

**FISCAL YEAR 2024  
CAPITAL OUTLAY PROJECT REQUEST**

**Institution Name:** Northwestern Michigan College

**Project Title:** Integrated Student Services Hub

**Project Focus:**  Academic  Research  Administrative/Support

**Type of Project:**  Renovation  Addition  New Construction

**Program Focus of Occupants:** Student Academic and Administrative Support

**Approximate Square Footage:** 26,000 square feet

**Total Estimated Cost:** \$6,500,000

**Estimated Start/Completion Dates:** Project is ready for construction contingent upon authorization approval. Total build time is expected to be one-year.

Is the Five-Year Plan posted on the institution's public internet site?  Yes  No

Is the requested project the top priority of the Five-Year Capital Plan?  Yes  No

Is the requested project focused on a single, stand-alone facility?  Yes  No

**Note: Attached to this project request is a condensed, 1-page project summary.**

---

**Executive Summary  
Student Services Hub – Renovation Project**

**Project Overview**

Northwestern Michigan College is applying for Capital Outlay funding to renovate and upgrade the Osterlin Building on central campus into an Integrated Student Services Hub (“the Hub”) or (“the project”). The Hub would become a central building for the College’s key student service departments including admissions, advising, tutoring, counseling, financial aid, cashier’s, international outreach, and more; it would add a Veteran’s Lounge, testing center, and talent development services area. These services are currently spread out among three different buildings on central campus.

Built in 1961 and expanded in 1984, Osterlin has reached the end of its functional life and is in need of significant repairs and upgrades. This includes upgrades to the building envelope, HVAC system and a reconfiguration of the layout to maximize use of the existing building footprint. The project will also include energy efficiency upgrades and student focused spaces to enable collaboration and learning. The project will not impact tuition and will be cost shared from existing NMC reserves. The last Capital Outlay project funded at NMC was in 2018 for the West Hall Innovation Center Renovation Project.

## Project Purpose

The purpose of this project is to address 3 main needs for NMC's central campus:

1. **Enhance an Existing Asset:** The Osterlin building is over 60 years old and has reached the end of its functional life. Instead of demolishing the structure, NMC intends to repurpose, transform, and extend the life of the building while creating a functional, centralized hub for key student services.
2. **Improve Student Efficiency:** Currently, students must travel to several different buildings for their support service needs. Consolidating all of our student support services into one area will allow students to access resources in one location. We believe this holistic customer service experience will lead to increased student retention and completion due to the enhanced experience.
3. **Improve Energy Efficiency:** The project would include a complete envelope overhaul including new energy efficient windows and doors, new insulation and a new exterior that would increase efficiency and sustainability. Additional project elements would include a new HVAC system and the installation of LED lights, all of which will help reduce the carbon footprint for this building.

## Describe the Scope of the Project

The project is the complete renovation and modernization of the 60 year old Osterlin Building. The scope includes addressing deficiencies identified in the facility assessment report (**Appendix E of Five-Year Capital Plan**) and other overdue upgrades to transform the space into a centrally located hub for student services.

Specific project elements include:

- Updated information technology infrastructure
- Revised or improved building entrances
- Replace existing windows and exterior doors to increase efficiency
- Replace deteriorating stucco with new insulated metal panels to increase efficiency and sustainable design
- Updated facility to address ADA accessibility
- Upgrade/replace lighting with LED lights
- Replace inefficient HVAC system with new energy efficient system
- Elevator upgrades
- Electrical upgrades
- New interior finish
- Flexible and adaptable learning spaces for group and individual learning, spaces for career advising and workforce readiness partners
- Breakout spaces to support services to students
- Improved operating efficiencies
- Consolidation of student support offices

Once completed the Osterlin Building will be home to:

- Admissions
- Financial Aid
- Student Financial Services / Cashiers
- Registrar
- Counseling
- Career Services
- Health Services
- Veterans Lounge
- Advising and Tutoring
- Learning Services and Student Testing Center
- International Outreach and Service Learning

The project outcomes for our learners include:

- Integrated student support services
- Holistic advising experience to help them with their student success
- Improved customer service to students
- Increased use of student support services
- Improved retention rates

*Please provide detailed, yet appropriately concise responses to the following questions that will enhance our understanding of the requested project:*

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

Northwestern Michigan College plays a pivotal role in talent enhancement and economic growth initiatives at the local, regional, state and national basis. A 2017 study conducted by EMSI, a leading provider of economic impact studies and labor market data to educational institutions, concluded that NMC “benefits local businesses by increasing consumer spending in the region and supplying a steady flow of qualified, trained workers into the workers.” The study further found that NMC “benefits the state and local taxpayers through increased tax receipts” and “benefits society as a whole in Michigan by creating a more prosperous economy and generating a variety of savings through the improved lifestyles of students.”

Specifically the study found that 1 out of every 22 jobs in the region is supported by the activities of NMC and its students. The study also reported that NMC added \$42.3 million in income to the region during the analysis year as a result of its day-to-day operations. Further, the 2017 economic impact study conducted by EMSI found that for every \$1.00 of public monies invested in NMC, taxpayers receive a cumulative value of \$2.90 over the course of the student’s working lives.

Therefore, the proposed integrated student services hub is critically important to ensure that NMC is able to continue meeting its goal of providing our communities

and learners with the skills, experiences and values that help them create social and economic wealth during their lifetime.

## 2. How does the project enhance the core academic and/or research mission of the institution?

This project is closely aligned with NMC's mission of "providing lifelong learning opportunities to our communities." With an enrollment of approximately 4,000 students, services such as advising, tutoring, financial aid, and counseling play a key role in student success and completion.

In 2017, financial aid was offered to 67% of our student population. A 2016 RAND study<sup>1</sup> and a 2019 University of Chicago study<sup>2</sup> found that **providing community college students with comprehensive wraparound services increases full time enrollment and completion rates**. The 2019 study by the University of Chicago Poverty Lab found that providing wraparound supports for community college students can improve their chances of persisting, resulting in nearly doubling their retention to the next term and leading to a 35% increase in full-time enrollment.

Therefore, to support success and completion for our approximately 4,000 students, this project will allow NMC to provide a singular location to help students navigate enrollment, financial aid and advising. Delivering more consistent and timely answers will provide the project outcome of a more uniform, holistic customer service experience that will help attract and retain students.

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

The integrated student services hub will be an adaptive re-purposing of a centrally located but outdated facility. The project maximizes the use of an existing building to accommodate the vast majority of our student support services in one location. In addition, the project leverages vacated space once home to the College's library, which has moved to our new Timothy J. Nelson Innovation Center. This transition leaves 26,000 square feet of centrally located space in the Osterlin Building that would not be repurposed in such a way to benefit all students.

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

Yes, the project will address several health/safety deficiencies in the existing structure. The building was built in 1961 and expanded in 1984. A renovation and re-purposing of the building will allow us to update the building based on current

---

<sup>1</sup> <https://www.rand.org/news/press/2016/11/30/index2.html>

<sup>2</sup> <https://news.uchicago.edu/story/study-evaluates-model-helping-students-complete-community-college>

emergency management protocol and today's ADA requirements. In summary, some of the deficiencies addressed with a project would include:

- Additional barrier free restrooms
- Remodel of interior of buildings to eliminate ramps that are not ADA compliant
  - Currently the building utilizes a series of ramps to access portions of the building that are not compliant with the current ADA standards
- HVAC heating and cooling upgrades
  - Dated equipment will be replaced with a higher efficiency and environmentally compliant system
- Window and exterior door replacement
  - Replace dated windows with energy efficient windows

**4. 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 current utilization support the need for additional space and infrastructure?**

NMC utilizes a robust analytic process for determining efficient use and utilization of our classrooms and spaces. We were one of the first colleges to use classroom efficiency rather than “go numbers” to determine enrollment decisions. Starting in 2000, NMC adopted an efficiency model whereby the college set an ambitious target to achieve an average of 90% fill rate for our classes. While not reaching that goal in every area due to the need to support smaller efficiency in some key specialty areas, the college average has reached between 82% and 85% in the last five academic years. Classes in some disciplines are entirely full.

The College also analyzes the utilization of our current buildings using our R25 scheduling software. Our current utilization reports show that our adaptive learning spaces are at maximum use. These spaces are scheduled for large and small student study groups. Additionally, our reports show that simulation space is at capacity. These adaptive rooms are used by both credit and certificate programs. NMC was at capacity for our residential students and added an additional 150 new beds in 2017. Our residential halls are currently at 90% occupancy.

This project would greatly assist in improving the utilization of existing space on campus. Specifically, with the movement of the library to a new building on campus, a large portion of the Osterlin building will be vacant. Further, as the building is currently configured, space is non-congruent and prevents students from seamlessly utilizing space and service. Once completed, the project would create a more holistic space for student support service activity. With more students living on campus, we believe areas such as counseling and health services will see more activity. Both of these departments are strained for space in their current location. Offices that are

currently being used by these departments will be able to be repurposed as additional classrooms or needed office space.

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

Over the years, NMC has shown a commitment to sustainable design principles in construction of both new buildings and renovation projects. Although this is a relatively small renovation project, we will once again incorporate facility efficiencies wherever appropriate. This project will see the same level of commitment to integrate sustainable design principles to enhance operating efficiency as all of our building and renovation projects have seen.

An example of how NMC's projects have adhered to sustainable design principals can be found in NMC's self-funded purchase and renovation of a former manufacturing facility in 2010 that has led to LEED certification. The new facility is used to teach our sustainable energy programs, construction trade and other technical programs that relate to the sustainable design fields. Each year the College commits to certain projects that will result in direct energy efficiencies. We have converted exterior and interior lighting to LED efficient lighting and installed occupancy sensors in classrooms, hallways, and restrooms.

The following sustainability elements are planned for the Student Services Hub:

- Upgraded lighting
- Occupancy sensors
- Energy efficient HVAC upgrades
- Improved building envelope design around exterior doors
- Improved roofing and other insulation

**6. Are match 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. The college has reserve funds available to match state dollars for this project as well as resources from private contributions from the NMC Foundation.

**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?**

No, not at this time. NMC is committed to matching the required 50% for this project.

**7. Will the completed project increase operating costs to the institution? If yes, please provide an estimated cost (annually, and over a five-year period) and**

**indicate whether the institution has identified available funds to support the additional cost.**

No, we do not anticipate an increase in operating costs if this project were funded. If anything, the improvements to the building should yield operating efficiencies in electrical and heating costs. Combining multiple departments should help reduce labor redundancies, and therefore the College will be able to save on labor costs in the long term after this project is completed.

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

There will not be an impact on tuition costs as a result of the project because capital projects are planned for and built into a four-year budget model.

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

If this project is not authorized it will be a detriment to our current and future students. We would also be left with space that will be vacant- following the move of our library to a new location. Further, if not authorized, the space would not be able to provide a more robust student support services area that will give students the ability to access a multitude of student support services in one location. Once completed, the Student Services Hub will be a more efficient way for students to access these services, which translates to more use and less time constraints.

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

There is no viable alternative to this project. The project allows for us to consolidate student support service in one area. This will result in a more holistic approach for our students and a more efficient delivery system for staff. We expect this to result in time savings for students with greater results.

Any alternative would only allow for us to make limited changes based on space capacity. This does not allow for the unified holistic experience for our students. Additionally, the alternative would not address many of the ADA compliance concerns we have with this dated facility.

Based on the age of the facility and the need for a unified student support service center we believe that this project will best meet all of the objectives for the Student Learning Support Services Renovation Project.

**13. History of prior appropriations received by the institution through the capital outlay process.**

<b>Project</b>	<b>Year</b>
Integrated Science & Tech Learning Center	2002
West Bay Great Lakes Campus	2004
Oleson Center Renovation Project	2006
West Hall Innovation Center Project	2018



# Integrated Student Service Hub

Total Project Cost: \$6.5 million | State Funding Request: \$3.25 million



Northwestern Michigan College

## Summary

This project will transform Northwestern Michigan College's 60 year-old Osterlin Building on central campus into an integrated student service hub. The hub will efficiently serve student needs for admissions, financial aid, cashiers, advising, counseling, international outreach, health and veteran services. It features a dedicated Veterans Lounge, testing center, and talent development services area.

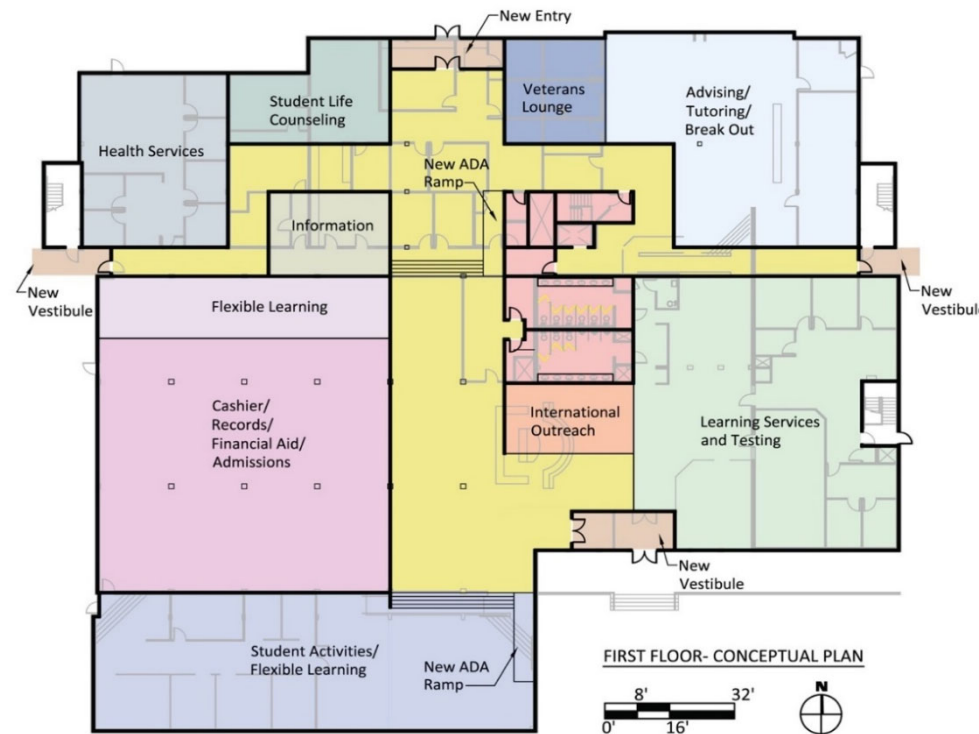
## Features

- Key student needs centralized from 3 buildings to 1
- Reduced environmental footprint through use of sustainable technologies
- Integrates with regional talent development strategy
- Veterans Lounge
- Reduced operating costs
- Local match (\$3.25 million)
- No impact on tuition
- Last state funded capital project was 2018

## Key Upgrades

- 26,000 ft.<sup>2</sup> renovation, includes demolition and reconstruction of 1<sup>st</sup> floor interior design
- HVAC modernization
- Energy efficient windows
- Exterior upgrades
- Improve ADA accessibility
- Lighting and electrical upgrades
- IT infrastructure upgrades
- Elevator upgrade

## Conceptual Floor Plan



## Student Outcomes

This project will increased student retention and completion due to improved, holistic customer service experience via the Hub an

### Current Condition



Osterlin Building – SE Exterior



Osterlin Building – Main Entrance



Osterlin Building – Student Success Ctr