



NORTHERN MICHIGAN UNIVERSITY



FIVE-YEAR FACILITIES MASTER PLAN
October 2025



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NORTHERN MICHIGAN UNIVERSITY

Section I

Mission



Mission Statement

Northern Michigan University empowers learners with distinct and meaningful experiences that open doors to extraordinary opportunities.

Our purpose is to foster close connections between learners, leaders, communities, and the natural environment in order to nurture and inspire creative problem solvers, critical thinkers, and responsible citizens dedicated to promoting the health and vitality of the Upper Peninsula, Michigan, and beyond.

Vision Statement

Like the lake that inspires us, Northern Michigan University will be known as *Superior* – in the ways we support our people, partner with our place, and realize the potential of all our students.



CORE VALUES

COMMUNITY

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

DISTINCTLY NORTHERN
— CORE VALUES —



OPPORTUNITY

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

RIGOR

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

ENVIRONMENT

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

INCLUSION

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

CONNECTIONS

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

INNOVATION

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

WELLBEING

We bring our whole, authentic selves to everything we do at Northern. We celebrate the strength we find in each other, and understand that in life *biidaashkaa* (Anishinaabemowin - waves come here) for all of us. Together, with care and attention, we persevere and grow into our full wellbeing.



Section II

Instructional Programming



Strategic Plan: Our Compass

The Northern Michigan University campus community and area stakeholder groups went through the strategic planning process during the 2023-24 academic year, resulting in a slightly revised set of core values, new mission and vision statements, and the framework of the University's new strategic plan, titled "Our Compass."

Our Compass consists of three grand challenges, 11 primary strategies and nine success outcomes.

Throughout the 2024-25 academic year, the campus developed action plans with specific goals and tasks for the three grand challenges, and assign leaders and teams to work on these strategic endeavors. The early phases of the action plans began being implemented in Winter 2025 and that work will continue throughout Academic Year 2025-26.



Strategic Direction: Our Compass

Grand Challenge 1

Supporting our People

Wellbeing of people, places, and the planet are interconnected and integral to NMU's educational mission. Embracing the Okanagan Charter and its Calls to Action, along with our commitment to honor and nurture the role of Indigenous perspectives and peoples, locally and globally, will ensure all Wildcats the opportunity to thrive professionally and personally.

Primary Strategies:

- Embed health into all aspects of campus culture, across the administration, operations and academic mandates, and lead health promotion action and collaboration, locally and globally, guided by the Okanagan Charter.
- Nurture Indigenous perspectives, programs, and peoples at NMU in order to honor, learn from, and partner with the tribal communities that have thrived in our region for many generations.
- Establish the NMU Opportunity and Empowerment Hub in order to centralize access, opportunity and empowerment at NMU, and strengthen our commitment to evidence-based planning, collaboration and communication on campus and across our communities.
- Embed sustainable values into all aspects of the University, including curriculum, operations, and external partnerships.

Success Outcomes:

- Living the Okanagan Charter: Earn recognition as a leader among our U.S. and International Health Promoting Campus Network (USHPCN; IHPCN) peers for operationalizing the shared aspirations of the Charter.
- Earn recognition indicating the successful strengthening of student support programs through the integration of Indigenous thinking methodologies that are responsive to the unique social and cultural needs of Native American students.
- Achieve HEED Award recognition, demonstrating successful institutionalization of equity-centered practices across recruitment, retention, campus climate, and student success metrics.
- Achieve AASHE STARS score of 85, earning highest sustainability rating of Platinum.
- Assure successful progression of targets outlined in the NMU Carbon Neutrality Plan.



Strategic Direction: Our Compass

Grand Challenge 2

Partnering with our Place

Increasing our focus on purposeful partnerships strengthens NMU's connection to its community, fostering a thriving and resilient Upper Peninsula where Wildcats make positive impacts as career-ready, community-engaged citizens.

Primary Strategies:

- Expand work-based learning experiences that connect Wildcats and regional employers/ organizations in order to increase opportunities for NMU graduates to launch or continue their career in the Upper Peninsula and strengthen regional workforce capacity.
- Expand civic engagement and learning opportunities in order to empower students, faculty, and staff to address critical community issues and contribute to community and public good.
- Develop the NMU Arts & NMU Athletics District in order to provide first-rate learning, training, performance, and competition facilities and enhance community engagement.
- Assess NMU's comprehensive impact on the Upper Peninsula in order to determine and enhance its contribution to regional economic, community, health, and population outcomes.

Success Outcomes:

- Growing the UP: Increase the number of NMU graduates who start or continue their career in the Upper Peninsula.
- Democracy and Public Good: Increase the number of NMU students, faculty and staff who engage in purposeful participation in democracy and directly contribute to the public good of the Upper Peninsula.
- Campus-Community Connection: Complete the NMU Arts District & NMU Athletics District, and establish Northern Michigan University as the Upper Peninsula's premier destination for arts, culture and athletic experiences that enhance student outcomes, meet community needs and strengthen partnerships.
- Catalyst for Regional Progress: Position Northern Michigan University as a key driver of sustainable regional development, using assessment findings to inform, enhance and accelerate strategic planning and action throughout the region.



Strategic Direction: Our Compass

Grand Challenge 3

Realizing the Potential of All our Students - 100/Best/Zero

NMU is driven to prepare our students for success in an ever-changing world. Increasing focus on high impact practices (HIPs), comprehensive advising, and flexible learning formats and credentials will provide all Wildcats the equal opportunity to graduate on time and achieve lifelong success.

Primary Strategies:

- Create a culture in which High Impact Practices and Experiences (HIPEs) are utilized, assessed, and promoted in order to enhance student engagement and increase retention.
- Optimize the NMU student success ecosystem in order to ensure ongoing, comprehensive, integrated support for all NMU students.
- Meet students' unique educational needs throughout their lifetime through developing flexible educational pathways and credential options based on the changing needs of students and the public.

Success Outcomes:

- 100% HIPEs: All students will participate in at least two High Impact Practices and Experiences (HIPEs) over the course of their academic experience.
- Best in Class: NMU has the highest 4-year graduation rate among our Carnegie class (Medium-sized, Masters-granting) in the Great Lakes region.
- Zero Opportunity Gaps: There is no statistical difference in on-time graduation rates for any student subgroup.
- Lifelong Learning Ecosystem: Serve learners across all life stages with 3% annual increase in the number of modern/non-traditional learners (e.g., working professionals, career changers, retirees) and 4% annual increase in the number of total credentials (credit and continuing education) awarded.



Academic Programs

Baccalaureate Degree Programs

Major

Accounting

Acting

Anthropology

Concentrations

Archaeology

Forensic Anthropology

General Anthropology

Sociocultural Anthropology

Applied Exercise Science and Health

Concentrations

Clinical Exercise Science

Community Health

Sport and Fitness Management

Sport Performance and Fitness

Leadership

Applied Workplace Leadership

Art and Design

Concentrations

Digital Cinema

Graphic Design

Art and Design (B.S., or B.F.A.)

Art and Design K-12 Education

Athletic Coaching

Biochemistry

Biology

Concentrations

Botany

Ecology

Forensic Biology

General Biology

Microbiology

Physiology

Zoology

Business Analytics

Cannabis Operations and Plant-Based Wellness

Chemistry (ACS Certified)

Clinical Health

Clinical Laboratory Science

Concentrations

Anatomic Pathology

Medical Diagnostics

Medical Laboratory Science

Microbiology

Communication Studies

Concentrations

Health and Environmental Communication

Interpersonal/Intercultural Communication

Organizational Communication

Public Communication and Social Influence

Computer Science

Construction Management

Controlled Environment Agriculture

Criminal Justice

Dance

Data Science

Early Childhood Education Teacher Certification

Program - Birth-Kindergarten

Earth Science

Economics

Electrical Engineering Technology

Elementary Education PK-3, 3-6 (dual endorsement)

Elementary Education Special Education

Embedded Systems

English

Concentrations

Literature

Writing

Entrepreneurship

Environmental Science

Concentrations

Natural Resources

Pollution Control and Remediation

Renewable Energy Technologies

Water Resources



Academic Programs

Baccalaureate Degree Programs (continued)

Major

Environmental Studies and Sustainability
Financial Management
Fisheries and Wildlife Management
Forensic Biochemistry
French
French PK-12 Education
Geographic Information Science & Technology
(GIST)
German Studies
History
Concentrations
Global History
Traditional History
Hospitality Leadership
Human Resource Management
Individually Created Programs
(ICP)/Individualized Studies
Industrial Technologies
Information Assurance/Cyber Defense
Insurance and Risk Management
International Studies
Concentrations
Global Studies
Global Artistic Expressions
Global Cultures
Loss Prevention Management
Management (B.A.S., or B.S.)
Marketing
Mathematics
Concentrations
Actuarial Sciences
General Mathematics
Mechanical Engineering Technology
Concentrations
Advanced Mathematics
CNC Technology
Manufacturing Engineering Technology
Mechanical Engineering Design
Mechatronics
Renewable Energies

Medicinal Plant Chemistry
Mobile and Web App-Development
Multimedia Journalism
Multimedia Production
Music
Musical Theatre
Native American Studies
Neuroscience
Concentrations
Cellular and Molecular Neuroscience
Behavioral and Cognitive Neuroscience
Nursing BSN
Nursing RN to BSN
Outdoor Recreation Leadership and
Management
Paralegal
Philosophy
Physics
Political Science
Concentrations
General Political Science
International
Pre-law
Public Administration
Psychology
Concentrations
Brain and Behavior
Cognitive and Behavioral
Developmental Psychology
Interdisciplinary Psychology
Mental Health/Pre-Clinical Psychology
Social/Personality Psychology
Public Relations



Academic Programs

Baccalaureate Degree Programs (continued)

Major

Secondary Education Biology
Secondary Education Chemistry
Secondary Education English
Secondary Education Health and Physical
Education Secondary Education Industrial
Technology
Secondary Education Integrated Science

Options

- I. Biology
- II. Chemistry
- III. Earth Science
- IV. Physics

Secondary Education K-12 Music Major
Secondary Education Mathematics
Secondary Education Physics
Secondary Education Social Studies
Secondary Education Special Education
Ski Area Business Management
Social Media Design Management
Social Work
Sociology
Spanish
Spanish PK-12 Education
Speech, Language and Hearing Sciences
Sports Science
Sustainable Business and Enterprise Creation
Theatre Technology and Design
Theatre and Entertainment Arts



Academic Programs

Associate Degree Programs

Major

Art and Design
Automotive Service Technology
Building Technology
Cannabis and Plant-Based Wellness
 Operations
Climate Control Technology
Clinical Laboratory Technology
 Concentrations
 Medical Laboratory Technician
 Science Technician
Computer Numerical Control Technology
Criminal Justice
Dance
Electrical Technology
 Concentrations
 Electrical Power Technician
 General Electronics
 Industrial Electrical
Engineering Design
Food Service Operations
General Business
General Studies (Associate of Arts, or
 Associate of Science)
Indoor Agriculture
Information Assurance and Cyber Defense
Insurance
Law Enforcement
Native American Community Services
Paralegal
Psychology
Radiography
Surgical Technology
Theatre Performance
Theatre Technology
Welding Technology

Preprofessional Programs

Pre-Athletic Training
Pre-Chiropractic
Pre-Dental
Pre-Engineering
Pre-Law
Pre-Medical
Pre-Occupational Therapy
Pre-Optometry
Pre-Pharmacy
Pre-Physical Therapy
Pre-Physician Assistant
Pre-Veterinary Medicine



Academic Programs

Certificate Programs

Advanced Law Enforcement
Applied Workplace Leadership
Automotive Maintenance
Automotive Service
Cannabis Agriculture
Cannabis Operations
Computer Numerical Control Technician
Cosmetology
Cosmetology Instructor
Crime Scene Investigation
Cyber Defense
Deaf Studies
Electrical Line Technician
Esthetics
Geographic Information Systems
Heating, Ventilation, Air Conditioning and Refrigeration (HVACR)
Local Corrections
Manicure
Manufacturing Production Technician
Native American Education
Natural Hair Cultivation
Plant-Based Wellness
Post-Baccalaureate Paralegal
Welding
Wildland Firefighting
Workplace Intercultural Competency

Certifications

Advanced Study in French
Advanced Study in German
Advanced Study in Spanish
Basic Study in Chinese
Basic Study in French
Basic Study in German
Basic Study in Russian
Basic Study in Spanish
Competency: German-Speaking Cultures
Intermediate Study in French
Intermediate Study in German
Intermediate Study in Spanish
Teaching English to Speakers of Other Languages (TESOL)



Academic Programs

Graduate Programs

Certificate

Applied Behavior Analysis (currently not accepting students)
Applied Clinical Psychology (currently not accepting students)
Clinical Molecular Diagnostics
Health Informatics (discontinued Fall 2023)
Teaching English to Speakers of Other Languages (TESOL)

Doctorate

Nursing Practice
Post-Baccalaureate Track
Post-Master's Track

Education Specialist

Administration and Supervision (Ed.S.)

Professional/Personal Development Programs for Educators

Certification

Administrator
Central Office
K-12 Principal
Special Education Administrator
(All NMU subject areas approved by the MI Department of Education)
Professional
Professional/Personal Development Standard

Endorsement

Early Childhood
Learning Disabilities
Reading

Masters

Administration of Outdoor Recreation and Nature-based Tourism
Applied Sports Psychology
Athletic Training
Biology
Business Administration
Business Administration, 4+1 with a concentration in Accounting
Clinical Molecular Diagnostics - Track 1:
Concentrations
Human Genetics
Infectious Disease
Clinical Molecular Diagnostics - Track 2:
Clinical Molecular Laboratory Education Track
Computer Science
Creative Writing
Early Childhood Education
Educational Administration: Administration and Supervision
Educational Administration: Native American Education Administration and Supervision
Educational Instruction
English
Concentrations
Literature
Literature and the Environment
Writing and Literacy Studies
Exercise Science
Higher Education and Student Affairs
(Discontinued Fall 2020)
Integrated Biosciences
Interdisciplinary Studies
Learning Disabilities
Mathematics
Nursing



Academic Programs

Masters (continued)

Postsecondary Biology Education (*discontinued*
Fall 2023)

Psychology

Public Administration

Reading K-8

Reading Specialist K-12

Social Work

Concentrations

Advanced Generalist

Clinical

Speech-Language Pathology

Sustainability



Academic Programs

Minors

Accounting	Film Studies
Actuarial Sciences	Food, Environment and Society
Anthropology	French
Applied Ethics	Gender and Sexuality Studies
Applied Statistics	Geographic Information Science and Technology (GIST)
Applied Workplace Leadership	German
Art and Design	Group Science
Art History	Heating, Ventilation, Air Conditioning and Refrigeration (HVACR)
Athletic Coaching	History
Automotive Service Technology	Hospitality Systems
Biology	Human Behavior Cluster
Business Administration	Human Biology
Business Analytics and Information Systems	Indoor Agriculture
Business Foundations, MBA Prep	Industrial Electrical Technology
Cannabis Operations	Information Assurance/Cyber Defense
Chemistry	Integrative Science
Citizenship Studies	International Business
Clinical Exercise Science	International Studies
Clinical Laboratory Techniques	Journalism
CNC Technology	Latin American Studies
Communication Studies	Loss Prevention Management
Community Health	Management
Computer Science	Marketing
Construction Systems	Mathematical Statistics
Contracted	Mathematics
Crime Scene Investigation	Media Studies
Criminal Justice	Military Science
Dance	Multimedia Journalism
Data Science	Multimedia Production
Deaf Studies	Music
Earth Science	Native American Community Services (NACS)
Earth, Environmental and Geographical Sciences Cluster	Native American Studies
Economics	Nutrition
Electronics	Outdoor Recreation
Emergency Medical Services	Philosophy
Engineering Design	Physics
English	Plant-Based Wellness
Entrepreneurship	Political Science
Environmental Studies	Pre-Law
	Pre-Professional Science



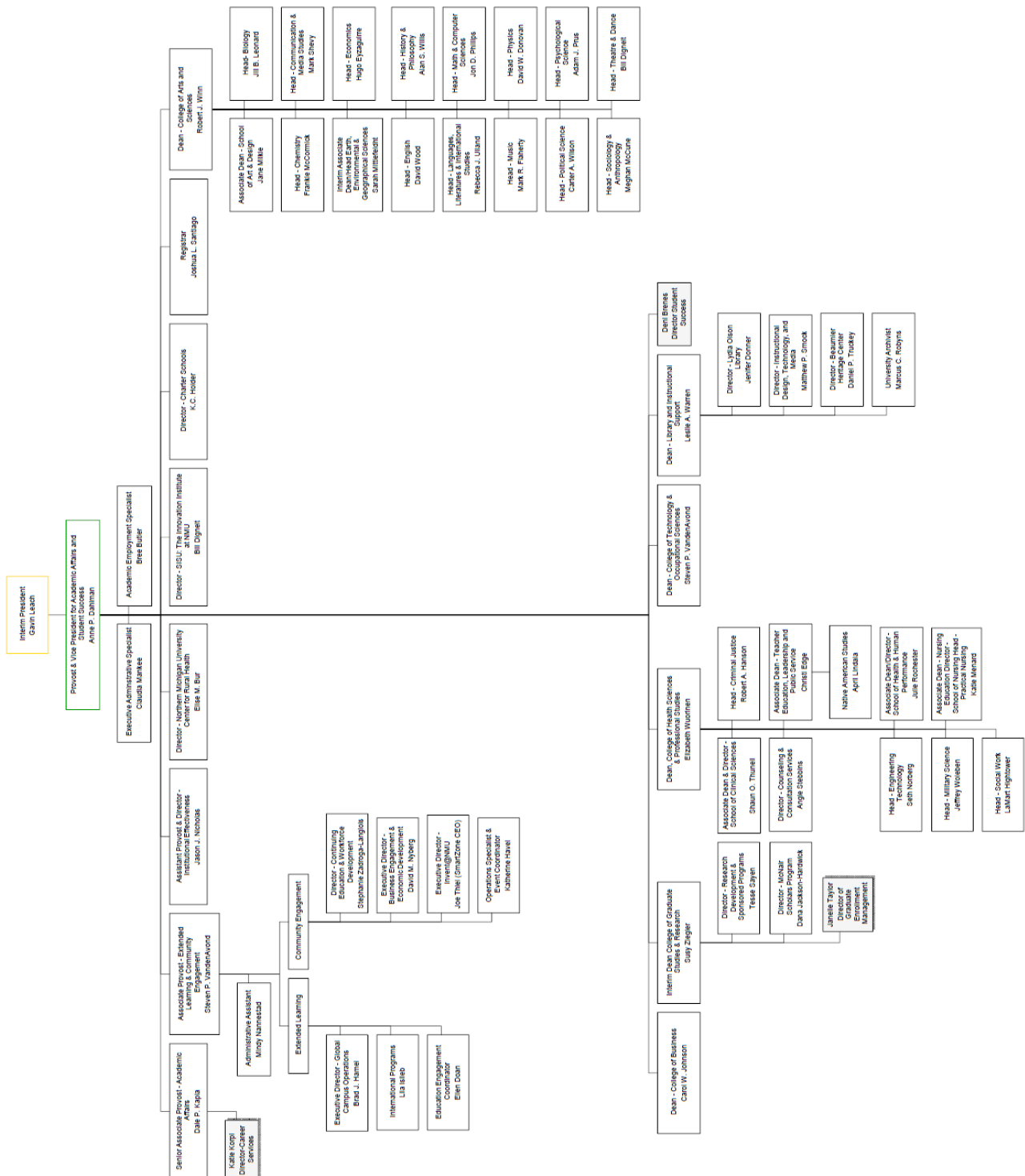
Academic Programs

Minors (continued)

Psychology
Public Administration
Public Relations
Religious Studies
Renewable Energies
Secondary Education Biology
Secondary Education Chemistry
Secondary Education Physics
Social Service
Sociology
Spanish
Speech, Language and Hearing Sciences
Sport and Fitness Management
Sport Performance and Fitness Leadership
Sports Science Cluster
Substance Use
Sustainability
Teaching English to Speakers of Other
Languages (TESOL)
Theatre and Entertainment Arts
Welding
Wildlife Conservation Law and Policing
Workplace Intercultural Competency
Writing



Academic Affairs Division Organizational Chart





Instructional Programming

Existing Academic Programs and Projected Programming Changes

Northern Michigan University (NMU) continually strives to be the comprehensive university of choice in the Midwest where students receive individualized attention in a high tech learning environment. NMU competes by pursuing programs and initiatives aimed at continuous quality improvement. We focus on integrating student learning outcomes into curricular processes, including co-curricular development, contemporary general education, continuous academic program review, and the student learning outcomes assessment. The Center for Teaching and Learning (CTL) continues to provide classroom and instructional support with educator-scholar expertise. The CTL serves the institution with its advanced technology, up-to-date training and extensive hours. Also, in conjunction with Extended Learning and Community Engagement, the CTL offers the Online Teaching Fellows Program, a two program faculty development series based on Quality Matters standards and designed to advance faculty expertise in the design, development, and delivery of online courses. Additionally, the university's General Education Council's general education program had a successful launch in the fall of 2017, and the Council is working on creating sustainable outcomes assessment.

Academic programs, student achievement, and learning outcomes assessment have been the university's top priority. Evidence-based decision-making guides our planning activities for ultimate student success. Outcomes assessment is part of the contractual agreement with both of our faculty unions. This underscores the commitment of our faculty to continue to excel at teaching and learning. Additionally, NMU is accredited on Higher Learning Commission's Open Pathway, which is focused on quality assurance and institutional improvement. Fostering a culture of continuous quality improvement is essential to continuing to meet Open Pathway expectations. NMU's Assurance Review was in 2020-21, year four of the ten-year accreditation cycle. In February 2021, HLC notified NMU that we had successfully completed the Assurance Review, finding that all 18 Core Components of the Criteria for Accreditation are "met." Through the Extended Learning and Community Engagement, we continue to offer new online training and certification for both students and faculty to ensure continued top-quality instruction and student readiness for online learning. We continue to invest in our distance education by being active members of the State Authorization Reciprocity Agreement (SARA).

We continue to utilize Tableau software for Academic Affairs dashboards as a mechanism for making data-driven decisions. The dashboards highlight program sustainability and vitality, student success and outcomes, and financial effectiveness. Additional analytic capabilities are being added to our system allowing analysts to take deeper looks into student segments which helps with enrollment planning, retention programming, and other key performance targets.



Instructional Programming

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

We are implementing a catalog/curriculum management software platform.

Implement Open Educational Resources (OER) to encourage faculty to incorporate it into their coursework.

We are actively involved in national initiatives for student learning and outcomes assessment such as Liberal Education and America's Promise (LEAP), Voluntary System of Accountability, and the Student Achievement Measure (SAM), which is the collaborative efforts of six leading higher education associations to enhance transparency on student progress and completions.

We continue to find success in our retention initiatives, centralized advising for all new students- and advising by embedded student success specialists after the first year.

Several new programs have been approved and include Associate in Psychology, BS in Early Childhood Education Teacher Certification, MS in Sustainability and BSA in Cannabis Plant Based Wellness.

Strategic Focus Areas:

Domestic and Global Outreach and Engagement

- Integrate global engagement learning experiences throughout the academic curriculum.
- Continue to explore and act upon opportunities to expand programs in nursing and clinical sciences to meet the growing demand for professionals in health care and related fields.
- Work with faculty to explore and act upon graduate programming (certificate, master's, doctoral) in areas of recognized strengths, needs, and opportunities.
- Develop new applied programs in computing and IT-related majors, including cybersecurity.
- Continue to develop new Career and Technical Education (CTE) programs.
- Foster belonging by engaging students in university activities and promoting student contributions to the university community.

Student Success and Academic Excellence

The personal, social, and intellectual maturity of NMU students is the ultimate benchmark of the achievement of the university's mission. A high-quality university education creates lifelong learners, contributing citizens, and thoughtful neighbors. NMU will continue to develop programs and employ practices that maximize the opportunity for students to succeed in their university experience and lead a productive, meaningful life.



Instructional Programming

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

Student Success and Academic Excellence *(continued)*

Acknowledgement and use of the rich learning environment outside the campus energizes the faculty-student relationship and creates an essential bridge from theory to practice. According to the Carnegie Foundation for the Advancement of Teaching, a community-engaged campus collaborates with its larger communities (local, state, regional, national, and global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. Students who attend a community-engaged institution learn the broad context in which they live, work, play, and grow.

- Utilize corporate partners to promote additional international opportunities.
- Work with strategic technology and telecommunication partners to enhance the teaching, learning and working environment.
- Utilize corporate partners to increase internship opportunities for students.
- Utilize alternative energy plans to seed academic and research programs in energy and energy management.
- Continue to support Superior Edge.
- Implement strategies to assist students to more effectively communicate the skills and competencies developed through their achievements in community engagement.
- Continue to enhance our retention persistence efforts by utilizing the full capability of our centralized advising program, expanded embedded student success specialists, and retention software (ESP).
- Enhance learning opportunities inside and outside the classroom through partnerships between academic and student service collaborations.

Investment and Innovation

Enhance the portfolio of academic programs, research, and other activities that leverage the university's location in the Upper Peninsula of Michigan.

The attractiveness of the NMU campus in the beautiful natural environment of the Upper Peninsula of Michigan is a unique asset that should play a prominent role in our portfolio of academic programs, our research agenda and the efficiency with which the campus operates. While the campus itself represents NMU's physical assets, its academic programs, and other campus operations make up the human capital of the university community. Both are instrumental in sustaining the university's collective efforts to maintain a standard of excellence in practice, managing costs, and the institutional mission. Key among these are ongoing work to:



Instructional Programming

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

Investment and Innovation *(continued)*

- Maintain an enhanced infrastructure (Educational Access Network & Broadcast ATSC 3.0) that continually expands the availability and variety of new technological tools and services for NMU students, faculty and staff.
- Continue to work with, refine, and expand our Global Campus that provides reliable, convenient access to online courses and other essential student services.

Outreach and Engagement

Partnership, collaboration, and service within our communities are among the university's core values and strategic objectives as a rural-serving comprehensive institution. NMU works closely with local communities, schools, government entities, businesses, non-profit organizations, foundations, and both public and private sector partners to enhance community and economic development in the Upper Peninsula.

Through the university's new strategic plan adopted in 2024, Our Compass, Northern is committed to developing a regular assessment of the university's comprehensive impact in the Upper Peninsula of Michigan, including positive impacts on the regional economy and industry support, population growth, public health and safety, and art and culture. This initiative (Strategy 2.4) is supported by an Action Team consisting of diverse perspectives across the campus and Marquette community, including students, faculty, staff, alumni, business and industry partners, and community leaders. An initial report on the university's comprehensive impact is anticipated to be finalized in February, 2026, with an outreach plan to follow throughout the Upper Peninsula in the Spring and Summer of 2026.

Continue to increase and promote a culture of openness and access through regularly scheduled community/campus forums, high-quality publications and the effective use of communication technologies, like the university's wireless LTE system embedded in its Educational Access Network.

The Office of Business and Strategic Partnerships and university leadership routinely participate in statewide, regional, and community-based economic development initiatives that advance opportunities for collaboration with university programs and deploy scholarship and resources to enhance prosperity in Michigan's Upper Peninsula.

Examples include membership and/or participation in initiatives led by InvestUP (a private sector-led regional economic development organization), the Lake Superior Community Partnership (local chamber of commerce and economic development organization), the Innovate Marquette SmartZone (publicly-funded non-profit organization supporting entrepreneurship and innovation in the Marquette area), BuildUP (funding for housing partnerships), the U.P. Human Resources Association, Economic Club of Marquette County, and Connect Marquette (local young professionals organization).



Instructional Programming

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

Outreach and Engagement *(continued)*

- The Rural Leadership Fellowship Program is a paid and scholarship-supported applied learning experience for students interested in rural economic development and public sector careers. Launched in 2023, this program enables student fellows to plan and execute a project in the U.P. that has been identified as a community economic development priority. Student fellows are mentored by a community project supervisor as well as an Advisory Committee of experienced leaders in economic development throughout Michigan. Fellowships are awarded annually through a competitive application process. Selected student fellows will receive a 100% tuition and fee scholarship as part of their financial aid package for the duration of the fellowship, which will include the Winter, Summer, and Fall semesters. Student fellows will also receive a stipend up to \$15,000 to assist with living expenses. The program is a public-private partnership with InvestUP, a non-profit economic development organization supported by the region's major employers to drive prosperity across the U.P. It is funded by a rural capacity-building investment supported by the Michigan Economic Development Corporation.

In its first two years the program has had tremendously positive feedback from U.P. communities in terms of the capacity support that student fellows provided. Two of the inaugural fellows also immediately found their initial post-graduation job in U.P. communities focusing on community and economic development.

- In 2024, NMU launched an experiential work-based learning initiative to support paid and employer-mentored applied learning modules as alternatives to traditional required classroom courses in high-demand fields. The initial pilot of "Work Scholars" focused on the NMU Engineering Technology Department's partnership with three area medical device manufacturers.

Designated supervisors at each employer worked closely with faculty to develop work-based learning modules that align with the learning outcomes of required courses. Students receive academic credit as well as an hourly wage, creating opportunities to pursue paid work-based learning opportunities each semester of their time in the program. The objective of this initiative is to support relationship-building among students and employers while also supporting students' interest in working with an employer that aligns with their field of study, ideally supporting student enrollment retention and increasing the likelihood of students receiving job offers before they graduate as well as with other academic programs as well as with state partners and policy makers.



Instructional Programming

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

Outreach and Engagement *(continued)*

- Collaborate with cybersecurity industry partners, regional K-12 institutions, economic development organizations, business associations, and other institutions of higher education to advance the mission and objectives of the U.P. Cybersecurity Institute on the regional and state economies by providing opportunities for career exploration, skill development, internships, and digital career opportunities through the NMU-led U.P. Cybersecurity Talent Consortium.
- The NMU Center for Rural Health continues to be recognized as a leader in rural health initiatives throughout the Upper Peninsula region. Having solidified more than \$2M in funding over the past few years, the Center has become the regional Community Health Worker (CHW) training facility and provides on-going support and continuing education opportunities. Additionally, the Center coordinated reinstating a paramedic education program and developing a community paramedicine education program through the UPHS School of EMT. As a result, in April 2025, the region's very first community paramedicine program was piloted in Marquette and now there are five additional communities in the U.P. interested in collaborating and replicating efforts to expand access and availability of this newly developed, rural health service model. The Center is also focused on strengthening and growing the region's healthcare workforce. The recent development of the U.P. Future Health Leaders Camp provides health education and career exploration to 9th and 10th grade students and in the near future a dental hygiene education feasibility study will be completed to further determine NMU's ability to develop a dental hygiene education program.
- The SISU Institute advances transformational education by cultivating ideas that lead to relevant and sustainable university services and programs. Innovation funding has supported initiatives including Hy/Flex Faculty Learning, Cyber Auto, Indoor Agriculture, Forensic Science, U/X Institute, Rural Leadership Fellowship, and the EV & HEV Auto Curriculum, among others.

SISU plays a central role in academic renewal by helping departments design and grow programs that connect with both learners and industry, ensuring strong and realistic ROI. Through design thinking and ideation, SISU supports the creation of future-focused, financially sustainable, and socially impactful offerings.

Equally important, SISU builds a culture of innovation and action rooted in “fail forward” experimentation. This culture is reinforced through the PEAK Conference, design thinking training, and partnerships with Design Core Detroit, VCU's da Vinci Institute, Innovate Marquette, and other collaborators. Together, these efforts position NMU as a leader in innovation and student-centered transformation.



Instructional Programming

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

Outreach and Engagement *(continued)*

- Explore with the Michigan Public Service Commission, Michigan Department of Environment, Great Lakes & Energy, Michigan Department of Economic Development, U.P. universities, and alternative energy companies to make the Upper Peninsula a nationally recognized alternative energy and technology corridor.
- Continued and strategic engagement with industry partners and the scientific community in the growth and development of academic programs focused on scholarship and career opportunity in the growing cannabis industry. In addition to Northern's first-in-the-nation baccalaureate program in Medicinal Plant Chemistry, Northern recently instituted an interdisciplinary associate degree program in Indoor Agriculture, a baccalaureate degree in Controlled Environment Agriculture, and a credit certificate, an associate degree, and non-degree online credentials pertaining to cannabis careers. The university has cultivated and continues to grow partnerships with industry leaders and the scientific community in the growth and development of these programs.
- Expand the university's approach to strategic engagement with business, community, and institutional leaders in the Marquette community and throughout the Upper Peninsula. Building off of the university's "front door" community engagement model, Northern will establish a holistic and centralized approach for partnerships with mission-aligned businesses and organizations, including talent pipeline strategies, academic partnerships, sponsored programs, and institutional thought leadership on local and regional economic development strategies. This new approach will allow Northern to document and organize community engagement activities on campus, provide more visibility and access to the community, more fully connect the community with NMU faculty, staff, and students, and facilitate community and economic development.
- Accelerate the implementation of the "60-Year-Curriculum," a model for lifelong learning that provides students with educational pathways that involves coordination and articulation between credit education, continuing (non-credit) education, and workforce learning experiences. This credential laddering approach is particularly applicable to the CTE associate degree and certificate programs, (e.g., those housed in the university's newly renovated Jacobetti Complex).



Initiatives / Academic Program Needs with Impact on Facilities

Instructional Programming

A major part of NMU's success is its high-tech learning environment. The campus is a connected learning community 6,850 notebook computers distributed, 1,649 to faculty and staff, and 5,201 distributed to students as part of the student's tuition and fees (the second most affordable tuition and fees in the state, including the notebook computer). These notebook computers have built-in wired and wireless, WLAN (Wi-Fi) and WWAN (LTE) networking capabilities. Wireless Wi-Fi technology throughout campus provides improved student access in and out of the classroom for coursework, research, and provides greater efficiency in the delivery of instruction and student services via the Internet.

In 2015, NMU migrated its existing WiMAX network to LTE, providing NMU students, faculty, and staff with true mobile and fixed broadband connectivity. As word of NMU's LTE service spread, requests from other educational institutions resulted in NMU's commitment to construct wireless broadband in surrounding Upper Peninsula communities. Today, NMU operates one of the nation's largest, self-deployed, educational LTE network covering significant portions of the 18,866 square miles of rugged terrain in Michigan's rural Upper and Lower Peninsulas. NMU offers its educational broadband service throughout Michigan's Upper Peninsula over a ten Geographic Service Area (GSA) region, primarily in areas where commercial broadband is unavailable and currently covers 115 rural communities. NMU is currently in the process of replacing all of the existing LTE broadband network with 5G-ready wireless equipment utilizing the FCC Rip and Replace program. When completed in 2026, this facility upgrade will provide Upper Michigan learners with more reliable and affordable internet service.

The growth of NMU's LTE network has opened new opportunities for NMU to address educational broadband access concerns throughout its multiple-GSA region. In 2016, NMU launched its Educational Access Network ("EAN") as a means of extending learning opportunities to K-12 students needing Internet access and non-degree students of all ages who seek help with basic life or career / technical skills. The EAN offers families with school-aged children an optional Child Internet Protection Act ("CIPA") compliant, filtered service that delivers, to the home, an Internet connection identical to the one used in their children's public school. The EAN also provides individuals interested in non-credit education with Internet access and learning modules covering a wide range of self-help and workforce development topics as part of their access. Accessed through a web portal, the EAN online link takes students directly to degree and non-degree programs, offering them a "one-stop shop" for online learning. The University's EAN provides critical broadband access to over 7,200 K-12 families and community members in underserved rural areas of the Upper Peninsula, as well as more than 8,000 NMU students, faculty and staff.



Initiatives / Academic Program Needs with Impact on Facilities

Instructional Programming (continued)

Northern is a leader in the development and use of web-based or web-enhanced courses. The university has more than 1,237 course sections developed utilizing Web-based software. More than 94 percent of its students are enrolled in at least one or more web-based or web-enhanced courses, and nearly 500 faculty and other instructors have met the university's professional development standard for online teaching.

NMU is a recognized leader in using technology in higher education, and our graduates enhance the economy of Michigan by being part of a workforce that is among the nation's most technologically advanced and leadership-oriented. NMU invested in a cloud based video management software system to allow faculty and staff to capture, edit, and store video lessons and presentations in one convenient and robust system.

The university continues to focus on the renovation and transformation of existing facilities to a state-of-the-art environmentally efficient campus. A connected learning environment requires that we continue to improve our support systems, technology infrastructure, and facilities. Work is currently underway in the installation of instructional technology for the Harden Hall renovation project. The project includes five new classrooms, three new technology enhanced distance learning classrooms, collaborative study spaces, and audio and video podcast rooms.

The university's public radio and television stations, WNMU-TV and WNMU-FM, have completed their digital transition, including redundant Internet Protocol (IP)-based studio-to-transmitter (STL) links. Coincidental to this change, WNMU has installed infrastructure allowing the station to migrate to American Television Standards Committee (ATSC) 3.0 broadcasts, also known as NextGen TV, when technology now in development is adopted by consumers. This digital conversion initiative directly impacts the station's ability to offer instructional course content to university students, area residents and K-12 schools. Specifically, WNMU-TV's switch to ATSC 3.0 will allow WNMU to offer unlimited internet-protocol (IP) program streams. These new capabilities will directly support customized instruction and afford viewers a more efficient means of streaming course content. NMU is aggressively working to coordinate these new broadcast capabilities with its EAN service to appropriately leverage the strengths of LTE transmissions (one-to-one communications and ATSC 3.0 broadcasts (one-to-many broadcasts). Efficient use of wireless spectrum is a national priority and NMU is uniquely positioned to use these and other technologies in connecting its students with the educational content they need to be successful.



Initiatives / Academic Program Needs with Impact on Facilities

Instructional Programming: (continued)

The initiatives noted above, and the projected programming changes identified in NMU's strategic plan, will have an impact on our facilities as they are implemented. We will continue to evaluate and plan for necessary changes in our capital infrastructure to meet the needs of proposed curriculum changes.

In 2019, NMU continued leveraging its restructured campus audio-visual administrative and instructional services to plan and implement a renovation of all classroom AV technologies. Now in year seven of this ongoing project, the renovation replaces end of life audio visual systems with more reliable equipment in each classroom. This project also adds remote management support that will provide improved repair and maintenance services handled by the AV staff. These annual, targeted upgrades provide faculty with a common user experience no matter which classroom they are assigned. It also allows NMU to cost effectively maintain up-to-date technology for faculty and students.



Community Presence Activities

Intercollegiate Athletics Sports Facilities

Northern Michigan University athletic and recreational facilities serve as a regional events center for the entire Upper Peninsula. A number of recreational programs are offered within the facilities for the community and include walking programs, recreational programming for children, adults, and youth sports camps. Youth programs in hockey, basketball, volleyball, swimming and diving, soccer, lacrosse, track and field, and others meet in our facilities throughout the year. Exercise and aquatic programs for senior citizens are held as well. These facilities have also become a tourist destination for visitors in our area.

The Superior Dome is home to NMU football, women's wrestling, men's and women's soccer, lacrosse, cross country, track and field, and hosts many MHSAA football playoff games. Approximately 300,000 people pass through the Superior Dome annually. The National Training Site Greco-Roman wrestling program also operate from the Superior Dome. The Noquemanon Ski Marathon, youth soccer and softball tournaments, and local non-profit fundraising events, are several examples of other activities taking place in the Superior Dome each year. 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, the Boat, Sport and Recreational Vehicle Show, and the U.P. Builders Show are examples of trade shows and conferences hosted there. NMU commencement ceremonies are held in the Superior Dome each December and May.

The Berry Events Center is home to NMU hockey. Over 100,000 people pass through its doors annually. The facility hosts many junior hockey tournaments, NMU men's and women's club hockey games, adult hockey leagues, as well as figure skating programs. The Berry Events Center also plays host to concerts, lectures, and conferences.

The Physical Education Instructional Facility (PEIF) is home to the NMU School of Health and Human Performance, as well as NMU's men's and women's basketball, women's volleyball and men's and women's swimming and diving teams. 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 year-round. The PEIF is a comprehensive, indoor recreation facility that contains instructional activity venues and classrooms for NMU students.



Community Presence Activities



Intercollegiate Athletics

Northern Michigan University offers eighteen (18) NCAA intercollegiate men's and women's sports. Approximately 536 student-athletes compete in NCAA intercollegiate athletics annually. An average of 120 visiting 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, Wisconsin, Illinois, Minnesota, Indiana, Alaska, and Canada annually attend events at NMU. Virtually all groups spend multiple days on each visit to Marquette.

Northern Michigan University National Training Site

NMU is home to a National Training Site (NTS) which provides Olympic-aspiring student-athletes the opportunity to continue their education while training to represent the USA at the Olympic Games and other international events. Since 1985, more than 22,000 athletes from 43 countries have trained at the site. More than 400 of these student-athletes have made Olympic teams earning 40 Olympic medals. Currently, there are over 60 Greco-Roman wrestling student-athletes training at the National Training Site.



NATIONAL TRAINING SITE
NORTHERN MICHIGAN UNIVERSITY



Community Presence Activities



Northern Michigan University annually invests in the work of Northern Initiatives (NI), a Community Development Financial Institution. NI began as an on-campus initiative in 1985, and evolved into a non-profit corporation in 1992. For many of its 30 years, NI offices were on the campus of NMU and in 2021 moved to an economic development hub in downtown Marquette, with offices and employees throughout the state of Michigan.

NI was established to support the building of a more diverse and resilient Upper Peninsula economy, and has made 1,882 loans that total \$115M in the U.P., and of that total 390 loans were made in Marquette County totaling \$23M.

In 2008, NI expanded from 15 to 51 counties, and in 2017, further expanded and now work in all Michigan counties outside of Metro Detroit.

NI works to fill market gaps. In 2024, 40% of loans went to start-up businesses, including businesses that partner with NMU such as Perfect Circle Recycling and Myconaut. Northern Initiatives also pioneered technical assistance solutions, including the Initiate Portal, an online knowledge portal used by small businesses in 34 states, with 100% of its resources available in English and Spanish.

NMU students are a key piece of NI's work with small businesses. Typically, three or more NMU students work at NI supporting lenders with credit analysis, and business coaches by designing websites, or running social media campaigns and market research for small business customers. The Initiate Portal is the creation of four NMU (11 in total) graduates who now work for NI. Currently, NI employs 11 NMU alumni, 3 of whom were former interns.

NI understands that access to capital is only a portion of the equation, and provides business owners with one-on-one personal coaching, resources, and tools such as unlimited access to the Initiate Portal, to help achieve their goals.

NI supports businesses in under-invested communities, building community wealth, improving the quality of life, and creating positive sustainable change.



Community Presence Activities

Community College and Meeting Needs of Business and Industry

In addition to its function as a regional comprehensive university with a wide variety of baccalaureate, graduate, and doctorate degree programs, NMU serves the role of a traditional community college 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. NMU serves this role as the fiscal agent and leader for the Upper Peninsula Center for Educational Development, a collaborative effort of all seven Intermediate School Districts, three public universities and three community colleges in the Upper Peninsula. Nearly every school district in the Upper Peninsula has recently hosted NMU student teachers. These partnerships provide experience with all class-levels in public, private, and charter educational settings. To further the value of these experiences, NMU has extended its LTE wireless network signal to student teachers in K-12 schools. In addition, NMU is partnering with industry, economic development organizations, 18 school districts, and four intermediate school districts to build opportunities for cybersecurity career exploration and talent development throughout the U.P.'s K-12 system.

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 serves as the fiscal agent for Region 15 of the MiSTEM Network which supports partnership building and the coordination of opportunities and resources for STEM teaching and learning across seven counties in the U.P. These efforts play an important role in connecting the K-16 education and business sectors. NMU also works with a number of schools in Michigan's Lower Peninsula, Northern Wisconsin, and Chicago. Additionally, NMU works with seven public school academies (charter schools) in Michigan.

NMU received a \$906K grant to implement what is known as the "60 Year Curriculum." This unique approach to higher education provides access to learners through continuing education offerings, academic programs, and the ability to articulate between the two throughout the learners' lifetime. The approach involves designing stackable micro-credentials offered in flexible formats so that students can upskill, advance their careers, or change careers altogether. Importantly, this approach to education is focused on high demand, good paying jobs and what regional employers need.

Distance Education and Instructional Support

In order to provide greater access to higher education for the citizens of the Upper Peninsula, NMU has created numerous opportunities for people who cannot travel to campus to learn. This means offering educational experiences off-campus as well as online and using other synchronous and asynchronous electronic formats. NMU's off-campus initiatives include the Northern Promise, which contains programs for high school students to complete NMU coursework in their own high schools, online, or on campus. In most cases, the coursework is offered at no cost to students and partner high schools receive a substantial discount on the cost of tuition.



Community Presence Activities

Distance Education and Instructional Support *(continued)*

With regard to online education, a focal point of the Educational Access Network is NMU's Global Campus, which is a virtual campus that provides educational opportunities and support services tailored to online learners, many of whom are working adults.

The Global Campus has focused on expanding online course and academic program offerings in order to provide educational experiences that U.P. residents want in a format that provides them maximum access. The online offerings and the distance education technology in the Global Campus are vital elements of the implementation of the 60 Year Curriculum.

Access to Global Campus academic programs and online personal and professional development offerings have increased significantly by the rapid development of NMU's unique wireless LTE network. The University migrated from its WiMAX wireless network to a carrier-grade LTE network that encompasses the entire U.P. and the north eastern portion of the lower peninsula. WiMAX technology was retired in 2016 and has been replaced with faster, more robust, LTE service that serves 117 rural communities. More than 7,000+ NMU students and thousands of additional K-12 and personal/professional development students (over 7,200 households) use the LTE network to manage education-related activities and research, including bandwidth intensive applications such as streaming media, video conferencing, and large data file transfers. NMU's success with LTE in the Marquette County area has spread throughout Michigan's Upper Peninsula, Northeastern Wisconsin, and now the north eastern portion of the lower peninsula, as the University continues construction of LTE broadband sites in Michigan. Licensed by the Federal Communications Commission (FCC) to serve 8 General Service Areas (GSAs), NMU has received financial assistance from the Michigan Economic Development Corporation (MEDC) and partners with area K-12 schools, colleges and universities to deliver educational broadband to rural communities in an effort to engage learners of all ages in credit and non-credit educational experiences. As a result of the EAN, learners of all ages will be able to successfully earn high school and college credentials, receive continuing education needed in workforce development programs across the region, and engage in online personal enrichment learning modules.

To provide even greater access to education for the citizens of the region, NMU continues its use of instructional, career pathway and "virtual field trip" experiences to K-12 schools in response to new high school graduation requirements and shrinking school budgets. Programs are conducted using internet-based interactive TV (ITV) technology along with streaming media. Content experts from within the University and surrounding areas provide "real world" information to students interested in career pathway information. In addition, NMU offers continuing education for teacher re-certification and enrichment using interactive TV and works with local Regional Educational Services Agencies (RESA) to support the technology needs of area schools.



Community Presence Activities

Public Broadcasting

NMU's public radio and television stations have completed their transition to digital broadcasting and are currently working to integrate "next generation" broadcasting into their program offerings and student experiential learning opportunities.

WNMU-TV has completed its migration to "open-platform" server technology and now fully supports four digital channels. As part of the FCC spectrum auction of 2016, WNMU changed its frequency assignment from channel 13 to channel 8 in July, 2020. This migration, funded entirely by spectrum auction proceeds, permits WNMU to not only comply with the FCC mandated channel swap, but also position itself to implement new broadcasting technologies afforded by the latest American Television Standards Committee (ATSC) 3.0 broadcasting standard. This digital upgrade treats all broadcast content as data and permit new web and internet datacasting which will be advantageous to NMU's instructional mission. The change will also allow WNMU to implement new enhanced emergency messaging capabilities for public safety enhancement.

NMU uses its digital television and radio transmissions to offer Michigan's Upper Peninsula residents high-definition broadcasts, plus additional standard-definition program streams that contain classroom and course content especially designed for higher education and K-12 instruction. NMU Public Broadcasting is also working with NMU's Extended Learning and Education departments to aid in the delivery of education services to K-12 and students using remote learning. In 2021, WNMU-TV added a 4th channel to its broadcasting service, the Michigan Learning Channel. This 24 x 7 service delivers K-12 standards-based instructional content to teachers, schools and home learners needing help with grade-level math, language arts and social-emotional learning. WNMU's technical infrastructure is also heavily used to support the university's emerging LTE operations. Carrier grade tower facilities, standby power, and IP links to the main university campus assist in providing a robust technical infrastructure that avoids costly facility duplication. Additionally, as WNMU continues with its proposed migration to ATSC 3.0, the station is exploring how its regional broadcasts work in conjunction with NMU LTE services to make the delivery of on-line course content more efficient. WNMU and WNMU-FM have been designated as the primary emergency alert facility for the Central Upper Peninsula Region and provide emergency messaging services to area broadcasters as needed. Both stations continue to provide service learning opportunities for NMU students with hands-on production, multimedia journalism, social media, graphics, and electronic engineering opportunities. Over the last several years, WNMU has joined NMU in retooling its experiential learning opportunities to give students stronger skill sets that make them more valuable to employers following graduation. As an example of its commitment to state-of-the-art experiential learning opportunities, Broadcast & AV Services fully renovated its main television studio with a updated modern set, color changing LED set and studio lighting, a new digital audio system, rolling and fixed display monitors, and a new graphics system. Along with these new production facilities, WNMU-TV and FM will continue to provide students with hands-on learning opportunities that allows participants to gain industry standard credentials on selected production systems that can be used to help secure employment upon graduation.



Economic Impact / Partnerships With Business and Industry

Economic Impact

NMU is a comprehensive Rural Serving Institution that works to advance partnerships with business, community, and economic development leaders that benefit and grow the regional economy. From an operational standpoint alone, NMU is among the largest employers in the Upper Peninsula, employing approximately 1,271 faculty and staff. In fiscal year 2024-25, NMU's annual payroll was \$123M and the university purchased \$47M in supplies and services and \$7M in utilities, most of which was purchased locally. Additionally, \$122M was spent on university construction projects over the past five years, from the combined efforts of NMU, the State of Michigan, and private developers for on-campus projects. The University also began providing communities that are unserved and underserved with wireless broadband. The economic impact today for the 115 communities now being served by Northern's Educational Access Network (EAN) is \$14M, according to the Michigan Council of Advisory Network standards.

Invent@NMU and the Innovate Marquette SmartZone

Operating since 2014, Invent@NMU is an innovation and entrepreneurial program designed to provide NMU students with hands-on experience in assisting real-world clients with development of physical products from concept to market with the guidance of expert mentors as a service for innovators, start-ups and existing companies. While the focus of Invent@NMU is on student experiences, this program has positively impacted the local and regional economy in a meaningful way by assisting 750+ clients with their ideas, commercializing 16 new products, applying for over 25 patents, many of which have been issued, facilitating two licensing agreements, and bringing 17 new products/businesses to market since the program's inception.

Students participate in both paid positions assisting entrepreneurs or as entrepreneurial clients. Student participation parallels their academic pursuits in design, engineering, business and manufacturing, offering key knowledge of the customer discovery and product development process that can be leveraged upon graduation. They work closely with faculty and industry mentors, collaborating with innovators and entrepreneurs whose products and ideas will benefit from such support. The program provides a wide range of experiential opportunities for students and augments their educational concentrations with real-world experiences. Student hiring is aligned with their educational pursuits and they work with mentors, both faculty and industry experts, to gain additional insight and experiences complementing their academic studies.

Invent@NMU's focus is on low investment and quick-to-market, practical, smartly designed manufactured products, but it also provides basic small business support.



Economic Impact / Partnerships With Business and Industry

Invent@NMU and the Innovate Marquette SmartZone *(continued)*

The program also assists entrepreneur clients with business planning, including planning for difficult various barriers that may prevent the client from successfully launching a product to market. By partnering with the university, innovators inexperienced in the process of market validation, commercialization, production and marketing can overcome those seemingly insurmountable odds to that often prevent entrepreneurs from pursuing their business idea.

In 2020, the university's partnership with the Innovate Marquette SmartZone matured to focus on the region's value proposition for the growing digital economy. Examples include the Innovate Marquette's promotion of NMU's cybersecurity education initiatives and the joint partnership with the national Center on Rural Innovation (CORI) in making Marquette one of only 25 member communities of the Rural Innovation Initiative. These partnerships have led to joint grant partnership proposals to the U.S. Economic Development Administration and collaboration on mutually-aligned initiatives to promote the region's digital economy, such as the "Future is Digital Challenge" free credential program in partnership with CORI and Udacity. In 2021, Innovate Marquette and NMU Foundation collaborated on a successful grant application to the U.S. Economic Development Administration to build a modern capital support structure for entrepreneurs and regional startups. The university's Director of Corporate Engagement serves on the Board of Directors for the SmartZone, which provides for seamless communication and collaboration.

In 2021, the NMU Foundation and Invent@NMU received a \$150,000 gift from a private foundation to support Invent@NMU's desire to expand entrepreneurial services and programming throughout the Upper Peninsula region. This program will deliver Invent@NMU services in conjunction with signature events in each of the region's 15 counties in a mobile outreach format.

In 2022, Innovate Marquette, NMU, the Lake Superior Community Partnership, and Upper Peninsula Michigan Works! collaborated on a \$700,000 Rural Innovation Stronger Economy ("RISE") grant from the U.S. Department of Agriculture to support small business and workforce development in the outdoor recreation industry.

The university's President and Executive Director of Business Engagement and Economic Development serve on the Board of Directors for the SmartZone, which provides for seamless communication and collaboration.



Economic Impact / Partnerships With Business and Industry

Invent@NMU and the Innovate Marquette SmartZone *(continued)*

NMU's Business Development and Economic Development office is also collocated with Innovate Marquette, Invent@NMU, and other local and regional economic development organizations, including InvestUP, Northern Initiatives, and the Lake Superior Community Partnership, at the "Kaufman Block" innovation hub in downtown Marquette. This arrangement establishes a collaborative and more accessible economic support ecosystem for the Marquette community and Upper Peninsula region. By aligning common yet distinct approaches, this arrangement serves our common goal of promoting regional economic development and supporting entrepreneurs.

NMU's Engineering Technology Department is currently working with Innovate Marquette and several clients to sponsor student capstone projects that will feature real-world product innovations/prototypes led by student teams as part of their coursework.

Business and Strategic Partnerships

In 2018, Northern established a centralized office to facilitate the university's strategic engagement with corporations, small businesses, and other mission-aligned institutions and NGOs. This was the university's first effort to establish a holistic approach for aligning the university's value proposition with business and industry to achieve mutually beneficial outcomes. Priority areas of focus include talent pipeline partnerships (e.g., U.P. Cybersecurity Talent Consortium and U.P. Manufacturing Talent Consortium, internship and other experiential learning programs, and alignment with on-campus recruiting programs and alumni networks), program evolution and new program development (establishing and coordinating industry advisory committees), academic partnerships (e.g., Shimadzu Analytical Core Laboratory for Medicinal Plant Sciences and integrated partnership with NMU Engineering Technology and medical device manufacturing sector), entrepreneurial and interdisciplinary program partnerships (e.g., the Sustainability Hub for Innovation and Environment's ("SHINE") *Good for Upper Peninsula* initiative to support regional businesses), brand and market exposure partnerships, and project alignment for corporate/foundation grant proposals.

Based in the President's Office, the executive director of this office also works cooperatively with university leadership to advance the institution's economic development and community engagement mission. As part of the university's revised Strategic Plan, *Our Compass*, this office is also collaborating with on-and off-campus leaders to implement a comprehensive assessment of Northern's impact in the Upper Peninsula, including the university's economic impact, workforce and economic development, population, public health, and arts and cultural benefits. The project is expected to be underway in September, 2025 with a report of findings complete in February, 2026.



Economic Impact / Partnerships With Business and Industry

Partnerships with Business and Industry

NMU's College of Technology and Occupational Sciences (CTOS) includes one and two-year career-technical programs that naturally lend themselves to industry partnerships to meet the needs of existing businesses and emerging industries while also supporting working adults in furthering educational attainment and career objectives. The College also works closely with K-12 school districts in the region to provide career exploration initiatives for students as well as employer-endorsed dual enrollment programs, such as the Marquette-Alger Technical Middle College. The college was established to reaffirm the university's commitment to regional business and industry needs in the critical occupations of in-demand skilled trades, as well as helping to expand upon and create new sectors in the region.

Some of the CTOS partnerships include the Welding program partnership with Cliffs Natural Resources and Lundin Mining's - Eagle Mine, as well as the Electrical Line Technician Program, which is a joint venture between the university, the Lake Superior Community Partnership Foundation, and numerous electrical companies, both utility and contractor, developed to help fill an employment void within the regional electrical power distribution industry. In 2020, the college developed an Indoor Agriculture program that partners with local farmers and grocers around growing and distributing food locally in cold weather climates. Most of the CTOS programs have active advisory groups made up of leaders and experts within their respective industries.

The Engineering Technology Department at NMU houses mechanical and electrical engineering programs that play a critical role in the workforce development needs of regional industry, including high demand for Computer Numeric Control (CNC) machining skills, which is particularly acute with growing medical device manufacturers in the region. Key industry partners include Able Medical Devices (a J.M. Longyear, LLC company), Resolve Surgical Products, Mount Mfg., Cleveland-Cliffs, Inc., Precision Edge Surgical Products, Van Aire, Inc., Independent Machine, Eagle Mine, PotlatchDeltic, and many others. In August 2023, the university's Office of Business and Strategic Partnerships launched a new work-based learning partnership with three regional medical device manufacturers that will enable students to earn pay along with academic credit with courses that align with corresponding learning objectives. . In 2025, MichBio, the state of Michigan's biotech association, featured this partnership as a best practice in its Spring issue of *BioMatters* magazine with additional plans to network NMU collaborators with other industry partners throughout the state. This objective for this "work scholars" program is to expand for additional academic programs in the future.

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 Cleveland-Cliffs, Inc., Eagle Mine, Potlatch Deltic, Graymont, Resolve Surgical Products, WE Energies, Northcross Group, and Novacoast, Inc. Northern is also in the process of developing another campus-based internship program with TriMedia Environmental & Engineering Services, Inc.

Additionally, the programs in CTOS and Engineering Technology support the efforts of Invent@NMU and the Innovate Marquette Smart Zone in assisting entrepreneurs, especially with product prototyping and manufacturing support.



Economic Impact / Partnerships With Business and Industry

Partnerships with Business and Industry *(continued)*

Internships for NMU students with business, industry, and service providers are critical to quality employment preparations. NMU's most well-known internship sponsors are Resolve Surgical Technologies, Able Medical Devices, Mount Mfg., TriMedia Environmental Services & Engineering, Guide Star, Northcross Group, Upper Peninsula Health Plan, Miron Construction, Hill & Wilkinson, Barton Malow, Mortenson, Whiting Turner, American Express Financial Advisors, General Motors, Hudson's Corporation, Dendreon, Mayo Clinic, UP Health Systems, Marshfield Clinic, Michigan State Police, Michigan DNR, Northwestern Mutual Life, Disney Professional Internships, Six Flags Great America, State Farm Insurance, the U.S. Marshall Service, and Wal-Mart.

Northern continues to explore best practices for offering internships and other forms of student experiential learning. In 2022, the university began discussions about collaboration on this topic with InvestUP, a privately funded and governed non-profit that aims to drive prosperity across the Upper Peninsula. In coordination with findings provided at its annual U.P. CEO Summit, InvestUP and the university are working towards establishing a strategic and collaborative process for promoting and placing student work-based learning opportunities with the organization's members and other regional employers. Internships are also currently sponsored by numerous employers in programs such as Construction Management, Information Assurance and Cyber Defense, Computer Science, Art & Design, Indoor Agriculture, Earth, Environmental, and Geographical Sciences, Clinical Lab Sciences, Political Science and Public Administration, Biology, and more. The NMU College of Business also facilitates a robust internship program in partnership with a variety of corporate partners, which is in part facilitated through the Dean's Advisory Council.

The NMU College of Business and the university's director for Business Engagement and Economic Development, partnered with the U.S. Department of Commerce and Michigan Economic Development Corporation in bringing the ExportTech program to Northern. The program pairs export and supply chain experts with university faculty and a team of students to develop support and solutions for regional companies seeking to grow product exports.

Northern also convenes two consortia formed under the State of Michigan's Marshall Plan for Talent: The U.P. Cybersecurity Talent Consortium and the U.P. Manufacturing Talent Consortium. In partnership with U.P. K-12 institutions, intermediate school districts, industry, economic development, business association, and other non-governmental organizations, these consortia were convened with separate missions to develop novel training and educational programming to advance career opportunities for students pursuing high-demand and high-paying jobs.

The U.P. Cybersecurity Talent Consortium was ultimately the only cyber/I.T.-focused initiative in the state funded and received \$2.47 million to support a region-wide K-12 micro-credentialing program to advance skill-development in cybersecurity competencies. The grant also included equipment and operational support for the Upper Peninsula Cybersecurity Institute at Northern, which is the only civilian cyber hub on the Michigan Cyber Range located north of Grand Rapids. The U.P. Manufacturing Talent Consortium was also awarded \$1.3 million for equipment to support a collective plan for advancing high-demand manufacturing competencies among K-12, community college, and university students. The UPCI has held numerous career exploration, teacher development, and industry certification training sessions since its inception, including, most recently a three-day symposium that attracted dozens of industry experts, education partners, and the National Cyber Director, the President's chief advisory on cybersecurity matters.



Economic Impact / Partnerships With Business and Industry

Partnership with UP Health System – Marquette

The School of Clinical Sciences collaborates with UP Health System – Marquette for specialized training of students studying in the clinical science programs. NMU offers majors in Radiography, Surgical Technology, Clinical Laboratory Sciences to include Cytogenetics and Laboratory Medicine, Clinical Assisting, and Speech, Language and Hearing Sciences. Students are selected and placed in the clinical portion of their degree programs with approximately 50 students in training at UP Health System – Marquette throughout the year. Many of these students are actively recruited by UP Health System – Marquette and its regional partners. In addition, due to an increased reliance on genetic-based testing in health care, several laboratory employees of UP Health System have completed advanced training through the NMU Clinical Molecular Genetics graduate program.

The School of Nursing places approximately 20 Doctor of Nursing Practice (DNP) students, 200 Bachelor of Science in Nursing (BSN) students, and 40 Practical Nursing (PN) students in a variety of clinical settings throughout the year. The majority of these clinical placements are at UP Health System – Marquette. NMU's partnership with UP Health System – Marquette helps to meet the need for nurses, both regionally and globally. HRSA and the Bureau of Labor Statistics report an increased need in numbers of nurses through 2025, largely due to the increased health care needs of the aging Baby Boomer generation, the large number of retiring baby boomer-aged nurses, and increased access to health care services for millions of people because of the Affordable Care Act.

Cleveland-Cliffs, Inc.

The university works closely with Cleveland-Cliffs, Inc. to prepare entry-level technical employees for the Tilden mining/processing operations. Associate degree programs in Electrical Technology and Industrial Maintenance, along with baccalaureate degree programs in Mechanical Engineering Technology, Industrial Technologies, and Electrical Engineering Technology, prepare graduates for employment with this local company. Management at Cleveland-Cliffs views programs at NMU as virtually a sole source provider of entry-level technical talent to their mining/processing operations. Additionally, the Continuing Education and Workforce Development department non-credit customized training and craft testing for Cleveland-Cliffs employees that has been critical to the company's operation for many years.

Potlatch Corporation

In 2023, PotlatchDeltic entered into a partnership with the Engineering Technology Department to support training for electrical engineering technology students that are in high-demand for the company. Continuing Education and Workforce Development has delivered many different trainings to Potlatch employees including hydraulics, rigging and hoisting and welding. Potlatch remains a solid partner with Continuing Education and Workforce Development when it comes to the belief that training builds internal value.



Economic Impact / Partnerships With Business and Industry

U.P. Paper Company

Continuing Education and Workforce Development has been a training resource to this paper company through each transition. During operations at Manistique Paper, FutureMark and U.P. Paper Company, crucial trainings have been provided including welding, belt drives and rigging and hoisting. Employee trainings have proven to create a team momentum.

Eagle Mine

Eagle Mine has supported NMU student internships across a variety of programs and departments. Through its partnership with Revex Technologies, U.S. Department of Energy-supported startup focused on creating a more sustainable supply of battery technology from mine waste, Eagle Mine is in discussions with Northern regarding the opportunity to develop programs and student opportunities with this new technology.

NMU Continuing Education and Workforce Development has delivered over 400 hours of training to Eagle's employees. Eagle has reached out with needs for new millwrights, MSHA new miner training, including defensive driving and welding, as well as many soft skills training such as ethics and harassment and communications. Eagle International has donated equipment specific to their operations that will not only enhance training for their personnel, but will add to the student experiences for baccalaureate and associate degree programs in NMU's Industrial Maintenance and Industrial Technology programs. Continuing Education and Workforce Development as well as CTOS are working with Eagle's training staff to begin to prepare their workforce for ultimately transitioning their skill sets into other regional in-demand jobs.

Food Service Industry

In response to changes in Michigan's food safety laws, NMU conducts mandatory food safety certification courses. All food service industry businesses, including those closely linked with the critical regional tourism industry, are able to have local access to regulatory training.

TeamTech Motor Sports

TeamTech was founded by NMU Engineering Technology graduate, Curt Tucker. He is a leading supporter of the SAE Baja racing team housed in the department, and his company has been instrumental in several intern and job placements for graduates, and partnered NMU with NASA to support research for their restraint systems.



Economic Impact / Partnerships With Business and Industry

Resolve Surgical

Engineering Technology has had a strong partnership with RTI Surgical for over 10 years. RTI's support originated in its support of a one year certificate program for CNC machine operators. RTI provides equipment and instructors in support of the program and hires many of the graduates for their manufacturing floor. However the partnership has grown over the years with RTI now employing several current Mechanical Engineering Technology students as interns and hiring many of the program graduates. RTI supports Engineering Technology with technical expertise, materials, and various other support while we provide them with engineering support, interns, and permanent employees.

J.M Longyear | Able Medical Devices

J.M. Longyear's Able Medical Devices is another surgical product manufacturer that has realized growth with support of NMU alums from the Engineering Technology program. Able's managing staff serve as adjunct faculty in the program and have built a productive relationship to advance the program's capabilities and career opportunities for students and alumni. Most recently Northern and Able Medical Devices led a public-private partnership with Tsugami Corporation and its supplier, Morris Midwest, and the U.P. Manufacturing Talent Consortium to develop a high precision Swiss Turn laboratory in the Department of Engineering Technology. This partnership was supported by a generous gift by J.M. Longyear, a gift-in-kind by Tsugami and Morris Midwest, and a grant through the U.P. Manufacturing Talent Consortium derived from the state of Michigan's Marshall Plan for Talent.

Cybersecurity Cluster Growth

Since the development of the Information Assurance and Cyber Defense program within the College of Business, Northern has led numerous initiatives in collaboration with industry and economic development partners to advance career opportunities in digital economy jobs like cybersecurity. In 2018, Northern partnered with the Michigan Economic Development Corporation, the Michigan Defense Center, and Merit to establish the U.P. Cybersecurity Institute as a training and career exploration hub on the Michigan Cyber Range, which is the only such asset located north of Grand Rapids. Parallel to this initiative, Northern convened the U.P. Cybersecurity Talent Consortium, which developed a cybersecurity career training initiative that was awarded \$2.47 million through the State of Michigan's Marshall Plan for Talent. The university has also established an advisory committee of cybersecurity industry professionals, including experts and CIOs across the country. The university's first graduates of the Information Assurance and Cyber Defense program are assuming key CISO and I.T. security roles at regional banks, global mining companies, cybersecurity start-ups, and global technology companies.



Economic Impact / Partnerships With Business and Industry

Cybersecurity Cluster Growth *(continued)*

Just recently, a technology and cybersecurity services firm based in Arlington, VA and Portland, ME announced its intent to establish a regional office in Marquette that will be aligned with an academic partnership with Northern and focused on the university's cybersecurity talent pipeline. These efforts have been highlighted by the Center on Rural Innovation a national "action tank" that works to advance digital opportunity in Rural America.

Electrical Line Partnership

A joint venture between NMU, Lake Superior Community Partnership, and numerous electrical companies (both utilities and contractors) developed the Electrical Line Technician Program to help fill an employment void within the electrical power distribution industry. The curriculum received all equipment through donations and is located at Sawyer Airport.

Argonics Engineered Polyurethane

Argonics has been associated on various levels with the Engineering Technology Department since its founding in 1993. From consultation on multiple projects, internships and permanent employees, the interaction has been beneficial for both parties.

Marquette Food Co-Op

In 2025, faculty from the Psychology Department collaborated with the Marquette Food Co-Op on a research investigation that utilizes user experience technology to better understand consumer behavior.

Northern Initiatives and the Co-Op previously collaborated with NMU to build a demonstration hoop house. The project involves the production of fruits and vegetables in an environmentally controlled green structure. This project provides local families and growers a sophisticated demonstration site that will assist local farmers in expanding and refining crop selection and methods associated with agriculture in the U.P.

Continuing Education and Workforce Development

Continuing Education and Workforce Development offers non-credit workforce development training for individuals and organizations.

- Training designed to meet the current and future needs of regional employers.
- A wide variety of skilled and professional training courses as well as customized programs to meet specific needs.



Economic Impact / Partnerships With Business and Industry

Continuing Education and Workforce Development *(continued)*

- Roughly 80 Upper Peninsula companies trained through Continuing Education and Workforce Development each year.
- Hard and soft skill trainings available.

Workforce Training

NMU provides a variety of non-credit training opportunities and customized training for business and industry. While Cliffs Natural Resources, Michigan Operations, has historically been our primary customer, the university has increasingly concentrated on developing new industry relationships. Continuing Education and Workforce Development works with other regional companies such as J.M. Longyear, Northern Hardwoods, Potlatch, and Lundin Eagle Mine to assist with their training needs.

Professional Education

NMU is committed to the provision of high-quality professional development programs in its service region through both the creation of such activities within its academic departments and through collaboration with outside providers who meet University approval standards. Recognizing the need and value of continuing professional development in order to keep abreast of constantly changing demands and possibilities in the workplace, and in order to encourage practicing professionals to participate in various activities directly related to their job, NMU-Continuing Education (CE) provides the following:

Educators – The 900-level program offers credit earning educational opportunities to over 400 teachers each year. Teachers use these courses towards their teacher licensure recertification or upgrade. In addition, NMU-CE also offers non-credit State Continuing Educational Clock Hours (SCECH) that teachers use towards these same purposes. Many teachers use a combination of both 900-level courses and SCECHs during their teacher recertification.

Social Workers – NMU-CE is a course sponsor for the National Association of Social Workers and partners with numerous local entities to provide social workers with educational opportunities. These opportunities are used by social workers to maintain their Social Work State License.

Grief Support Specialist – This online program was developed in order to address the increasing demands on the mental health industry. Participants, which include social workers, counselors, psychologists, clergy workers, funeral directors, teachers, hospice, nursing home, and other health care workers, learn the principles and best practice techniques to enhance their professional and personal life related to grief.



Economic Impact / Partnerships With Business and Industry

Professional Education *(continued)*

Emergency Medical Professionals – NMU and UP Health System Marquette are working collectively and collaboratively to offer emergency medical training and trauma education to any/all persons who are granted admission into the SEMT and/or Trauma Education programs.

Bus Drivers – NMU is the state-approved Pupil Transportation Bus Driver Training Agency for the central and western Upper Peninsula. The purpose of school bus safety instruction is to promote safe, efficient pupil transportation programs using Michigan Department of Education approved curriculum.

Real Estate Appraisal Education – NMU offers a full range of residential and non-residential continuing education appraisal courses to thousands of appraisers each year at sites located throughout Michigan and via webinar. These courses are used by appraisers to retain their individual appraiser licenses.

Off-campus, individualized programs, seminars, and training – NMU-CE recognizes that adult students require programs that deliver results specific to their professional needs with course schedules and delivery methods that allow participation outside the traditional semester format. The goal is to provide these vitally important lifelong learning opportunities to individuals and groups in the Upper Peninsula and beyond.

Motorcycle Safety Training

NMU is one of 14 state-sponsored regional training agencies providing motorcycle safety training funded through a grant from the Michigan Department of State. Both experienced riders, as well as those with little or no experience, seeking a license endorsement enroll in these courses. If successful, new riders receive a completion waiver that is good for one year for the riding skills portion of the state motorcycle endorsement test.

Commercial Driver's License (CDL) Truck Driving Program

NMU's Continuing Education and Workforce Development offers a five week, non-credit training program for Certified Truck Driver Education. The program is offered four times per year and fully prepares participants for the state required CDL. In 2023, a CDL-2 program was added. These programs were developed specifically to address regional employer and nationwide truck driver shortages.



Economic Impact / Partnerships With Business and Industry

Upper Peninsula Cybersecurity Institute

Opened in the spring of 2019, the Upper Peninsula Cybersecurity Institute at Northern Michigan University is the only facility of its kind in the U.P. and one of six statewide. The institute offers non-degree and industry credentials relevant to emerging careers in cybersecurity. It also augments NMU's existing cyber defense bachelor's degree and provides additional career exploration and training opportunities with U.P. K-12 school districts and postsecondary institutions. For example, "YooperCon" is an annual career exploration event hosted by the Institute for regional high school students that reaches capacity with approximately 350 students every year. In 2025 the Institute moved into the College of Business for more strategic coordination with the university's academic cybersecurity program.

Personal Enrichment

Northern Center for Lifelong Learning (NCLL) plans and offers informal educational programs and activities to enrich the daily lives of its members through mini courses, regular programs, outdoor activities, and social events. NCLL is a member-directed, self-supporting nonprofit.



Section III

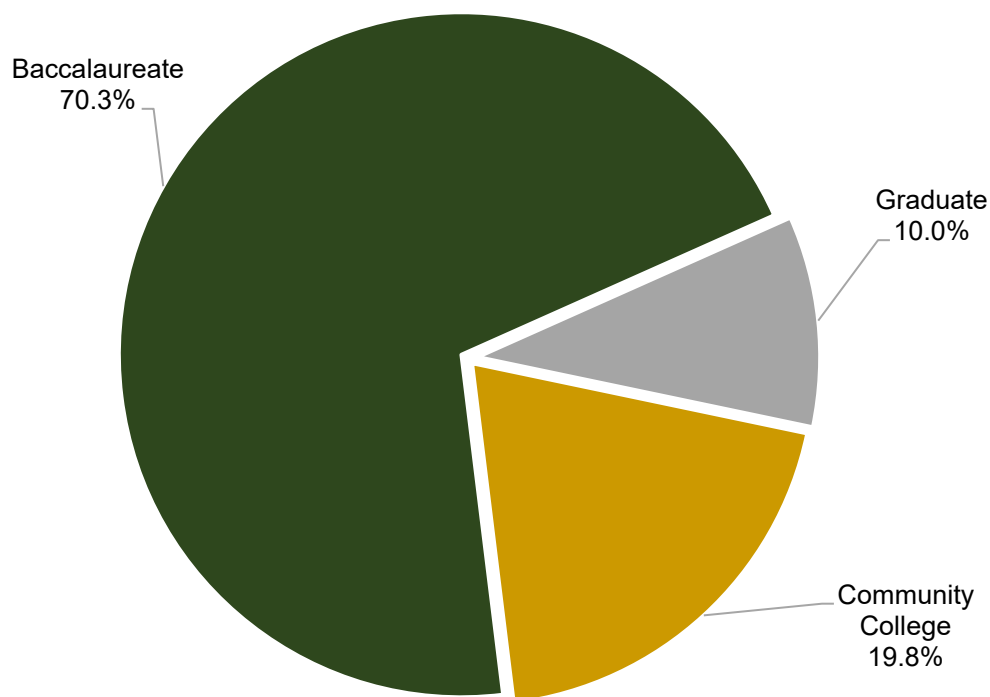
Enrollment and Staffing



Enrollment

Headcount

Fall 2025 (n = 7,386 – 10th Day of Class)



Average age

- Undergraduates: 23.1
- Graduates: 34.2
- Overall: 24.2

Other student statistics

- At least one student from:
 - 83 of 83 Michigan counties
 - 49 different states
 - 27 different countries

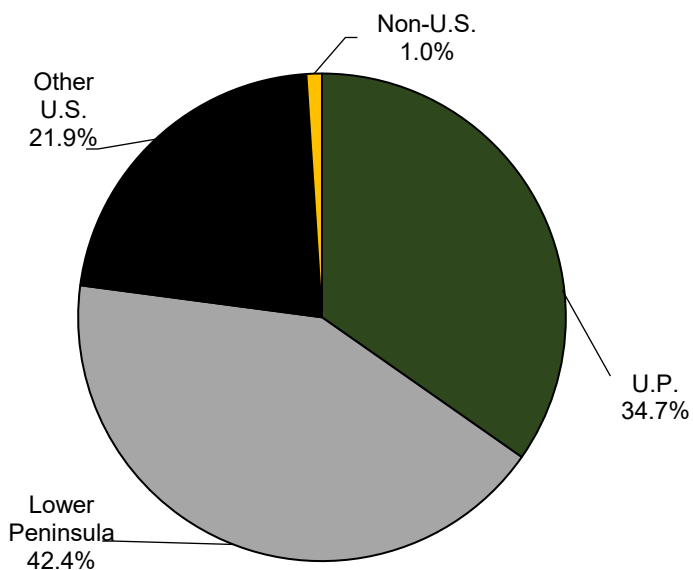


Enrollment

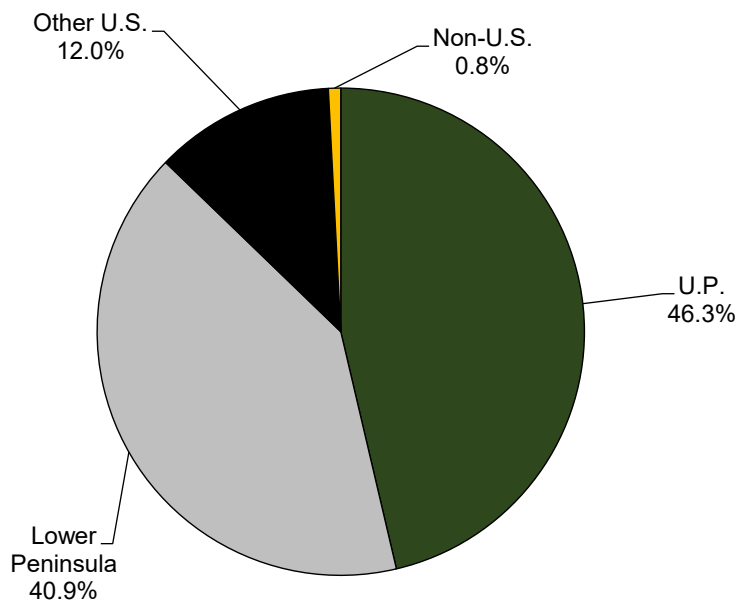
Recruiting Region

Fall 2025 (n = 7,386 – 10th Day of Class)

Undergraduate (n = 6,650)



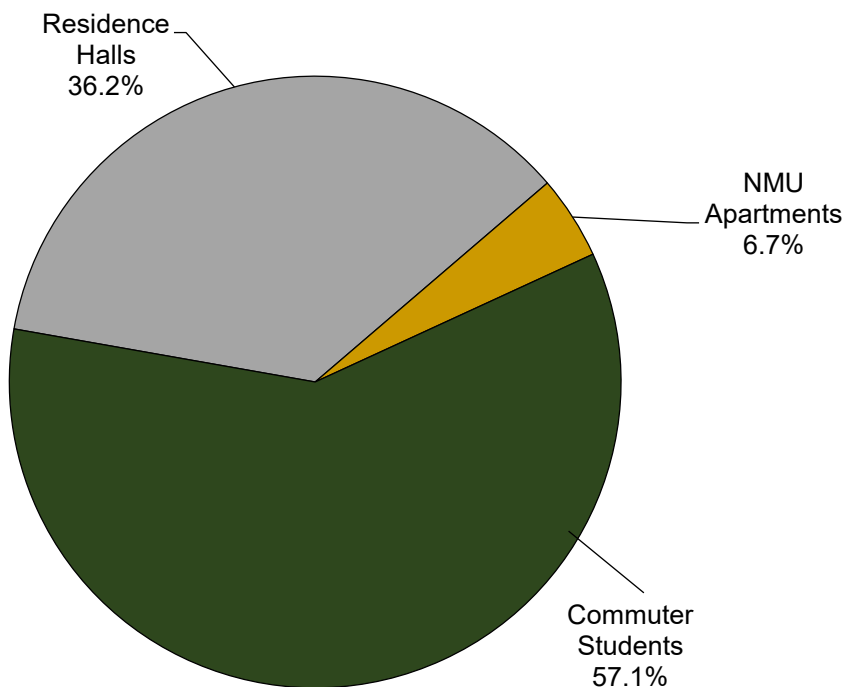
Graduate (n = 736)





Enrollment

Where NMU Students Live Fall 2025 (n = 7,386 – 10th Day of Class)

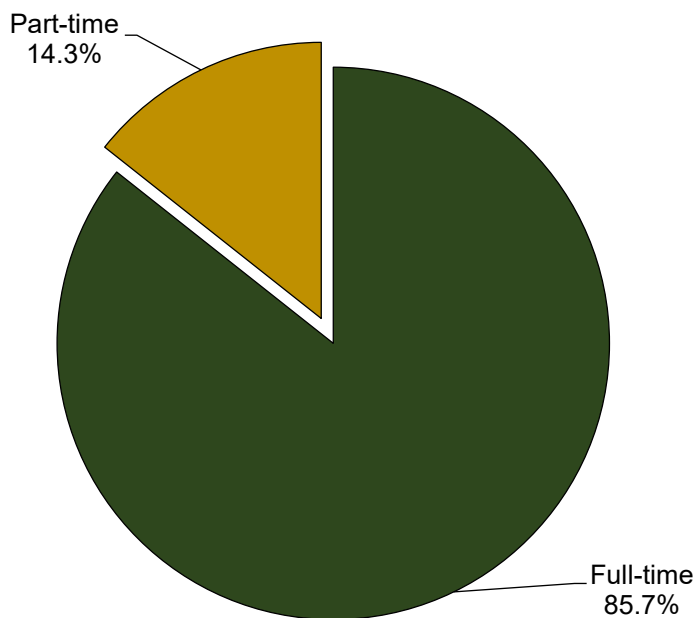




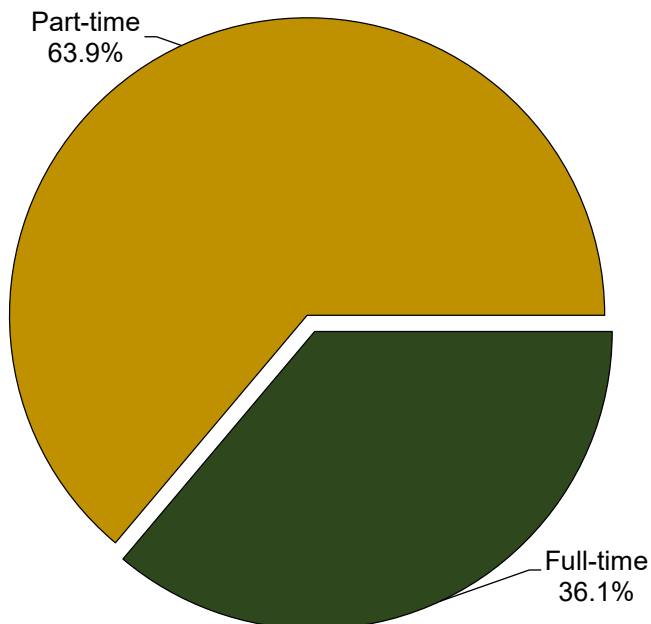
Enrollment

Full-time/Part-time Status Fall 2025 (n = 7,386 – 10th Day of Class)

Undergraduate (n = 6,650)



Graduate (n = 736)

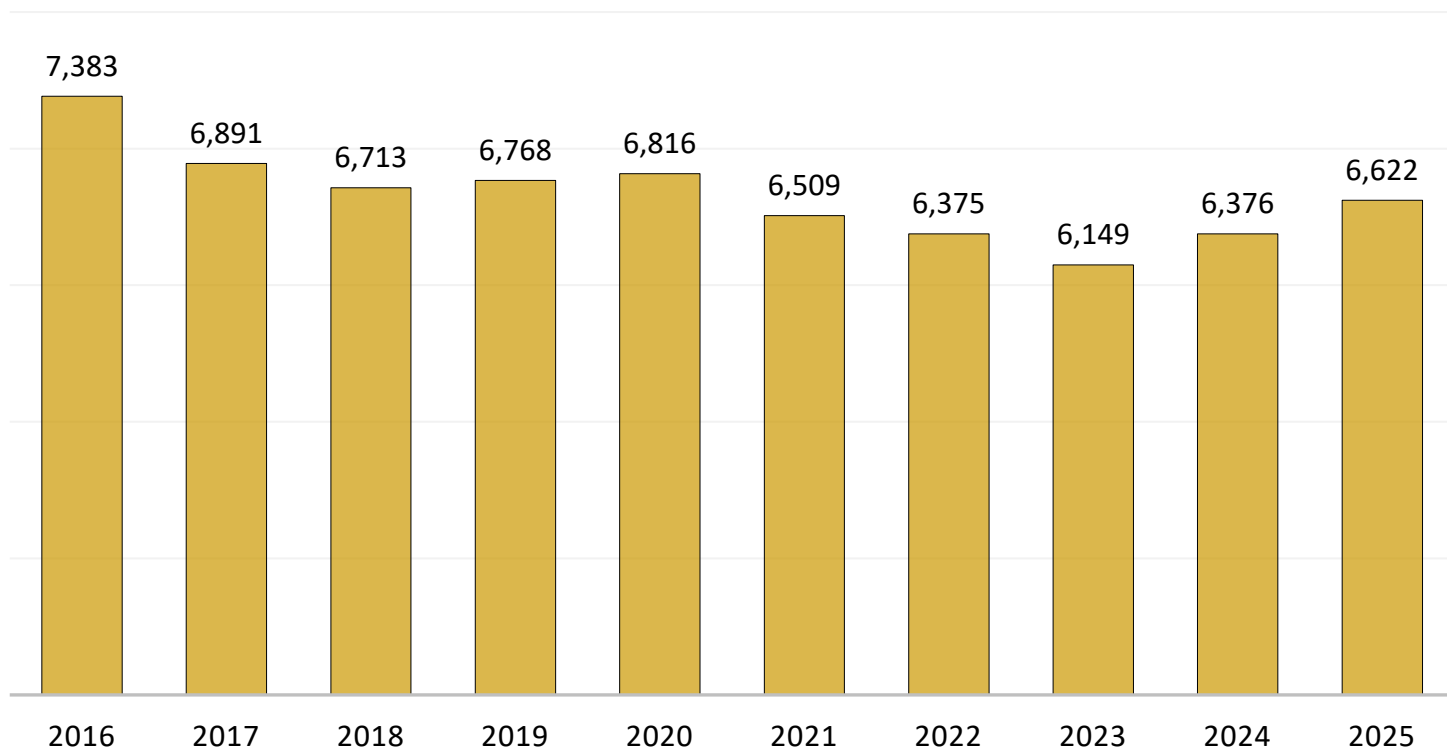




Enrollment

Full Year Equated Student Change

NMU FYES

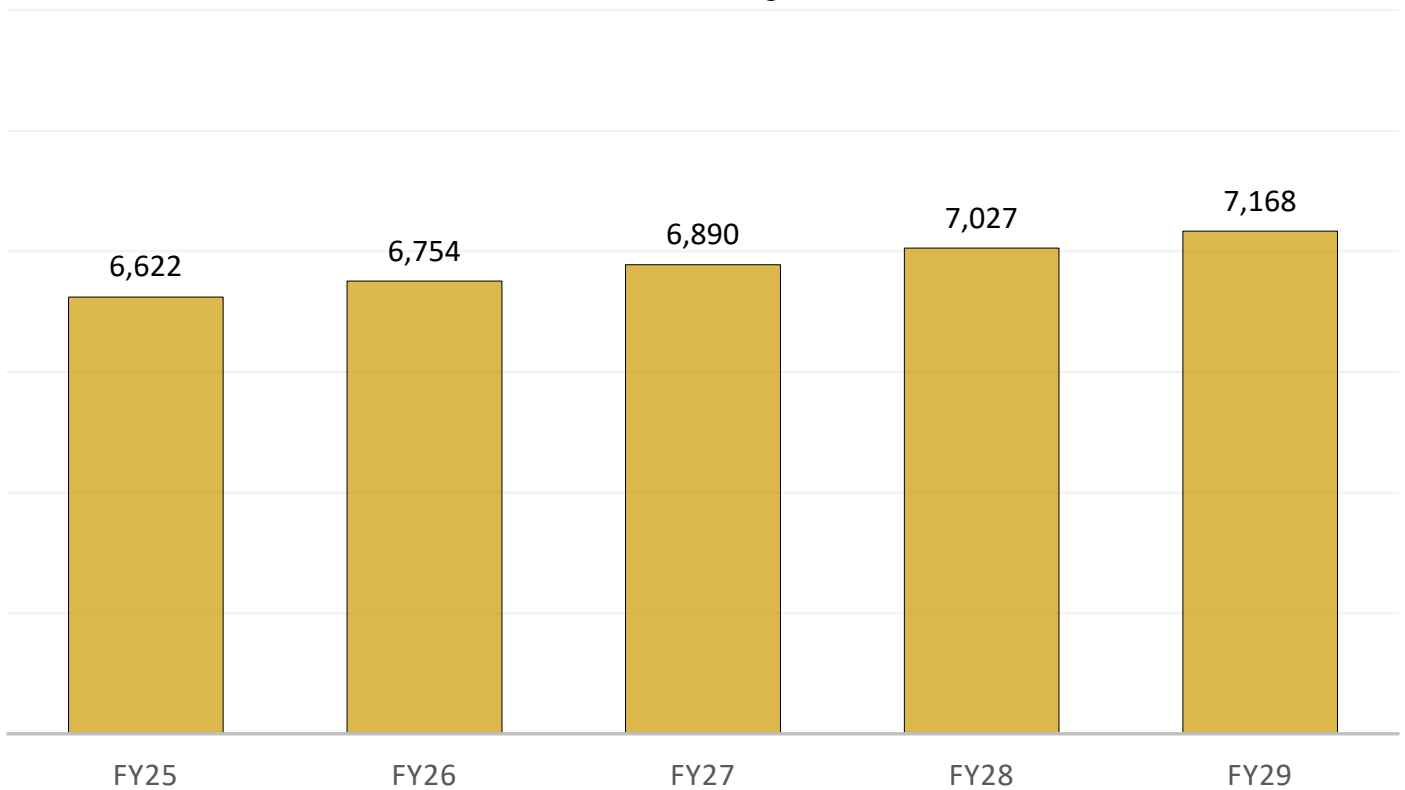




Enrollment

Full Year Equated Student Change (FYES)

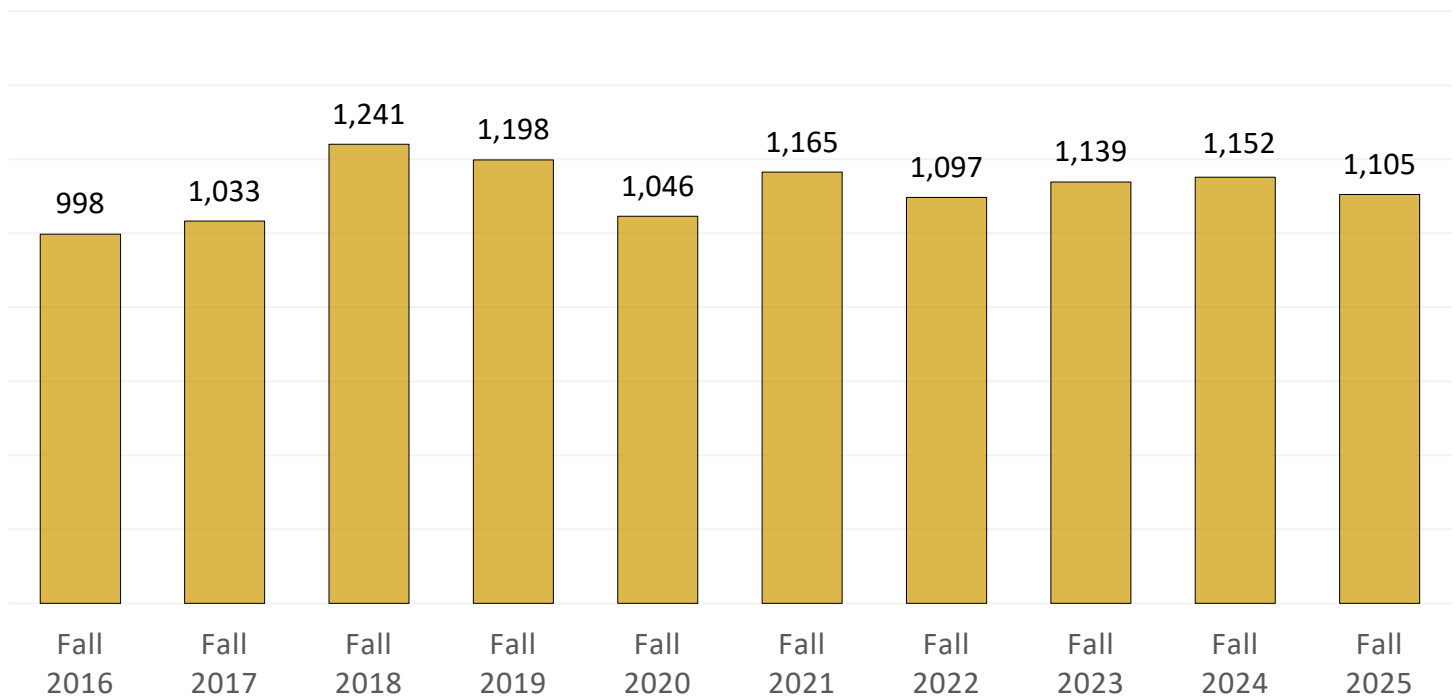
5 Year Projection





Enrollment

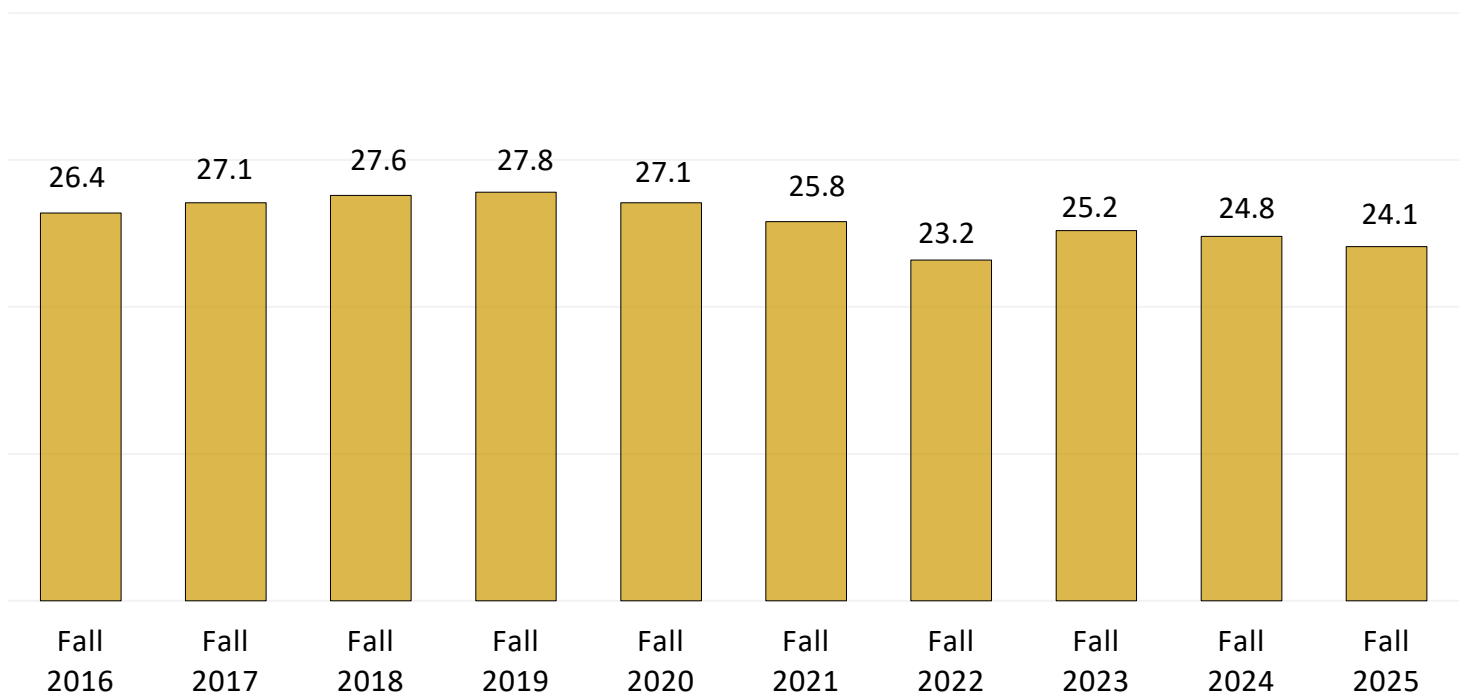
Baccalaureate First-Time, Full-Time New Freshmen





Enrollment

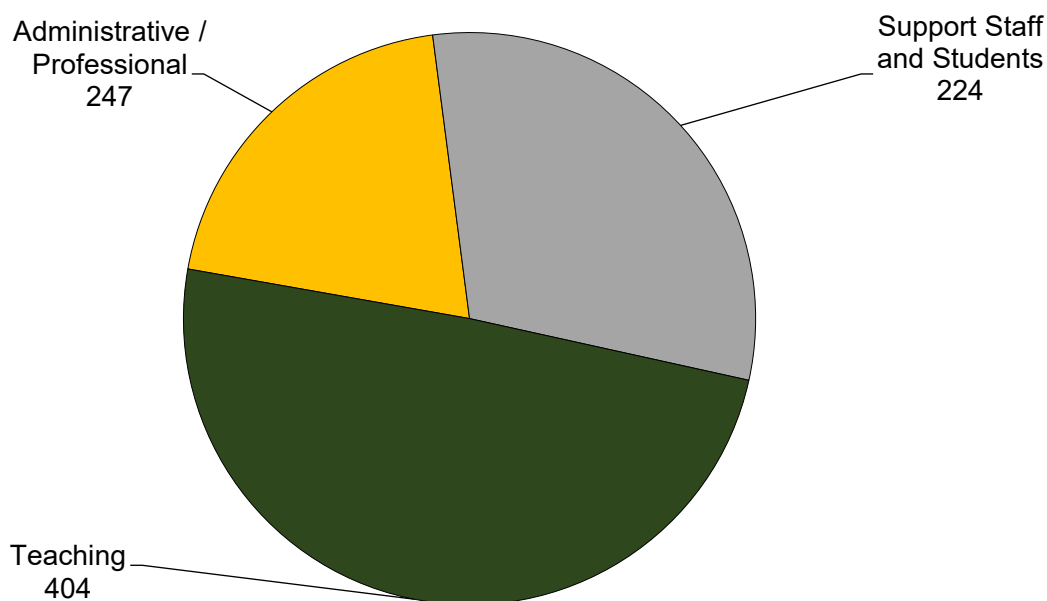
Average Lecture Class Size and Projected Average Class Size





Staffing

2024-2025 Full-Time Equivalent By Employee Category



Staff FTE

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Instructional Staff	394	395	389	394	393	406	404	410	410	415	420
Administrative/Professional Staff	181	191	194	205	217	236	247	247	250	250	250
Support Staff and Students	256	244	216	216	218	221	224	225	225	230	235

Student (FYES) – to – Staff Ratios

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Instructional Staff	17.18	17.26	16.73	16.18	15.65	15.70	16.39	16.47	16.80	16.93	17.07
Administrative/Professional Staff	37.39	35.69	33.55	31.10	28.34	27.02	26.81	27.34	27.56	28.11	28.67
Support Staff and Students	26.44	27.93	30.13	29.51	28.21	28.85	29.56	30.02	30.62	30.55	30.50



Section IV

Facility Assessment



Introduction

In 2018, the university contracted with Sightlines, Inc. to update the university's Facility Condition Assessment noting the existing condition of all campus building systems, hardscape and infrastructure. This assessment was constructed as an electronic tool that categorizes all short and long term maintenance needs and can be updated annually to allow user-defined summaries of maintenance need by system, replacement year, building or building type. This planning tool allows the university to evaluate multiple criteria to identify necessary levels of annual maintenance funding and prioritize capital investments over a 20 year period while considering the university's strategic goals, 2019 Campus Master Plan, Five Year Facilities Master Plan and annual capital outlay requests. This system guides the maintenance, adaptation and use of the university facilities for all campus departments.





NMU and Sustainability

The University recently created a new strategic plan which includes action items that will impact NMU's physical campus. The new strategic plan is titled "Our Compass," and it has three grand challenges that relate to people, partnering with our place and realizing the potential of all our students.

The implementation of the "Our Compass" strategic plan began in 2024. Strategy 4 is directly related to sustainability on campus: "Embed sustainable values into all aspects of the University, including curriculum, operations, and external partnerships." The action plan for this strategy will primarily focus on five tactics this year related to reducing waste, emissions, and energy use, as well as fostering Indigenous-informed sustainability education across campus:

- Conduct a baseline assessment to understand what is in NMU's waste stream; set targets to reduce amount sent to landfill, increase recycling and compost diverted from landfill.
- Develop robust campus move-out and move-in programming that diverts waste from the landfill; repurposes home goods & student-owned furniture; and properly recycles cardboard, electronics and other materials.
- Convert 50% of all the lighting on NMU's campus to be LED by 2030 (approx. 12,500 MWh of electricity are purchased per year for campus lighting); 100% by 2040.
- Installation of 75kW solar array on roof of new WellBeing Center (could provide 80,000 kWh/year).
- Create a sustainable living demonstration area with food, forests, and Indigenous traditions and practices.

Additional tactics that work will continue on as resources are available include.

- Gather data for an initial Scope 3 assessment; building toward a baseline.
- In cooperation with the Marquette Board of Light and Power (MBLP), evaluate the potential for an off-campus installation and operation of a ground-mounted solar PV system to serve 89% of NMU's electrical demand (15 MW).
- Evaluate the potential to transition from natural gas to renewable fuel (e.g., woodchip/biomass or RNG / recovered methane) at the Ripley Plant.
- Create Indigenous-informed sustainability curriculum focused on deba'ookii (has enough to give away, has enough for everyone).
- Create a living-learning community focused on sustainability and/or food systems.



NMU and Sustainability

- Expand post-consumer composting systems on campus.
- Eliminate petroleum-based products and offer as many compostable and/or recyclable items at concessions as possible.
- Work toward implementing avian-friendly practices on campus.

Sustainability Hub for Innovation & Environment (SHINE)

SHINE was launched in August 2021 as a virtual hub that serves as an arm of the Sustainability Advisory Council and beginning in Fall 2022 has a physical home on campus, and a full time director was appointed in January 2023. SHINE serves to advance sustainability within the NMU campus and throughout the community through the embodiment of two of NMU's core values: Innovation and the Environment. SHINE advocates for change and facilitates action by collaborating with partners across campus and the region to strategically address issues of environmental impact, social justice and economic equity.

In addition to collaborating with regional partners and providing thought leadership, SHINE works to implement action items in NMU's strategic plan, Our Compass. Specifically, SHINE works to foster awareness, responsibility, and inspire innovative sustainable solutions on campus.

SHINE completes the triennial campus-wide sustainability audit, the STARS rating certified by AASHE. Additionally, SHINE's peer-to-peer education program, EcoReps, offers students the resources and knowledge to solve sustainability issues and make a collective difference on campus. SHINE facilitates access to resources for classes, research and community partners. It also hosts campus-wide programming and campaigns focused on energy conservation, waste reduction and food system resilience.

SHINE's ultimate mission is to foster collaboration on transformational sustainability projects by providing recommendations based on research, strategy, and big picture ideas.



NMU and Sustainability

Campus Energy Master Plan and Carbon Neutrality by 2050 Plan

The university hired an engineering consultant to prepare a Campus Energy Master Plan that calculated its baseline carbon footprint and analyzed its existing heating, air conditioning and electrical systems to determine what modifications or new technology could be implemented to reduce the university's carbon footprint each decade to reach carbon neutrality until 2050.

The university's baseline carbon footprint was calculated using energy and transportation fuel data from the years 2018 and 2019 since it was the most current data prior to the pandemic when operations were more typical. The university's baseline GHG emissions for 2018 and 2019 were calculated to be 32,000 tonnes/year which is lower than the average university (globally) at 52,000 metric tonnes/year. In 2023 the university's GHG emissions were calculated (using SIMAP software) to be 27,400 tonnes/year (a 15% drop from the baseline year), and in 2024 the university's GHG emissions were 26,410 tonnes/year.

A Carbon Neutrality Task Force was formed in Fall 2021 with broad campus representation including faculty, staff and the ASNMU president. The task force used the technical data in provided by the engineering firm in the Campus Energy Master Plan to draft the university's Carbon Neutrality Plan and set the draft plan goals to reduce carbon emissions by 25% by 2030, 50% by 2040 and 85% by 2050.

Five strategies have been identified to achieve the carbon reduction goals-four of the strategies focus on the sources of emissions and one on the capture of emissions. Past initiatives that support these strategies have included reducing energy use, optimizing our infrastructure through facility renovations and demolitions, right sizing campus through repurposing existing space like Hospitality Management and Cosmetology in the Northern Center, investing in renewable energy as in the solar PV array at Woodland Park apartments and the roof of the NMU WellBeing Center (scheduled for FY26) and increasing carbon sequestration by planting trees and composting.

The five strategies to achieve carbon neutrality include:

1. Reduce Energy Use
2. Optimize Infrastructure
3. Right Size – Reduce Physical Campus Footprint
4. Invest in Renewable Energy
5. Increase Carbon Sequestration

When evaluating the potential future reduction initiatives, the Carbon Neutrality Task Force identified five core values that are critical in the selection process:

- academic engagement (providing opportunities for faculty and student research and class engagement);
- agility and adaptability (technology is quickly changing so the campus energy master plan should be updated every 5 years or so to see what new opportunities may exist);
- financial sustainability (using university resources wisely and implementing technologies that provide a competitive advantage while reserving remaining resources and standing ready to act when new technologies become available);



NMU and Sustainability

Campus Energy Master Plan and Carbon Neutrality by 2050 Plan *(continued)*

- reporting transparency (having trackable and measurable initiatives) and
- service reliability (with the university's remote location and harsh climate selecting reliable systems that can be serviced locally is critical especially when considering that over 60% of the university's emissions are produced by its heating systems).

To start with, potential initial investments to reduce the university's carbon emissions by 25% to 25,000 tonnes/year by 2030 include:

Reducing energy use by continuing to convert lighting to LED and transitioning 10-15% of the university's vehicle fleet to hybrid/electric. To support this initiative, an electric vehicle charging needs assessment was conducted in 2024.

Optimizing infrastructure by renovating Harden Hall with more energy efficient systems and allowing for the demolition of Gries Hall which supports the strategy of right-sizing campus. Additional facilities that are planned for demolition per the Campus Master Plan include Lee, Spooner and Spalding Hall.

Investing in renewable energy projects include the opportunity to install a rooftop solar PV system on the new WellBeing Center and potentially partnering with the Marquette Board of Light and Power on a utility scale solar PV system.

Regarding renewable energy, the university will study the enhancements necessary to improve the efficiency of operating the existing combined heat and power plant on biomass after 2027 in order to bring the operational costs closer to that of burning natural gas.

The fifth strategy, increasing carbon sequestration, includes expanding from pre-consumer composting to post-consumer composting in the university's dining operations and expanding the no-mow areas on the main campus from 9% to 15% or from 18 to 31 acres.

To reach 50% carbon emissions reduction to 16,000 tonnes/year by 2040, the university will continue with energy saving projects, building system upgrades and renovations, solar PV system installations and potentially an expansion of the CHP system at the Ripley Plant.

To reach carbon neutrality by 2050 or less than 5,000 tonnes/year will depend on what was previously implemented and what future technology has been developed.



NMU and Sustainability

Campus Energy Master Plan and Carbon Neutrality by 2050 Plan *(continued)*

The carbon neutrality plan should be thought of as an opportunity plan that identifies potential initiatives to be considered as funding opportunities become available.

Since the Carbon Neutrality Plan was presented to the Board of Trustees in December 2023, the following initiatives have already helped to reduce the university's carbon emissions.

- Upgrading to LED lighting in Vandament Arena, Cohodas, Magers and Weston Hall.
- Renovating the Harden Hall library.
- Completing the EV charging station implementation plan.
- Feasibility study for a large scale solar installation in partnership with the Marquette Board of Light and Power.
- Feasibility study for burning biomass in the Ripley Plant.
- Expansion of Dining Services composting efforts to include post-consumer waste in Northern Lights Dining.

Photovoltaic Solar System

A 16.5 kW photovoltaic solar system installation was initially installed at 1400 Presque Isle Avenue in December 2022. In June 2025, the ground mounted solar system was relocated to a campus garden area behind the Woodland Park apartments. As part of the garden and sustainability demonstration area, the solar installation not only supports the electrical needs of the adjacent apartment building but also provides a hands-on active demonstration for the campus community to learn and observe from. This solar installation supports the NMU's goal to become carbon neutral by 2050 and was supported by the students' Green Fund.

A Michigan Department of Agriculture and Rural Development grant was awarded to the university to install a rooftop photovoltaic system on the roof of the WellBeing Center. The construction is expected to be completed by summer 2026.

Hybrid Vehicles

The university has begun to replace its transportation fleet with hybrid vehicles in support of its carbon neutrality goal. The Police Department has acquired two hybrid police vehicles since 2021. With each new vehicle bid, hybrid and electric vehicle options are included. To date, product availability has impacted the acquisition process for additional vehicles.



NMU and Sustainability

Facility Efficiency/Right Size Campus

The university has classified and quantified all of its existing space and compared its spatial distribution with similar institutions based on the Society of College and University Planning (SCUP) Facilities Inventory report. This effort allowed the university to benchmark its space inventory against national averages by comparing total square footage by type (classroom, laboratory, office, etc.) against total enrollment. In addition a formal evaluation of facility use (space utilization) was conducted in 2011. The evaluation illustrated NMU's utilization between 8 a.m. and 5 p.m. averaged 22 hours per week which was low compared to the national average of 28-32 hours/week.

This national average utilization rate and the space inventory data is now used to continually evaluate and repurpose underutilized spaces instead of building new space; better utilizing the university's existing facilities. Over the last ten years, the university has demolished underutilized and inefficient facilities such as the former Summit and Center St. apartment buildings, three of the four Quad I residence halls, Carey Hall, West Hall, Jamrich Hall and 25% of Jacobetti Complex totaling over 481,000 square feet. In 2025, 1400 and 1422 Presque Isle Avenue were demolished totaling nearly 11,000 square feet.

Building Design

The University developed and adopted sustainable design standards for all capital projects that consider, evaluate and apply criteria from five broad categories: building and land utilization, building systems performance and efficiency; operations and maintenance needs, utility requirements and total cost of ownership. This criteria will not only ensure NMU capital projects qualify for LEED certification, they will ensure each project is designed and constructed in a way that is most beneficial to the university for the life of a building and reduce the university's carbon footprint.

The university has achieved LEED Green Building certification for the following projects:

- LEED Certified: Meyland Hall, Magers-Meyland Lobby, Hunt-Van Antwerp Lobby, Jamrich Hall
- LEED Silver: Van Antwerp and Hunt Hall renovations, The Woods

Grounds Maintenance

In 2024, the university completed a new Landscape Maintenance Plan that provides a framework for grounds maintenance campus wide. This plan established three primary zone types; **the Core**, high traffic/high use areas intended for student use, programming and recreation that will have the look of a traditional college campus, but embrace the use of native and nativar plantings; **the Peripheral**, transitional areas that introduce no-mow and/or prairie type grasses and; **the Naturalized**, areas of campus that will expand NMU's existing no mow program and transition some of this spaces into woodland type areas where the existing tree canopy and understory is expanded.



NMU and Sustainability

Grounds Maintenance *(continued)*

In October 2024, the NMU Grounds Department and SHINE (Sustainability Hub for Innovation & Environment) collaborated to create a new campus nursery home to a number of native, nativar and cultivated native species to use in future landscaping projects as outline in the new maintenance plan. This nursery is located behind NMU's Services Building and student interns work with full-time staff to plant and nurture native trees and shrubs until they are large enough to be used in campus landscaping projects.

Recycling/Composting

A “single sort” recycling program has been in place since 2007 making first-line recycling efforts easier for students, faculty, and staff. Batteries, fluorescent lamps, computer components, waste oil, and antifreeze are products that are also recycled by the university. All building renovation and construction projects require participants to record tonnage of recycled metal, masonry, cardboard, and organic building materials. This information is essential to the LEED certification process. Since October 2017, fifteen buildings have adopted the new trash/recycling process. This process has trash/recycling “pods” placed in strategic locations throughout the building where occupants can empty their recycled materials. The intent of this is to make occupants more conscious of what is being recycled.

In 2024, Waste Management, the university’s contracted hauler, provided snapshot data on recycling (and trash) pick-ups during the summer and academic year. The snapshot data provides a general sense of how much waste NMU is sending to the landfill (average is approximately five tons per week) and to the recycling facility (average is 2.15 tons). In early 2025 a team of students conducted a campus waste audit. The students collected weekly samples at trash and recycling dumpsters across campus. The student audit report revealed that more than 50% of the waste in NMU’s dumpsters is recyclable. This preliminary data helped us to modify our contract with Waste Management to include more comprehensive pick-up data to better inform decision-making and outreach efforts.

Dining Services has been partnering with a local company to divert food waste from the university for use in creating compost. About two cubic yards of pre-consumer compost have been sent to the facility every week that included coffee grounds, eggshells, vegetable trimmings and other forms of food waste created before any interaction with the consumer.



NMU and Sustainability

NMU Dining has expanded their composting efforts over the past year to include post-consumer compostable waste in Northern Lights Dining and compostable single use items such as the to-go sushi trays from Temaki and the single-use utensils, paper plates, napkins and dip cups. A new compost trailer has been purchased by the local partner through a grant and located outside of Northern Lights Dining for waste collection and transportation to their composting site. The Compost Crew at NMU Dining captures over 1,000 pounds of compostable waste each week.

Community Engagement

Sustainability and conservation efforts are a university goal. NMU has had a Sustainability Council (in various forms) since 2016, when we conducted our first sustainability audit through the Association for the Advancement of Sustainability in Higher Education's (AASHE) intensive Sustainability Tracking Assessment and Rating System (STARS) inventory. The STARS rating system measures institutions' sustainability performance and factors in academics and research, operations, administration/planning and engagement. NMU's initial STARS rating in 2017 was bronze and was completed through a committee crowd-sourced effort. The council continued to engage campus in sustainability planning efforts and the STARS rating in 2020 was silver. Then in 2021 the University engaged campus in a strategic planning effort, which included sustainability as one of the five key areas. In 2023, NMU earned another silver rating, just 4.8 points short of gold. In June 2024, the University earned a gold rating following the establishment of the Sustainability Hub for Innovation & Environment (SHINE) and the implementation of the board-approved carbon neutrality plan.

Today, the university's Sustainability Advisory Council brings together representatives from across campus to promote and align sustainability efforts as well as share observations, insights, experience, and expertise related to sustainability. The structure and function of the Council is intended to help ensure that NMU is effectively communicating and coordinating sustainability initiatives and programs across campus and in the community.

In 2023, the university made a commitment to the Okanagan Charter, and today the Sustainability Advisory Council uses the eight guiding principles in the Charter as the council's guiding principles:

1. Use settings and whole system approaches
2. Ensure comprehensive and campus-wide approaches
3. Use participatory approaches and engage the voices of students and others
4. Develop transdisciplinary collaborations and cross-sector partnerships
5. Promote research, innovation, and evidence-informed action



NMU and Sustainability

Community Engagement *(continued)*

6. Build on strengths
7. Value local and Indigenous communities' contexts and priorities
8. Act on an existing universal responsibility

Green Fund

Students voted for the establishment of a Green Fund, an optional \$5 fee, charged each semester to support campus-wide sustainability initiatives. The 2020-2021 academic year was the first year the campus Green Fund went into effect. The student group, NMU EcoReps, invites students (working individually or in small teams) to submit proposals for Green Fund initiatives. Projects can range from student awareness programs to behavior-changing campaigns to infrastructure upgrades or installations (e.g., demonstration solar garden, composting innovation, tree planting, etc.), transportation, energy efficiency, upcycling and waste management. Proposal submissions include an estimated project budget that addresses the actual cost to implement the idea, potential cost savings, environmental impacts, and any other financial information necessary to consider the long-term impact of the proposed idea on NMU's campus. These proposals are forwarded by the EcoReps to the Sustainability Advisory Council for review and submission to the university administration for funding consideration through the Green Fund.

Five projects were awarded green funds in 2022 to advance sustainability on campus including a PV solar array on Fair Avenue, rain garden, clover lawn on the former West Hall site, Dining Services composting initiative and a beekeeping program. In 2023, the projects that were awarded green funds include biodiversity lawn, clothing donation bins and clothing swap supplies, Food Pantry refrigerator/freezer, Ripley Heating Plant brine tank irrigation and a power strip give away. In 2024, the successful proposals included Northern Lights Dining reusable containers, plastic bag recycling program, textbook little library, recycling education campaign, and E-bike charging stations. Many of the projects in 2025 are focused on pollinator habitat and health including overwintering homes, bat boxes, and bird feeders. Other 2025 projects include ten new bikes for NMU's Bike Share Program and resources to support composting on campus.



Facilities Assessment

NMU Physical Plant Overview

- 66 Buildings
 - ▼ 3.5 million Gross Square Feet
- 868 acres
 - ▼ 357 acres on main campus
 - ▼ 142 acres – English Property
 - ▼ 160 acres - Longyear Forest
 - ▼ 206 acres – South Marquette
 - ▼ 3 acres – FROST Property
- 3.6 miles of roadway
- 13.95 miles of sidewalk





Facilities Condition Cost Analysis by Priority Class For all State Buildings

Building	1 - 3 Years	4 - 7 Years	8 - 10 Years	Grand Total
Art & Design	\$461,926	\$814,642	\$534,240	\$1,810,809
BEAR Center			\$54,808	\$54,808
Berry Events Center	\$128,395	\$1,624,858	\$618,361	\$2,371,613
Butler Building	\$38,666	\$73,790		\$112,456
C.B. Hedgcock			\$1,280,996	\$1,280,996
Campus Wide	\$4,486,614	\$3,850,366	\$3,361,876	\$11,698,857
Cohodas Hall	\$2,808,450	\$5,757,649	\$9,561,718	\$18,127,818
Dome/PEIF Link	\$73,790		\$35,419	\$109,209
Forest A. Roberts Theatre	\$2,119,251	\$3,152,312	\$222,846	\$5,494,409
Gries Hall	\$1,447,761	\$3,003,256	\$5,385,200	\$9,836,217
Harden Hall	\$3,444,128	\$791,865	\$8,257,331	\$12,493,324
Harden/Science Link	\$14,758	\$25,089		\$39,847
Harry D. Lee Hall	\$6,663,244			\$6,663,244
Jacobetti Complex	\$1,402,011	\$1,556,664	\$499,655	\$3,458,330
Jacobetti Storage	\$40,142	\$20,956	\$85,315	\$146,414
John X. Jamrich Hall			\$587,369	\$587,369
McClintock Building	\$976,981	\$1,128,988	\$2,288,968	\$4,394,937
NC/Gries Link			\$91,500	\$91,500
P.E.I.F.	\$30,078,953	\$9,054,085	\$844,158	\$39,977,196
PEIF/BEC Link	\$129,871		\$73,790	\$203,661
Ripley Heating Plant		\$42,798	\$579,990	\$622,788
Services Building	\$739,934	\$252,362	\$2,224,033	\$3,216,329
Superior Dome	\$44,274	\$4,234,075	\$6,667,664	\$10,946,013
The Science Building	\$51,653	\$566,708	\$1,818,188	\$2,436,548
Thomas Fine Arts	\$848,586	\$1,543,688	\$1,403,487	\$3,795,762
Weston Hall	\$126,919	\$501,016	\$1,962,307	\$2,590,243
Whitman Hall		\$122,653	\$1,863,937	\$1,986,590
Grand Total	\$56,126,307	\$38,117,821	\$50,303,157	\$144,547,285



Facilities Condition Cost Analysis by Priority Class For all Auxiliary Buildings

Building	1 - 3 Years	4 - 7 Years	8 - 10 Years	Grand Total
Center Apartments	\$1,599,955	\$1,015,538	\$1,874,268	\$4,489,761
Hunt Hall	\$208,088	\$197,757	\$1,298,705	\$1,704,551
Lincoln Apartments	\$1,461,044	\$2,681,531	\$6,680,913	\$10,823,488
Lincoln Street Laundry Building	\$1,476	\$2,952	\$78,217	\$82,645
Magers Hall	\$340,910	\$365,999	\$1,393,157	\$2,100,066
Meyland Hall	\$478,160	\$368,950	\$1,154,077	\$2,001,187
Northern Center	\$3,651,133	\$2,323,755	\$2,959,755	\$8,934,643
Norwood Apartments	\$2,336,405	\$2,868,958	\$978,456	\$6,183,820
Quad I Common Area	\$154,959	\$996,166	\$717,240	\$1,868,365
Quad II Common Area	\$6,193,939	\$3,012,111	\$718,715	\$9,924,765
Spalding Hall	\$14,753,588		\$165,290	\$14,918,878
Spooner Hall	\$6,204,270	\$1,816,712	\$2,103,017	\$10,123,999
Van Antwerp Hall	\$193,330	\$283,354	\$1,162,932	\$1,639,616
Wilkinson		\$274,056		\$274,056
Woodland Park Apartments	\$702,819	\$1,918,542	\$609,506	\$3,230,867
Grand Total	\$38,280,076	\$18,126,382	\$21,894,249	\$78,300,706



Facility Assessment Summary

Building	Service Area	2025-2026 Replacement Cost	Year Constructed	Construction Type	Gross Square Footage	Net Square Footage	Use Code	Standards
1020 Wright Street - Fab Shop	Academic/Admin	\$516,043			4,000	4,000	ST	1
1020 Wright Street - FARF	Academic/Admin	\$615,618			3,400		AD	1
1020 Wright Street - Storage	Academic/Admin	\$412,835			3,200	2,900	ST	1
1500 Wilkinson Avenue	Housing	\$1,165,260	1952	F	4,623	2,742	RS	1
1500 Presque Isle	Academic/Admin	\$246,500	1946		1,443		RS	1
1716 Presque Isle Building - Commercial Rental	University Center	\$1,588,990	1960	FR	6,300	6,300	RS	1
1804 Tracy Avenue - Rental	University Center	\$130,108	1954	FR	2,230	2,230	RS	1
Art & Design	Academic/Admin	\$30,227,084	1996	FR	101,428	83,550	CL	1
BEAR Center	Academic/Admin	\$2,500,000	1959/2022	FR	6,028		RS	1
Berry Events Center	Intercollegiate Athle	\$43,575,714	1999	FR	133,060	75,740	CG	1
Bus Garage - 1901 Enterprise	Academic/Admin	\$319,948		ST	2,480	2,437	ST	1
Butler Building	Academic/Admin	\$823,089	1950	FR	6,380	6,411	ST	1
C.B. Hedgcock	Academic/Admin	\$38,232,727	1958/2005	M	116,745	99,210	AD	1
Center Street Apartments	Housing	\$9,985,444	1967	M	38,700		RS	1
Cohodas Hall	Academic/Admin	\$31,294,277	1975	FR	105,009	92,376	AD	1
Dome Storage	Intercollegiate Athle	\$703,695	1998		2,800	2,592	ST	1
Dome/PEIF Link	Intercollegiate Athle	\$820,109	1991	NC	2,760	2,466	BC	1
Dow Storage	Intercollegiate Athle	\$334,396	2002		1,728	1,728	ST	1
Forest Roberts Theatre	Academic/Admin	\$9,150,257	1964	FR	30,704	22,510	TH	1
Gries Hall	Academic/Admin	\$20,906,305	1961	FR	58,226	48,564	AD	1,2
Harden Hall	Academic/Admin	\$59,239,755	1969	FR	198,781	175,246	CL, LB, SU	1
Harden/The Science Building Link	Academic/Admin	\$2,435,824	1996	NC	6,784	5,376	BC	1
Health Center (Former)	Academic/Admin	-	1961/2001		7,838	7,038	AD	
Hedgcock/TFA Link	Academic/Admin	\$937,259	2004		3,145	2,977	BC	1
Hunt Hall	Housing	\$16,398,577	1967/2008	FR	63,555	50,349	RS	1
Jacobetti Complex	Academic/Admin	\$49,850,000	1980/2023	FR	166,977	159,268	CL	1
Jacobetti Storage	Academic/Admin	\$1,810,442	1988	ST	6,075	5,820	ST	1
John X. Jamrich Hall	Academic/Admin	\$37,908,775	2014	FR	133,000	117,575	CH	1
Lee Hall	Academic/Admin	\$15,262,327	1949	M	42,507	36,395	AD	1
Lincoln Street Apartments	Housing	\$21,488,060	1980	F	84,336	65,122	RS	1
Magers Hall	Housing	\$16,146,746	1966/2005	FR	62,579	50,794	AD	1
McClintock Building	Academic/Admin	\$9,500,830	1964	M	33,575	32,382	CH	1
Meyland Hall	Housing	\$16,435,214	1966/2006	FR	63,697	58,849	RS	1
Microwave Link (Stl) Morgan Mead	Academic/Admin	\$193,517	1972	FR	1,000	1,000	PP	1
NC/Gries Link	Academic/Admin	\$908,648	1995	NC	3,049	2,740	BC	1
Norhem Center	Univeristy Center	\$46,120,016	1959/2019	NC	155,982	139,421	AD, SU, FS	1
Norwood Street Apartments	Housing	\$9,065,338	1967	M	35,134	33,324	RS	1
P.E.I.F.	Intercollegiate Athle	\$58,825,904	1976	FR	179,627	161,298	CG	1
PEIF/Berry Events Center Link	Intercollegiate Athle	\$3,007,569	1999	NC	10,092	8,936	BC	1
Quad I Common Area	Housing	\$22,269,780	1964	FR	74,727	72,473	FS	1
Quad II Common Area	Housing	\$24,123,435	1966	FR	80,947	70,156	RS	1
Ripley Heating Plant	Academic/Admin	\$35,820,680	1965/2013	FR	35,190	27,634	PP	1
Salt Bam	Academic/Admin	\$574,872	1996	F	4,456	4,115	ST	1
Services Building	Academic/Admin	\$28,021,772	1996	M	94,028	91,225	PP	1
Spalding Hall	Housing	\$14,436,062	1964	FR	55,929	48,078	RS	1
Spooner Hall	Housing	\$14,226,290	1957	FR	55,136	38,637	RS	1
Storage Building	Academic/Admin	\$56,118	1998	ST	3,760	3,760	ST	1
Superior Dome	Intercollegiate Athle	\$79,714,623	1991	F	251,436	213,296	CG	1
The Wellbeing Center	Academic/Admin	\$7,700,000	2023	FR	12,787		AD	1
The Woods - Birch East	Housing	\$16,262,719	2017		64,734		RS	1
The Woods - Birch West	Housing	\$16,234,833	2018		60,623		RS	1
The Woods - Cedar East	Housing	\$14,692,822	2018		58,485		RS	1
The Woods - Cedar West	Housing	\$13,936,638	2017		55,475		RS	1
The Woods - Maple East	Housing	\$14,263,731	2018		56,777		RS	1
The Woods - Maple West	Housing	\$14,225,797	2018		56,636		RS	1
Thomas Fine Arts Building	Academic/Admin	\$26,847,294	1964	FR	90,087	64,217	CH	1
Transmitter Site-Ely Township	Academic/Admin	\$386,453	1972	FR	1,997		PP	1
Van Antwerp Hall	Housing	\$16,417,411	1967/2007	FR	63,628	53,481	RS	1
The Science Building	Academic/Admin	\$58,578,581	1966	FR	159,319	138,241	CL	1,4
Weston Hall	Academic/Admin	\$60,483,062	2000/2025	FR	137,800	109,538	CL, CH	1,3
Whitman Hall	Academic/Admin	\$10,698,745	1953/2003		35,900	31,000	CH, AD	1
Woodland Park Apartments	Housing	\$27,092,289	2006		105,000	94,757	RS	1

Use Codes:

AD Administrative
 AT Athletics
 BC Building Connector
 CG Classroom/Gym
 CH Classroom/Lecture
 CL Classroom Laboratory
 FS Food Service
 LB Library
 PP Physical Plant
 RS Residential
 ST Storage
 SU Student Union
 TH Theater
 UI Utility Infrastructure
 HS Hardscape

Required Standards:

1. Typical Building/ Construction Codes
 2. Animal Welfare Act
 3. Nuclear Regulatory Commission
 4. Accreditation Standards
 American Speech, Language, Hearing Association



Facility Assessment Summary (Continued)

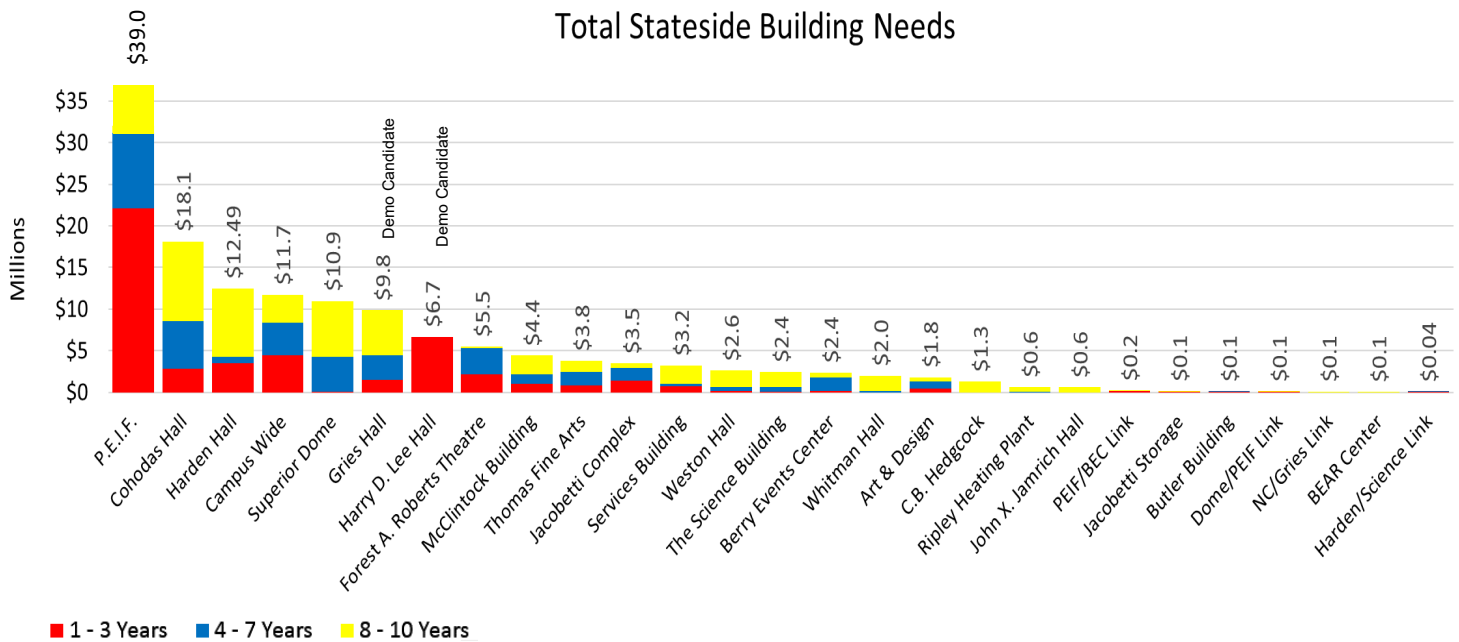
Building	IT	Cooling	Electrical	Exterior Shell	Grounds	Heating	HVAC	Interior Shell	Mechanical	New Construction	Plumbing	Safety/Code	Grand Total
Art & Design		\$48,701		\$605,079	\$42,798	\$169,717	\$327,628	\$500,297	\$110,685		\$5,903		\$1,810,809
BEAR Center				\$54,808									\$54,808
Berry Events Center		\$81,169	\$103,306	\$956,319				\$1,016,827	\$103,306		\$110,685		\$2,371,613
Butler Building			\$16,234	\$3,247								\$92,975	\$112,456
C.B. Hedgcock		\$36,895						\$1,235,246			\$8,855		\$1,280,996
Campus Wide								\$1,475,802			\$2,666,600		\$11,698,857
Center Apartments		\$8,855	\$873,675	\$596,224	\$5,903	\$704,144		\$504,724			\$1,597,004	\$199,233	\$4,489,761
Cohodas Hall		\$205,136	\$2,582,653	\$2,559,040	\$26,564	\$66,411	\$6,992,895	\$1,995,284	\$33,943		\$2,770,080	\$895,812	\$18,127,818
Dome/PEIF Link			\$20,661	\$78,217		\$10,331							\$109,209
Forest A. Roberts Theatre			\$500,297	\$166,766	\$26,564	\$50,177	\$1,722,260	\$1,250,004			\$863,344	\$914,997	\$5,494,409
Gries Hall		\$202,185	\$2,750,894	\$1,180,641	\$23,613	\$82,645	\$417,652	\$1,276,568	\$193,330		\$2,393,750	\$1,314,939	\$9,836,217
Harden Hall		\$273,023	\$794,002			\$1,066,411	\$6,329,202		\$110,685		\$3,600,000	\$320,000	\$12,493,324
Harden/Science Link			\$25,089					\$14,758					\$39,847
Harry D. Lee Hall								\$6,663,244					\$6,663,244
Hunt Hall		\$92,975	\$116,588			\$14,758	\$125,443	\$901,715			\$404,370	\$48,701	\$1,704,551
Jacobetti Complex			\$474,342	\$162,536	\$7,379	\$613,850	\$1,808,964	\$219,232	\$94,451		\$11,806	\$65,770	\$3,458,330
Jacobetti Storage				\$20,956	\$41,041			\$44,274				\$40,142	\$146,414
John X. Jamrich Hall								\$579,990			\$7,379		\$587,369
Lincoln Apartments						\$1,307,560	\$560,805	\$689,199			\$2,510,338	\$1,015,351	\$10,823,488
Lincoln Street Laundry Building			\$3,060,812	\$1,679,422							\$30,992		\$82,645
Magers Hall		\$92,975	\$36,895	\$14,758							\$469,305	\$243,507	\$2,100,066
McCintock Building			\$115,113			\$153,483	\$125,443	\$900,239	\$2,952		\$917,949	\$44,274	\$4,394,937
McIntock Building			\$637,546	\$695,103		\$520,958	\$987,311	\$588,845			\$82,645	\$246,459	\$2,001,187
Meyland Hall		\$92,975	\$118,064			\$441,265	\$118,064	\$901,715					\$855
NC/Gries Link				\$36,895				\$45,750					\$91,500
Northern Center		\$73,790	\$1,894,999	\$242,031		\$74,704	\$458,974	\$605,992	\$346,813		\$4,573,368	\$663,970	\$8,934,643
Norwood Apartments			\$1,983,477	\$1,185,069	\$17,710	\$767,628		\$597,700			\$1,422,673	\$209,564	\$6,183,820
P.E.I.F.		\$22,137	\$489,966	\$1,964,292			\$1,203,498	\$2,336,236	\$78,217	\$25,000,000	\$8,841,527	\$41,322	\$39,977,196
PEIF/BEC Link				\$29,516				\$73,790	\$91,500			\$8,855	\$203,661
Quad I Common Area		\$118,064	\$320,249	\$466,353		\$116,588	\$88,548	\$509,152	\$11,806		\$97,403	\$140,201	\$1,868,365
Quad II Common Area		\$110,685	\$1,964,292	\$522,434		\$110,685	\$4,517,429	\$644,925	\$66,411		\$1,840,325	\$147,580	\$9,924,765
Ripley Heating Plant		\$22,137		\$557,853			\$22,137				\$20,661		\$622,788
Services Building		\$97,403		\$1,241,707	\$35,419	\$177,096	\$760,038	\$842,683	\$61,984				\$3,216,329
Spalding Hall			\$103,306					\$14,520,412				\$295,160	\$14,918,878
Spooner Hall		\$38,371	\$447,168	\$947,465	\$23,613	\$974,029	\$2,978,168	\$1,800,478	\$22,137		\$2,516,242	\$376,329	\$10,123,999
Superior Dome		\$59,032	\$1,998,235	\$618,361			\$3,637,084	\$2,103,010	\$123,967		\$1,720,785	\$485,539	\$10,946,013
The Science Building				\$712,812			\$51,653	\$1,444,810	\$56,080		\$171,193		\$2,436,548
Thomas Fine Arts			\$103,306	\$328,152	\$4,427	\$10,331	\$289,257	\$664,111	\$98,879		\$1,450,713	\$948,586	\$3,795,762
Van Antwerp Hall		\$92,975	\$118,064			\$177,096	\$125,443	\$901,715			\$82,645	\$141,677	\$1,639,616
Weston Hall		\$51,653		\$619,837			\$681,312	\$1,085,434			\$152,008		\$2,590,243
Whitman Hall		\$73,790		\$1,348,883			\$122,653	\$383,708			\$57,556		\$1,986,590
Wilkinson			\$100,355	\$54,900	\$61,984		\$3,542	\$39,109			\$14,168		\$274,066
Woodland Park Apartments		\$78,217	\$658,207	\$76,742		\$512,440	\$948,289	\$664,111			\$206,612	\$686,248	\$3,230,867
Grand Total		\$1,973,147	\$23,883,598	\$21,200,218	\$4,921,868	\$8,122,308	\$35,003,691	\$50,021,086	\$1,607,148	\$25,000,000	\$41,618,881	\$9,496,047	\$222,847,992



Facility Assessment Summary (Continued)

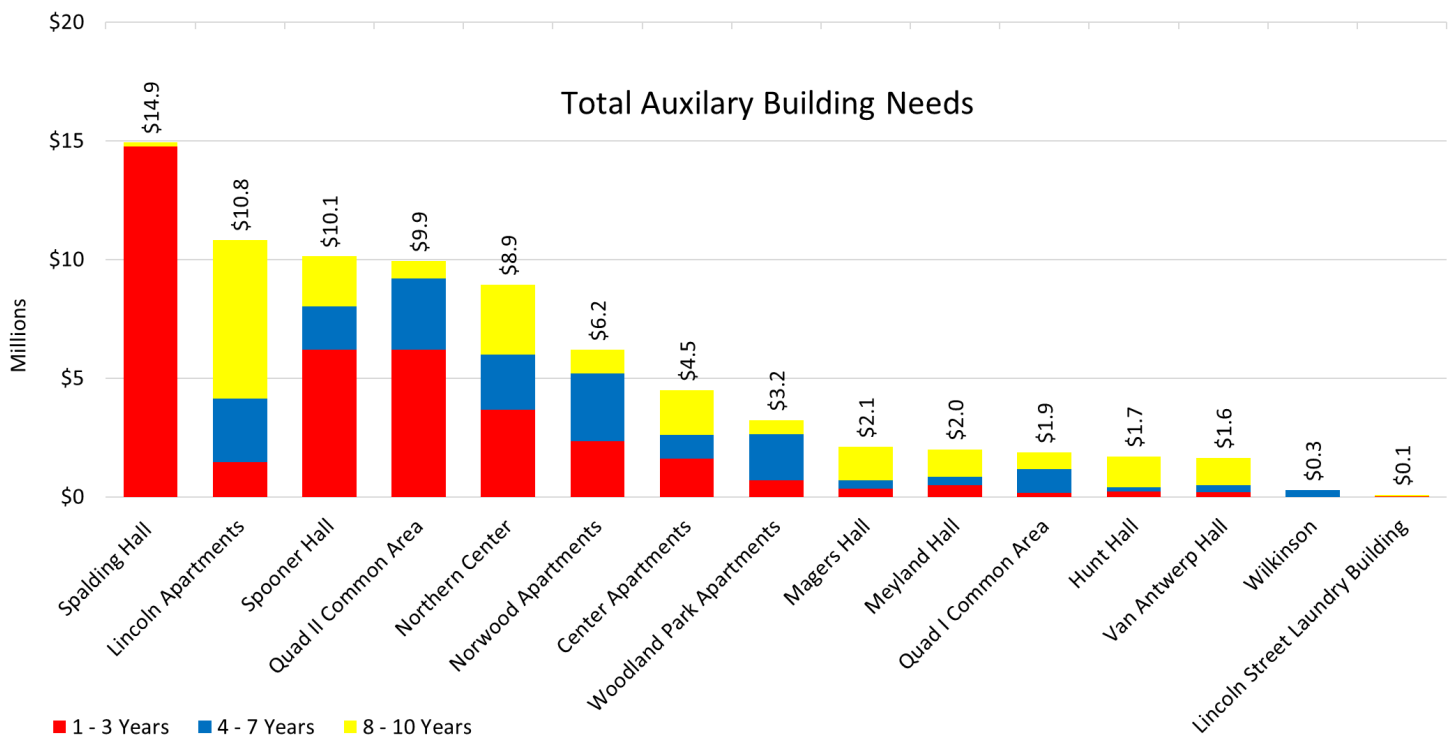
Stateside Building Needs Over 10 Years

Project List as of August 31, 2025



Auxiliary Building Needs Over 10 Years

Project List as of August 31, 2025

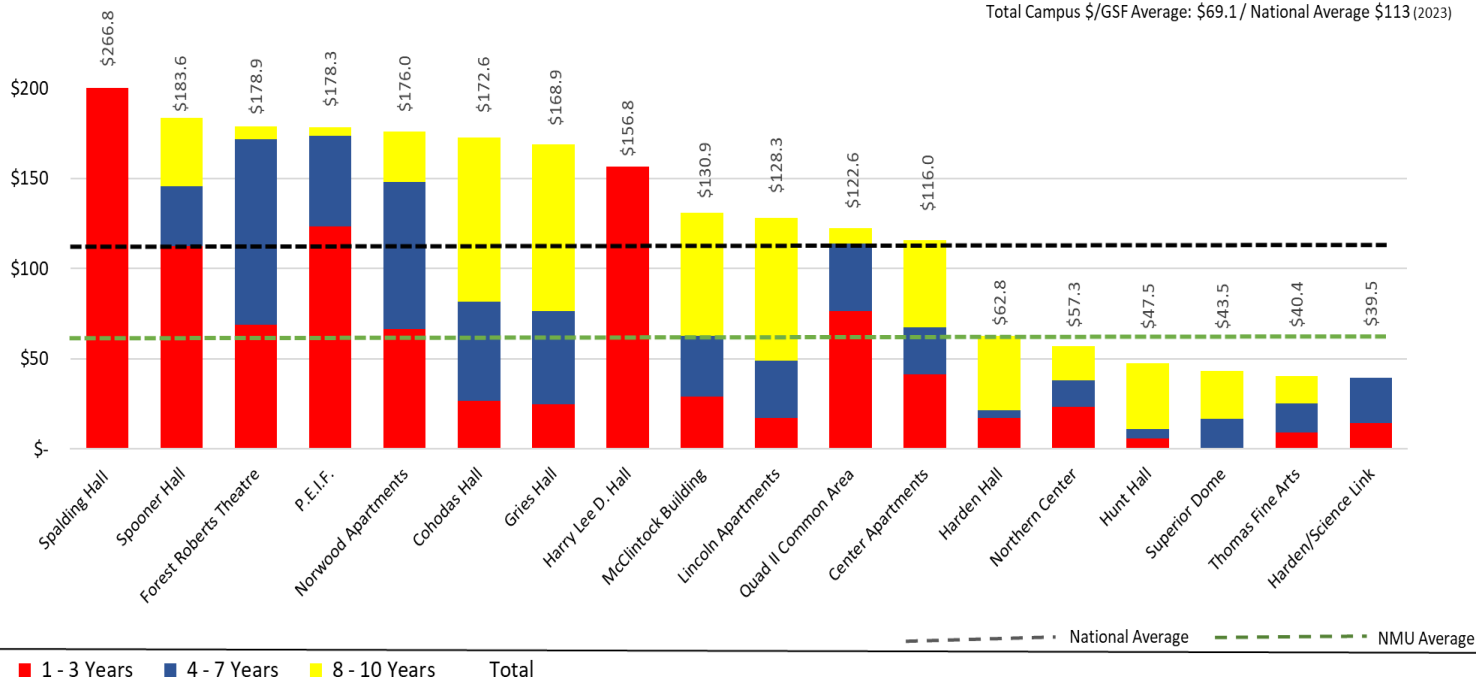




Facility Assessment Summary (Continued)

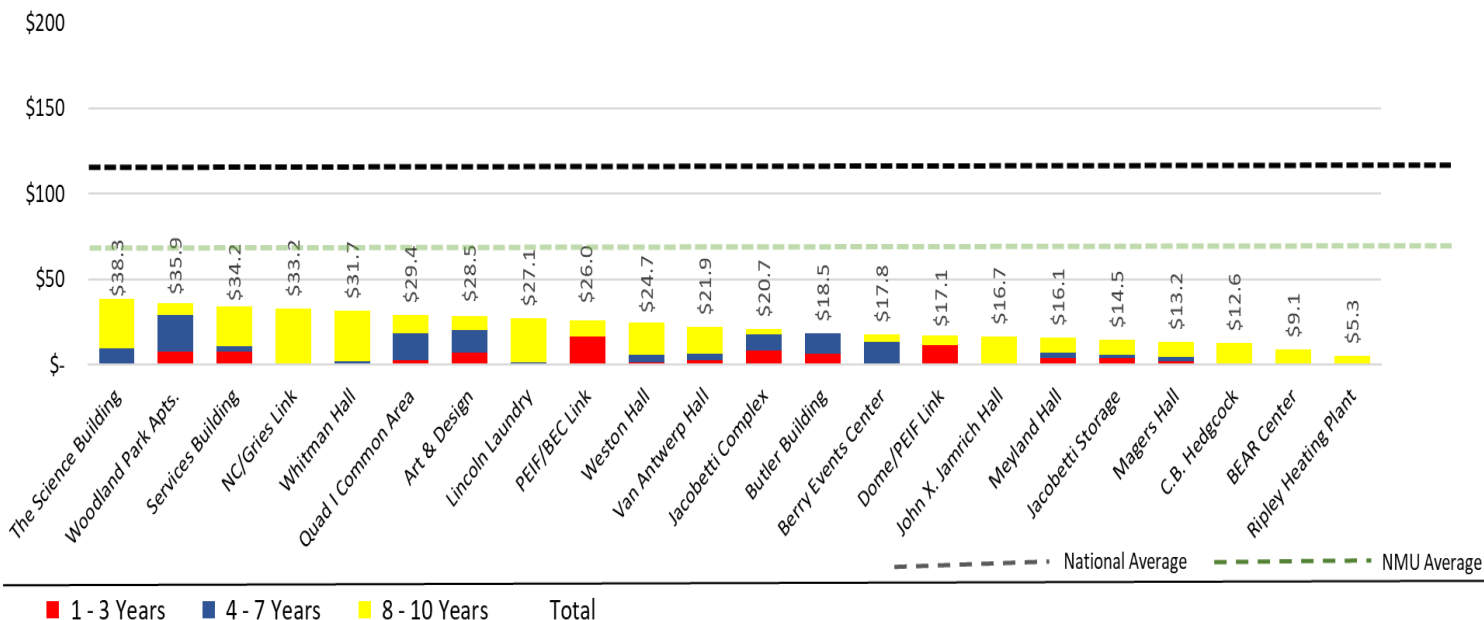
A Look at All Building Needs (\$/GSF)

Total Campus \$/GSF Average: \$69.1 / National Average \$113 (2023)



A Look at All Building Needs (\$/GSF)

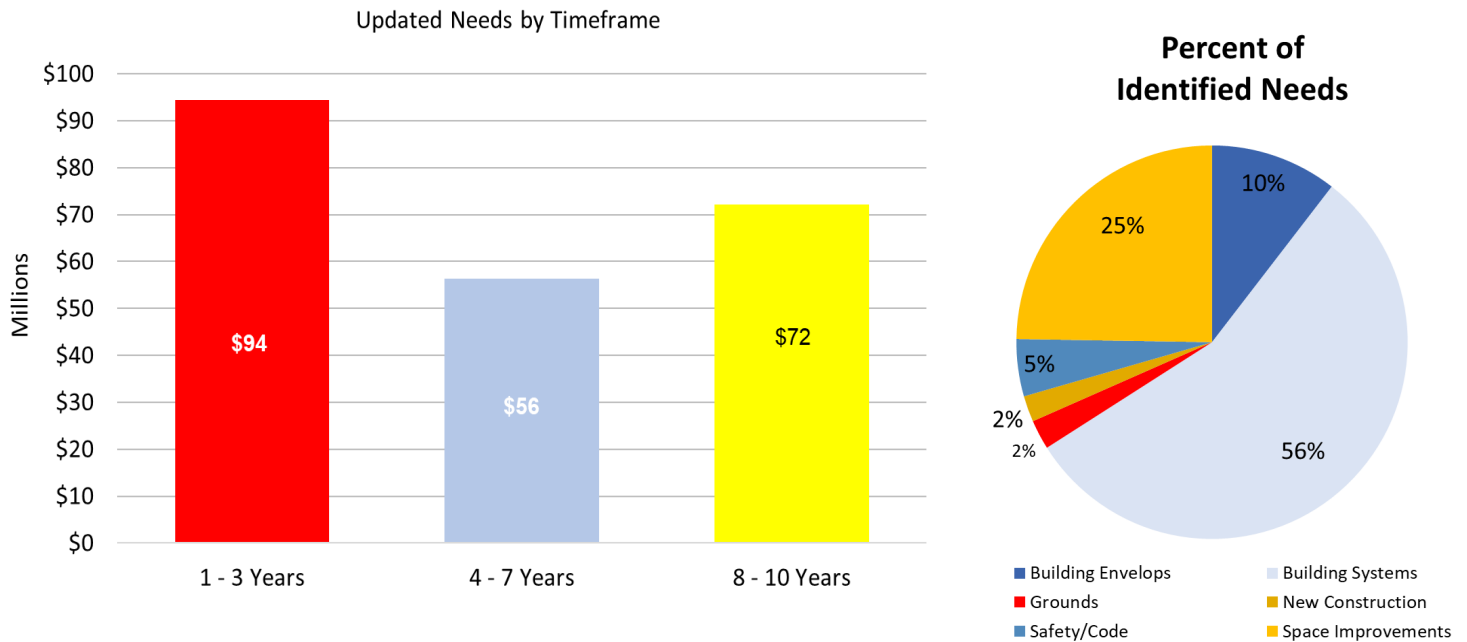
Total Campus \$/GSF Average: \$69.14 / National Average \$113 (2023)



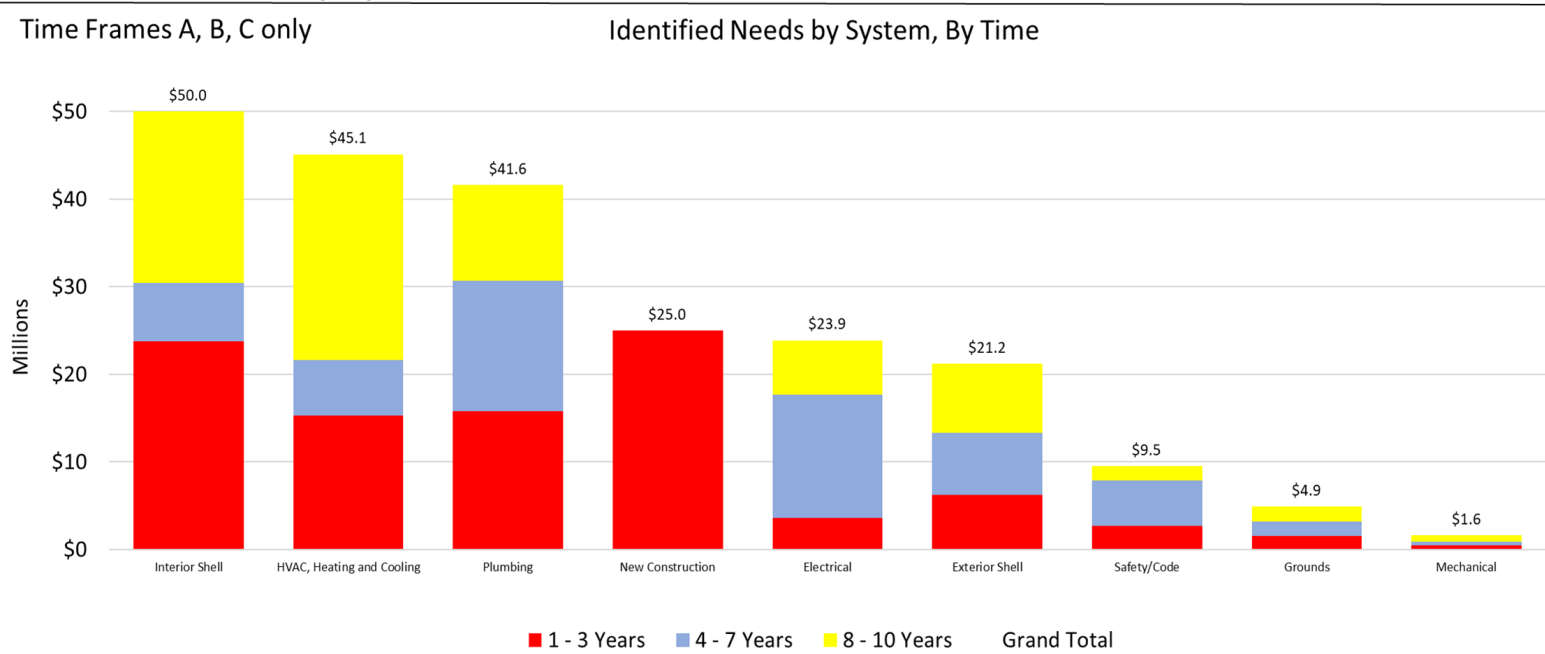


Facility Assessment Summary (Continued)

10 Year Needs Time Frame



Identified Needs By System





Facility Assessment

Long-Term Maintenance

Since September 2024, Northern has addressed long-term maintenance needs of \$6 million pertaining to state buildings, auxiliary buildings, utility infrastructure, security, and hardscape. Capital renewal projects address long term maintenance and space utilization. Examples of some of this past year's projects include, but are not limited to, the following:

Capital Renewal Projects* \$31.1 million (spent since 9/24 on design and construction):

- Career and Engineering Tech Facility
- Harden Hall Library Renovations
- Harden Hall Phase II – 1st Floor Renovation (design phase)
- Northern Enterprise Center (College of Business) (design phase)
- Weston Hall Science Research and Teaching Lab Addition
- Vandament Arena Renovations

Maintenance Projects:

- Academic Mall Chilled Water Loop
- Art & Design Chiller Replacement
- Athletic Projects
- Berry Events Center Infrastructure Upgrades
- Campus Interior Finishes (flooring, painting, doors, etc.)
- Cohodas Elevators Replacement
- Dining Venue Renovation
- Energy Management System Upgrades
- Exterior/ Interior LED Lighting Upgrades
- Harden Hall Exterior Stone Panel Replacement
- Harden Hall Primary Switchgear Replacement
- Housing Fire Alarm Replacement
- Housing Maintenance – Various
- Mechanical / Electrical / Plumbing Infrastructure Upgrades
- Meyland Hall Transformer Replacement
- Parking Lot & Sidewalk Repairs Across Campus
- PEIF Chiller Replacement
- Quad II Freight Elevator Replacement
- Security System Cameras
- Superior Dome Turf Replacement
- University Landscaping
- Utility Infrastructure Upgrades
- Weston Hall Phoenix Controls Upgrades
- Weston Hall Labs Supplemental Cooling
- Westside Apartment Renovations

**When buildings are renovated, long-term maintenance projects are incorporated whenever possible.*



Facility Assessment

Space Utilization Initiatives

NMU uses a number of policies and tools to optimize course scheduling and evaluate/improve classroom, laboratory and building utilization. These policies and tools include design guidelines for classroom and laboratories as well as a formal scheduling guidelines that all academic departments are required to follow. These guidelines are designed to ensure classroom and laboratory utilization is optimized throughout the day/week.

Space Report

In 2014, NMU established a classroom utilization target for all general use classrooms of 63%. In addition to the new utilization target, the University has worked to reduce and eliminate department controlled classrooms. With the completion of the Career Tech and Engineering Technology Facility capital outlay project, eleven department controlled classrooms were eliminated and replaced with seven general use classrooms.

Below is a summary of *General Use Classroom Utilization* by building for Fall 2025 (Mon./Fri., 10 a.m. - 3 p.m.).

Building	# of General Use Classrooms	Average Room Utilization %	Average Seat Utilization %
Gries Hall	1	49	69
Harden Hall	2	67	92
John X. Jamrich Hall	24	77	77
Jacobetti Complex	7	53	81
McClintock Building	7	83	69
Russell Thomas Fine Arts	6	86	79
The Woods	1	67	90
The Science Building	15	74	75
Weston Hall	2	57	81
Whitman Hall	2	60	66
Total	67	73%	77%

Utilization rates represent only credit classes formally scheduled by the Registrar's Office. It does not reflect events or activities scheduled by other departments or student organizations.

Space Distribution

In 2019, NMU completed a comprehensive Campus Master Plan Update. This included an evaluation of all existing space assignments and utilization. This evaluation was done for both academic and administrative functions with the intent of identifying both opportunities to improve space utilization and potential redistribution.



Assessment of Campus Utilities System

Water

NMU has approximately 78,000 linear feet of water lines on campus and tries to update aging water mains during new construction, as able. Seven City master water meters are installed around the university to simplify reading the university's usage. Sub-meters are installed on university buildings to monitor individual building use, verify the City's billing statements and help detect water loss. During summer 2012, 800 feet of new 10-inch water main was installed to serve both the Jamrich Hall Replacement Project and Harden Hall. During summer 2014, 335 feet of new water main was installed around the McClintock building to replace an old municipal main that ran under the building's foundation. During summer 2016, 1,900 feet of water main was replaced and relocated as part of NMU's new residence hall project. Also, approximately 2,000 feet of 3-inch water main has been abandoned with the demolition of 801/821 Center and the Summit Street Apartments. During summer 2020, 200 feet of water main was installed by directional boring to re-feed an abandoned fire hydrant at the 1600 Lincoln Street Apartment complex.

Steam

Campus buildings are supplied steam from the Ripley Heating Plant. The underground steam distribution system has approximately 14,000 feet of insulated steam and condensate lines. The majority of the lines are over 25 years old. The Ripley Plant has two 70,000 lbs/hr gas boilers installed in 2006 and a combined heat and power plant (CHP) constructed in 2013. The CHP plant has a 42,000 lb/hr wood fired boiler along with a 750 kW steam turbine generator. The generator can meet about 17% of the campus electrical load. A gas burner was added to the CHP boiler in summer 2018 to increase fuel options. In summer 2019, 230 feet of 4" underground condensate line was replaced in Lot 22. In summer 2020, improvements were made to the steam and condensate piping and its support system in the tunnel to the Jacobetti Complex. Four expansion joints were removed and two new ones were installed centrally in this piping run. In 2022, approximately 150' of steam and condensate line was removed between the Northern Center and West Hall. The condensate line between the PEIF and Superior Dome was replaced during the summer 2025.





Assessment of Campus Utilities System

Electric

The majority of campus is supplied power from the Marquette Board of Light and Power through distribution in the Ripley Heating Plant. Over 61,000 feet of high voltage cable distributes power underground from the plant to campus buildings. The majority of the underground feeders are nearly 20 years old. The main electrical distribution in the Ripley Plant was installed in 2006. In 2019, the 1960-vintage 15kV switchgear and transformers in the Northern Center were replaced. This summer, the southeast underground electrical loop was modified with the demolition of West Hall. The existing 15 kV loop switches were salvaged and placed into storage along with the building transformer.

With over 600 exterior light poles on campus, a phased approach to replacing the metal halide light fixtures with new LED fixtures has begun. Four hundred fifty (450) fixtures have been replaced to date.

Gas

All gas mains on campus are owned by the SEMCO gas company. NMU is responsible for all laterals. There is a approximately 49,000 linear feet of gas line on campus. In 2017, a new primary service was installed to serve The Woods residence hall complex. The new service feeds five high-efficiency boilers providing both heating and domestic hot water. In 2022, a new gas line was installed by SEMCO to the yurt and northeast corner of the PEIF as part of the emergency generator replacement project.

Phone

The existing Avaya G450's were installed in 2017. The systems are AC power and connected to emergency generators for continued operation during emergency situations. The core of the phone system, basically the central processing point of the phone switch, was upgraded in 2019. The 2017 and 2019 upgrades virtualized all servers within the phone system. Instead of physical servers, all components of the phone system run on VMWARE systems and current maintenance costs are becoming exorbitant and will likely be moved to an equal but more affordable system. Both the core and cabinet components of the phone system are in good condition but are aging and other options are currently being researched for the best path forward.

Existing campus phone lines (19,629 feet) were installed in 1985 by ATT Technologies. These lines are aging and many have been dug up and damaged. The replacement of these cables is being done on a consistent basis through ongoing renovation and construction projects, as renovation and construction allows. The buried lines are fiber optic and 24-gauge copper twisted pair. The existing fiber optic ring provides a redundant path between the main server rooms on campus.



Assessment of Campus Utilities System

Storm

On campus, there is approximately 55,300 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 and ground infiltration.

In 2008, as part of the Hunt Hall renovation project, as with the 2007 Van Antwerp Project, the university reduced the amount of the rain water run-off entering the city storm water system by adding hipped roofs to the facility and shedding rain water onto a grassed, landscaped area. This reduced the water entering the city storm system by approximately 400,000 gallons annually. During summer 2016, 4,900 lineal feet of storm sewer was relocated and replaced as part of NMU's new residence hall project.

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 summer of 2015, approximately 210 feet of original sanitary sewer piping was replaced serving the Forest Roberts Theatre.

Roadways (3.6 miles)

Improvements:

During summer 2015, approximately 3,200 feet of roadway around the Jacobetti Complex was reconstructed. This reconstruction was funded, in part, by the Michigan Institutional Roadway (MIR) program administered through the Michigan Department of Transportation. During fall 2015, a new 200-foot access drive was constructed to the Sports and Recreation Complex to improve vehicle ingress and egress to the site. During summer 2017, 1,300 feet of on-campus roads were reconstructed at the Sports and Athletics Campus and in the Academic Core of campus. During the summer 2025, two secondary dirt roads (Norwood and Neidhart) were permanently closed to through traffic.

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.



Assessment of Campus Infrastructure

Roadways (3.6 miles)

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Areas Requiring Maintenance:

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. At least one-half of all campus roadways will need to be repaired and resurfaced within the next 10 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. In 2011, the university maintenance staff evaluated all campus roadways using the State of Michigan Phaser system to prioritize all roadway repairs. Based on this survey, a long-term repair schedule with cost estimates has been developed for roadway rehabilitation.

Parking (6,769 spaces total)

Improvements:

Current parking lot conditions vary on campus and construction type ranges from paved parking with curb and gutter to unimproved gravel lots. Because of the northern climate, significant amounts of snowfall occur on campus each year. The campus hardscape structures endure more severe exposure and subsequent deterioration and damage as a result of the operation of snow-clearing equipment. To prioritize maintenance, university staff evaluates all campus parking lots annually to prioritize complete reconstruction and routine maintenance. Annual reconstruction projects are noted below:

2018 – Lots 6, 10, 11 and 14 (Resident Lots)

2019 – Lot 8 (General Use)

2020 – Lot 4 and 5 (Resident Lots)

2022 – North Half of Lot 16 (Resident Lot)

2023 – South Half of Lot 16 (Resident Lot)

2024 – Lot 21 (General Use) Expanded to West (60 additional spaces)



Assessment of Campus Infrastructure

Sidewalk

There are approximately 14 miles of sidewalk on campus. All new sidewalks are reinforced concrete, and designed 10 feet wide to accommodate service vehicles and snow removal traffic. There are still a number of walks that do not meet the existing campus standard or are badly deteriorated and in need of replacement. Some 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.

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 Lee Hall east to Waldo Street for accessing the Berry Events Center/Physical Education Instructional Facility/Superior Dome area is planned for replacement with concrete.

In 2018, approximately 2,700 square feet of sidewalk was replaced at The Woods and Northern Lights Dining. In 2019, approximately 7,000 square feet of new or replacement sidewalk was installed as part of the Northern Center renovation project. In summer 2024, the existing sidewalk leading up to Harden Hall from Tracy Avenue was reconstructed to be accessible with handicap parking spaces added in Lot 10 while Harden Hall was being renovated and Lot 28 was being used as a contractor lay down area.

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.



Assessment of Campus Infrastructure

Network

Over the next five years, we will continue to upgrade network capacity, increase core routing capacity, upgrade core switching infrastructure, and add and upgrade wireless access as necessary. Each individual building now has either 802.11ax (also known as WiFi6), WiFi6e, with just a few still having 802.11ac/ac wav2. With the continued development of WiFi6e and WiFi7 standards, as well as increased available frequency in both WiFi6e and WiFi7 standards, we will continue to upgrade buildings with advanced WiFi to improve speed and capacity.

The network core major routing points are all connected at 100 gbps with buildings connected at 10gbps, 40gbps, or 100gbps. The University is now connected to its Internet provider at 100gbps, which is an increase of 80gbp over the 20gbps connection in 2021. The backup connection to the Internet still sits at 10gbps and is slated upon Merit's completion of upgrades to its M-35 fiber plant and equipment in Cohodas Hall. Expected time for this is fall 2025 or early 2026.

All four major routers have been replaced over the last five years. Upgraded supervisor engines will be procured for at least two of these SUP1 routers in the next year.

The primary wireless controllers for both Resnet and Main campus were upgraded to a C9800-40 unit during the summer of 2021 and summer of 2022, allowing for more wireless capacity and newer access points in those areas. The controllers were upgraded to HA, or high availability, in the summer of 2023 for more resilience.

In December 2021, the primary campus firewall was upgraded from a Palo Alto 5250 to a Palo Alto 5450. This increases firewall capacity from 22gbps to 100gbps. The introduction of the Palo Alto PA series has greatly improved our internet border security, placing almost all of campus behind the protection of this unit. Beyond firewall protection, the PA-5450 allows for mitigation of external attacks and rogue client detection. The older PA-5250 are being re-used in a HA setup to create several internal firewall segments. This aligns with our security policy of zero trust. This PA-5250 setup will also allow us to retire the older and smaller Cisco ASA5515, 5525, 5545, and 5555 firewall units. A backup PA-5450 was added to Cohodas in Q2 2022 to add redundancy. This unit exists at the backup Merit 20gbps connection. A third unit was added solely for the new EAN core and will replace and augment the functions of the NMUCLC/EAN 6807 router.



Assessment of Campus Infrastructure

Network *(continued)*

In addition to the campus network, NMU LTE broadband wireless covers the City of Marquette, and surrounding cities where many faculty, staff, and students live. LTE network coverage has been expanded across the Upper Peninsula with most of 73 new sites completed to meet the needs of the entire educational community. Any university, community college, or K-12 student that lives in the Upper Peninsula and resides in an area covered by NMU LTE network can purchase service to access the educational services provided by their educational institution. A complete upgrade to the core was completed in early 2023. Much of the RAN will also be upgraded per the Rip and Replace requirements of Huawei equipment by the FCC and Federal Government. This RAN upgrade is currently in progress as of Fall 2025.

Technology Infrastructure

The original multimode fiber between buildings, while still installed, is used very seldom for fire control and network, but its use and future is limited. No further upgrades will include multimode fiber, and in some cases, it will be removed if the pathway is needed to enhance the single mode fiber pathways. Continued fiber plant infrastructure upgrade has increased the amount of single mode fiber available to each building to between 12 and 48 strands, although some legacy buildings still have only four strands of single mode. Each individual building is wired internally with Category 5, 5e, 6, or 6a cable, depending on when the cable was installed.

For all new construction, remodeling, or networking redesign, data, fiber, wiring cable, and wireless access points will be installed as follows: Buildings will be connected with an increased number of strands of single-mode fiber to facilitate 10, 40 and 100 Gigabit Ethernet (no less than 12 strands and up to 48 strands) data wiring cable will be Cat 6a or better quality, and wireless access points will be WiFi6.

The wiring infrastructure, both copper and fiber, is in good condition with a few noted exceptions.

- The landscaping phase of Northern Center construction caused major damage to both the NMU copper tie from Cohodas Hall to Harden, Lee, Spooner Halls and Art & Design. It should be noted that due to this damage and because of the age of the building, should any renovation be done to Lee Hall or Spooner Hall, both new copper phone lines and fiber optic cabling will be necessary.
- The copper line serving the apartments west of Lincoln Avenue has been damaged and spliced nearly a dozen times over the last 20 years by various construction projects. Fiber has been installed along with Category 6 wire to each apartment to serve their network and phone needs. The category 6 wires are surface mounted to siding and roofing where it is not only exposed to the elements, but may be affected as improvements are made to the building's exteriors.



Assessment of Campus Infrastructure

Technology Infrastructure *(continued)*

- With the demolition of the Summit apartments, the wire has been abandoned in place from the first pedestal on the east side of Tracy Avenue. Any construction in this area will also require installation of new copper and fiber.
- The copper and fiber provided to Temaki & SHINE were abandoned and new fiber will be installed to the new campus apartment buildings.
- In order for Forest Roberts Theatre to move forward with IP based audio visual services the space will need some significant wiring upgrades and additions and its own IT equipment room. Plans are being drawn up by the Theatre department for IT and Facilities to review as the first step for upgrading the space. Some temporary fiber has been installed to facilitate broadcasts in the interim.
- Spalding and Gries Halls will need fiber and copper upgrades in the next two years in order to continue to have functional IT.
- Services Building former Bear Center Wing exceeds distance limitations from current IT rooms. A new IT room will be needed in any future renovation and depending on the needs of any future tenant.
- New single mode fiber has been installed to the new Bear Center and WellBeing Center.
- As options are explored for IP phone system solutions, some buildings with less than Category 6 wiring may need to be upgraded including Cohodas Hall, McClintock Building, parts of Thomas Fine Arts and all older residence halls. Softphone client systems are being researched to eliminate the need for additional wire. In January 2025, a small network closet was constructed and wire was updated for the Second Floor PEIF office suites to address critical networking needs; wire in many areas of this building remains in need of upgrading.



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
2026	\$ 5,930,000	\$ 7,276,394	\$ 13,206,394
2027	5,715,000	7,448,703	13,163,703
2028	5,965,000	7,168,691	13,133,691
2029	6,300,000	6,874,048	13,174,048
2030	6,610,000	6,562,413	13,172,413
Total Five Years	30,520,000	35,330,249	65,850,249
Thereafter			
2031-2035	26,930,000	28,549,149	55,479,149
2036-2040	21,030,000	22,887,951	43,917,951
2041-2045	25,650,000	17,797,365	43,447,365
2046-2050	24,995,000	11,569,539	36,564,539
2051-2055	27,280,000	4,763,000	32,043,000
Deferred re-offering premium	13,466,326		
Total	\$ 169,871,326		

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

Fine and Practical Arts Project – Art and Design and Russell Thomas Fine Arts

100% Obligated Expires 35 years from November 1, 2005, unless earlier terminated

Student Services Building Project

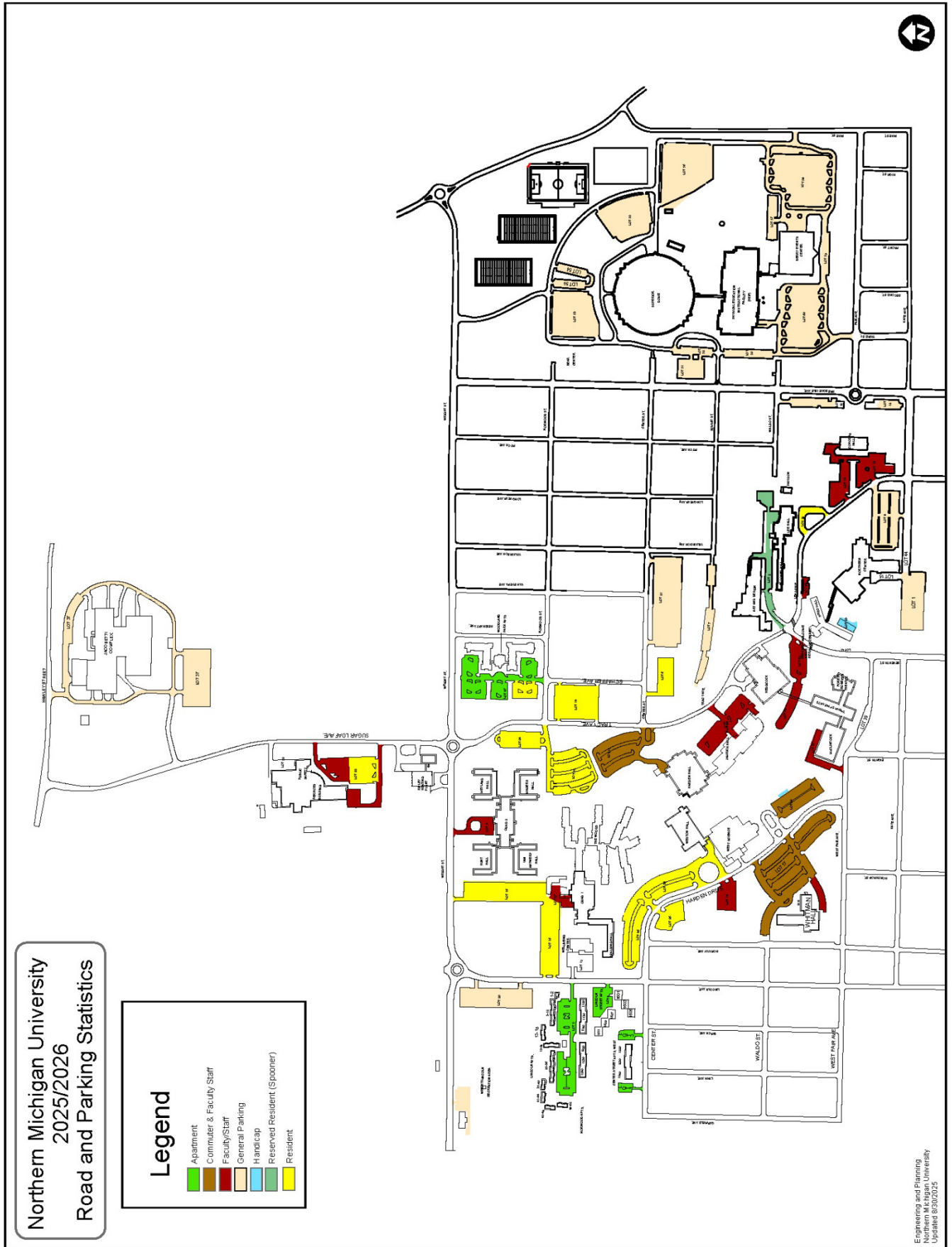
100% Obligated Expires 35 years from November 1, 2005, unless earlier terminated

John X. Jamrich Hall

100% Obligated Expires 35 years August 31, 2015, unless earlier terminated

Career Tech and Engineering Technology Facility

100% Obligated Expires 35 years from July 1, 2024, unless earlier terminated





NORTHERN MICHIGAN UNIVERSITY

ASSESSMENT OF UNIVERSITY LAND

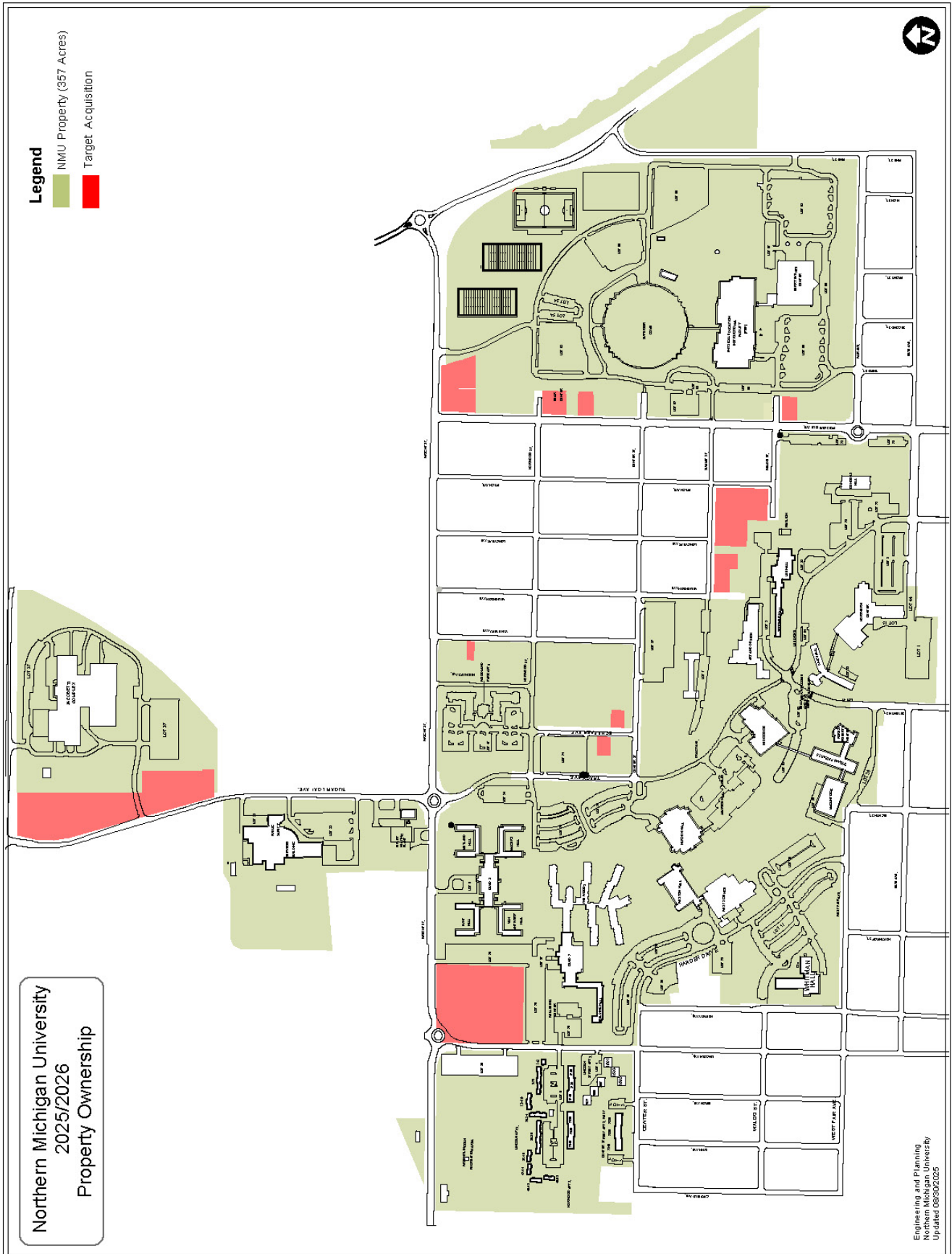


University Land

The University owns 868 acres comprised of 357 acres on the main campus, 160 acres known as the Longyear Forest in Marquette Township, 206 acres near Mount Marquette in south Marquette, 142 acres in Chocolay Township known as the English property and three acres of FROST property.

The accompanying map illustrates the property owned (main campus) 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.







Section V

Facilities Implementation Plan



Introduction

The foundation of any facilities implementation plan is a well developed, comprehensive Master Plan. In 2019, the university completed a comprehensive update of their existing Campus Master Plan. The 2019 Campus Master Plan represents a new vision that aligns the university's academic mission, strategic plan, and physical planning goals into a single document which will help guide the future development of the campus. The Campus Master Plan builds upon many of the bold initiatives of the university's Strategic Plan, creating a new vision that is achievable yet flexible to accommodate future challenges. The master plan provides a 10-15 year framework for campus facilities and infrastructure that includes recommendations for building opportunities and additions, building demolition candidates, pedestrian and open space enhancements, roadway realignments, and new or reconfigured parking facilities. Master Plan projects will be pursued dependent upon available funding from a combination of donors, state funding, and university resources.

Other criteria that determines the capital project priority ranking are the condition of building and grounds operational systems; the appearance of the physical plant as it affects recruitment; compliance with safety, building, and accessibility codes; opportunities for energy savings and carbon footprint reduction; comfort of building occupants; and opportunities provided through donors, government funding, grants, and joint ventures with other nonprofits or private sector entities.





Fiscal Year 2027 Capital Outlay Project Priority

Northern Enterprise Center (College of Business)

Planning Authorization Granted in SOM Public Act 321 of 2023

Project Budget: \$22,980,000

The Northern Enterprise Center (College of Business Building Addition) project at Northern Michigan University (NMU) is an exciting facility initiative designed to create a thriving hub for the business, cyber security, and entrepreneurship programs. With a budget of \$22.98 million, this project represents NMU's top priority, as it aims to catalyze the College of Business' continued growth and provide students with a collaborative, high-tech learning environment that aligns with Michigan's Hot 50 Jobs.

The project has been driven by the impressive growth of the College of Business, which is now NMU's largest program by major and one of its fastest-growing, having grown by 8.3% over the past two years. By relocating the College of Business to the central academic mall, the project will foster continued program growth by helping meet the space needs for the College's new and high-demand programs including cyber security, sustainable businesses and enterprise creation, financial management, and human resource management which grew by 57% from 2021 to 2022 and another 46% from 2022 to 2023. It will also assist in creating greater interdisciplinary collaboration and provide the tools to ensure student success. The project also enhances retention efforts by bringing faculty offices closer to students for access outside the classroom and integrates the College in the same facility as NMU's student advisers and first-generation student services.

The facility will provide a new, high-tech learning environment for students to master skills in programs such as cyber security and business analytics as well as develop the soft skills critical to future success - effective communication, ability to analyze complex problems, make sound/ethical decisions, and work as a team. Additionally, the project aims to cater to non-traditional and first-generation college students, contributing to a more prosperous and vibrant community in line with NMU's mission as a catalyst for regional economic development.

Project Goals

- Create a new 39,060-square-foot (21,500 new-square-feet), state-of-the-art teaching, business-creation, and innovation center, including active and distance learning classrooms, content creation space, and a cyber security laboratory.
- Repurpose 17,560 underutilized square feet of space in the C.B. Hedgcock Building, providing more efficient building use and, by utilizing newly adopted design standards, creating 33% more efficient spaces than traditional design practices.



Fiscal Year 2027 Capital Outlay Project Priority

Northern Enterprise Center (College of Business)

Project Goals *(continued)*:

- Centralizes two remotely located academic programs to NMU's academic mall, which is a goal of the university's Campus Master Plan enhancing student learning and collaboration with faculty, their peers, and community business leaders.
- Enhances retention efforts by bringing faculty offices closer to students in the center of campus for greater student access outside the classroom and integrates them in in the same facility as NMU's student advisers and first-generation student services.
- Increase opportunities for multidisciplinary collaboration and strengthening programs and student learning.
- Meet facility demand for high-growth programs – combined growth in the past year of 57% in Cyber Security, Financial Management, Human Resources Management, and Sustainable Businesses and Enterprise Creation.
- Enhance collaboration between faculty, students, and the entrepreneur community, and stimulate research in business administration, entrepreneurship, and marketing.
- Complete a 2008 campus initiative to eliminate over 225,000 gross square feet of underutilized/unadaptable building space resulting in an annual operating savings of \$1.27 million.
- Stimulate the local construction workforce and employ between 100 and 140 trade workers over a 24-month period.
- Locate the Northern Enterprise Center to create an identifiable, branded front door for visitors to campus as well as the gateway to NMU's Academic Core.



Summary

Fiscal Year 2027 Capital Outlay Project Priority

<i>Project</i>	<i>Total Project Cost (in thousands)</i>
Northern Enterprise Center (College of Business) <i>(Planning Authorization Granted in SOM Public Act 321 of 2023)</i>	\$22,980



FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

<i>Institution Name:</i>	Northern Michigan University		
<i>Project Title:</i>	<i>Northern Enterprise Center (College of Business) (Planning Authorization Granted in SOM Public Act 321 of 2023)</i>		
<i>Project Focus:</i>	<input checked="" type="checkbox"/> Academic	<input type="checkbox"/> Research	<input checked="" type="checkbox"/> Administrative/Support
<i>Type of Project:</i>	<input checked="" type="checkbox"/> Renovation	<input checked="" type="checkbox"/> Addition	<input type="checkbox"/> New Construction
<i>Program Focus of Occupants:</i>	<i>General Classrooms, Laboratories and Academic Office Space</i>		
<i>Approximate Square Footage:</i>	39,060		
<i>Total Estimated Cost:</i>	\$22,980,000		
<i>Estimated Duration of Project:</i>	24 Months		
<i>Is the Five-Year Plan posted on the institution's public internet site?</i>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	
<i>Is the requested project included in the Five-Year Capital Outlay Plan?</i>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	
<i>Is the requested project focused on a single, stand-alone facility?</i>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	

Describe the project purpose:

The Northern Enterprise Center (College of Business Building Addition) project at Northern Michigan University (NMU) is an exciting facility initiative designed to create a thriving hub for the business, cyber security, and entrepreneurship programs. With a budget of \$22.98 million, this project represents NMU's top priority, as it aims to catalyze the College of Business' continued growth and provide students with a collaborative, high-tech learning environment that aligns with Michigan's Hot 50 Jobs.

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FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

Northern Enterprise Center (College of Business) *continued*

Instructional Impact

The facility will provide a new, high-tech learning environment for students to master skills in programs such as cyber security and business analytics as well as develop the soft skills critical to future success - effective communication, ability to analyze complex problems, make sound/ethical decisions, and work as a team. Additionally, the project aims to cater to non-traditional and first-generation college students, contributing to a more prosperous and vibrant community in line with NMU's mission as a catalyst for regional economic development.

Campus Planning Impact

The Northern Enterprise Center (College of Business Building Addition) project achieves two goals in the NMU's Campus Master Plan – relocating all remaining academics to the core of campus and minimizing new construction and demolishing underutilized facilities, greatly reducing the campus' overall square footage.

Regional Impact

The Northern Enterprise Center (College of Business Building Addition) project will strengthen connections with rural and regional communities and businesses, making it a launch-pad for new ventures. It will serve as a primary resource for businesses, entrepreneurs, and townships throughout the Upper Peninsula for education, internships, training, and business planning. More than 25% of College of Business students have internships with businesses, local governments, and associations in the Upper Peninsula. Providing space that is easily accessible and promotes greater collaboration between education, businesses, and economic development agencies is critical for building the region's future workforce.

Project Goals

- Create a new 39,060 square-foot state-of-the-art teaching, business-creation, and innovation center to include active and distance learning classrooms, content creation space, and a cyber security laboratory.
- Relocate the Department of Military Science to adapted 4,000 square foot space within the existing complex.
- Meet facility demand for high-growth programs – combined growth in the past year of 46% in Cyber Security, Financial Management, Human Resources Management, and Sustainable Businesses and Enterprise Creation.



FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

Northern Enterprise Center (College of Business) *continued*

- Enhance retention efforts by bringing faculty offices closer to students in the center of campus for greater student access outside the classroom and integrates them in in the same facility as NMU's student advisers and first-generation student services.
- Enhance collaboration between faculty, students, and the entrepreneur community, and stimulate research in business administration, entrepreneurship, and marketing.
- Increase opportunities for multidisciplinary collaboration and strengthening programs and student learning.
- Centralizes two remotely located academic programs to NMU's academic mall, which is a goal of the university's Campus Master Plan enhancing student learning and collaboration with faculty, their peers, and community business leaders.
- Repurpose **17,560** underutilized square feet of space in the C.B. Hedgcock Building, providing more efficient building use and, by utilizing newly adopted design standards, creating 33% more efficient spaces than traditional design practices.
- Help facilitate a 2008 campus initiative to eliminate over 225,000 gross square feet of underutilized/unadaptable building space resulting in an annual operating savings of \$1.27 million and supporting NMU's goal of reducing carbon emissions by 25% by 2030 and achieving carbon neutrality by 2050.
- Locate the Northern Enterprise Center to create an identifiable, branded front door for visitors to campus as well as the gateway to NMU's Academic Core.



FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

Northern Enterprise Center (College of Business) *continued*

Describe the scope of the project:

The Northern Enterprise Center will create a new 39,060 square foot (sf) center (21,500 sf building addition and 17,560 sf adapted space) with state-of-the-art teaching, business-creation, and innovation space to include:

- New high-flex/high-tech classrooms.
- New Cyber Security and Content Creation Labs to develop resume and social media content, record presentation content, and interview room for both on-site and remote interviews.
- High-tech conference rooms for engaging business partners, community leaders, and economic development organizations.
- Dedicated informal learning spaces/student collaboration rooms; flexible spaces for face-to-face meetings between students or for student/faculty/business collaboration.
- Pre-function and presentation space for events, seminars, and guest speakers.
- Centralizes academic programs in the academic mall and facilitates NMU's Campus Master Plan initiative to reduce facilities gross square feet (GSF) by 225,000 GSF, reducing the university's carbon footprint and producing \$1.27 million annual operational savings.





FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

Northern Enterprise Center (College of Business) *continued*

1. How does the project support Michigan's talent enhancement, job creation, and economic growth initiatives on a local, regional and/or statewide basis?

The project will support, enhance, and catalyze the College of Business' continued growth by providing students with a collaborative, high-tech learning environment that aligns with Michigan's Hot 50 Jobs. Since 2021, the College of Business has increased first major enrollment by 8.3% with a total of 741 majors. This project will help sustain this growth as well as meet the facility demand for the College's high-growth programs including a 35% increase in Cyber Security/Defense, a 58% increase in Sustainable Business/Enterprise Creation and a 67% increase in Human Resources Management.

It will improve the instruction tools to train many of the students that remain in the region after graduation. The College has placed over 175 interns regionally supporting both businesses and student learning; many receive offers for full-time employment and stay in the area upon graduation. Upon graduation nearly 90% of program graduates move onto full-time employment earning between \$42,000 and \$72,000, wages comparable to Michigan's median income level, in rural environments according to alumni surveys. The realization of a new Northern Enterprise Center, through this capital outlay request, will enable NMU to expand these opportunities, increase economic growth and, most importantly, significantly enhance the learning and growth opportunities for our students – the future business leaders for our region and State of Michigan.

This bold, multi-faceted approach will make the Northern Enterprise Center an epicenter of forward-looking education and entrepreneurship. By powering both academic excellence and business development, and by promoting perpetual innovation, the NEC will become the driving force behind a sustained economic renaissance for the Upper Peninsula and surrounding areas. Specific opportunities created by this new facility that serve regional economic growth include:

- Serving as a functioning “collaboratory” that brings together intellectual capital and educational programming into a state-of-the-art center. Within this dynamic setting, students and faculty will learn, research, and interact directly with business owners, investors, developers, entrepreneurs, and economic development organizations to foster innovation, test boundary-breaking ideas, and launch new ventures.
- Facilitating success for existing and future businesses by serving as a central location for entrepreneurial education, training, activities, business development, capital investment, and technology transfer in the central U.P.



FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

Northern Enterprise Center (College of Business) *continued*

- Giving students increased access to on-campus internships, mentorships, consulting projects, part-time jobs, and active learning experiences that reinforce classroom instruction and prepare them to excel in their future business-related careers.
- Providing faculty and student with the facilities and advanced technology (Hyflex) to enhance the distance/online learning so vital for connecting constituents across the entire Upper Peninsula, including the most rural areas.
- Supporting entrepreneurs, start-ups, and established businesses and agencies with an array of essential educational and training resources and services—from financing to coaching, and from business launch boot camps to market assessments.
- Better serving a large number non-traditional, first generation college students, who are place bound by virtue of family or economics and, by placing these graduates in their local area, helps strengthen the regional economy.
- Serving as THE place for innovative exchanges, knowledge sharing, and development of effective and strategic business practices. This will begin with the launch of the Information Assurance/Cyber Defense Center of Academic Excellence (CAE). As the only CAE in Michigan north of Grand Rapids, the Center will provide academic training and experiential learning focused on strengthening information security, assessing organizational risk, and mitigating informational breeches.

In addition, this project will provide economic benefit to Marquette and the surrounding counties s for approximately two years and is estimated to employ a total of 100 to 140 trades workers and result in over 51,000 labor hours for local trades workers.



FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

2. How does the project enhance the core academic, development of critical skill degrees, and/or research mission of the institution?

The College of Business is housed in a building that was constructed in 1975 and utilizes instructional labs that have had little update since being built in 1969. Because of the age of these existing facilities, the classrooms and labs lack many of the amenities of modern instructional spaces. The new facility will correct these shortcomings and enhance the core academic mission by providing a new, high-tech learning environment for NMU's students to master skills in programs such as cyber security and business analytics as well as develop the soft skills critical to future success - effective communication, ability to analyze complex problems, make sound/ethical decisions, and work as a team. The project will create an environment that maximizes interaction with businesses and industry, keeps students up to date with the latest trends and practices, and promotes innovation and entrepreneurship, ultimately benefiting the regional economy.

New spaces having a direct impact on student learning and high tech/high demand programs include:

- New high-flex classrooms enabling faculty to delivery instruction both in person and remote simultaneously enabling NMU to expand our instructional reach.
- New state-of-the-art Cyber Security and Content Creation Labs providing proper instruction spaces and tools for student learning.
- High-tech conference rooms for engaging with business partners, community leaders, and economic development organizations.
- Dedicated informal learning spaces/student collaboration rooms providing the opportunity for face-to-face meetings between students or for student/faculty/business collaboration.
- Pre-function and presentation space for events, seminars, and guest speakers enabling guest speakers, symposiums of student lead presentations.

Not only does this project support the continued growth of NMU's fastest-growing academic programs, it enhances retention efforts, achieves a final piece of the university's campus master plan goal of centralizing all remaining academic programs to the core of campus, and enables the demolition of an outdated residence hall that was adapted for academic department offices.



FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

Northern Enterprise Center (College of Business) *continued*

3. How does the project support investment in or adaptive re-purposing of existing facilities and infrastructure?

This project will repurpose 17,560 underutilized square feet located in the C.B. Hedgcock Building for College of Business and Department of Military Science. This repurposed space will be designed using NMU's newly adopted space standards, creating 33% more efficient spaces than areas currently occupied by both programs. By adapting existing space for these two programs, NMU will vacate and demolish a 58,000 square feet residence hall that was built in 1961 and adapted in the mid 1990s for academic and instructional use.

4. Does the project address or mitigate any current health/safety deficiencies relative to existing facilities? If yes, please explain.

Some of the spaces currently occupied by the programs being relocated with this project are housed in buildings with antiquated HVAC system and do not meet current mechanical or ASHRAE (American Society of Heating, Refrigerating and Air-Conditioning Engineer) standards. The new center will provide a teaching and learning environment for faculty, students and area business community members that will meet and/or exceed current health and safety codes.

5. How does the institution measure utilization of its existing facilities, and how does it compare relative to established benchmarks for educational facilities? How does the project help to improve the utilization of existing space and infrastructure, or conversely how does the current utilization support the need for additional space and infrastructure?

A. Utilization Measurement:

Northern Michigan University recognizes that our buildings are our largest physical asset and the efficient utilization of these spaces is essential to the success of the university. As such, NMU has taken a very aggressive approach to evaluating and improving space utilization. In 2011, NMU commissioned, completed and adopted the recommendation of a comprehensive classroom study. By formally adopting these guidelines the university has been able to meet new programmatic space needs within its existing campus footprint. This has been accomplished through the implementation of space scheduling and optimization software allowing NMU to continually track space utilization. These reports identify opportunities for scheduling improvement by academic departments and are provided and reviewed by all academic deans and department heads. Current average classroom utilization Monday through Friday is 71%, exceeding the University's adopted standard. Utilization increases substantially to 84% for the same time period Monday through Thursday.



FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

Northern Enterprise Center (College of Business) *continued*

B. Comparative Utilization Data:

In 2019, as part of the Campus Master Plan update, the university classified all of its existing space based on the *U.S. Department of Education's National Center for Education Statistics Post Secondary Education Facilities Inventory and Classification Manual* and then benchmarked its spatial distribution with the *Society of College and University Planning Campus Facilities Inventory*. This effort allowed the university to benchmark its space inventory against national averages by comparing total square footage by type (classroom, laboratory, office, etc.) against total enrollment.

In addition to space distribution, the University continually evaluates space utilization. Since 2011, the University has established a target utilization rate for all classroom space between 62% to 72% based on 45 available hours per week. Space utilization targets are evaluated with every new space request to help identify opportunities to re-purpose underutilized space in lieu of building new. Since the adoption of these standards, NMU has been able to increase instructional space utilization, in some buildings in excess of 80%, while accommodating new program needs through the adaptive reuse of existing space.

C. Project Improvement on Space/Infrastructure Utilization:

The new center will directly enhance instructional delivery for faculty and students occupying this center, and will compliment the active learning classroom facility, John X. Jamrich Hall. The new center will improve space utilization by relocating faculty from old, large offices into modern office suites that support both open work areas and efficient private office. These offices will be on average 33% more efficient than existing. By adapting existing space in C.B Hedgcock, NMU will vacate and demolish a 58,000 square feet residence hall that was built in 1961 and adapted in the mid 1990s for academic and instructional use.

6. How does the institution intend to integrate sustainable design principles to enhance the efficiency and operations of the facility?

This project will be designed and constructed consistence with NMU's newly created sustainable design principles developed as part of the university's commitment to carbon neutrality. This criteria will not only ensure NMU capital projects qualify for LEED certification, it will ensure each project is designed and constructed in a way that is most beneficial to the university for the life of a building and reduce the university's carbon footprint. This commitment emphasizes increased space efficiencies of up to 33% for certain building uses and incorporating specific building technologies to include high, energy efficiency systems, new LED lighting, rooftop solar (producing up to 25% of the electrical load) and exploring renewable building material to include the incorporation of mass timber. The project is also part of a much broader goal of right-sizing the entire campus and reducing overall campus square footage by 225,000 by 2030.



FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

Northern Enterprise Center (College of Business) *continued*

7. Are matching resources currently available for the project? If yes, what is the source of the match resources? If no, identify the intended source and the estimated timeline for securing said resources?

Yes, from the NMU Foundation, industry contributions, and capital bonding.

8. If authorized for construction, the state typically provides a maximum of 75% of the total cost for university projects and 50% of the total cost for community college projects. Does the institution intend to commit additional resources that would reduce the state share from the amounts indicated? If so, by what amount?

Yes, the university will match an additional seventeen percent (17%) which will reduce the State's share to fifty-eight percent (58%) or \$13,370,000.

9. Will the completed project increase operating costs to the institution? If yes, please indicate an estimate cost (annually, and over a five-year period) and indicate whether the institution has identified available funds to support the additional cost.

No, although this project will adapt 17,560 square feet (sf) of existing space and add 21,500 sf of new space it will enable the demolition of a 58,000 sf obsolete facility. This will reduce on campus square footage by 36,500. The estimated savings for this reduction is \$182,500 annually and a five-year cost savings of \$912,500.

10. What impact, if any, will the project have on tuition costs?

The project will have no impact on tuition.

11. If this project is not authorized, what are the impacts to the institution and its students?

Northern Michigan University seeks to provide the best academic experience for its students, faculty and region. Without authorization, an opportunity for collaboration and interest will be missed. If state funding is not authorized for this project, the potential gains in academic synergy as described in question 12 below would be lost.



FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

Northern Enterprise Center (College of Business) *continued*

12. What alternatives to this project were considered? Why is the requested project preferable to those alternatives?

A renovation and addition onto the McClintock Building was considered. However, with the update to the university's Campus Master Plan in 2019, the McClintock Building location did not provide the level of synergy between academic programs that could be achieved with the new center located in the academic mall. The renovation of the McClintock Building wasn't sufficient to meet the needs of the university, its programs or goals for the College of Business and related departments. Furthermore, a state-of-the-art center built with sustainable practices aligns with the core values of the university.

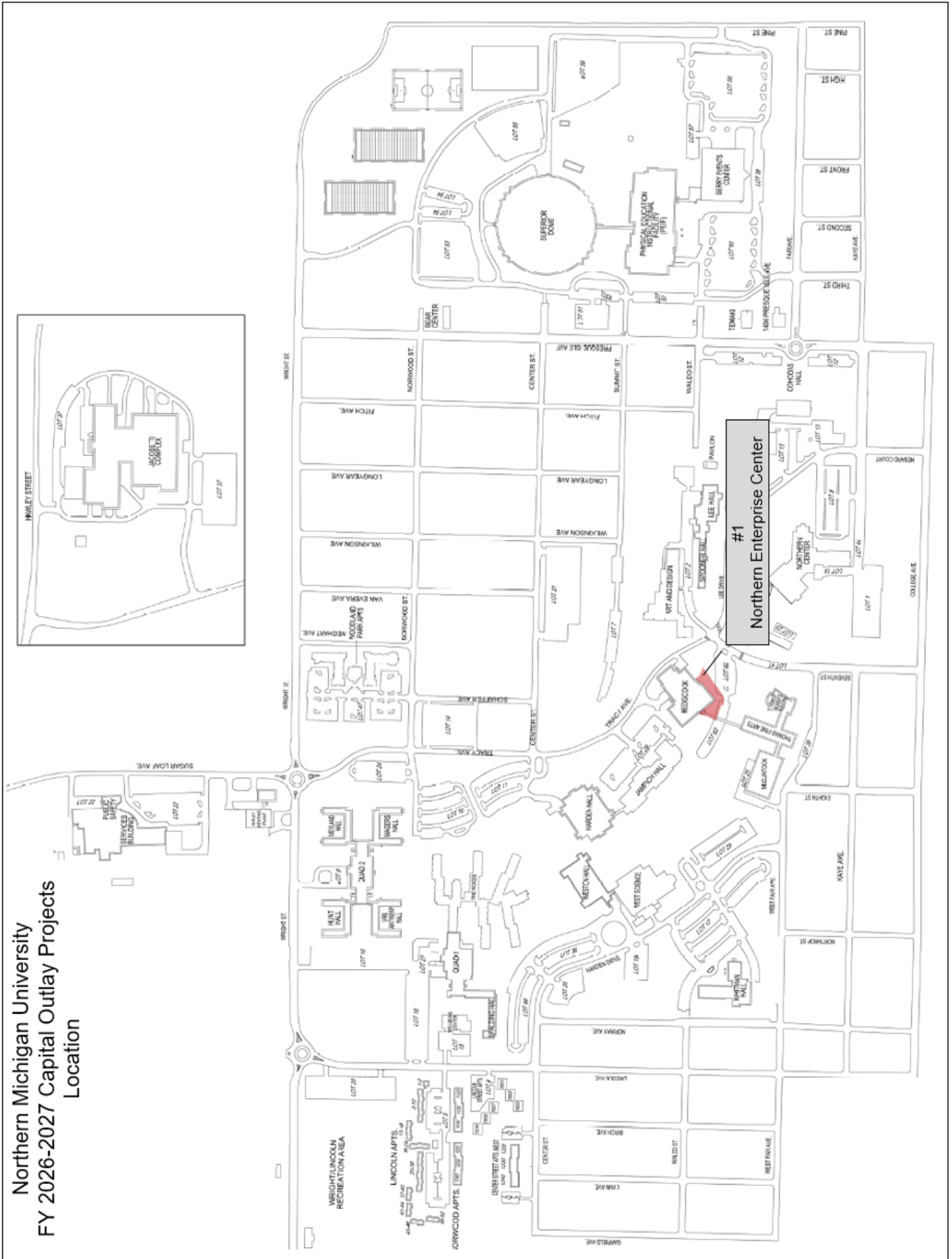
13. Describe how the project will address, incorporate, or enhance the efforts, policies, or goals to grow and expand opportunities for enrollment for the academic programs within the scope of the project or as a component of your institution and campus at large?

This project will provide a new state-of-the-art teaching and learning facility with additional high-tech and distance learning classrooms (four total), a new high-tech cyber security and special operation center laboratory, as well as dedicated informal learning spaces and student collaboration rooms. The additional instructional spaces will greatly enhance the program's ability to expand and reach a greater number of students with online, synchronous program delivery. These classrooms will allow remote students, from anywhere in the world, to log in at the same time, via Zoom, and interact with their on-campus faculty and classmates. The facility will also be designed to provide greater opportunity for face-to-face meetings between students as well as student, faculty and local business collaboration significantly improving the overall student experience.





Northern Michigan University FY 2026-2027 Capital Outlay Projects Location





Status of “In-Progress” State Building Authority Projects

Northern Enterprise Center (College of Business)

Project Total Cost: \$22.98 million

(Planning Authorization Granted in SOM Public Act 321 of 2023)

The Northern Enterprise Center project has been authorized for planning per Public Act 321 of 2023. A professionally prepared program statement and schematic plans have been submitted under separate cover for consideration of construction funding in Fiscal Year 2026 State Budget.



University Projects Completed – November 1, 2024 to November 1, 2025 With a Total Cost between \$500,000 – \$1,000,000

Art & Design Building Chiller Replacement

The existing building chiller in the Art & Design Building had reached the end of its useful life and was replaced. The construction was completed in November, 2025 for a budget of \$590,000 that was funded by maintenance reserves.

PEIF Chiller Replacement and Vandament Arena Cooling

The existing building chiller in the PEIF had reached the end of its useful life and was replaced. Cooling coils were installed in the air handling units that serve the Vandament Arena. The construction was completed in November, 2025 for a budget of \$982,000 that was funded by maintenance reserves.

Starbucks Renovation

The Starbucks located in Jamrich Hall was provided a 10-year refresh to meet corporate requirements. The construction was completed in August, 2025 for a budget of \$600,000 that was funded by dining reserves.



University Projects **Planned – November 1, 2025 to November 1, 2026** **With a Total Cost over \$1,000,000**

Elizabeth and Edgar L. Harden Hall Renovation

The Harden Hall Library renovation in the academic mall is underway with the redevelopment of its program space to create a vibrant library and resource center that is more welcoming and user friendly for faculty, staff, and students. More collaborative and quiet study spaces will be provided along with incorporating more technology. The renovation will upgrade the furnishings and shelving, improve lighting and electrical systems, improve access to library public/technical services and co-locate Archives and the Beaumier U.P. Heritage Center. An emerging technologies area will provide students opportunities to experience virtual reality and create podcasts and other digital recordings. All on-campus tutoring centers will be co-located to create a Learning Commons for the sciences, math, language and writing labs. Classrooms will be relocated to the Third Floor creating the opportunity for student-experience space on the First Floor. A partial Fourth Floor will be constructed for four academic departments which will allow for the vacation and demolition of Gries Hall. Construction began in January 2024 and be completed by winter 2026. The project budget for the Harden Hall Library renovation is \$36.975 million.

New Student Apartments

Construction is underway on 386 new beds of attractive apartment-style housing along Presque Isle Avenue connecting the Athletic Campus to the main campus. This development is due to the high demand for housing on campus, which is due to ongoing enrollment growth and a housing shortage in the local community. The apartment facilities will consist of a mix of studio, two and four-bedroom units that will include kitchens, dishwashers, and clothes washers/dryers in each unit. Other amenities will include common spaces and on-site parking. The project budget is \$58 million. Construction is expected to be completed in the summer of 2027.

Harden Hall Renovation – Phase II Student Union Space

When the Harden Hall Library renovation has been completed, the first floor of Harden Hall will be renovated to create vibrant student union space with an additional food venue, office and meeting space for student activities, and gathering and study space for both resident and commuter students traversing the academic mall.



University Projects **Planned – November 1, 2025 to November 1, 2026** **With a Total Cost over \$1,000,000**

Harden Hall Renovation – Phase II Student Union Space *continued*

Also the Center for Student Enrichment and the Office of Opportunity, Empowerment and People will be relocated to Harden Hall to be more accessible to students. The project also includes relocating NMU's Computing Help Desk to the CB Hedgcock Building and Admissions Department to the Northern Center, increasing visibility and improving the experience for first time campus visitors by consolidating NMU Admissions and the Orientation/Campus Tours office in one location. The project budget is \$9.8 million with construction expected to be completed in summer 2027.



**Maintenance Projects
2027 to 2031
With a Total Cost Over \$1,000,000**

No maintenance projects over \$1.0 million are planned.



Long-Term Infrastructure Maintenance Projects 2026 With a Total Cost Less than \$1,000,000

As a result of the Facility Condition Analysis, the following projects have been identified:

Long-Term Infrastructure Maintenance for 2026

Each year the university provides base budget and auxiliary funds to address long-term infrastructure maintenance projects. These specific projects are selected based on the condition of building and grounds operational systems; the appearance of the physical plant as it affects recruitment; compliance with safety, building, and accessibility codes; opportunities for energy savings and carbon footprint reduction; comfort of building occupants; and opportunities provided through donors, government funding, grants, and joint ventures with other nonprofits or private sector entities. The projects for 2026 are indicated on the following page.



Long-Term Infrastructure Maintenance Projects – 2026 With a Total Cost Less than \$1,000,000

2026 Long Term Maintenance List	General Fund Budget	Auxiliary Fund Budget	Total Project Budget
Academic, Administrative and Recreation Buildings			
<i>(Art & Design, Berry Events Center, C.B. Hedgcock, Cohodas Hall, Fine Arts Complex, Harden Hall, Weston Hall, PEIF, Superior Dome, The Science Building, Whitman Hall, other campus buildings)</i>			
<u>Mechanical/Electrical/Plumbing System Upgrades</u>			
Fume Hood Controls Upgrades	\$100,000		
Superior Dome Sound System Replacement (Year 2 of 2)	\$275,000		
Emergency Generator Replacement	\$250,000		
Elevator Upgrades	\$350,000		
Air Handling Units Restoration	\$120,000		
Mechanical/Electrical/Plumbing System Upgrades Subtotal	\$1,095,000		
<u>Building Envelope Upgrades</u>			
Harden Hall Exterior Stone Panel Replacement (Year 2 of 3)	\$300,000		
Building Envelope Upgrades Subtotal	\$300,000		
<u>Hardscape Infrastructure Upgrades</u>			
<i>(Concrete, Asphalt, Irrigation, Landscaping, etc.)</i>			
Parking Lot Upgrade	\$385,000		
Hardscape Infrastructure Upgrades Subtotal	\$385,000		
Capital Projects Matching Funds (Year 4 of 4)	\$100,000		
Total General Fund Projects	\$1,880,000		\$1,880,000
Auxiliary Services Buildings			
<i>(Northern Center/Dining Services/Northern Lights Dining)</i>			
Interior/Exterior Upgrades		\$750,000	
Total Auxiliary Services Projects	\$0	\$750,000	\$750,000
Residence Life/Housing Buildings			
<i>(Apartments)</i>			
Interior/Exterior Upgrades		\$680,000	
<i>(Residence Halls)</i>			
Infrastructure Maintenance/Replacement		\$311,000	
Total Residence Life/Housing Projects	\$0	\$991,000	\$991,000
Total Budget	\$1,880,000	\$1,741,000	\$3,621,000



Future University Projects

The 2019 Campus Master Plan for Northern Michigan University (NMU) identified growth opportunities, spatial efficiencies, land utilization, and community/business partnerships. Below is a brief description of various initiatives that are either included in the plan specifically or support the theme of the plan. The plan was divided into three districts, Academic, Residential and Athletic. The new university strategic plan titled “Our Compass” will establish which of the Campus Master Plan opportunities will be the focus for NMU in the coming years. The proposed projects by district are explained as follows.

Academic District

Performing Arts Complex

Part of our new strategic plan focuses on developing the NMU Arts and Athletics District in the heart of campus in order to provide first-rate learning, training, performance, and competition facilities and enhance community engagement.

One of the projects is the Performing Arts Complex that will create a vibrant learning center to serve as both a campus and community asset. The facility will serve the academic performing arts program and include classrooms and a dance studio. The complex will be accessible and include a large theatre and Black Box theatre to support university and community productions of all kinds including plays, musicals and events.

Gries Hall Demolition

The Health Center located on the first floor of Gries Hall has been relocated to a new facility adjacent to Quad I and the academic departments in the south wing will be accommodated in the renovated Harden Hall. These relocations will permit Gries Hall to be demolished.

Cohodas Hall Redevelopment

The redevelopment of the programs currently in Cohodas Hall would allow for the creation of a rural technology and business center to support EAN and other administrative operations with reliable and energy efficient infrastructure and a more welcoming atmosphere for occupants and campus visitors.



Future University Projects

Residential District

Future Student Housing Projects

In addition to the plans for the construction of 386 new beds of attractive apartment-style housing along Presque Isle Avenue, connecting the Athletic Campus to the main campus, the university continues to evaluate the remaining stock of residence halls and apartments. Both the condition and capacity of the existing residence halls and apartments are evaluated regularly in consideration of the future needs of undergraduate and graduate students beyond this planned project. Based on the ongoing evaluations of housing facilities, housing improvements may include renovating or replacing some of the remaining residence halls and aging apartment complexes.

Northern Lights Dining Facility Phase II

The project will complete the build out of the café in the east lobby and create a private dining room and upgrade finishes in the west lobby to improve the dining experience.

Spalding Hall Demolition

Spalding Hall is nearing the end of its useful life and demolition of the over 55-year-old residence hall is planned when possible.

Spooner and Lee Hall Demolition

Spooner Hall is nearing the end of its useful life and demolition of the over 65-year-old residence hall is planned when its no longer needed. Lee Hall is connected to Spooner Hall and is the oldest building on campus at 75 years old. The vacant facility continues to deteriorate and is planned to be demolished.

Athletic District

Sports and Recreation Complex Renovation

As part of the new strategic plan, the University will enrich the Athletic District on campus. To accomplish this, the university will work with the community on a multi-year project to create first-rate learning, training, performance and competition facilities and become a community recreation destination through the renovation of existing facilities and new construction. Last summer the Vandament Arena has been renovated to accommodate both volleyball and basketball. Further renovations to the PEIF would include an addition for an enlarged natatorium and Alpine and Nordic ski team locker rooms. Facility upgrades would be included for the Superior Dome. A new indoor soccer/track facility north of the Dome could provide both practice and competitive soccer venues and track and field activities in a more flexible four-season facility.



Future University Projects

Wayfinding

One of the initiatives identified in the 2008 Campus Master Plan is to develop and implement a comprehensive wayfinding and signage system. This project is intended to provide a design for a comprehensive wayfinding system that clearly identifies existing campus entries and orients/directs both vehicular traffic and pedestrians (students, faculty/staff, and visitors) to facilities and amenities at Northern Michigan University.

Between 2009 and 2015, NMU installed new campus trail blazers directing visitors to the University, new ground mount gateway signs at the primary entry points to campus, boundary makers clearly identifying the perimeter of campus, two digital marquee signs and five new building identifier signs.

During 2016 and 2018, the remainder of the NMU's building identifier signs and pedestrian kiosk signs, along the primary walking route throughout campus, were replaced and/or installed.

In 2019, several vehicle guide signs were installed along Tracy Avenue. The remaining phase of this project includes parking lot designator signs, vehicle guide signs and additional campus entry signs associated with roadway work being undertaken by the City of Marquette.

Wildcat Way / Campus Mobility Improvements

In 2023 NMU began a campus site design project to, in part, lay out the concept of Wildcat Way as outlined in the 2019 Campus Master Plan. This concept includes new or expanded pedestrian/bike corridors throughout campus as well as spaces for outdoor activities, places to gather, recreate, and study. Examples of what these spaces could be include expanded art walks, seating gardens, covered pavilions, greens spaces that may double as impromptu sports fields or other points of interest. Being developed concurrently is a comprehensive Landscape Maintenance Plan that will compliment the design of Wildcat Way and embrace the use of native and nativar plantings.

This design process has been guided by both an executive and advisory team along with multiple open work sessions for faculty, staff, students and the community to participate in and help develop concepts to be included in the final design. This design effort will be completed during the Fall 2024 semester.



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