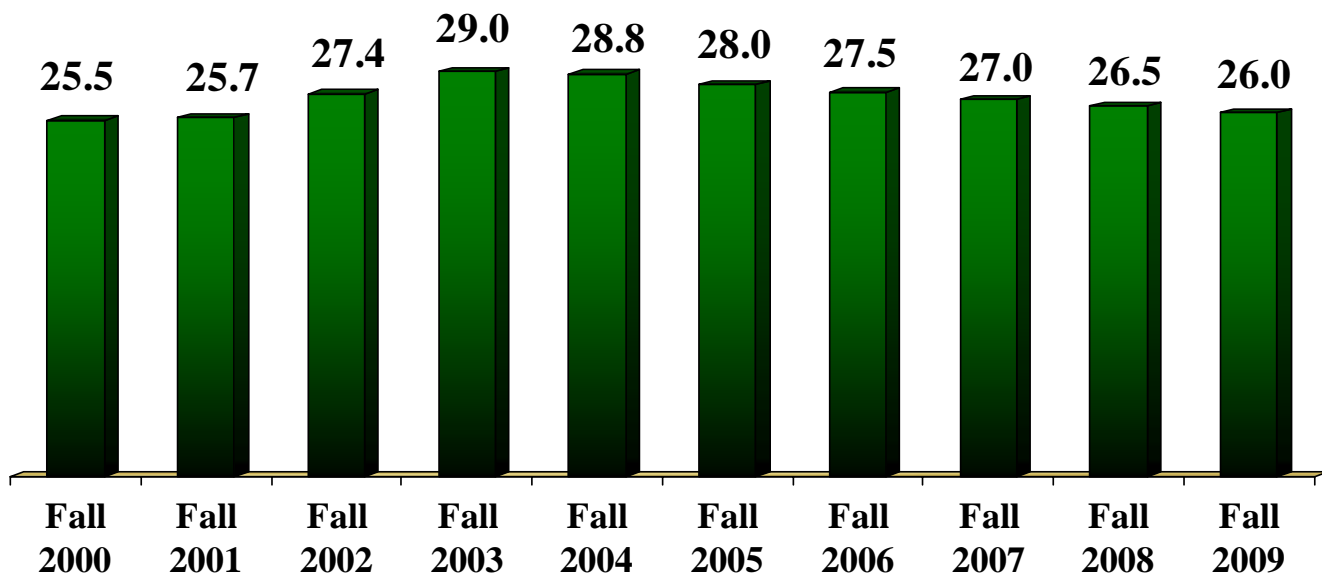
- ▶ Fall 2005 Freshman Class was equivalent to record 2004 number
- ▶ Fall 2005 Freshman Class Increased by 38.3% Since Fall 1998





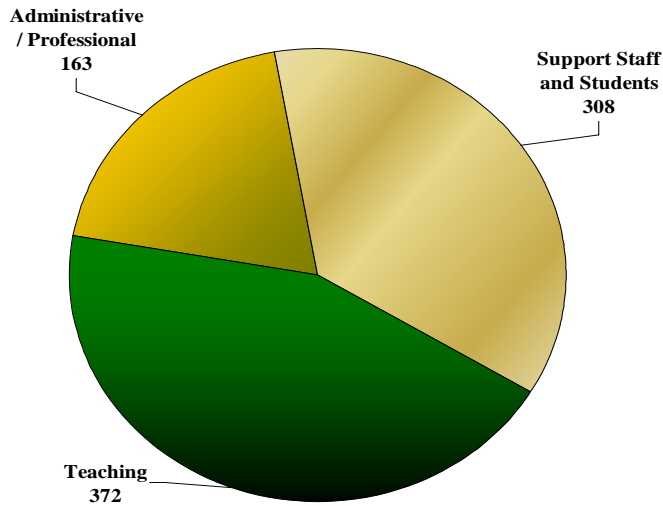
## Enrollment

### 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>	<u>2009</u>
Teaching (Instructional Staff)	353	357	355	364	362	363	372	383	393	395	397
Administrative/Professional Staff	186	184	187	193	200	186	163	163	163	163	163
Service Staff and Students	343	343	345	312*	308	306	308	308	308	308	308

\* 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>	<u>2009</u>
Teaching (Instructional Staff)	19.83	19.80	20.83	21.20	22.23	22.88	22.65	22.65	22.65	22.66	22.67
Administrative/Professional Staff	37.63	38.77	39.55	39.99	40.24	44.65	51.68	53.23	54.60	54.91	55.21
Service Staff and Students	20.41	20.80	21.44	24.74	26.13	27.14	27.53	28.35	29.08	29.25	29.41

# Section IV Facility Assessment

## Introduction

Northern Michigan University continues to work with the facilities assessment software, keeping the assessment data 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
  - ▼ 3.36 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>
<b>State Non-SBA</b>					
ADA B. VIEMMETTI HEALTH CENTER		12,651	47,228	71,388	131,267
BERRY CENTER LINK		6,624	2,431	32,662	41,717
BUS GARAGE			16,268	2,799	19,068
BUTLER BUILDING		13,616	32,229		45,844
*CAREY HALL	81,127	276,664	4,616,464	446,242	5,420,497
DOME / PEIF LINK		1,905	192	13,138	15,235
EVENTS CENTER	939			404,989	405,927
FOREST ROBERTS THEATRE		565,175	533,901	362,851	1,461,927
GLENN T. SEABORG SCIENCE COMPLEX		35,251	55,662	758,809	849,722
*HARRY D. LEE HALL	103,561	250,786	3,429,453	154,207	3,938,007
JACOBETTI CENTER		1,064,834	2,512,858	3,766,947	7,344,639
JACOBETTI STORAGE		16,812	3,355	44,436	64,603
JOHN X. JAMRICH HALL	29,370	469,024	5,604,163	1,985,145	8,087,702
KAYE HOUSE (PRESIDENT'S HOUSE)		43,233		31,300	74,534
LEARNING RESOURCE CENTER	87,681	850,506	9,565,051	2,234,338	12,737,576
LRC/WS LINK		8,980	6,158	16,760	31,897
LUTHER S. WEST SCIENCE BUILDING			25,232	904,031	929,263
McCLINTOCK BUILDING		302,592	556,903	389,124	1,248,620
PHYSICAL EDUCATION INSTRUCTION FACILITY		1,592,567	1,895,071	1,426,170	4,913,808
RIPLEY HEATING PLANT		4,687	395,744	104,665	505,096
SAM M. COHODAS ADMINISTRATIVE CENTER	8,351	34,581	2,400,302	4,636,731	7,079,965
SERVICES BUILDING			91,595	202,494	294,089
SUPERIOR DOME		5,048,939	432,270	322,415	5,803,624
UC/GRIES LINK		33,110		62,083	95,193
WALTER F. GRIES RESIDENCE HALL		31,268	255,984	526,364	813,616
<b>SBA Approved</b>					
HEDGCOCK FIELD HOUSE					-
THOMAS FINE ARTS				24,477	24,477
ART AND DESIGN NORTH		94,664	4,688	793,005	892,356
<b>Other</b>					
UTILITY INFRASTRUCTURE	156,591	82,303	18,401,306	590,503	19,230,702
HARDSCAPE	33,738	78,112	113,566	944,358	1,169,774
CAMPUS SECURITY			394,624		394,624
<b>Totals</b>	<b>501,357</b>	<b>10,875,648</b>	<b>51,435,932</b>	<b>21,252,432</b>	<b>84,065,368</b>

\* These Buildings were 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	44,104	365,791	4,020,862	521,646	4,952,403
CHARLES C. SPOONER RESIDENCE HALL	50,139		4,644,887	332,867	5,027,893
DON H. BOTTUM UNIVERSITY CENTER	113,084	151,037	11,679,077	1,820,691	13,763,889
GANT HALL	23,736		4,185,531	1,284,441	5,493,708
GUNTHER C. MEYLAND RESIDENCE HALL	64,987		5,002,320	428,996	5,496,303
HALVERSON HALL	132,541		3,810,184	1,284,566	5,227,291
LINCOLN STREET APARTMENTS	94,425	357,691	5,394,766	979,265	6,826,146
LUCIAN F. HUNT RESIDENCE HALL	63,043	47,460	4,719,986	259,164	5,089,653
MAGERS HALL		5,942		37,793	43,735
MAUDE L. VAN ANTWERP RESIDENCE HALL	56,023		4,711,368	258,268	5,025,660
NORWOOD STREET APARTMENTS	38,289	652,064	2,976,532	98,641	3,765,525
PAYNE HALL	140,101		3,834,876	1,284,441	5,259,418
QUAD 1	4,471		86,188	275,809	366,467
QUAD 2	71,917	893,983	3,016,911	653,125	4,635,936
SPALDING HALL	56,023		4,050,360	1,279,342	5,385,725
WILBUR D. WEST RESIDENCE HALL	24,263		5,381,661	535,360	5,941,284
WILKINSON HOUSE			196,840		196,840
SUMMIT STREET APARTMENTS	41,978	407,353	5,197,838	1,182,519	6,829,688
<b>Totals</b>	<b>1,019,124</b>	<b>2,881,320</b>	<b>72,910,186</b>	<b>12,516,932</b>	<b>89,327,563</b>



# Facility Assessment Summary

## Facility Assessment *(continued)*

### Deferred Maintenance

Since September 2004, we have completed \$2.5 million of deferred maintenance for state buildings, auxiliary buildings, utility infrastructure, security, and hardscape. These projects include, but are not limited to the following:

- Magers Hall Renovation
- Forest Roberts Theatre Stage Rigging and Dressing Rooms Upgrades
- PEIF Ventilation Project
- Superior Dome Entrances
- Norwood & Center Street Apartments Common Space Upgrades
- Cohodas Remodeling

When buildings are renovated deferred maintenance projects are incorporated whenever possible. The two projects that are planned for 2006 that will address maintenance are the Meyland Hall renovation and Ripley Heating Plant upgrade.

### 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. The University has recently established a policy on class size. 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 79,247 linear feet of water lines on campus and tries to update aging water mains during new construction, as permitted. Since 1996, 4,718 feet of water main has been replaced or installed 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. During the summer of 2005, NMU installed 987 feet of water main to serve the new campus apartments.

### 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 were showing moderate to severe deterioration and were re-constructed during the summer of 2005 with new interior structural steel support to ensure they remain functional. Planned upgrades to the Ripley Heating Plant include boiler replacements. Scheduled replacement includes two new 70,000 lb/hr boilers replacing a 30,000 lb/hr and one of two 70,000 lb/hr boilers.





## 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 with existing infrastructure for a fiber optic ring to provide a redundant path between the main server rooms on campus.

### Storm

On campus there is approximately 55,438 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 including the retention ponds constructed during the 2005 construction season for the new student apartments.

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

### Sanitary

There are 43,332 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. During the summer of 2005, 939 feet of new sanitary sewer was installed to serve the new student apartments.

### ASSESSMENT OF CAMPUS UTILITIES SYSTEM

<b>UTILITY SYSTEM</b>	<b>NEED YEAR</b>	<b>ESTIMATED COST</b>
Water System	4	\$100,000
Steam Distribution	1	\$4,905,000
Primary Electrical Service	1	\$2,495,000
Storm Drain Mains	5	\$55,000
Sanitary Sewer Mains	2	\$158,400
<b>Utility System Total</b>		<b>\$7,713,400</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 in 2004 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. In 2004, 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 Revenue Bonds. The interest on Revenue Bonds are primarily payable from General University Revenue. Total General Revenue Bonds payable are summarized as follows:

Fiscal Year	Principal	Interest		Total
		Bonds	Interest Rate Swap	
2005-2006	1,976,855	2,610,148	747,316	5,334,319
2006-2007	1,966,855	2,534,514	735,037	5,236,406
2007-2008	2,581,855	2,456,197	719,135	5,757,187
2008-2009	2,551,855	2,367,790	693,221	5,612,866
2009-2010	2,811,855	2,283,838	666,388	5,762,081
<b>Total Five Years</b>	<b>\$11,889,275</b>	<b>\$12,252,487</b>	<b>\$3,561,097</b>	<b>\$27,702,859</b>
Thereafter				
2011-2015	15,404,275	10,030,260	2,894,311	28,328,846
2016-2020	18,814,275	7,390,569	2,016,973	28,221,817
2021-2025	20,193,921	4,299,765	1,004,424	25,498,110
2026-2030	12,600,514	1,884,559	404,206	14,889,279
2031-2035	6,820,000	544,746	178,305	7,543,051
2036-2040	1,150,000	13,343	4,679	1,168,022
<b>Total</b>	<b>\$86,872,260</b>	<b>\$36,415,729</b>	<b>\$10,063,995</b>	<b>\$133,351,984</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 100th 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, new program functions will be introduced while efficiently utilizing the existing building structure. Programs 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.

### **Academic Facilities Upgrade Project**

The University is continually assessing the operational and physical condition of the facilities on campus. In the latest review, four buildings constructed in the mid-sixties and seventies are in need of considerable upgrades. The goal of this project is to address maintenance items in these buildings, to include the Forest Roberts Theatre, McClintock Building, John X. Jamrich Hall, and the Physical Educational Instructional Facility. Correcting these items will have a positive effect on the operational efficiencies of the facilities and enhance the learning environment.

## INTRODUCTION *(continued)*

### Renovations and Addition 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 2007 CAPITAL OUTLAY PROJECT REQUEST

<u>PRIORITY</u>	<u>PROJECT</u>	<u>TOTAL PROJECT COST</u> (in thousands)
1.	Sam M. Cohodas Administrative Center Renovation	\$15,584
2.	Academic Facilities Upgrade Project	\$11,900
3.	Renovations and Addition to the Learning Resources Center	\$55,987

# Northern Michigan University

NORTHERN MICHIGAN UNIVERSITY  
FY 2007 CAPITAL OUTLAY PROJECT REQUEST  
Renovations to the Sam M. Cohodas Administrative Center  
Priority Ranking #1  
Project Total Cost (in thousands) = \$15,584

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 X No \_\_\_  
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 programs to 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 2007 CAPITAL OUTLAY PROJECT REQUEST

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

Communications and Marketing, Computer Center, Continuing Education, Controller, NMU Foundation, 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 2006, with an estimated completion date of August 2007.

The estimated annual operating cost for this project is \$444,609.

## FY 2007 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. Approximately 30% 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.



# Northern Michigan University

## FY 2007 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. NMU Foundation
2. Bonding



# Northern Michigan University

NORTHERN MICHIGAN UNIVERSITY  
FY 2007 CAPITAL OUTLAY PROJECT REQUEST  
Academic Facilities Upgrade Project  
Priority Ranking #2  
Project Total Cost (in thousands) = \$11,900

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     No X  
Are Match Resources Currently Available? Yes X No      
Has the University Identified Available Operating Funds? Yes X No    

A. Project Descriptive Narrative

There are four buildings that have been identified that have urgent maintenance issues. Two of these buildings, the Forest Roberts Theatre and McClintock Building, were constructed in 1964; Jamrich Hall was completed in 1969 and the Physical Education Instructional Facility was finished in 1976. These buildings are used for academic purposes, providing general use classrooms, lecture halls, physical education instructional areas and communication and performing arts area.

The academic facilities upgrades include the replacement of HVAC systems, electrical upgrades, handicap accessibility items, outside brick replacement and fire alarm system enhancements.

# Northern Michigan University

## FY 2007 CAPITAL OUTLAY PROJECT REQUEST

Request #2: Academic Facilities Upgrade Project (*continued*)

Gross square footages of this project by building:

Forest Roberts Theatre	30,704 sq ft
McClintock Building	33,575 sq ft
John X. Jamrich	126,112 sq ft
Physical Education Instructional Facility	179,627 sq ft

The estimated project start date would be June, 2006, with an estimated completion date of August, 2007.

The estimated annual operating cost for this project by building is:

Forest Roberts Theatre	\$108,745
McClintock Building	\$156,436
John X. Jamrich Hall	\$427,584
Physical Education Instructional Facility	\$779,228

### B. Programmatic Benefit to Institution

This capital outlay project will continue the 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.

Improvements made in these buildings will enhance the learning environment and increase the operational efficiency of these facilities.

# Northern Michigan University

## FY 2007 CAPITAL OUTLAY PROJECT REQUEST

Request #2: Academic Facilities Upgrade Project (continued)

### 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.

### D. Match Resources

1. Local and Regional sources for project:
  - A. Industry contributions
  - B. NMU Foundation
2. Bonding





# Northern Michigan University

NORTHERN MICHIGAN UNIVERSITY  
FY 2007 CAPITAL OUTLAY PROJECT REQUEST  
Renovations and Addition to the Learning Resources Center  
Priority Ranking #3  
Project Total Cost (in thousands) = \$55,987

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

The Learning Resources Center was constructed in 1966. The building was designed for University programs and needs that were in effect 40 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 2007 CAPITAL OUTLAY PROJECT REQUEST

### Request #3: 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 2008.

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 2007, with an estimated completion date of December 2008.

The estimated annual operating cost for this project is \$1,332,434.

#### 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 2007 CAPITAL OUTLAY PROJECT REQUEST

### Request #3: 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 2007 CAPITAL OUTLAY PROJECT REQUEST

Request #3: 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) NMU Foundation
5. Bonding





Map of campus showing LRC, JXJ  
PEIF, Forest Roberts Theatre,  
McClintock 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 substantially complete.

The Fine and Practical Arts project included 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 (C.B. Hedgcock).

An addition to the Art and Design Studios North building unified the Art and Design program components to one area of campus. The addition has faculty offices, studios, classrooms, laboratories, and a gallery/exhibition area for the Art and Design department.

In the Thomas Fine Arts facility, the Music Department expanded 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 substantially complete.

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

The departments located 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, 2004 to November 1, 2005**

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

### **Steam Manhole Replacements**

As part of the steam distribution system across campus, eleven (11) manholes were installed. Each manhole provides a location for the steam distribution pipe to make elevation changes or provides a tee location for an individual building service. Due to the extreme heat and moisture inside, the manholes have experienced severe deterioration and delamination of its interior surface. Over the last two years NMU monitored the deterioration and retained consultants to evaluate their condition.

Based on the consultants' findings and recommendations, an internal support system was constructed inside each of these structures to provide structural reinforcement. This measure was considered essential to the integrity and serviceability of the manholes and maintaining continuous steam service throughout campus. The project budget was \$750,000.

### **PEIF Ventilation Improvements**

The PEIF ventilation project improved ventilation in the Recreation Gym and Vandement Arena. Both were served by original building systems that had not been updated to meet the new demands of either area. The Recreation Gym was an ice arena and now has a climbing wall, basketball courts, weight lifting area and cardio equipment area. The Vandement Arena was a multipurpose room and now has volleyball courts with seating for 1,000 people. The system for both areas includes new exhaust fans, air-handling units and supply ducts. The project budget was \$750,000.

### **Forest Roberts Theatre Rigging and Dress Room Upgrades**

The existing stage rigging system for the Forest Roberts Theater was constructed over thirty-five years ago and needed to be replaced. A completely new stage rigging system including draperies, hoists and ladders was installed. Also upgraded were men's and women's dressing rooms which included new casework, doors and frames, hardware, painting, ceilings, flooring and plumbing upgrades. The project budget was \$720,000.



## UNIVERSITY PROJECTS

**Projects Planned November 1, 2005 to November 1, 2006**

**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. In addition one of the 70,000 lbs/hr boilers will be replaced with a new boiler of the same capacity. 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 \$7.4 million. The Use and Finance Statement for this project has been submitted to the Joint Capital Outlay Subcommittee for approval.

### Student Apartments

Construct 89 new student apartments to meet enrollment growth and replace the aging Summit and Center Street apartments. The new apartments will be a combination of efficiency, one, two and four bedroom units that will be designed to accommodate 208 students. The project budget is approximately \$12.4 million. This project was approved by the Joint Capital Outlay Subcommittee on June 23, 2005.

### Meyland Hall Renovation

The Meyland Hall renovation will be a continuation of the 10 year plan to renovate all of the existing residence halls. All existing resident rooms, bathroom facilities and lounges will have upgraded finishes. The entire plumbing, mechanical and electrical systems will be replaced. A building addition will be constructed to incorporate an elevator for access to all floors including the Quad II basement. The exterior will have a facelift with a new pitched roof, precast concrete panels and windows. Three story additions with upper level sunrooms will be constructed at the three main entrances. The project budget is yet to be determined.

## Future University Projects

In order to ensure that Northern Michigan University facilities can accommodate the enrollment growth plans of 10,330 students, the following projects are in the planning stages.

### **Additional Residence Hall Renovations**

Using Magers Hall renovation as a model, the remaining eight residence halls will be renovated over the next 5-10 years. Accessible units and common lounges will be created. All existing resident 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. An elevator addition will be constructed to access all floors including the basements of Quad I and Quad II.

### **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.

### **Landscape Master Plan**

The University will begin to investigate ways in which it can lower maintenance costs through the use of different landscape material. A private consulting firm has been retained to inventory the university's existing landscape, identify areas where low maintenance landscape would be appropriate, conduct an analysis of cost savings and develop recommendations for phased construction.

## Future University Projects *(continued)*

### **Ripley Heating Plant Upgrades—Phase II**

As part of the design process for the 2006 upgrade, Northern Michigan University is conducting a utility study to review the possibility of burning alternate fuel sources, such as wood or coal. If this option proves feasible the third 70,000 lb/hr boiler would be replaced with a unit capable of burning multiple solid fuels. Items being considered as part of the study are start-up costs, fuel supply, storage and utility savings.

The new unit would be a 100,000 lb/hr solid fuel high pressure boiler (capable of burning wood chips and coal) with a nominal 7MW steam turbine with the capability to supply 70,000 lb/hour of 100 psi steam to campus, from a turbine extraction. This option will also permit the University to generate most of the University's electrical requirements on-site, with only supplemental and standby energy purchased from MBLP. The permitting process, design, and construction of this option are in excess of 3 to 4 years. The permitting process alone is anticipated in excess of 1 year. In order to allow for timely realization of this option, it is necessary to pursue the permit and preliminary design at this time. This option could eventually not only pay for itself and reduce long term operating costs, but it could also develop some potential employment in the local and Upper Michigan areas of the renewable resource wood industry. This option ultimately could provide for flexibility/reliability associated with fuel source choices in the volatile energy market, as well as act as a backup for the entire campus electrical distribution system in the case of an extended outage by the Marquette Board of Light & Power.

### **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.

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

### **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, NMU Club, University/Upper Peninsula History Museum, and departmental offices for the NMU Foundation. 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.

### **Sawyer Academic Center**

NMU is in preliminary discussions with Marquette County about renovating an existing facility at Sawyer International Airport 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)*

### **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.

### **University Center Renovation**

This project will include renovations associated with inner building office moves and future tenant build-outs. Maintenance items, such as the replacement of windows, doors, roof, cooling tower, plumbing fixtures, exit lighting, etc., will be completed.



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