

Grand Valley State University

Five-Year Master Plan

FY 2021 – 2025

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 representative 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.)

The factor, which is fueling the credit hour growth in existing academic programs, is the continued growth in academic credit hours with health sciences, computing, and engineering. The growth in these areas also affects a rise in our liberal education foundational classes, particularly in the sciences and mathematics.

For the sciences, a new State supported facility was occupied in August 2015. This new facility, the P. Douglas Kindschi Hall of Science, has relieved some of the demand in the sciences and reutilization of existing buildings has relieved a portion of the demand in mathematics.

At the existing health sciences facility, the current utilization rate is estimated to be 80% higher than the accepted academic practice of 35 hours per week. The growth in the utilization rate is due in part to historic enrollment growth and the increase in academic program offerings.

A new facility, Raleigh J. Finkelstein hall, was completed in April 2018 and is in close proximity to the regional medical facilities. It provides needed space for existing and proposed new programs in health sciences. New spaces include areas for new training protocols, simulation based learning, and group program analysis.

Currently in construction is a new State supported facility, the Daniel and Pamella DeVos Center for Interprofessional Health. Completion is targeted for April 2021. This new building will connect to the Cook-DeVos Center for Health Sciences, which is a State supported facility completed in August 2003. The Daniel and Pamella DeVos Center for Interprofessional Health will provide supplemental space for existing and proposed new programs in health sciences, medical engineering, and computer based medical analysis programs. The latter will alleviate space constraints on the Allendale campus with regard to computing information systems programs. The building will also place an emphasis on simulation-based learning where standardized patient/actors participate in the experiential learning of students.

The Cook-DeVos Center for Health Sciences, Raleigh J. Finkelstein Hall, and the Daniel and Pamella DeVos Center for Interprofessional Health constitutes Grand Valley State University Health Campus.

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 students 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 its 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 medical and healthcare industry and medical research industry 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 is the educator of practically all of the medical science professions except for medical doctors and pharmacists. Additionally, every medical field relies on computer information and processes at an exponentially increasing rate. The Daniel and Pamella DeVos Center for Interprofessional Health will house the 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 \$848 million in economic activity in West Michigan, leading to the creation of more than 11,900 private sector jobs. Our 121,974 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. For more details, refer to Grand Valley’s Economic Impact Site. www.gvsu.edu/economicimpact/

III. Staffing and Enrollment

a. Current full and part-time student enrollment levels

Fall 2019 Enrollment by Academic Program and Course Type/Location

		Full-time	Part-time	Allendale /Grand Rapids	Other Sites	Independent study / Fieldwork / Internship / Practicum	On-line
Bachelors	Accounting	565	65	95%	0%	0%	5%
	Advertising & Public Relations	427	48	96%	0%	3%	1%
	Allied Health Sciences	688	159	93%	1%	1%	5%
	Anthropology	71	18	96%	0%	2%	2%
	Art Education	28	1	96%	0%	2%	2%
	Art History	9	2	94%	0%	4%	2%
	Athletic Training	43	2	95%	0%	4%	1%
	Behavioral Neuroscience	260	21	97%	0%	1%	3%
	Biochemistry	127	10	97%	0%	1%	2%
	Biology	408	62	98%	0%	1%	2%

Biomedical Engineering	35	3	98%	0%	0%	2%
Biomedical Sciences	1084	84	97%	0%	1%	2%
Business Economics	190	13	97%	0%	0%	3%
Business General	772	45	96%	0%	0%	3%
Cardiovascular Sonography	49	1	97%	0%	0%	3%
Cell & Molecular Biology	85	7	100%	0%	0%	0%
Chemistry	86	13	97%	0%	1%	2%
Chinese Studies	1	1	83%	0%	0%	17%
Classics	26	1	98%	0%	0%	2%
Communication Sci & Disorders	187	9	97%	0%	0%	2%
Communication Studies	243	22	94%	0%	4%	2%
Communications	0	1	100%	0%	0%	0%
Comp Science & Arts for Teaching	385	14	95%	0%	0%	5%
Computer Engineering	94	30	100%	0%	0%	0%
Computer Science	452	74	98%	0%	1%	1%
Criminal Justice	548	41	89%	0%	1%	10%
Cybersecurity	11	1	100%	0%	0%	0%
Dance	41	4	95%	0%	5%	0%
Diagnostic Medical Sonography	164	7	96%	0%	2%	1%
Earth Science	7	1	97%	0%	0%	3%
Economics	54	5	97%	0%	0%	3%
Education	1249	71	97%	0%	1%	2%
Electrical Engineering	153	55	99%	0%	0%	1%
Engineering	0	3	67%	0%	33%	0%
English	448	35	97%	0%	1%	3%
Entrepreneurship	89	10	96%	0%	1%	4%
Environ and Sustain Studies	39	0	99%	0%	0%	1%
Exercise Science	956	102	93%	0%	4%	3%
Exploratory Study	1117	49	99%	0%	0%	1%
Film and Video	288	29	98%	0%	1%	1%
Finance	802	66	95%	0%	0%	4%
French	21	3	97%	0%	2%	2%
General Management	234	32	96%	0%	1%	3%
Geography	45	5	94%	0%	0%	6%
Geology	72	11	97%	0%	1%	2%
Geology-Chemistry	8	2	98%	0%	0%	2%
German	10	0	97%	0%	1%	2%
Global Studies & Social Impact	33	1	94%	0%	1%	5%
Group Social Studies	201	21	96%	0%	1%	3%
Health Communication	73	9	94%	0%	5%	2%
Health Information Management	96	7	97%	0%	0%	3%
Health Professions	0	1	100%	0%	0%	0%
History	122	26	96%	0%	2%	2%

Hospitality Tourism Management	276	41	90%	0%	3%	6%
Human Resources Management	205	20	95%	0%	0%	5%
Information Systems	133	31	95%	0%	0%	5%
Information Technology	51	6	93%	0%	0%	7%
Integrated Science	67	7	98%	0%	0%	2%
Integrated Science Elementary	20	4	98%	0%	2%	0%
Integrated Science Secondary	3	0	100%	0%	0%	0%
Integrative Studies	4	7	55%	30%	0%	15%
Interdisciplinary Engineering	111	11	99%	0%	0%	0%
International Business	120	6	98%	0%	0%	2%
International Relations	104	8	95%	0%	2%	3%
Legal Studies	134	11	91%	0%	2%	7%
Liberal Studies	98	81	75%	5%	4%	16%
Management	117	23	94%	0%	0%	6%
Marketing	883	61	95%	0%	1%	4%
Mathematics	292	24	97%	0%	1%	1%
Mechanical Engineering	420	132	99%	0%	0%	1%
Medical Laboratory Science	90	15	96%	0%	2%	2%
Microbiology	1	1	100%	0%	0%	0%
Multimedia Journalism	115	8	97%	0%	2%	2%
Music	175	12	98%	0%	1%	1%
Natural Resources Management	173	18	98%	0%	1%	1%
Non Degree Undergraduate	2	91	77%	20%	0%	2%
Nursing	1249	174	86%	0%	12%	2%
Occupational Safety/Health Mgt	59	5	98%	0%	1%	1%
Operations Management	30	3	95%	0%	1%	4%
Philosophy	45	7	98%	0%	2%	0%
Photography	47	5	96%	0%	3%	1%
Physical Education	54	7	93%	0%	2%	5%
Physics	34	4	100%	0%	0%	0%
Political Science	220	12	96%	1%	1%	2%
Pre-Med Img/Radiation Science	0	1	100%	0%	0%	0%
Pre-professional Preparation	1005	46	98%	0%	1%	2%
Product Design & Mfg Engineering	86	55	98%	0%	1%	1%
Psychology	919	76	95%	0%	1%	4%
Public and Nonprofit Admin	131	32	92%	0%	2%	6%
Radiation Therapy	78	12	93%	0%	5%	2%
Recreational Therapy	23	0	100%	0%	0%	0%
Religious Studies	13	2	84%	7%	1%	7%
Social Work	341	52	89%	0%	7%	4%
Sociology	67	18	95%	0%	1%	3%
Spanish	97	16	97%	0%	2%	2%
Special Education	266	6	94%	0%	0%	5%

	Sport Management	165	7	93%	0%	4%	4%
	Statistics	148	13	98%	0%	0%	2%
	Studio Art	222	28	97%	0%	1%	2%
	Supply Chain Management	308	30	95%	0%	0%	5%
	Theatre	42	4	97%	0%	3%	0%
	Therapeutic Recreation	100	20	92%	0%	4%	4%
	Women and Gender Studies	1	3	100%	0%	0%	0%
	Women, Gender & Sexuality Study	39	2	96%	0%	1%	3%
	Writing	159	16	97%	0%	1%	2%
Graduate	Accounting	40	23	99%	0%	1%	0%
	Applied Linguistics	12	4	86%	0%	12%	2%
	Athletic Training	1	0	79%	0%	21%	0%
	Biology	22	19	59%	10%	31%	0%
	Biomedical Sciences	9	14	85%	0%	13%	2%
	Biostatistics	28	9	94%	0%	5%	1%
	Business General	41	157	98%	1%	0%	1%
	Cell & Molecular Biology	23	17	85%	0%	13%	2%
	Clinical Dietetics	46	2	59%	0%	40%	1%
	Communications	15	26	82%	0%	15%	2%
	Computer Information Systems	14	52	95%	0%	1%	4%
	Criminal Justice	11	9	89%	0%	11%	0%
	Cybersecurity	0	3	40%	0%	0%	60%
	Data Science and Analytics	19	16	94%	0%	6%	0%
	Educational Leadership	5	263	33%	29%	27%	10%
	Educational Technology	2	23	21%	0%	8%	71%
	Engineering	24	35	86%	0%	13%	1%
	English	1	19	95%	0%	5%	0%
	General Education	0	10	10%	30%	40%	20%
	Health Administration	36	34	95%	0%	4%	1%
	Health and Bioinformatics	10	11	92%	0%	8%	0%
	Higher Education	60	33	80%	0%	14%	6%
	Instruction & Curriculum	46	109	36%	0%	20%	44%
	Leadership	0	24	57%	32%	4%	7%
	Literacy Studies	1	117	28%	9%	22%	41%
	Medical & Bioinformatics	1	6	47%	0%	36%	17%
	Medical Dosimetry	17	0	42%	0%	36%	22%
	Non Degree Graduate	4	103	83%	5%	1%	11%
	Nursing	55	20	80%	0%	20%	0%
	Occupational Therapy	120	23	91%	0%	9%	0%
	Philan & Nonprofit Leadership	3	10	56%	0%	0%	44%
	Physical Therapy	176	1	69%	0%	31%	0%
	Physician Assistant Studies	140	0	54%	19%	27%	0%
	Public Administration	33	75	68%	1%	6%	25%

Public Health	74	14	87%	0%	12%	1%
School Counseling	13	44	46%	0%	15%	39%
School Psychology	24	15	40%	8%	29%	22%
Social Innovation	1	11	95%	0%	0%	5%
Social Work	173	115	76%	5%	16%	3%
Special Education	5	66	39%	1%	22%	39%
Speech-Language Pathology	89	0	66%	0%	34%	0%
Taxation	0	4	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 slightly, from 25,325 to 24,033. Over that period, undergraduate enrollment has held steady, while graduate headcount decreased. At the same time though, graduate enrollment underwent a significant shift from part-time to full-time, so full-time equivalent graduate enrollment decreased less than headcount. The number of student credit hours delivered fully online has increased by 151% in the last 5 years, and accounts for about 3% of GVSU credits. With the ongoing improvements in technology, the university expects an increase in the number of students enrolled in online course offerings.

c. Project enrollment patterns over the next five years –

We project stable undergraduate enrollment 2021-2025, with 24,000 to 26,000 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 2019 Staffing Ratios by College

	FTE Faculty per FTE student	FTE Other Staff per FTE Student
Seidman College of Business	0.04	0.07
College of Community and Public Service	0.05	0.08
College of Education	0.08	0.09
College of Liberal Arts and Sciences	0.06	0.06
Padnos College of Engineering and Computing	0.08	0.07
College of Health Professions	0.07	0.06
Kirkhof College of Nursing	0.11	0.12
Brooks College of Interdisciplinary Studies	0.04	0.07

Based on provisional employee counts as of Sep 17, 2019

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 25 students. This is not projected to change in the next five years.

IV. Facility Assessment

a. Summary description of each facility –

Campus Building	Type	Type	Type	Type	Year Completed
Lake Michigan Hall	Classroom 90%			Office 10%	1963
Lake Superior Hall	Classroom 90%			Office 10%	1963
Seidman House	Library 100%				1964
Seidman House Addition	Library 100%				2001
Lake Huron Hall	Classroom 90%			Office 10%	1964
Copeland Living Center	Dormitory 100%				1966
Central Utilities Building	Service 100%				1966
The Commons	Dining Hall 90%			Office 10%	1967
The Commons Addition	Dining Hall 90%			Office 10%	1995
Robinson Living Center	Dormitory 100%				1967
Mackinac Hall	Classroom 50%			Office 50%	1967
Mackinac Hall Addition	Classroom 50%			Office 50%	1998
Mackinac Hall Addition	Classroom 50%			Office 50%	2002
Mackinac Hall Addition	Classroom 50%			Office 50%	2008
Manitou Hall	Classroom 50%			Office 50%	1968
Fieldhouse	Gymnasium 50%			Office 50%	1968

Student Recreation Center-Fieldhouse Addition	Recreation 100%				1995
Student Recreation Center-Fieldhouse Addition	Recreation 100%				2016
Zumberge Hall	Administrative 100%				1969
Zumberge Addition I	Administrative 100%				2014
Performing Arts Center	Classroom 80%	Auditorium 10%		Office 10%	1971
Scene Shop Addition	Service 100%				1976
PAC Addition	Classroom 80%			Office 20%	1997
PAC Addition	Classroom 80%			Office 20%	1998
PAC Addition	Classroom 80%			Office 20%	2001
PAC Addition	Classroom 90%	Auditorium 10%			2017
Kistler Living Center	Dormitory 100%				1971
Boat House	Warehouse 100%				1972
Kirkhof Center	Dining Hall 25%	Service 60%		Office 15%	1973
Kirkhof Center Addition	Service 90%			Office 10%	2002
Kirkhof Center Addition	Service 90%			Office 10%	2008
Service Building	Service 50%			Office 50%	1973
Warehouse Addition	Warehouse 100%				1985
Vehicle Shelter	Warehouse 100%				1986
Mailroom/Mezzanine	Service 100%				
Service Building Addition	Office 100%				2001
Service Building Addition	Office 100%				2017
TV Transmitter Building	Service 100%				1973
GVSU Transmitter Building Addition	Service 100%				2003
Au Sable Hall	Classroom 90%			Office 10%	1976

Au Sable Hall Addition I	Classroom 90%			Office 10%	1990
Au Sable Hall Addition II	Classroom 90%			Office 10%	1993
Au Sable Hall Addition III	Classroom 90%			Office 10%	2014
Calder Art Center	Classroom 90%			Office 10%	1997
Cedar Studio	Classroom 100%				1977
Water Resources Institute	Laboratory 100%				1990
Ceramics Building	Classroom 100%				1996
Calder Art Center Addition	Classroom 100%				2004
Football Center	Gymnasium 100%				1979
Football Center	Gymnasium 100%				1998
Football Center	Gymnasium 100%				2019
Press Box	Service 100%				1979
Maple Living Center	Dormitory 100%				1987
Oak Living Center	Dormitory 100%				1987
Pine Living Center	Dormitory 100%				1987
DeVos Living Center	Dormitory 100%				1989
Pew Living Center	Dormitory 100%				1989
Pickard Living Center	Dormitory 100%				1989
Kleiner Commons	Dining 100%				1989
Kleiner Commons Addition	Service 100%				2000
Kleiner Commons Addition	Office 100%				2014
Cook- DeWitt Center	Auditorium 100%				1991
Meadows Pump House	Service 100%				1992
Meadows Maintenance Building	Service 100%				1993
Meadows Learning Center	Classroom 100%				1993

Meadows Clubhouse	Dining 50%	Service 45%	Classroom 5%		1993
Cook Carillon Tower	Service 100%				1994
Student Services Building	Service 50%			Office 50%	1995
Student Services Building Addition	Service 100%				2018
Henry Hall	Classroom 50%			Office 50%	1995
Padnos Hall of Science	Classroom 30%	Laboratory 20%		Office 50%	1995
Children Center	Service 100%				1995
Swanson Living Center	Dormitory 100%				1997
Seidman Living Center	Dormitory 100%				1997
Laker Village Apt.'s - Ph 1	Dormitory 100%				1997
Laker Village Apt.'s - Ph 2A	Dormitory 100%				1998
Laker Village Apt's - Ph 2B	Dormitory 100%				1999
LVA - Community Bldg. (North)	Dormitory 100%				1997
LVA - Community Bldg. (South)	Dormitory 100%				1999
Kirkpatrick Living Center	Dormitory 100%				1998
Stafford Living Center	Dormitory 100%				1998
Calder Residence	Dormitory 100%				1999
Baseball Scoring Box #1	Service 100%				1998
Baseball Locker Room	Service 100%				1998
Alumni House	Service 100%				2000
Grand Valley Apartments	Dormitory 100%				2000
Frey Living Center	Dormitory 100%				2001
Hills Living Center	Dormitory 100%				2001
North C	Dormitory 100%				2001

Multi-purpose Facility	Service 100%				2002
Ella Koeze-Weed Living Center	Dormitory 100%				2002
Icie Macy Hoobler Living Center	Dormitory 100%				2002
Paul A. Johnson Living Center	Dormitory 100%				2002
Murray Living Center	Dormitory 100%				2004
VanSteeland Living Center	Dormitory 100%				2004
South Utilities Building	Service 100%				2004
South Entry Ticket Office	Service 100%				2004
Campus Health Center	Hospital 100%				2004
Art Gallery Support Facility	Service 100%				2004
Art Gallery Support Facility Addition	Classroom 100%				2010
Lake Ontario Hall	Classroom 50%			Office 50%	2005
Soccer Press box	Service 100%				2005
Pump House - Maintenance	Service 100%				2004
Pump House - Meadows	Service 100%				2004
Softball Press box	Service 100%				2007
House - Luce Ave.	Service 100%				2008
Garage - Luce Ave.	Warehouse 100%				2008
Niemeyer East	Dormitory 100%				2008
Niemeyer West	Dormitory 100%				2008
Honors College	Classroom 90%			Office 10%	2008
Kelly Family Sports Center	Gymnasium 100%				2008
Fillmore Storage Building	Warehouse 100%				2009
Grounds Storage Garage	Warehouse 100%				2010

South Apartments C	Dormitory 100%				2010
South Apartments D	Dormitory 100%				2010
South Apartments E	Dormitory 100%				2010
The Connection	Dining Hall 90%	Classroom 10%			2010
South Concession	Service 100%				2011
GVSU Student Rec. Fields - Building A	Service 100%				2011
GVSU Student Rec. Fields - Building B	Service 100%				2011
GVSU Student Rec. Fields - Building C	Service 100%				2011
GVSU Student Rec. Fields - Building D	Service 100%				2011
Mary Idema Pew Library	Library 100%				2013
The Marketplace	Service 90%			Office 10%	2015
P. Douglas Kindschi Hall of Science	Classroom 20%	Laboratory 50%		Office 30%	2015
Holton-Hooker Learning and Living Center	Classroom 11%	Dormitory 85%		Office 4%	2016
TV-35/52 Control Building/Kalamazoo	Service 100%				1985
WGVU-AM Caledonia	Service 100%				
WGVU-FM Coopersville	Service 100%				
WGVS-AM Muskegon	Service 100%				
Meijer Campus (Holland)	Classroom 90%			Office 10%	1998
Lake Michigan Center (Muskegon)	Classroom 10%	Laboratory 10%		Office 80%	2001
GVSU Transmitter Building/Kalamazoo	Service 100%				2003
Muskegon Innovation Hub	Service 90%			Office 10%	2004
AWRI Boat Storage Building (Muskegon)	Warehouse 100%				2008
Detroit Center (Detroit)	Classroom 90%			Office 10%	2012

Technology Demonstration Building	Service 100%				2013
Robert B. Annis Field Station (Muskegon)	Laboratory 90%	Classroom 5%		Office 5%	2013
Michillinda Road Antenna Tower	Service 100%				2016
Standale Plaza	Service 100%				2017
Eberhard Center	Classroom 90%			Office 10%	1988
The Depot	Office 100%				1994
Richard M. DeVos Center	Classroom 75%	Auditorium 1%	Library 9%	Office 15%	2000
Secchia Hall	Dormitory 100%				2000
Keller Engineering Building	Engineering 90%			Office 10%	2000
Steelcase Storage Building	Service 75%			Office 25%	2002
Cook-DeVos Center for Health Sciences	Science 70%		Library 2%	Office 28%	2003
Winter Hall	Dormitory 100%				2003
Seward Parking Lot Ramp	Garage 100%				2004
Kennedy Hall of Engineering	Engineering 80%			Office 20%	2007
609 Watson	Warehouse 50%			Office 50%	2008
Bicycle Factory Condo Unit 2, Unit 3 and Common Space	Office 100%				2010
L. William Seidman Center	Classroom 50%	Auditorium 5%		Office 45%	2013
Innovation Design Center	Classroom 50%			Office 50%	2017
Raleigh Finkelstein Hall	Laboratory 51%	Classroom 16%		Office 33%	2018

b. Building and/or classroom utilization rates –

General-purpose classrooms are used at 67% of capacity during peak hours, 51% during off-peak, 41% during evening hours and 1% during weekends. Laboratory utilization is 51% during peak hours, 39% during off-peak, 20% in the evening, and 1% during weekends (Fall 2019).

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 and the health sciences curriculums.

e. Replacement value of existing facilities –

Building Name	19-20 Building	19-20 Contents	19-20 Fine Arts	19-20 Library Values	19-20 Total Values
Lake Michigan Hall	6,314,927	1,248,450	26,231	0	7,589,609
Lake Superior Hall	6,304,811	427,646	28,079	0	6,760,535
Lake Huron Hall	5,203,446	355,911	28,934	0	5,588,291
Seidman House	1,745,669	249,690	0	5,000,000	6,995,359
Central Utilities Building	13,944,215	240,368	4,060	0	14,188,642
Copeland Living Center	5,466,259	29,660	0	0	5,495,919
The Commons	8,661,273	606,535	15,484	0	9,283,292
Kenneth W. Robinson Living Center	6,713,886	20,554	1,000	0	6,735,440
Mackinac Hall	16,822,361	1,600,226	200,560	0	18,623,147
Fieldhouse & Rec Center	54,185,443	6,122,432	36,965	0	60,344,840
Manitou Hall	6,430,102	3,446,002	3,000	0	9,879,104
James H. Zumberge Hall	28,985,723	2,652,066	630,172	0	32,267,961
Grace Olsen Kistler Living Center	8,552,694	31,454	2,000	0	8,586,148
Haas Center for Performing Arts	30,097,504	1,314,019	400,125	0	31,811,649
Boat House	175,021	35,040	0	0	210,061
Facilities & Public Services Building	4,280,535	1,013,937	7,620	0	5,302,091

Ravine Center	406,932	7,243	68	0	414,242
Russell H. Kirkhof Center	17,800,602	437,304	146,307	0	18,384,213
WGVU -- Allendale Antennas	761,424	0	0	0	761,424
WGVU -- Allendale TV Transmitter Building	805,131	2,292,361	0	0	3,097,492
Au Sable Hall	10,387,772	846,445	143,379	0	11,377,595
Calder Art Center	14,137,258	528,502	33,098	0	14,698,858
Football Center	2,052,000	0	0	0	2,052,000
Press Box	0	0	500	0	500
Maple Living Center	1,233,517	108,567	0	0	1,342,085
Oak Living Center	1,233,517	108,567	3,500	0	1,345,585
Pine Living Center	1,233,517	108,567	0	0	1,342,085
DeVos Living Center	1,994,622	213,823	0	0	2,208,445
Robert C. Pew Living Center	1,994,622	213,823	0	0	2,208,445
Robert Kleiner Commons	8,886,272	582,034	7,330	0	9,475,636
William F. Pickard Living Center	1,994,622	213,823	1,250	0	2,209,695
Cook-Dewitt Center	2,229,931	469,032	17,530	0	2,716,493
Meadows Golf Course	2,581,362	461,880	800	0	3,044,042
Cook Carillon Tower	593,371	358,004	2,000	0	953,375
Children's Enrichment Center	498,641	19,889	3,900	0	522,430
Padnos, Henry Hall & Student Services Complex	60,735,375	12,460,759	50,620	0	73,246,754
Bill & Sally Seidman Living Center	2,459,097	126,207	9,530	0	2,594,834
Laker Village Apartments	24,959,701	378,622	2,750	0	25,341,073
Laker Village Apartments - Community Bldg (North)	405,398	46,575	1,375	0	453,348
Maxine M. Swanson Living Center	2,459,097	126,207	4,065	0	2,589,369
Baseball Scoring Box #1	69,859	5,946	0	0	75,805
Baseball Locker Room	69,859	5,946	0	0	75,805
Dale Stafford Living Center	3,709,473	332,865	0	0	4,042,338
William A. Kirkpatrick Living Center	3,709,473	332,865	634	0	4,042,972

Calder Residence	2,020,547	103,490	800	0	2,124,837
Laker Village Apartments-Community Bldg (South)	405,398	46,575	1,375	0	453,348
Alumni House & Visitor Center	2,114,238	465,706	35,389	0	2,615,334
Grand Valley Apartments	12,450,275	1,088,548	8,800	0	13,547,624
Frey Living Center	2,092,412	270,442	2,500	0	2,365,354
Hills Living Center	2,353,964	270,442	680	0	2,625,086
North Living Center C	5,074,361	582,981	400	0	5,657,742
Johnson & Ott Living Centers	7,858,477	902,845	3,312	0	8,764,634
Multi-Purpose Outdoor Rec Facilities	8,818,286	11,894	0	0	8,830,179
Weed & Hoobler Living Centers	8,513,351	978,831	3,588	0	9,495,769
WGVU -- Allendale Satellite Building	143,774	1,157,943	0	0	1,301,718
WGVU – Allendale Tower	2,086,440	0	0	0	2,086,440
Campus Health Center	245,280	21,392	5,000	0	271,672
Murray & VanSteeleand Living Center	25,167,257	3,896,057	9,318	0	29,072,632
South Utilities Building	500,000	200,000	0	0	700,000
Lake Ontario Hall	11,255,778	1,015,648	124,258	0	12,395,684
Softball Scoring Box	69,859	5,946	0	0	75,805
Glen A. Niemeyer Honors Hall and Living Centers East & West	26,176,033	3,112,565	144,193	0	29,432,791
Wesley House & Garage	141,844	22,373	0	0	164,217
Kelly Family Sports Center	12,146,439	1,444,320	871	0	13,591,630
Fillmore Storage	82,468	727,091	0	0	809,559
Art Gallery Support Building	412,337	33,558	50,000	0	495,895
The Connections	5,226,229	528,012	11,600	0	5,765,840
South Living Centers C, D & E	36,970,337	4,150,172	0	0	41,120,508
Mary Idema Pew Library	44,368,373	4,980,653	734,000	23,899,358	73,982,384
Marketplace Dining	12,934,779	0	0	0	12,934,779
P Douglas Kindschi Hall of Science	59,284,404	0	110,558	0	59,394,962
Holton-Hooker Learning & Living Center	31,659,845	0	25,000	0	31,684,845

WGVU -- Kalamazoo Building #1	86,264	65,411	0	0	151,675
WGVU -- Kalamazoo Tower	465,251	0	0	0	465,251
WGVU - AM Kentwood Building	144,468	303,445	0	0	447,914
WGVU - AM Kentwood Towers 1 - 4	560,000	0	0	0	560,000
WGVU - FM Coopersville Building	144,468	303,445	0	0	447,914
WGVU - FM Coopersville Tower	180,000	0	0	0	180,000
WGVU - AM Muskegon Building	171,877	303,445	0	0	475,323
WGVU - AM Muskegon Towers: 1 - 4	560,000		0	0	560,000
Meijer Campus	5,428,296	623,646	62,514	0	6,114,455
Robert B. Annis Water Resources Institute	1,649,346	297,321	115,000	0	2,061,667
WGVU -- Kalamazoo Building #2	439,236	1,533,159	0	0	1,972,394
WGVU -- Kalamazoo Tower	847,162	0	0	0	847,162
Muskegon Innovation Hub	4,140,670	594,641	111,137	0	4,846,448
Michigan Alternative & Renewable Energy Center	4,458,121	2,426,134	23,958	0	6,908,213
Detroit GVSU Center	10,568,362	1,186,371	115,000	0	11,869,733
R.B. Annis Field Station	3,701,503	0	2,000	0	3,703,503
WGVU - AM Whitehall Building	80,000	134,032	0	0	214,032
WGVU - AM Whitehall Tower	180,000		0	0	180,000
Standale Plaza	820,800	0	0	0	820,800
L.V. Eberhard Center	35,500,792	8,217,708	390,343	0	44,108,843
The Depot	311,886	47,571	0	0	359,457
Richard M. DeVos Center	57,944,964	9,963,908	3,010,000	4,040,740	74,959,612
Secchia Hall	9,449,356	44,173	0	0	9,493,528
Keller Engineering Building	6,564,621	1,230,525	0	0	7,795,146
Steelcase Building	2,346,616	1,101,157	0	0	3,447,773
Cook-DeVos Center For Health Sciences	43,408,029	12,627,912	345,626	509,772	56,891,339
Winter Hall	12,420,563	706,006	7,655	0	13,134,224

Seward Parking Ramp	19,877,662	118,929	0	0	19,996,591
Kennedy Hall Of Engineering	13,090,655	1,920,638	302,687	0	15,313,980
609 Watson Building	1,099,565	268,465	0	0	1,368,030
L. William Seidman Center	24,924,279	2,797,917	385,000	0	28,107,196
Bicycle Factory	4,869,369	699,126	50,772	0	5,619,267
Innovation & Design Center	7,695,000	0	7,550,000	0	15,245,000
Raleigh J. Finkelstein Hall	25,444,800	0	287,657	0	25,732,457

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 publically 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, the 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 takes into account pricing and purchasing, design standards, conservation measures, preventive maintenance, alternative energy and campus wide involvement. In the past 15 years, Grand Valley State University has implemented over 350 energy-saving projects, policies, and procedures resulting in an energy cost avoidance factor of nearly \$2.5 million annually. On a square foot basis, we have dropped our utility consumption by the following percentages: -22% for electrical and -14% for natural gas. We have long term electrical and natural gas contracts in place out to 2026 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.

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 the World Resources Institute's Greenhouse Gas Protocol. 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. 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 seven 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-four 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 1,469 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 23 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
P. Douglas Kindschi Hall of Science (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

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, 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 thirteen 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 recently completed a campus master plan for the Allendale, Pew, and Health Campuses and Regional Centers. This review, coupled with reallocation of space following the completion of the new science and health science structures, permitted the university to gain a better alignment of facilities with the academic programs. The completion of the new science building in 2015 allowed the re-utilization of space in the 1995 State of Michigan funded science complex. The completion of the new health science building in 2018 allowed the re-utilization of space in the 2003 State of Michigan funded health science building. Studies and master plans being reviewed or undertaken include the following:

- | | |
|------------------------------------|---|
| Campus Master Plan - all campuses | Michigan Street Health Sciences Complex |
| Student Recreation Space Analysis | LEED Compliance Standard |
| Allendale Domestic Water and Sewer | Allendale Storm Water Management |
| Allendale Steam and Chilled Water | Allendale Electrical Distribution |
| Campus Landscape Standard and Plan | Housing and Dining 10 year Plan |
| Campus-wide Parking Plan | Bus Transportation Plan |
| Belknap Plan | |

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

Facilities/Capital Plan: 2021-2025

Proposed Projects	Gross Square Feet	Project Budget
Digital Learning Center	100,000	\$50,000,000
Cook-DeVos Center for Health Sciences Simulation Center	30,000	\$5,500,000
Manitou Hall and Mackinac Hall HVAC Renovation	62,000	\$4,300,000
Lake Huron Hall Renovation	31,000	\$9,100,000
Movement Science and Behavior Building	98,000	\$28,000,000
Auditorium Addition to the Performing Arts Center	92,000	\$62,000,000
TOTAL	413,000	\$158,600,000
Projects under Construction		
Health Sciences Building	160,000	\$70,000,000
Health Campus Faculty and Staff Parking		\$4,950,000
Health Campus Student Parking		\$21,769,000
TOTAL	160,000	\$96,719,000

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

Priority No. 1 is the proposed construction of a new facility to serve digital learning needs of all students. This new structure would be located in close proximity to the existing Kindschi Hall of Science Building completed in 2015. This new active learning space, testing labs, teaching lab, and office building will address the growth in digital skills demanded by all professional workforce fields. The new structure would be designed to meet all applicable codes and standards, including LEED certification.

Priority No. 2 is proposed construction of a new inpatient Simulation Center to serve the health science programs. This new facility would be located on the third floor of the exiting Cook-DeVos Center for Health Sciences (CHS) and adjacent to the outpatient simulation center in the new health science building to be completed in 2021. This new academic facility would include assessment labs and an in-patient suite to allow students to follow patients through a continuum of care from in-patient hospital simulation to outpatient doctor's office simulation, to home health care and telemedicine simulation. The facility will accommodate the increased pressure on the programs requiring simulation for formative skill development and summative competency based high stakes testing, which are embedded components with the curriculum. The new facility would be designed to meet all applicable codes and standards.

- 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.**

Not applicable.

- 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 has received authorization to proceed with the design has construction authorization. Construction of this facility began in May 2018 and is expected to be completed 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.**

Increased enrollments in the health sciences and computing information systems fields would generate tuition and service dollars across the campus. The proposed new programs and increased enrollment in existing programs will add critically needed health care providers and computing information systems professionals across the region.

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

GVSU believes that distance learning offers some excellent opportunities for higher education. Currently GVSU offers about 7% of its courses online. To this point, most distance programs have been delivered via blended course delivery, meaning that there is a face-to-face component to the online instruction. Currently, GVSU is developing fully online microcredentials and degree programs to better fit with the busy schedules of working adults. To help meet a critical shortage of trained medical personnel in northern Michigan, in the fall semester of 2015, GVSU began teaching a group of Physician Assistant students in Traverse City and simultaneously teaching a Grand Rapids-based

group, using synchronous distance learning. Of that cohort of students, 36 are based in Grand Rapids and 12 in Traverse City. We plan to increase the size of the cohort from 48 to 60.

f. Identify a maintenance schedule for major maintenance items in excess of \$1,000,000 for fiscal year 2021 through fiscal year 2025.

- \$1,200,000 Steelcase Building Flood Protection
- \$3,500,000 New Boiler at Central Utility Building
- \$1,500,000 Pool Building HVAC Equipment Replacement and Envelope Repairs
- \$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 \$5.2 million in its general operating budget to address capital maintenance items for academic structures. This sum is increased as space increases. The university has budgeted \$3.9 million in its auxiliary services budget to address capital maintenance items associated with auxiliary structures. Because these budgeted sums are created on a per square fee basis, these budgets increase as space increases. The total budget for capital maintenance in the fiscal year period of 2019-2020 is \$12 million.