Grand Valley State University

Five-Year Master Plan

FY 2023 – 2027

I. Mission Statement

Grand Valley State University educates students to shape their lives, their professions, and their societies. The university contributes to the enrichment of society through excellent teaching, active scholarship, and public service.

In April 2015, the Strategic Positioning 2016 Committee, a standing university committee, comprising representatives from the university's constituent groups was created to periodically review the university strategic plan for its relevance, currency, and appropriateness for strategically positioning Grand Valley State University for its preferred future. Since its inception, the committee has engaged the university community in the process of updating the strategic plan.

The Grand Valley State University Strategic Plan 2016–2021 www.gvsu.edu/strategicplanning/ is the result of the efforts of the Strategic Positioning Committee 2016. This plan was approved by the University's Board of Trustees in April 2015. The Board of Trustees approved the institutional vision, mission, and values of the Strategic Plan.

II. Instructional Programming

a. Describe existing academic programs and projected programming changes during the next five years, in so far as academic programs are affected by specific structural considerations, (i.e. laboratories, classrooms, current and future distance learning initiatives, etc.)

Academic programs that continue to experience growth in credit hours are health sciences, communications, computing, and engineering. The growth in these programs also result in a rise in our liberal education and foundational classes, particularly in the sciences and mathematics.

GVSU is the leading provider of health professions in the region. The GVSU Health Campus is located on the Medical Mile in Grand Rapids. The campus is in close proximity to clinical and research institutions and is renowned as a world class healthcare destination. The GVSU Health Campus includes three buildings which provide classroom and laboratory facilities for over 20 different health related academic programs.

- The Cook-DeVos Center for Health Sciences, a State supported facility completed in August 2003.
- The Raleigh J. Finkelstein Hall, completed in April 2018.
- The Daniel and Pamela DeVos Center for Interprofessional Health, recently completed in May of 2021. This State supported facility provides additional space needed for existing and proposed new programs in health sciences. This includes the GVSU Simulation Center which is one of the largest interprofessional simulation centers in the State of Michigan. The center also includes teaching facilities for computer information systems programs. The latter will alleviate space constraints on the Allendale campus.

Digital fluency is being proposed as a required student learning outcome for all undergraduate majors beginning 2022. Therefore, programming changes include a shift in curriculum to focus on digital fluency, experiential learning, team and project-based learning - providing students with skills and learning opportunities that are most essential for entering the workforce. Technological innovation is fundamentally transforming education and updating skills that are being required. This includes digital skills and competencies and creating a proficiency in digital literacy. Also, skills required for innovation, complex problem solving, analytical thinking, creativity and analysis. Program changes are required to prepare students to be career-ready with the skillsets demanded by today's workforce including interdisciplinary learning and experiences. Finally, the growth of distance learning programs spanning multiple disciplinary areas will necessitate the construction of contemporary teaching spaces that allow for delivery of these programs. New teaching and learning spaces will be required to realize these goals.

b. Identify the other unique characteristics of the university's academic mission.

Effective Teaching

Our highest priority is to offer outstanding teaching in all of our undergraduate and graduate programs. The teaching culture of Grand Valley State University is characterized by the continual development of excellence in the classroom, the recognition of multiple ways of learning and the accessibility of faculty members to students. In order to nurture the habits of intellectual growth, we seek to instill in our student's curiosity as well as the love of learning. Students acquire new knowledge and explore its application through research, artistic expression, engagement with the local community, and scholarly activity. We value the vigorous engagement of students in the classroom and other learning environments.

Liberal Education

Grand Valley State University is committed to providing each student a broad educational experience that integrates liberal learning with preparation for a career or profession. Liberal education begins with encountering the great ideas of diverse traditions in the humanities, the visual and performing arts, the natural and social sciences, the mathematics, and is an essential part of all of our professional programs. We value the liberal ideals of critical thinking and preparing students for lifelong learning. The practice of liberal learning develops the skill of inquiry and reflection, which guide students to think for themselves, gain self-knowledge, and make ethical judgements. Such learning can inform individual and collective actions and prepare students for the responsibility of local, national, and global citizenship.

Scholarship

Scholarship is an essential component of the university's mission as an institution of higher learning. Excellence in teaching at the university level depends upon active scholarship by faculty members. Through basic and applied research, artistic expression and performance, and other forms of scholarship, faculty members contribute to the development and application of knowledge and create a dynamic environment for learning. Active scholarship may include collaboration of faculty and staff members with students, business and labor, government, and community organizations. In this way, the benefits of a liberal education and specific disciplines can extend beyond classroom

walls to lifelong learning and partnerships between the university and its diverse communities and the greater community.

Service
Grand Valley State University values the collaboration of faculty members, staff members, and students with external partners in addressing mutual interests and regional needs. The university offers the communities it serves resources and inspirations in their own lifelong pursuit of knowledge. Faculty and staff members are encouraged to contribute their expertise and service in the university, their disciplines' professional organizations, and working in partnership with the community. Students are encouraged to be active citizens, to become active service providers, and to take part in various service-learning and volunteer opportunities in the community and abroad.

Inclusiveness
Possessing and mastering a range of thoughtful perspectives is necessary for open inquiry, a liberal education, and a healthy community. Recognizing this, Grand Valley seeks to include, engage, and support a diverse group of students, faculty, and staff members. The institution values a multiplicity of opinions and backgrounds, and is dedicated to incorporating multiple voices and experiences into every aspect of its operations. We are committed to building institutional capacity and strengthening our liberal education through providing an inclusive environment for all of our Grand Valley constituents. This inclusive environment extends to the community, which borders the campuses.

Community
Grand Valley State University values its connections to, participation with, and responsibility for local communities, the West Michigan region, the state, the nation, and the world. The university embraces the participation of diverse individuals, groups, and organizations from every corner of the globe and both encourages and supports the participation of its students and faculty and staff members in educational opportunities abroad. To foster and expand these community connections, the institution and it members promote, value, and honor diverse perspectives. We seek to act with integrity, communicate openly and honestly, and accept responsibility for our words and actions.

Sustainability
Grand Valley State University values the guiding principles of sustainability in helping to meet the current needs of our faculty, staff and students without compromising the needs and resources of future generations. We are committed to working with our community partners to create a sustainable future for our university, our community, and our region. We model applied sustainability best practices in our building programs, campus operations and administrations, education for sustainable development, student involvement, and community engagement by promoting social responsibility, encouraging environmental stewardship, and creating efficiencies and value for the work we perform. We will provide our students with excellence in education for sustainable development by imbedding theory, systems-oriented thinking, and service learning into our curricular and extracurricular program. We pursue LEED certification for significant renovations and new building projects.

c. Identify other initiatives, which may impact facilities usage.

The continued growth in the local healthcare and medical research industries is increasing the demand for qualified professionals. The demand is such that several State educational institutions have joined in meeting the demand for educated professionals. Grand Valley State University provides the largest number of healthcare-related graduates in the region, and provides the largest breadth of medical science professions, including most disciplines except medical doctors and pharmacists.

Additionally, the region's IT sector is one of the fastest growing in the nation. The new Daniel and Pamela DeVos Center for Interprofessional Health provides the learning spaces for the graduate-level Computing and Information Systems programs to help meet these needs.

d. Demonstrate economic development impact of current/future programs (i.e. technical training centers, life science corridor initiatives, etc.).

The communities that host our campuses are among Michigan's most vibrant – each enjoys greater economic health because of Grand Valley's presence. Grand Valley creates more than $849 million in economic activity in West Michigan, leading to the creation of more than 11,970 private sector jobs. Our 130,974 alumni are the bedrock of the communities in which they live and work. Our business development centers work every day to help entrepreneurs and small business owners succeed and prosper. Our research centers in water resources preserve and protect our environment. We are nationally recognized as a green campus. The philanthropic community has helped Grand Valley to construct new facilities, easing the burden on taxpayers while creating thousands of construction jobs.

III. Staffing and Enrollment

a. Current full and part-time student enrollment levels

Fall 2021 Enrollment by Academic Program and Course Type/Location
"Hybrid" sections are counted in the location where their in-person meetings occur.

		Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship / Practicum	Online
Bachelors	Accounting	482	68	75%	0%	0%	25%
	Advertising & Public Relations	331	23	86%	0%	3%	11%
	Allied Health Sciences	571	123	79%	1%	0%	20%
	Anthropology	52	13	91%	0%	0%	9%
	Applied Food & Nutrition	45	3	92%	0%	0%	8%
	Art Education	34	4	90%	0%	1%	9%
	Art History	8	1	84%	0%	2%	14%
	Athletic Training	1	.	79%	0%	21%	0%
	Behavioral Neuroscience	234	27	86%	0%	0%	14%
	Behavioral Science		1	0%	0%	0%	100%

	Biochemistry	118	18	91%	0%	1%	8%
	Biology	397	40	89%	0%	0%	11%
	Biomedical Engineering	101	8	95%	0%	0%	5%
	Biomedical Sciences	807	85	89%	0%	1%	10%
	Biopsychology		1	0%	0%	0%	100%
	Broadcasting		1	100%	0%	0%	0%
	Business Economics	199	13	78%	0%	1%	21%
	Business General	927	38	79%	0%	0%	20%
	Cardiovascular Sonography	57	3	80%	0%	0%	20%
	Cell & Molecular Biology	61	16	92%	0%	1%	7%
	Chemistry	54	9	90%	0%	2%	8%
	Classics	16	1	90%	0%	3%	7%
	Communication Sci & Disorders	236	9	70%	0%	1%	30%
	Communication Studies	210	25	83%	0%	3%	14%
	Communications	1		80%	0%	0%	20%
	Comp Sci & Arts for Teaching	338	13	87%	0%	0%	13%
	Computer Engineering	91	33	97%	0%	0%	3%
	Computer Science	400	84	94%	0%	1%	6%
	Criminal Justice	446	46	74%	0%	1%	25%
	Cybersecurity	83	9	94%	0%	0%	6%
	Dance	44	1	87%	0%	3%	10%
	Degree Seeking Undergraduate	88	28	89%	0%	1%	10%
	Diagnostic Medical Sonography	198	20	80%	0%	2%	18%
	Earth Science	8		92%	0%	0%	8%
	Economics	38	9	76%	0%	2%	23%
	Education	1143	91	86%	0%	0%	14%
	Educational Studies	151	5	96%	0%	0%	4%
	Electrical Engineering	132	48	96%	0%	0%	4%
	Engineering	2		72%	0%	0%	28%
	English	331	44	84%	0%	0%	16%
	Entrepreneurship	66	2	79%	0%	1%	20%
	Environ and Sustain Studies	167	14	73%	1%	2%	24%
	Exercise Science	817	68	82%	0%	3%	15%
	Exploratory Study	805	38	91%	0%	0%	9%
	Film and Video	261	34	91%	0%	1%	8%
	Finance	726	67	77%	0%	0%	23%
	Fisheries and Aquatic Sciences	7	1	88%	0%	0%	13%
	French	11	5	67%	0%	8%	25%
	General Management	175	28	77%	0%	1%	21%
	Geography	28	7	73%	0%	3%	24%
	Geology	42	11	81%	0%	2%	17%

	Geology-Chemistry	6		92%	1%	2%	5%
	German	10	1	92%	0%	0%	8%
	Global Studies & Social Impact	19	12	75%	0%	2%	22%
	Group Social Studies	202	19	83%	0%	1%	16%
	Health & Physical Education	33	3	91%	0%	0%	9%
	Health Communication	50	5	86%	0%	3%	11%
	Health Information Management	58	7	33%	0%	0%	67%
	Health Professions	.	1	100%	0%	0%	0%
	History	115	24	84%	0%	1%	14%
	Hospitality Tourism Management	172	30	69%	0%	0%	31%
	Human Resources Management	148	20	74%	0%	1%	26%
	Information Systems	84	11	83%	0%	1%	16%
	Information Technology	79	8	85%	0%	0%	15%
	Integrated Science	27	1	87%	0%	0%	13%
	Integrated Science Elementary	35	5	95%	0%	0%	5%
	Integrated Science Secondary	11	1	93%	0%	0%	7%
	Integrative Studies	81	148	15%	0%	3%	82%
	Interdisciplinary Engineering	40	12	94%	0%	0%	5%
	International Business	69	8	77%	0%	0%	22%
	International Relations	64	4	83%	0%	2%	15%
	Legal Studies	127	15	79%	0%	0%	21%
	Liberal Studies	22	13	47%	1%	4%	48%
	Management	67	14	74%	0%	2%	24%
	Marketing	769	69	77%	0%	1%	23%
	Mathematics	231	18	90%	0%	0%	10%
	Mechanical Engineering	325	120	96%	0%	0%	4%
	Medical Laboratory Science	67	15	88%	0%	2%	10%
	Microbiology	15	5	95%	0%	3%	2%
	Multimedia Journalism	92	10	90%	0%	3%	7%
	Music	145	14	90%	0%	1%	9%
	Natural Resources Mgmt.	127	20	91%	0%	0%	9%
	Non-Degree Undergraduate	9	131	64%	25%	0%	11%
	Nursing	1171	163	79%	0%	11%	10%
	Occupational Safety/Health Mgt	47	4	94%	0%	0%	6%
	Operations Management	35	3	80%	0%	0%	20%
	Ped Cont. Know 3rd-6th	38	2	96%	0%	0%	4%
	Ped Cont. Know PreK-3rd	84	3	96%	0%	0%	4%
	Ped Cont. Know PreK-6th	64	1	98%	0%	0%	2%
	Philosophy	22	16	90%	0%	0%	10%
	Photography	25	6	86%	0%	4%	10%

	Physical Education	24	4	74%	0%	0%	26%
	Physics	22	4	95%	0%	1%	4%
	Political Science	201	23	88%	0%	1%	11%
	Pre-professional Preparation	868	60	89%	0%	1%	10%
	Product Design & Mfg. Engineering	55	29	94%	0%	0%	6%
	Psychology	1034	122	84%	0%	1%	15%
	Public and Nonprofit Admin	81	28	83%	0%	4%	13%
	Radiation Therapy	70	8	80%	0%	5%	15%
	Radiologic & Imaging Sciences	1		81%	0%	0%	19%
	Recreational Therapy	77	2	89%	0%	0%	11%
	Religious Studies	3	2	54%	0%	0%	46%
	Social Work	371	39	73%	0%	8%	19%
	Sociology	60	15	88%	0%	0%	11%
	Spanish	58	10	79%	0%	4%	17%
	Special Education	225	9	92%	0%	0%	8%
	Sport Management	254	18	73%	0%	5%	22%
	Statistics	110	11	87%	0%	1%	11%
	Studio Art	200	26	91%	0%	2%	7%
	Supply Chain Management	274	22	81%	0%	0%	19%
	Theatre	29	3	92%	0%	3%	5%
	Therapeutic Recreation	28	11	77%	0%	10%	13%
	Wildlife Biology	26	3	92%	0%	1%	7%
	Women, Gender & Sexuality Study	20	6	85%	0%	2%	12%
	Writing	136	22	81%	0%	0%	19%
Graduate	Accounting	64	28	57%	0%	1%	42%
	Applied Computer Science	36	16	89%	0%	0%	10%
	Applied Linguistics	4	2	73%	0%	20%	7%
	Applied Statistics		4	100%	0%	0%	0%
	Athletic Training	14		88%	0%	12%	0%
	Biology	25	15	65%	0%	29%	6%
	Biomedical Sciences	8	20	77%	1%	17%	6%
	Biostatistics	24	19	94%	0%	5%	0%
	Business General	11	109	96%	0%	4%	0%
	Cell & Molecular Biology	25	11	87%	0%	7%	5%
	Clinical Dietetics	45	1	64%	0%	29%	6%
	Communications	15	23	81%	0%	16%	4%
	Computer Information Systems	1	17	75%	0%	6%	19%
	Criminal Justice	18	10	57%	0%	5%	38%
	Cybersecurity	7	11	35%	0%	0%	65%
	Data Science and Analytics	47	34	84%	0%	3%	13%

Educational Leadership	8	204	32%	17%	32%	19%
Educational Technology	4	22	9%	4%	15%	72%
Engineering	18	26	90%	0%	9%	1%
English	3	19	67%	0%	10%	23%
General Education		2	40%	0%	0%	60%
Health Administration	36	32	82%	0%	5%	13%
Health and Bioinformatics	34	8	83%	0%	10%	7%
Higher Education	58	21	79%	0%	15%	6%
Instruction & Curriculum	22	98	15%	1%	17%	67%
Leadership	1	33	14%	68%	0%	18%
Literacy Studies	2	86	25%	1%	6%	69%
Medical & Bioinformatics	1	.	67%	0%	33%	0%
Medical Dosimetry	22	2	11%	0%	35%	54%
Non Degree Graduate	5	127	75%	1%	0%	25%
Nursing	57	16	77%	0%	23%	0%
Occupational Therapy	121	35	77%	0%	9%	14%
Philan & Nonprofit Leadership	2	18	59%	0%	0%	41%
Physical Therapy	177	.	73%	0%	17%	11%
Physician Assistant Studies	143	.	50%	16%	27%	6%
Public Administration	14	65	66%	1%	6%	28%
Public Health	98	15	85%	0%	15%	0%
School Counseling	23	72	17%	0%	3%	81%
School Psychology	24	13	40%	0%	11%	49%
Social Innovation	6	33	74%	0%	12%	14%
Social Work	180	125	43%	5%	14%	38%
Special Education	4	81	16%	0%	25%	59%
Speech-Language Pathology	106	3	39%	0%	44%	17%
Taxation	2	3	25%	0%	8%	67%
Water Resource Policy	1	.	100%	0%	0%	0%

Courses that are neither online nor specific to a location (e.g. independent study, internship) have been excluded.

b. Evaluate enrollment patters over the last five years –

In the last 5 years, overall enrollment has declined, from 25,460 to 22,406. Over that period, undergraduate enrollment declined by 13%, while graduate headcount decreased by 7%. At the same time though, graduate enrollment underwent a significant shift from part-time to full-time, so full-time equivalent graduate enrollment only decreased by about 1%. Course offerings have shifted toward online in response to COVID-19, but that trend was already underway in the preceding five years. Through 2019, the number of student credit hours delivered fully online has increased by 151% in the last 5 years, and accounted for about 3% of GVSU credits. In fall 2021, 16% of credits were in fully online sections.

c. Project enrollment patterns over the next five years –

We project recovering undergraduate enrollment 2022-2026, with 20,000 to 23,000 students attending classes at the Allendale and Grand Rapids campuses. We project moderate growth in graduate enrollments, as we expand programs strategically to meet both employer and student demand. Online instruction will

continue to expand as one way to address students' demands for curricular flexibility.

d. Provide instructional staff/student and administrative staff/student ratios for major academic programs or college –

Fall 2021 Staffing Ratios by College

	FTE Faculty per FTE Student	FTE Other Staff per FTE Student
College of Education and Community Innovation	0.05	0.03
College of Health Professions	0.06	0.02
College of Liberal Arts & Sciences	0.06	0.01
Brooks College of Interdisciplinary Studies	0.04	0.04
Kirkhof College of Nursing	0.09	0.06
Padnos College of Engineering & Computing	0.09	0.03
Seidman College of Business	0.04	0.03

e. Project future staffing need based on five-year enrollment estimate and future programming changes -

Staffing will need to keep pace with enrollment. This will include strategic hiring in select new academic areas as new programs are created in areas of strong demand.

f. Identify current average class size and projected average class size based on institution's mission and planned programming changes –

The average size of a GVSU class is 24 students. This is not projected to change in the next five years.

IV. Facility Assessment

a. Summary description of each facility –

Building Count	Building Name	Type	Type	Type	Type	Year Completed
1	Lake Michigan Hall	Classroom 90%			Office 10%	1963; Addition-1996
2	Lake Superior Hall	Classroom 90%			Office 10%	1963
3	Seidman House	Library 100%				1964; Addition - 2001
4	Lake Huron Hall	Classroom 50%			Office 50%	1964; Addition-2020

5	Copeland Living Center	Dormitory 100%				1966; Addition - 2001
6	Central Utilities Building	Service 100%				1966
7	The Commons	Dining Hall 90%			Office 10%	1967; Addition- 1995
8	Robinson Living Center	Dormitory 100%				1967; Addition - 2000
9	Mackinac Hall	Classroom 50%			Office 50%	1967; Additions- 1998, 2002, 2008
10	Manitou Hall	Classroom 50%			Office 50%	1968
11	Fieldhouse & Rec Center	Gymnasium 50%			Office 50%	1968; Additions - 1982, 1995, 2002, 2016, 2017
12	James H. Zumberge Hall	Administrative 100%				1969; Addition- 2014
13	Performing Arts Center	Classroom 80%	Auditorium 10%		Office 10%	1971; Additions - 1976, 1997, 1998, 2001, 2016,2017
14	Kistler Living Center	Dormitory 100%				1971; Additions- 2001, 1972
15	Boat House	Warehouse 100%				1972
16	Kirkhof Center	Dining Hall 20%	Service 65%		Office 15%	1973; Additions- 2002, 2008
17	Service Building	Service 50%			Office 50%	1973; Additions- 1985, 1986, 2001, 2017, 2018
18	Grounds Shed near SER	Service 100%				2012
19	Ravine Center	Dormitory 100%				1973
20	TV Transmitter Building	Service 100%				1973; Additions- 2003
21	Au Sable Hall	Classroom 90%			Office 10%	1976; Additions- 1990, 1993, 2014

22	Calder Art Center	Classroom 90%			Office 10%	1997; Additions-1977, 1990, 1996, 2004
23	Football Center	Gymnasium 100%				1979; Additions-1998, 2019
24	Football Pressbox	Service 100%				1979; Additions-2000, 2017
25	Maple Living Center	Dormitory 100%				1987
26	Oak Living Center	Dormitory 100%				1987
27	Pine Living Center	Dormitory 100%				1987
28	DeVos Living Center	Dormitory 100%				1989
29	Pew Living Center	Dormitory 100%				1989
30	Pickard Living Center	Dormitory 100%				1989
31	Kleiner Commons	70% Dining		30% Office		1989; Additions-2000, 2014
32	Instructional Technology	Service 100%				1990
33	Cook-DeWitt Center	Auditorium 100%				1991
34	Meadows Pump House - Hole 3	Service 100%				1992
35	Meadows Maintenance Building	Service 100%				1993
36	Meadows Learning Center	Classroom 100%				1993; Additions-2014
37	Meadows Club House	Dining 50%	Service 45%	Classroom 5%		1993; Addition-2008
38	Cook Carillon Tower	Service 100%				1994
39	Arend and Nancy Lubbers Student Services Center	Service 50%			Office 50%	1995; Addition-2018
40	Henry Hall	Classroom 50%			Office 50%	1995

41	Padnos Hall of Science	Classroom 30%	Laboratory 20%		Office 50%	1995
42	Children's Enrichment Center	Service 100%				1995
43	Swanson living Center	Dormitory 100%				1997
44	Seidman Living Center	Dormitory 100%				1997
45	Laker Village Apartments	Dormitory 100%				1997; Additions-1998-PH 2A, 1999-PH 2B
46	LVA - Community Building (North)	Dormitory 100%				1997
47	LVA - Community Building (South)	Dormitory 100%				1999
48	Kirkpatrick Living Center	Dormitory 100%				1998
49	Stafford Living Center	Dormitory 100%				1998
50	Calder Residence	Dormitory 100%				1999
51	Baseball Scoring Box	Service 100%				1998
52	Baseball Locker Room Building	Service 100%				1998
53	Alumni House	Service 100%				2000
54	Grand Valley Apartments	Dormitory 100%				2000
55	Frey Living Center	Dormitory 100%				2001
56	Hills Living Center	Dormitory 100%				2001
57	North C Living Center	Dormitory 100%				2001
58	Multi-Purpose Facility (Odie Building)	Service 100%				2002
59	Athletics Shed near Odie Building	Service 100%				2019

60	Ella Koeze-Weed Living Center	Dormitory 100%				2002
61	Icie Macy Hoobler Living Center	Dormitory 100%				2002
62	Paul A. Johnson Living Center	Dormitory 100%				2002
63	Arnold C. Ott Living Center	Dormitory 100%				2002
64	Murray Living Center	Dormitory 100%				2004
65	VanSteeland Living Center	Dormitory 100%				2004
66	South Utilities Building	Service 100%				2004
67	South Entry Ticket Office - Lubbers Stadium	Service 100%				2004
68	GVSU Campus Health Center	Hospital 100%				2004
69	Art Gallery Support Building	Service 100%				2004; Addition-2010
70	Lake Ontario Hall	Classroom 50%			Office 50%	2005
71	Soccer Pressbox	Service 100%				2005
72	Maintenance Pump House	Service 100%				2004
73	Meadows Pump House - Between Holes 6 and 7	Service 100%				2004
74	Softball Pressbox	Service 100%				2007
76	Garage - Luce Ave.	Service 100%				2008
77	Glenn A. Niemeyer Learning and Living Center - East Housing	Dormitory 100%				2008

78	Glenn A. Niemeyer Learning and Living Center - West Housing	Dormitory 100%				2008
79	Glenn A. Niemeyer Learning and Living Center - Honors College	Classroom 90%			Office 10%	2008
80	Kelly Family Sports Center	Gymnasium 100%				2008
81	Fillmore Storage Building	Warehouse 100%				2009
82	Grounds Storage Garage near GVA and South Apartments	Warehouse 100%				2010
83	South Apartments C	Dormitory 100%				2010
84	South Apartments D	Dormitory 100%				2010
85	South Apartments E	Dormitory 100%				2010
86	South Campus Storage Building	Warehouse 100%				2010
87	The Blue Connection	Dining Hall 90%	Classroom 10%			2010
88	South Concessions - Lubbers Stadium	Service 100%				2011
89	GVSU Student Rec. Fields - Building A - Track Scoring Facility	Service 100%				2011
90	GVSU Student Rec. Fields - Building B - Support Facility	Service 100%				2011
91	GVSU Student Rec. Fields - Building C - Support Facility	Service 100%				2011

92	GVSU Student Rec. Fields - Building D - Rugby Support Facility	Service 100%				2011
93	Mary Idema Pew Library	Library 100%				2013
94	The Lubbers Stadium Ticket Booth - North Entrance	Service 100%				2014
95	The Marketplace	Service 90%			Office 10%	2015
96	P. Douglas Kindschi Hall of Science	Classroom 20%	Laboratory 50%		Office 30%	2015
97	Holton-Hooker Learning and Living Center	Classroom 11%	Dormitory 85%		Office 4%	2016
98	Tennis Court Storage Building	Service 100%				2018
99	TV-35/52 Control Building/ Kalamazoo	Service 100%				1985
100	WGVU - AM Caledonia	Service 100%				
101	WGVU - FM Coopersville	Service 100%				
102	WGVU - AM Muskegon	Service 100%				
103	Meijer Campus (Holland)	Classroom 90%			Office 10%	1998
104	Lake Michigan Center	Classroom 10%	Laboratory 10%		Office 80%	2001
105	GVSU Transmitter Building/ Kalamazoo	Service 100%				2003
106	Muskegon Innovation Hub	Service 90%			Office 10%	2004; Addition-2013
107	AWRI Boat Storage Building (Muskegon)	Warehouse 100%				2008

108	Detroit Center (Detroit)	Classroom 90%			Office 10%	2012
109	Robert B. Annis Field Station (Muskegon)	Laboratory 90%	Classroom 5%		Office 5%	2013
110	Michillinda Road Antenna Tower, Fruitland Township	Service 100%				2016
111	Standale Plaza	Service 100%				2017
112	Eberhard Center	Classroom 90%				1988
113	The Depot	Office 100%				1994
114	Richard M. DeVos Center	Classroom 75%	Auditorium 1%	Library 9%	Office 15%	2000; Addition-2008
115	Secchia Hall	Dormitory 100%				2000
116	Keller Engineering Lab	Engineering 90%			Office 10%	2000
117	Steelcase Building	Service 75%			Office 25%	2002
118	Cook-DeVos Center for Health Sciences	Science 70%		Library 2%	Office 28%	2003
119	Winter Hall	Dormitory 100%				2003
120	Seward Parking Lot Ramp	Garage 100%				2004
121	Kennedy Hall of Engineering	Engineering 80%			Office 20%	2007
122	609 Watson	Warehouse 50%			Office 50%	2008
123	L. William Seidman Center	Classroom 50%	Classroom 50%		Office 45%	2013
124	Bicycle Factory Condominium Unit 2, Unit 3 and Common Space	Office 100%				2010
125	Innovation Design Center	Classroom 50%			Office 50%	2017
126	Raleigh J. Finkelstein Hall	Laboratory 51%	Classroom 16%		Office 33%	2018

127	Daniel and Pamella DeVos Center for Interprofessional Health	Laboratory 50%	Classroom 20%	Office 20%	Library 10%	2021
128	335 Michigan Shared Parking Ramp	Garage 100%				2021

b. Building and/or classroom utilization rates –

Utilization of campus space is still somewhat reduced during 2021. Fall 2021 utilization is described as follows, with more typical values from 2019 in parentheses. General-purpose classrooms were used at 57% of capacity during peak hours (67%), 25% during off-peak (51%), 30% during evening hours (41%) and 2% during weekends (1%). Laboratory utilization was 44% during peak hours (59%), 19% during off-peak (39%), 19% in the evening (20%), and 1% during weekends (1%).

c. Mandated facility standards for specific programs, where applicable (i.e. federal/industry standards for laboratory, animal, or agricultural research facilities, hospitals, use of industrial machinery, etc.)

A small species facility is operated in the Padnos Hall of Science and the P. Douglas Kindschi Hall of Science located on the Allendale campus. These facilities conform to regulations issued by the U.S. Department of Agriculture.

A water species facility is operated at the Water Resources institute (Muskegon, Michigan) research site. This facility conforms to regulations issued by the U.S. Department of Agriculture.

d. Functionality of existing structures and space allocation to program areas served.

All existing structures meet the functionality of the programs, which operate within the buildings. These facilities meet applicable codes and standards, which may be in place for each facility.

Crowding exists in facilities used by computing information systems curriculums.

Integrated technology and flexible furniture upgrades are needed in classroom spaces to improve functionality, facilitate active student engagement and collaborative learning.

e. Replacement value of existing facilities –

Building Count	Building Name	2021-2022 Building Values	2021-2022 Contents	2021-2022 Fine Arts	2021-2022 Library	2021-2022 Total Values
1	Lake Michigan Hall	$6,537,844	$1,273,419	$26,231	$0	$7,837,495
2	Lake Superior Hall	$6,527,370	$436,199	$28,079	$0	$6,991,658
3	Seidman House	$1,800,000	$254,683	$22,000	$5,000,000	$7,076,683
4	Lake Huron Hall	$10,036,449	$1,500,000	$38,954	$0	$11,575,403
5	Copeland Living Center	$5,659,218	$30,253	$0	$0	$5,689,471
6	Central Utilities Building	$8,745,849	$5,851,674	$4,560	$0	$14,602,083
7	The Commons	$8,967,016	$618,665	$15,484	$0	$9,601,165
8	Robinson Living Center	$6,950,886	$20,965	$1,000	$0	$6,972,851
9	Mackinac Hall	$17,416,190	$5,000,000	$200,560	$0	$22,616,750
10	Manitou Hall	$6,657,085	$3,514,922	$3,000	$0	$10,175,007
11	Fieldhouse, Arena, Pool & Recreation Center	$56,098,189	$6,244,881	$36,965	$0	$62,380,035
12	James H. Zumberge Hall	$27,204,476	$2,705,108	$645,172	$0	$30,554,755
13	Thomas J. and Marcia J. Haas Center for Performing Arts	$28,159,946	$1,340,300	$400,125	$0	$32,900,371
14	Grace OlKistler Living Center	$8,854,604	$32,083	$2,000	$0	$8,888,687
15	Boat House	$181,199	$35,741	$0	$0	$216,940
16	Kirkhof Center	$18,428,963	$446,050	$146,307	$0	$19,021,320
17	Service Building	$4,431,638	$1,034,215	$58,120	$0	$5,523,973
19	Ravine Center	$421,296	$7,387	$0	$0	$428,684
20	TV Transmitter Building	$357,210	$2,338,208	$0	$0	$2,695,418
21	Au Sable Hall	$10,754,460	$863,373	$143,379	$0	$11,761,212
22	Calder Art Center	$14,636,304	$539,072	$33,098	$0	$16,208,473

23	Jamie Hosford Football Center	$6,221,897	$4,008,669	$0	$0	$10,230,566
24	Football Pressbox	$2,124,436	$0	$0	$0	$2,124,436
25	Maple Living Center	$1,277,060	$110,739	$0	$0	$1,387,799
26	Oak Living Center	$1,277,060	$110,739	$3,500	$0	$1,391,299
27	Pine Living Center	$1,277,060	$110,739	$1,000	$0	$1,388,799
28	DeVos Living Center	$2,065,032	$218,099	$0	$0	$2,283,132
29	Robert C. Pew Living Center	$2,065,032	$218,099	$0	$0	$2,283,132
30	Willliam F. Pickard Living Center	$2,065,032	$218,099	$1,250	$0	$2,284,382
31	Robert Kleiner Commons	$8,199,957	$1,593,675	$7,330	$0	$9,800,962
33	Cook-DeWitt Center	$2,308,647	$478,413	$17,530	$0	$2,804,590
37	Meadows Club House	$2,672,484	$471,117	$800	$0	$3,144,402
38	Cook Carillon Tower	$614,317	$365,164	$2,000	$0	$981,481
39; 40; 41	Padnos, Henry Hall & Student Services Complex	$68,900,825	$12,709,974	$113,803	$0	$75,703,111
42	Children's Enrichment Center	$516,243	$20,287	$3,900	$0	$540,429
43	Maxine M. Swanson living Center	$2,545,903	$128,731	$4,065	$0	$2,678,700
44	Seidman Living Center	$2,545,903	$128,731	$9,530	$0	$2,684,165
45	Laker Village Apartments	$25,840,779	$386,194	$2,750	$0	$26,229,723
46	Laker Village Apartments - Community Building (North)	$419,709	$47,506	$1,375	$0	$468,590

47	Laker Village Apartments - Community Building (South)	$419,709	$47,506	$1,375	$0	$468,590
48	William A. Kirkpatrick Living Center	$3,840,418	$339,522	$634	$0	$4,180,574
49	Dale Stafford Living Center	$3,840,418	$339,522	$1,000	$0	$4,180,940
50	Alexander Calder Residence	$2,091,872	$105,560	$800	$0	$2,198,232
51	Baseball Scoring Box	$72,325	$6,065	$0	$0	$78,389
52	Baseball Locker Room Building	$72,325	$6,065	$0	$0	$78,389
53	Alumni House and Visitor Center	$2,188,871	$475,020	$35,389	$0	$2,699,280
54	Grand Valley Apartments	$12,889,770	$1,110,319	$8,800	$0	$14,008,889
55	Edward J. Frey Living Center	$2,166,275	$275,851	$2,500	$0	$2,444,625
56	Arthur C. Hills Living Center	$2,437,059	$275,851	$680	$0	$2,713,590
57	North C Living Center	$5,253,486	$594,641	$400	$0	$5,848,527
60; 61	Weed & Hoobler Living Centers	$8,813,872	$998,407	$3,588	$0	$9,815,867
62; 63	Johnson & Ott Living Center	$8,135,881	$920,902	$5,312	$0	$9,062,095
64; 65	Murray & Van Steeland Living Center	$26,055,661	$3,973,978	$9,318	$0	$30,038,957
66	South Utilities Building	$887,220	$1,500,000	$0	$0	$2,387,220
68	Metro Health GVSU Campus Center	$253,938	$21,820	$5,000	$0	$280,758
69	Art Gallery Support Building	$426,893	$34,229	$50,000	$0	$511,122
70	Lake Ontario Hall	$11,653,107	$1,035,961	$124,258	$0	$12,813,326

74	Softball Pressbox	$72,325	$6,065	$0	$0	$78,389
76	Garage - Luce Ave.	$146,851	$22,820	$0	$0	$169,671
77; 78; 79	Glenn A. Niemeyer Honors Hall and Living Centers East & West	$27,100,047	$3,174,816	$144,193	$0	$30,419,056
80	Kelly Family Sports Center	$12,575,208	$1,473,207	$871	$0	$14,049,286
81	Fillmore Storage Building	$85,379	$741,633	$0	$0	$827,012
83; 84; 85	South Living Center C, D & E	$38,275,389	$4,233,175	$90,000	$0	$42,598,564
87	Blue Connection	$5,410,715	$538,572	$11,600	$0	$5,960,886
89; 90; 91; 92	Multi-Purpose Outdoor Rec Facilities	$1,710,315	$12,132	$0	$0	$1,722,447
93	Mary Idema Pew Library	$45,934,577	$5,080,266	$884,000	$23,899,358	$75,798,200
95	The Marketplace	$9,391,377	$4,000,000	$0	$0	$13,391,377
96	P. Douglas Kindschi Hall of Science	$37,940,000	$11,790,000	$110,558	$0	$49,840,558
97	Holton-Hooker Learning and Living Center	$32,777,438	$0	$25,000	$0	$34,802,438
99	TV-35/52 Control Building/ Kalamazoo	$1,493,740	$1,630,541	$0	$0	$3,124,281
101	WGVU - FM Coopersville	$67,500	$309,514	$0	$0	$377,014
102	WGVU - AM Muskegon	$67,500	$309,514	$0	$0	$377,014
103	Meijer Campus (Holland)	$5,619,914	$636,119	$62,514	$0	$6,318,547
106	Muskegon Innovation Hub	$4,615,493	$2,474,657	$23,958	$0	$7,114,108

107	AWRI Boat Storage Building (Muskegon)	$1,720,184	$304,275	$0	$0	$2,024,460
108	Detroit Center (Detroit)	$10,941,425	$1,210,098	$115,000	$0	$12,266,523
109	Robert B. Annis Field Station (Muskegon)	$3,832,166	$0	$2,000	$0	$5,034,166
111	Standale Plaza	$849,774	$0	$0	$0	$849,774
112	Eberhard Center	$36,753,970	$8,382,062	$390,343	$0	$45,526,375
113	The Depot	$322,896	$48,523	$0	$0	$371,418
114	Richard M. DeVos Center	$59,990,421	$10,163,186	$3,010,000	$4,040,740	$77,204,347
115	Secchia Hall	$9,782,918	$45,056	$0	$0	$9,827,974
116	Keller Engineering Lab	$46,795,352	$1,255,135	$0	$0	$8,051,487
117	Steelcase Building	$2,429,451	$1,123,180	$0	$0	$3,552,632
118	Cook-DeVos Center for Health Sciences	$57,006,180	$12,880,470	$345,626	$509,772	$70,042,048
119	Winter Hall	$12,859,009	$720,126	$7,655	$0	$13,586,790
120	Seward Parking Lot Ramp	$20,579,344	$121,307	$0	$0	$20,700,651
121	Kennedy Hall of Engineering	$13,552,755	$1,959,051	$302,687	$0	$15,814,493
122	609 Watson	$1,138,379	$273,834	$0	$0	$1,412,214
123	L. William Seidman Center	$32,286,825	$2,853,876	$385,000	$0	$38,011,825
124	Bicycle Factory Condominium Unit 2, Unit 3 and Common Space	$5,041,258	$713,109	$50,772	$0	$5,805,139
125	Innovation Design Center	$7,966,634	$1,570,000	$8,000,000	$0	$19,030,634
126	Raleigh J. Finkelstein Hall	$24,343,001	$4,850,000	$287,657	$0	$29,480,658

127	Daniel and Pamella DeVos Center for Interprofessional Health	$56,430,000	$4,500,000	$30,000	$0	$60,960,000
128	335 Michigan Shared Parking Ramp		$100,000			$100,000

f. Utility system condition (i.e., heating, ventilation, and air conditioning (HVAC), water and sewage, electrical, etc.) -

To ensure continued reliability of critical infrastructure, GVSU has internal staff and external consultants review the utility distribution systems as an ongoing component of our campus accountability. Age, capacity, future expansions, reliability, bottlenecks, communication and electrical conduit sizes, pressures, and cost estimate are a sampling of what the studies contain. All utility system studies are publicly available for review as it strives to synchronize our capital improvements and transparency initiatives. Where possible, improvements in these systems are coordinated with capital building projects.

The studies indicate a state of good repair and reliability. GVSU continues to invest significant financial and personnel resources to maintain the integrity of the utility systems. The university also utilizes best management practices to ensure long-term safety and return on investment.

For buildings served 100% by public utilities, we remain in contact with the public utilities to ascertain the conditions and reliability as it relates to University operations.

g. Facility infrastructure condition (i.e. roads, bridges, parking structures, lots, etc.) –

The university completes periodic evaluations for infrastructure conditions including outside consultant inspections and reports. Roads, curbs, sidewalks, bridges, parking lots, and parking structures, etc. are inspected annually by internal personnel and periodically by outside consultants familiar with the infrastructure. Following these inspections, improvements and repairs identified to sustain the integrity of the infrastructure are then funded or scheduled as part of the annual project development. Grand Valley completes annual improvements to each of these infrastructure features.

The university has an annual allocation of funds for sidewalks and other pedestrian path improvements. This funding is periodically adjusted to accommodate the increase in paths to be maintained. Emphasis is placed on paths, which are critical to compliance with the ADA and emergency access.

h. Adequacy of existing utilities and infrastructure systems to current and 5-year projected programmatic needs –

For the Allendale campus, consistent with the conditions referenced in section IV (f and g), GVSU has utility and infrastructure systems in place that meet the current and 5-year projected programmatic needs of the university. This includes both new and repurposed campus infrastructure.

The university has been systematically upgrading the university-owned electrical transmission system on the Allendale campus. The 1960-70 era cabling has been replaced in phases so that campus operations were not affected. This replacement program is now being expanded to address electrical cabling installed in the 1980's.

Recent upgrades in the cooling systems have increased reliability and efficiency of these systems by replacing 1970 era cooling equipment. These systems have been expanded by the construction of a second cooling plant on the south end of the Allendale campus.

For the Grand Rapids campus and other regional sites, the university is connected entirely to public utilities. There are no reported deficiencies with these systems; however, where different systems were encountered the university has assisted the municipalities in updating the affected utilities.

University owned computing and telecommunication systems are routinely updated to address outmoded equipment and to accommodate new technologies.

i. Does the institution have an enterprise-wide energy plan? What are its goals? Have energy audits been completed on all facilities, if not, what is the plan/timetable for completing such audits?

The university has an enterprise-wide energy plan that considers pricing and purchasing, design standards, conservation measures, preventive maintenance, alternative energy and campus wide involvement. In the past 20 years, Grand Valley State University has implemented over 400 energy-saving projects, policies, and procedures resulting in an energy cost avoidance factor of nearly $2.6 million annually and additionally $6 million on an aggregated yearly basis. On a square foot basis, we have dropped our utility consumption by the following percentages: -31% for electrical and -34% for natural gas. We have long term electrical and natural gas contracts in place out to 2027 and 2028 respectively with 15% renewable wind power out to 2036. Examples of energy projects include lighting improvements, temperature set points and setbacks, installing energy efficient HVAC equipment, improving building system infrastructures, upgrading energy monitoring and controls, improving building HVAC schedules and energy savings education. The university has also reduced water consumption on a sq. ft. basis by 50%.

Energy audits are conducted on a continuing basis and all applicable utilities are metered. This includes electrical, natural gas, steam, and chilled water. Data is reported automatically via our Building Management System (BMS). Those meters not automatically read are recorded manually. Utility metrics are consistently used to track usage and energy performance of campus buildings.

In addition to our internal energy strategies, the university signed the American College & University Presidents Climate Commitment (ACUPCC). Since its signing in 2007, GVSU continues to track greenhouse gas (GHG) through the ACUPCC and more recently through a software developed specifically for GVSU.

We also continue to submit reports to the Association for the Advancement of Sustainability in Higher Education's (AASHE) Sustainability Tracking Assessment and Rating System (STARS). GVSU has held an AASHE STARS gold rating since 2013 and is the highest ranked university in Michigan. The gold status is based on responses that evaluate commitment to environmental improvement, helping to solve climate problems, and making significant efforts to operate sustainably in its academics, engagement, operations, planning, administration, and innovation. Grand Valley State University has also been included on the Sierra Club's "Cool Schools" list for six years in a row. This list recognizes the nation's greenest universities and GVSU is the highest ranking university in the state.

Grand Valley has truly become a nationally recognized leader in sustainability. Twenty-six (26) of the university's construction projects have received differing levels of LEED® certification, with the highest designation of LEED® platinum for the Mary Idema Pew Library Learning and Information Commons.

j. Land owned by the institution and include a determination of whether capacity exists for future development, additional acquisitions are needed to meet future demands, or surplus land can be conveyed for a different purpose.

The Allendale campus consists of 1,457 acres. There is adequate capacity to meet future development needs and opportunities.

The Holland and Muskegon locations are intended to remain as specialized operations and the existing land holds meet projected needs.

Currently, the university owns approximately 64 acres in the City of Grand Rapids. The total includes land for future expansion of the health professions campus. There is also 11 acres of land bordering the cities of Walker and Grand Rapids for parking expansion to serve students traveling between the university's Allendale and Grand Rapids campuses.

k. What portions of existing buildings, if any, are currently obligated to the State Building Authority and when these State Building Authority leases are set to expire.

(Facility Description)	Lease Date	SBA Bond Issue	Expiration Date
Science Lab, Classroom and Office Building (KHS)	2015	2015 Series IR	07/31/2050
Padnos College of Engineering (KEN)	2007	2007 Series I MM	11/30/2042
School of Business and Graduate Library (DEV)	2000	2000 Series I	11/30/2035
Health and Medical Sciences Lab and Classroom Building (DCIH)	2021	2021 Series I	06/30/2056

V. Implementation Plan

The Five-Year Capital Outlay Plan should identify the schedule by which the institution proposes to address major capital deficiencies, and;

a. Prioritize major capital projects requested from the State, including a brief project description and estimated cost, in the format provided. (Adjust previously developed or prior years' figures utilizing industry standard CPI indexes where appropriate).

Grand Valley State University uses the following factors to guide its prioritization of capital expenditures projects (new construction and remodeling). Actual and projected enrollment and program growth, utilization rates of the current facilities, space required to provide student, faculty, and staff spaces to accommodate enrollment and program growth and change, housing and dining requirements of a residential campus. Critical adjacencies, technological and other programmatic factors, and actual condition of existing facilities. With these factors in mind, GVSU has developed multiple master plans and studies, which are periodically updated.

Consistent with its process of reviewing its facilities on a 5-year basis, Grand Valley State University has completed a campus master plan for the Allendale, Pew, and Health Campuses and Regional Centers. Studies and master plans being reviewed or undertaken include the following:

- Campus Master Plan - all campuses
- Allendale Domestic Water and Sewer
- Allendale Steam and Chilled Water
- Campus-wide Parking Plan
- Bus Transportation Plan
- Belknap Plan
- Student Recreation Space Analysis
- Allendale Storm Water Management
- Allendale Electrical Distribution
- Housing and Dining 10-year Plan

The findings and recommendations of these activities are being incorporated into the current and future developments.

Facilities/Capital Plan: 2023-2027

Proposed Projects	Gross Square Feet	Project Budget
Blue Dot Lab	130,000	$75,000,000
TOTAL	**130,000**	**$75,000,000**

Projects listed above exceed the $3,000,000 reporting threshold as required by JCOS.

Priority No. 1 is the proposed construction of the Blue Dot Lab. This new facility would serve all students to develop digital skills and competencies and create a proficiency in digital literacy. This facility would include technology enhanced teaching spaces, flexible learning spaces, digital production spaces, digital fabrication spaces, transdisciplinary working spaces, and research/lab spaces that nurture innovation and collaboration. This facility will address the demand by industry for students to be prepared for the challenges and opportunities of the future with the necessary digital skills and knowledge.

The new structure would be designed to meet all applicable codes and standards, including LEED certification.

b. If applicable, provide an estimate relative to the institution's current deferred and structural repairs, including programmatic impact, immediately versus over the next five years.

The university has completed a comprehensive Facilities Condition Assessment to identify deficiencies and confirm costs for deferred and structural repairs over the next twenty years. The University contracted with a national consultant in the building assessment industry with expertise in property condition assessments, capital planning services and software. On-site inspections and data collection were performed, asset descriptions were established, and projects were identified for repair and replacement. Projects were estimated and prioritized for annual funding, and included in the university capital maintenance plan.

c. Include the status of on-going projects financed with State Building Authority resources and explain how completion coincides with the overall Five-Year Capital Outlay Plan.

The Health Sciences Building received authorization for design and construction. Construction of this facility began in May 2018 and was completed on schedule in May 2021.

d. Identify to the extent possible, a rate of return on planned expenditures. This could be expressed as operational "savings" that a planned capital expenditure would yield in future years.

Both traditional students and adult learners need to advance their digital skills to meet industry demand and the expectations of today's workforce. Courses, programs, technology, and opportunities made available in the Blue Dot Lab would be accessible to all students, community members, adult learners and working adults pursuing their professions, completing research or advancing skills required for the work force. Increased enrollments would generate tuition revenue which would support the return on expenditures.

Operational savings would a result by centralizing digital learning, use of software tools, production labs, fabrication labs on campus for students in all colleges and areas of study. The Blue Dot Lab will combine technology rich spaces teaching spaces, flexible learning spaces, and transdisciplinary working spaces into one facility for all learners and faculty to share and utilize. The Blue Dot Lab will promote cross disciplinary teaching, collaboration and connection between faculty, students, community and industry with spaces right sized and technology enhanced.

e. Where applicable, consider alternatives to new infrastructure, such as distance learning.

GVSU believes that distance learning offers some excellent opportunities for higher education and we are achieving valuable experience in online pedagogy during the COVID-19 response. Nevertheless, current conditions have underscored the value and appeal of in-person learning. As the pandemic response allows more and larger gatherings, we anticipate shifting a large proportion of our learning back into in-person classes and hybrid modes that strategically combine online and in-person engagement. GVSU has recently developed fully online micro credentials and degree programs to better fit with the busy schedules of working adults, and we will continue to develop in that direction to serve the documented needs of Michigan students.

f. Identify a maintenance schedule for major maintenance items in excess of $1,000,000 for fiscal year 2023 through fiscal year 2027.

$2,600,000	DeVos Natural Gas Boilers
$1,175,000	Athletics Facilities Upgrades
$2,100,000	Padnos Lab Exhaust and Fume Hood Controls
$1,500,000	Pool Building HVAC Equipment Replacement and Envelope Repairs
$2,600,000	Sports Field Turf Replacement
$1,500,000	Replace 2nd Boiler at Central Utilities Building
$1,100,000	Replace 1200 Ton Centrifugal Chiller
$1,000,000	Chilled Water Piping Improvements

g. Identify the amount of non-routine maintenance the institution has budgeted for in its current fiscal year and relevant sources of financing.

The university has budgeted $5.5 million in its general operating budget to address capital maintenance items for academic structures. The university has budgeted $1.6 million in its auxiliary services budget to address capital maintenance items associated with auxiliary structures. The total budget for capital maintenance in the fiscal year period of 2021-2022 is $7.7 million.