

Grand Valley State University

Five-Year Master Plan

FY 2017 – 2021

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.

The Board of Trustees approved the institutional vision, mission, and values in February 2003 and a full Strategic Plan 2008-2010 in July 2007, and it endorsed the prior efforts, methodologies, and processes used in the plan. The board also authorized the administration to undertake periodic revisions and updates of the plan to prepare the university for growth and change beyond 2010.

In October 2007, the Strategic Positioning 2010 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, this committee has engaged the university community in the process of updating the strategic plan.

The Grand Valley State University Strategic Plan 2010-2015 is the result of the efforts of the Strategic Positioning Committee 2010. This plan was endorsed by the Grand Valley State University Academic Senate in September 2009 and approved by the university's Board of Trustees in October 2009.

Please use this link to access the plan: <http://www.gvsu.edu/strategicplanning/>

II. **Instructional Programming**

a. 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. labs, classrooms, current and future distance learning initiatives).

The factor which is fueling the credit hour growth in existing academic programs is the continued growth in academic credit hours within the health sciences and engineering. The growth in health sciences requires certain foundational classes in the sciences and mathematics. This is also true for those students who choose engineering as a course of study. The demand for the foundational courses has exceeded the utilization capabilities of the existing teaching spaces.

For the sciences, a new State supported facility was occupied in August 2015. This new facility, the P. Douglas Kindschi Hall of Science, will relieve the demand in the sciences and reutilization of existing buildings will relieve 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. This growth in the utilization rate is due in part to historic enrollment growth and the increase in academic program offerings.

A proposed new facility in close proximity to the regional medical facilities will provide the much needed space for the existing and proposed new programs. The updated and revised curriculum will provide the necessary preparation of students entering the health, nursing, medical engineering, and computer based analysis programs. New spaces would be constructed to meet new training protocols, simulation based learning, and group program analysis.

b. Identify the 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, and 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 skills of inquiry and reflection, which guide students to think for themselves, gain self-knowledge, and make ethical judgments. 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 inspiration in their own lifelong pursuit of knowledge. Faculty and staff members are encouraged to contribute their expertise and service to 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 and 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.

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 and staff members 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 will model applied sustainability best practices in our campus operations and administration, 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

- c. **Identify other initiatives which may impact facilities usage.**

The continued growth in the local medical and healthcare industry and the medical research industry is increasing the demand for qualified professionals. The demand is such that several State educational intuitions have joined in meeting the demand for educated professionals. Grand Valley State University is the educator of practically all of the professions except for medical doctors and pharmacists.

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

The communities that host our campuses are among the state's most vibrant - each enjoys greater economic health because of Grand Valley's presence. Grand Valley creates more than \$730 million in economic activity in West Michigan, leading to the creation of more than 10,700 private sector jobs. Our 100,201 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 and alternative energy preserve and protect our environment. We're 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](#).

III. Staffing and Enrollment

a. Current full and part-time student enrollments levels -

		Full-time	Part-time	Allendale /Grand Rapids	Other Sites	Independent study / Fieldwork / Internship / Practicum	On-line
Bachelors	Accounting	643	72	98%	0%	0%	1%
	Advertising & Public Relations	441	45	96%	0%	3%	1%
	Allied Health Sciences	847	98	99%	0%	0%	1%
	Anthropology	108	26	98%	0%	1%	0%
	Art Education	26	.	98%	0%	2%	0%
	Art History	11	1	98%	0%	2%	0%
	Athletic Training	232	15	100%	0%	0%	0%
	Behavioral Science	.	.	100%	0%	0%	0%
	Biochemistry	53	5	100%	0%	0%	0%
	Biology	599	82	99%	0%	1%	1%
	Biomedical Sciences	1059	140	99%	0%	1%	1%
	Biopsychology	51	6	99%	0%	0%	1%
	Broadcasting	70	10	95%	0%	4%	1%
	Business Economics	211	17	98%	0%	1%	1%
	Business General	651	48	99%	0%	0%	1%
	Cell & Molecular Biology	80	8	99%	0%	1%	0%
Chemistry	106	19	98%	0%	2%	0%	

Chinese Studies	10	3	100%	0%	0%	0%
Classics	34	4	96%	0%	3%	1%
Communication Studies	296	29	96%	0%	3%	0%
Comp Sci & Arts for Teaching	329	24	98%	0%	0%	1%
Computer Engineering	100	11	100%	0%	0%	0%
Computer Science	176	41	99%	0%	0%	0%
Criminal Justice	614	48	98%	1%	1%	1%
Dance	50	2	98%	0%	2%	0%
Degree Seeking Undergraduate	1397	81	99%	0%	0%	0%
Diagnostic Medical Sonography	196	20	99%	0%	1%	0%
Earth Science	18	3	100%	0%	0%	0%
Economics	61	7	98%	0%	1%	1%
Education	1317	95	97%	0%	1%	1%
Engineering	562	115	100%	0%	0%	0%
English	540	63	98%	0%	1%	1%
Exercise Science	922	108	96%	0%	4%	0%
Film Video	277	31	98%	0%	2%	0%
Finance	642	64	98%	0%	1%	1%
French	33	5	98%	0%	1%	1%
General Management	110	15	100%	0%	0%	0%
Geography	50	4	97%	0%	0%	3%
Geology	83	12	99%	0%	0%	1%
Geology-Chemistry	6	2	100%	0%	0%	0%
German	12	6	98%	0%	2%	0%
Group Social Studies	285	32	96%	1%	2%	2%
Health Communication	95	8	97%	0%	3%	0%
Health Professions	13	15	97%	0%	2%	1%
History	142	27	97%	0%	1%	1%
Hospitality Tourism Management	403	55	95%	0%	2%	2%
Human Resources Management	65	5	96%	0%	0%	4%
Information Systems	75	16	98%	0%	0%	1%
Integrated Science	109	11	99%	0%	0%	1%
Interdisciplinary Engineering	59	4	100%	0%	0%	0%
International Business	186	11	100%	0%	0%	0%
International Relations	121	10	98%	0%	1%	0%
Journalism	42	6	98%	0%	2%	1%
Legal Studies	94	20	98%	0%	1%	1%
Liberal Studies	127	162	75%	14%	4%	6%
Management	363	71	97%	0%	1%	2%
Marketing	765	50	99%	0%	1%	1%

	Mathematics	306	28	97%	0%	1%	1%
	Medical Imaging/Radiation Sci	*	*	100%	0%	0%	0%
	Medical Laboratory Science	69	19	98%	0%	2%	0%
	Music	191	12	99%	0%	1%	0%
	Natural Resources Mgmt	197	17	97%	0%	2%	1%
	Non Degree Undergraduate	4	79	98%	1%	0%	1%
	Nursing	397	73	86%	0%	13%	1%
	Occupational Safety/Health Mgt	53	11	98%	0%	2%	0%
	Operations Management	16	.	100%	0%	0%	0%
	Philosophy	37	6	97%	0%	2%	1%
	Photography	76	10	96%	0%	4%	0%
	Physical Education	178	31	90%	0%	6%	3%
	Physics	46	9	99%	0%	1%	0%
	Political Science	159	14	98%	1%	1%	0%
	Pre-Med Tech	744	30	99%	0%	0%	0%
	Product Dsgn & Mfg Engineering	134	19	100%	0%	0%	0%
	Psychology	949	118	98%	0%	1%	1%
	Public and Nonprofit Admin	181	34	94%	0%	4%	1%
	Radiation Therapy	100	10	96%	0%	4%	0%
	Radiologic & Imaging Sciences	46	10	99%	0%	0%	1%
	Religious Studies	10	2	97%	0%	3%	0%
	Russian Studies	*	*	0%	0%	0%	0%
	Social Work	383	83	90%	0%	8%	1%
	Sociology	117	21	97%	1%	2%	0%
	Spanish	124	23	96%	0%	3%	1%
	Special Education	343	14	98%	0%	0%	1%
	Statistics	114	13	100%	0%	0%	0%
	Studio Art	204	26	97%	0%	2%	0%
	Supply Chain Management	216	28	98%	0%	0%	1%
	Theatre	41	2	97%	0%	1%	2%
	Therapeutic Recreation	125	19	92%	0%	7%	0%
	Women and Gender Studies	50	.	96%	0%	3%	1%
	Writing	169	18	98%	0%	1%	1%
Graduate	Accounting	42	40	98%	0%	2%	0%
	Biology	23	12	68%	0%	32%	0%
	Biomedical Sciences	7	8	83%	0%	17%	0%
	Biostatistics	24	11	95%	0%	5%	0%
	Business General	57	172	95%	4%	1%	0%
	Cell & Molecular Biology	11	26	80%	0%	16%	4%
	Communications	11	35	86%	0%	14%	0%

Computer Information Systems	28	48	98%	0%	2%	0%
Criminal Justice	15	13	90%	0%	10%	0%
Educational Leadership	15	330	37%	24%	33%	6%
Educational Technology	2	46	80%	0%	3%	17%
Engineering	26	32	92%	0%	8%	0%
English	1	28	83%	0%	15%	2%
General Education	.	48	49%	2%	30%	19%
Health Administration	29	43	93%	0%	6%	1%
Higher Education	78	40	88%	0%	8%	4%
Instruction & Curriculum	30	174	30%	2%	16%	53%
Leadership	2	31	67%	31%	2%	0%
Literacy Studies	4	120	44%	1%	24%	31%
Medical & Bioinformatics	15	11	96%	0%	4%	0%
Non Degree Graduate	14	193	79%	6%	1%	14%
Nursing	55	56	78%	0%	22%	0%
Occupational Therapy	117	15	91%	0%	9%	0%
Philan & Nonprofit Leadership	1	10	100%	0%	0%	0%
Physical Therapy	169	.	71%	0%	29%	0%
Physician Assistant Studies	137	.	75%	0%	25%	0%
Public Administration	51	119	88%	1%	4%	7%
Public Health	89	18	97%	0%	0%	3%
Reading	.	11	38%	0%	38%	24%
School Counseling	16	26	67%	0%	24%	9%
School Psychology	24	2	69%	0%	8%	23%
Social Work	203	144	70%	16%	14%	0%
Special Education	7	77	44%	5%	26%	25%
Speech-Language Pathology	80	.	59%	0%	41%	0%
Taxation	3	18	100%	0%	0%	0%

b. Project enrollment patterns over the next five years –

We project stable to slightly increasing undergraduate enrollment for 2017 – 2022, with 24,000 – 26,000 (FTE) students primarily 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. On-line instruction will continue to expand as one way to address students’ demands for curricular flexibility, but on-line-only academic programs are not projected to be a significant part of our academic offerings over the next five years.

c. Evaluate enrollment patterns over the last five years –

In the last 5 years, overall enrollment increased by 2%, from 24,541 in fall 2010 to 25,325 in fall 2015. All of that headcount growth was in undergraduate enrollment, but graduate

enrollment underwent a significant shift from part-time to full-time, full-time equivalent graduate enrollment increased by 17.6%. The number of student credit hours delivered online has doubled in the last 5 years, but still accounts for less than 2% of GVSU credits.

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

Fall 2015	FTE Faculty per FTE Student	FTE Other Staff per FTE Student
Brooks College of Interdisciplinary Studies	0.04	0.07
College of Community and Public Service	0.04	0.08
College of Education	0.07	0.08
College of Health Professions	0.07	0.06
College of Liberal Arts and Sciences	0.05	0.05
Kirkhof College of Nursing	0.10	0.10
Padnos College of Engineering and Computing	0.07	0.06
Seidman College of Business	0.04	0.07

e. Project future staffing needs based on five-year enrollment estimates 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 26 students. This is not projected to change in the next 5 years.

IV. Facility Assessment

a. Summary description of each facility –

<u>Campus Building</u>	<u>Type</u>	<u>Type</u>	<u>Type</u>	<u>Type</u>	<u>Year Completed</u>
Lake Michigan Hall	Classroom 90%			Office 10%	1963
Lake Superior Hall	Classroom 90%			Office 10%	1963

Seidman House	Library				1964
Seidman House Addition	Office				2001
Lake Huron Hall	Classroom 90%			Office 10%	1964
Copeland Living Center	Dormitory				1966
Central Utilities Building	Service				1966
The Commons	Dining Hall 90%			Office 10%	1967
The Commons Addition	Dining Hall 90%			Office 10%	1995
Robinson Living Center	Dormitory				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
Zumberge Hall	Administrative				1969
Zumberge Addition I	Administrative				2014
Performing Arts Center	Classroom 80%	Auditorium 10%		Office 10%	1971
Scene Shop Addition	Service				1976
PAC Addition	Classroom 80%			Office 10%	1997
PAC Addition	Classroom 80%			Office 10%	1998
PAC Addition	Classroom 80%			Office 10%	2001
Kistler Living Center	Dormitory				1971
Boat House	Warehouse				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				1985
Vehicle Shelter	Warehouse				1986
Mailroom/Mezzanine	Service				
Service Building Addition	Office				2001
Ravine Apartments	Dormitory				1973

Ravine Center	Service				1973
TV Transmitter Building	Service				1973
GVSU Transmitter Building Addition	Service				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				1977
Water Resources Institute	Laboratory				1990
Ceramics Building	Classroom				1996
Calder Art Center Addition	Classroom				2004
Hazardous Material Storage	Warehouse				1977
Football Center	Gymnasium				1979
Press Box	Service				1979
University Guest House	Dormitory				1982
Maple Living Center	Dormitory				1987
Oak Living Center	Dormitory				1987
Pine Living Center	Dormitory				1987
DeVos Living Center	Dormitory				1989
Pew Living Center	Dormitory				1989
Pickard Living center	Dormitory				1989
Kleiner Commons	Dining Hall 90%			Office 10%	1989
Instructional Technology	Service				1990
Cook- DeWitt Center	Auditorium				1991
Meadows Pump House	Service				1992
Meadows Maintenance Bldg.	Service				1993
Meadows Learning Center	Classroom				1993
Meadows Clubhouse	Dining 50%	Service 45%	Classroom 5%		1993
Cook Carillon Tower	Service				1994
Student Services Building	Service 50%			Office 50%	1995
Henry Hall	Classroom 50%			Office 50%	1995
Padnos Hall of Science	Classroom 30%	Laboratory 20%		Office 50%	1995
Children Center	Service				1995

Swanson Living Center	Dormitory				1997
Seidman Living Center	Dormitory				1997
Laker Village Apt.'s - Phase 1	Dormitory				1997
Laker Village Apt.'s - Phase 2A	Dormitory				1998
Laker Village Apt.'s - Phase 2B	Dormitory				1999
LVA - Community Bldg. (North)	Dormitory				1997
LVA - Community Bldg. (South)	Dormitory				1999
Kirkpatrick Living Center	Dormitory				1998
Stafford Living Center	Dormitory				1998
Calder Residence	Dormitory				1999
Baseball Scoring Box #1	Service				1998
Baseball Scoring Box #2	Service				1998
Alumni House	Service				2000
Grand Valley Apartments	Dormitory				2000
Frey Living Center	Dormitory				2001
Hills Living Center	Dormitory				2001
North C	Dormitory				2001
Multi-purpose Facility	Service				2002
Ella Koeze-Weed LC	Dormitory				2002
Icie Macy Hoobler LC	Dormitory				2002
Paul A. Johnson LC	Dormitory				2002
Arnold C. Ott LC	Dormitory				2002
House 4227 Lake Michigan Drive	Service				2003
Murray Living Center	Dormitory				2004
VanSteeland Living Center	Dormitory				2004
South Utilities Building	Service				2004
South Entry Ticket Office	Service				2004
Campus Health Center	Hospital				2004
Art Gallery Support Facility	Service				2004
Art Gallery Support Facility Addition	Classroom				2010
Lake Ontario Hall	Classroom 50%			Office 50%	2005
Soccer Pressbox	Service				2005
Pump House - Maintenance	Service				2004
Pump House - Meadows	Service				2004
Solfball Pressbox	Service				2007
House - Luce Ave.	Service				2008

Garage - Luce Ave.	Warehouse				2008
Niemeyer East	Dormitory				2008
Niemeyer West	Dormitory				2008
Honors College	Classroom 90%			Office 10%	2008
Kelly Family Sports Center	Gymnasium				2008
Fillmore Storage Building	Warehouse				2009
Grounds Storage Garage	Warehouse				2010
South Apartments C	Dormitory				2010
South Apartments D	Dormitory				2010
South Apartments E	Dormitory				2010
the Connection	Dining Hall 90%	Classroom 10%			2010
South Concession	Service				2011
GVSU Student Rec. Fields - Building A	Service				2011
GVSU Student Rec. Fields - Building B	Service				2011
GVSU Student Rec. Fields - Building C	Service				2011
GVSU Student Rec. Fields - Building D	Service				2011
Mary Idema Pew Library	Library				2013
The Marketplace	Service 90%			Office 10%	2015
P. Douglas Kindschi Hall Of Science	Science				2015
TV-35/52 Control Building/Kalamazoo	Service				1985
WGVU-AM Caledonia	Service				
WGVU-FM Coopersville	Service				
WGVS-AM Muskegon	Service				
President's Residence	Service				
Meijer Campus (Holland)	Classroom 90%			Office 10%	1998
Lake Michigan Center (Muskegon)	Classroom 10%	Laboratory 10%		Office 80%	2001
GVSU Transmitter Building/Kalamazoo	Service				2003
Michigan Alternative & Renewable Energy Ctr.	Service 90%			Office 10%	2004
AWRI Boat Storage Building (Muskegon)	Warehouse				2008
Detroit Center (Detroit)	Classroom 90%			Office 10%	2012
Technology Demonstration Building	Service				2013
Robert B. Annis Field Station (Muskegon)	Laboratory 90%	Classroom 5%			2013

Eberhard Center	Classroom 90%			Office 10%	1988
The Depot	Office				1994
Richard M. DeVos Center	Classroom 75%	Auditorium 1%	Library 9%	Office 20%	2000
Secchia Hall	Dormitory				2000
Keller Engineering Building	Engineering				2000
Steelcase Storage Building	Service				2002
Cook-DeVos Center for Health Sciences	Science				2003
Winter Hall	Dormitory				2003
Seward Parking Lot Ramp	Garage				2004
Kennedy Hall of Engineering	Engineering				2007
609 Watson	Laboratory 5%	Warehouse 95%			2008
L. William Seidman Center	Classroom 50%	Auditorium 5%		Offices 45%	2013

b. Building and/or classroom utilization rates –

General purpose classrooms are used at 72% of capacity during peak hours, 57% during off-peak, 48% during evening hours and 3% during weekends. Laboratory utilization is 52% during peak hours, 42% during off-peak, 21% in evening, and 2% during weekends (Fall 2015).

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 located on the Allendale campus. 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 the movement sciences, communication arts, illustrative arts, music, sciences, and the health sciences curriculums. The 2015 completion of the new science lab structure in Allendale will relieve crowding in the sciences.

e. Replacement value of existing facilities –

Building Name	15-16 Building	15-16 Contents	15-16 Fine Arts	15-16 Library Values	15-16 Total Values
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Alumni House	2,046,690	440,555	35,389	0	2,522,634
Au Sable Hall	10,055,888	800,732	143,380	0	11,000,000
Baseball Scoring Box	67,627	5,625	0	0	73,252
Boat House	169,429	33148	0	0	202,577
Calder Art Center	13,685,581	499,959	31,598	0	14,217,138
Calder Living Center	1,955,991	97,901	800	0	2,054,692
Central Utilities	13,441,960	204,886	4,060	0	13,650,906
Children's Center	482,709	18,815	3,900	0	505,424
Commons/Fresh Food Co.	8,384,550	573,778	15,484	0	8,973,812
Cook Carillon Tower	574,414	338,669	0	0	913,083
Cook-Dewitt Center	2,158,686	443,702	17,530	0	2,619,918
Copeland Living Center	5,291,615	28,058	0	0	5,319,673
DeVos Living Center	1,930,895	202,275	0	0	2,133,170
Fieldhouse	40,236,848	4,517,401	13,965	0	44,768,214
Frey Living Center	2,025,561	255,837	2,500	0	2,283,898
Grand Valley Apartments	9,172,158	1,029,760	835	0	10,202,753
Hills Living Center	2,278,756	255,837	680	0	2,535,273
Hoobler & Weed Living Centers	8,241,354	925,968	3,588	0	9,170,910
Instructional Technology (CUB)	55,745	22,501	0	0	79,246
Maple Living Center	1,194,107	102,704	2,000	0	1,298,811
Kirkhof Center	17,231,882	413,687	146,307	0	17,791,876
Kirkpatrick Living Center	3,590,958	314,888	634	0	3,906,480
Kistler Living Center	8,279,440	29,755	2,000	0	8,311,195
Kleiner Commons	2,846,389	187,890	7,330	0	3,041,509
Kleiner Commons Addition & Renovations	7,672,500	0	0	0	7,672,500
Lake Huron Hall	5,037,198	336,690	28,934	0	5,402,822
Lake Michigan Hall	6,113,169	1,181,027	26,231	0	7,320,427
Lake Superior Hall	6,103,375	404,550	28,079	0	6,536,004
Laker Village Apts	24,162,252	358,174	2,750	0	24,523,176
Padnos Hall – Henry Hall – Student Services	58,794,913	11,787,807	113,803	0	70,696,523
Lubbers Stadium & Football Complex	6,285,266	112,506	0	0	6,397,772
Laker Village Apts -Community Bldg (North)	392,446	44,059	1,375	0	437,880
Laker Village Apts-Community Bldg (South)	392,446	44,059	1,375	0	437,880
Mackinac Hall	15,004,039	1,513,805	200,560	0	16,718,404
Manitou Hall	6,224,664	3,259,898	3,000	0	9,487,562
Meadow's Buildings	2,498,889	436,936	800	0	2,936,625
North Living Center C	4,912,238	551,497	400	0	5,464,135
Oak Living Center	1,194,107	102,704	3,500	0	1,300,311
Performing Arts Center	13,188,361	390,197	124,125	0	13,702,683
Pew Living Center	1,930,895	202,275	0	0	2,133,170
Pickard Living Center	1,930,895	202,275	1,250	0	2,134,420
Press Box	0	0	0	0	0
Ravine Apt. A, B, C, D, E, F, G, H	7,632,811	23,751	0	0	7,656,562
Ravine Center	393,930	6,851	68	0	400,849
Robinson Living Center	6,499,381	19,444	1,000	0	6,519,825
Seidman House	1,689,896	236,205	5,022,000	0	6,948,101
Seidman Living Center	2,380,530	119,391	9,530	0	2,509,451
Service Building	4,143,774	959,178	7,620	0	5,110,572

Softball Scoring Box	67,627	5,625	0	0	73,252
Murray & VanSteeland Living Centers	24,363,177	3,685,648	9,318	0	28,058,143
Stafford Living Center	3,590,958	314,888	0	0	3,905,846
Swanson Living Center	2,380,530	119,391	4,065	0	2,503,986
University Guest House	272,096	19,191	0	0	291,287
Pine Living Center	1,194,107	102,704	0	0	1,296,811
Zumberge Hall	28,059,644	2,508,840	670,172		31,238,656
801 Plymouth - President's House	981,119	31,190	117,843	0	1,130,152
Cook-DeVos Center For Health Sciences	42,021,166	11,475,550	345,626	509,772	54,352,114
Depot	301,921	45,002	0	0	346,923
DeVos Center	56,093,653	9,425,800	2,146,007	4,040,740	71,706,200
Eberhard Center	34,366,561	7,773,905	380,343	0	42,520,809
Keller Engineering Building	6,354,885	1,164,069	0	0	7,518,954
Pew Campus Parking Structure	19,242,582	112,506	0	0	19,355,088
Secchia Hall	9,147,454	41,787	0	0	9,189,241
Steelcase Building	2,330,705	1,068,772	0	2,930,524	6,330,001
Winter Hall	12,023,733	667,877	7,655	0	12,699,265
Meijer Campus	5,254,864	589,965	62,514	0	5,907,343
Lake Michigan Center	4,008,378	562,527	111,137	0	4,682,042
MAREC	4,315,687	2,295,109	23,958	0	6,634,754
WGVU -- Allendale	0	0	0	0	0
WGVU -- Allendale TV Transmitter Building	779,408	2,168,560	0	0	2,947,968
WGVU -- Allendale Tower	2,019,779	0	0	0	2,019,779
WGVU -- Allendale Satellite Building	139,181	1,095,408	0	0	1,234,589
WGVU -- Allendale Antennas	737,097	0	0	0	737,097
WGVU -- Kalamazoo	0	0	0	0	0
WGVU -- Kalamazoo Building #1	83,508	61,878	0	0	145,386
WGVU -- Kalamazoo Tower	450,386	0	0	0	450,386
WGVU -- Kalamazoo Building #2	425,202	1,450,359	0	0	1,875,561
WGVU -- Kalamazoo Tower	820,095	0	0	0	820,095
WGVU -AM Muskegon	166,386	287,057	0	0	453,443
WGVU-FM Whitehall -	0	126,793	0	0	126,793
WGVU-AM Kentwood	139,853	287,057	0	0	426,910
WGVU-FM Coopersville	139,853	287,057	0	0	426,910
WRI - Muskegon	1,596,650	281,264	111,137	0	1,989,051
Art Gallery Support	399,163	31,746	4,500,000	0	4,930,909
Campus Health Center Building	237,443	20,237	0	0	257,680
Lake Ontario Hall	10,896,162	960,797	124,258	0	11,981,217
Multi-Purpose Outdoor Rec Facilities	8,536,546	11,251	0	0	8,547,797
Kennedy Hall Of Engineering	12,672,416	1,816,913	302,687	0	14,792,016
Niemeyer Honors Hall and Niemeyer Living Centers East & West	25,339,723	2,944,468	144,193	0	28,428,384
Kelly Family Sports Center	11,758,366	1,366,319	871	0	13,125,556
Bicycle Factory (BIK)	0	661,369	48,772	0	710,141
Fillmore Storage	79,833	687,824	0	0	767,657
House & Garage Luce Street	137,312	21,164	0	0	158,476
Watson Building	1,064,434	253,966	0	0	1,318,400
South Living Centers C, D & E	35,789,154	3,926,039	0	0	39,715,193
The Connection	5,059,253	499,496	11,600	0	5,570,349

L. William Seidman Center	24,127,962	2,646,814	385,000	0	27,159,776
Mary Idema Pew Library and Information Commons	44,067,549	4,834,172	734,000	20,968,834	70,604,555
Robert B. Annis Field Station	3,583,242	0	2,000	0	3,585,242
Johnson & Ott Living Centers	7,607,403	854,086	3,312	0	8,464,801
GVSU Detroit Center	10,230,708	1,122,300	0	0	11,353,008
P. Douglas Kindschi Hall of Science	57,390,300	0	0	0	57,390,300
Marketplace	12,521,520	0	0	0	12,521,520
TOTALS	875,344,942	104,752,250	16,254,848	28,449,870	1,024,801,910

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 holistically review the utility distribution systems as an ongoing component of our campus accountability. Age, capacity, future expansions, reliability, bottlenecks, conduit sizes, pressures, and cost estimates are a sampling of what the studies contain. All utility system studies are publically available for review as it strives to sync our capital improvements and transparency initiatives.

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.

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 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.

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

For the Allendale campus, and consistent with the conditions referenced in section IV (f & 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 is being replaced in phases so that campus operations are not affected.

Recent upgrades in the cooling systems have increased reliability and efficiency of these systems by replacing 70s-era cooling equipment.

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.

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?

Yes, the university has an enterprise-wide energy plan that takes into account pricing/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 250 energy-saving projects, policies, and procedures resulting in an energy cost avoidance factor of nearly \$2 million annually. Examples 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, we continue to meet the requirements of submitting greenhouse gas (GHG) reports to the ACUPCC and to the Association for the Advancement of Sustainability in Higher Education (AASHE). In the most recent AASHE report, GVSU was the only Michigan institution to receive a gold status based on responses that evaluate commitment to environmental improvement, helping to solve climate problems, and making significant efforts to operate sustainably.

Grand Valley has truly become a nationally recognized leader in sustainability. Nineteen of the university's construction projects have received differing levels of LEED® certification, with the most recent designation of LEED® platinum for the Mary Idema Pew Library Learning and Information Commons. Also, for the past several years, Grand Valley has been recognized as one of the country's greenest universities. In August 2014, the Sierra Club recognized the university in this regard for the third year in a row, making Grand Valley the highest ranking institution in Michigan.

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 1,322 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 holdings meet projected needs.

Currently, the university owns approximately 69 acres in the City of Grand Rapids. This total includes land for future expansion of the health professions campus and 18 acres 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
Padnos College of Engineering	2007	2007 Series I MM
School of Business and Graduate Library	2000	2000 Series I

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, critical adjacencies, technological and other programmatic factors, and actual condition of existing facilities. With these factors in mind, GVSU has developed fourteen 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 is currently undertaking an overall review of master plan studies completed in 2006 through 2010. This review, coupled with re-allocation of space following the completion of the new library and business program structures, permitted the university to gain a better alignment of facilities with the academic programs. Studies and master plans being reviewed or undertaken include the following:

- | | |
|------------------------------|---|
| Allendale Campus Master Plan | Michigan Street Health Sciences Complex |
| Pew Campus Master Plan | Student Recreation Space Analysis |
| Holland Campus Master Plan | LEED® Compliance Standard, 2009 vs. V4 |

Allendale Domestic Water & Sewer
 Allendale Steam and Chilled Water
 Campus Landscape Standard and Plan
 Campus-wide Parking Plan

Allendale Storm Water Management
 Allendale Electrical Distribution
 Student Housing and other auxiliaries
 Bus Transportation Plan

The findings and recommendations of these activities are being incorporated into the current and future developments. The 2017-2021 capital development plan identifies 764,100 square feet of additional structures, additional student parking, and renewal efforts in existing buildings.

Facilities/Capital Plan: 2017-2021

<u>Proposed Projects</u>	<u>Gross Square Feet</u>	<u>Project Budget</u>
-Movement Science & Student Recreation Bldg.	70,000	20,000,000
-Student Housing/Academic Classroom Bldg.	230,000	41,000,000
-Communications/Performing Arts Addition To the Performing Arts Center	150,000	60,000,000
-Facilities Service Building Addition	26,000	12,000,000
-Health & Medical Sciences Laboratory and Classroom Building Including/300 vehicle parking structure	160,000	70,000,000
TOTAL	636,000	\$203,000,000

Projects Under Construction

Allendale Housing 2016	145,000	37,000,000
Student Rec Center Addition	16,900	7,600,000
TOTAL	161,900	\$44,600,000

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 the health professions programs. This new structure would be located in close proximity to the existing building; certain services would be shared between the two buildings to assist in managing long term operating costs. This new Health & Medical Sciences Laboratory and Classroom building would assist in reducing the crowding within the existing building and enable the university to cancel existing leases. 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.**

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 P. Douglas Kindschi Hall of Science was completed in July 2015 and occupied in August 2015. This is consistent with the previously submitted Capital Outlay plans.

- 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 field 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 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 5% of its courses online. For its online instruction, GVSU strongly prefers blended online course delivery, meaning that there is always a face-to-face component to the online instruction because published research and our own experience has shown that blended online course instruction is the most effective way of delivering online course content and produces the strongest retention rate. To help meet a critical shortage of trained medical personnel in northern Michigan, in 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 students 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 2017 through fiscal year 2021.**

The university does not have any individual maintenance items in excess of \$1,000,000.

- 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 \$ 4.5 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 \$ 2.7 million in its auxiliary services budget to address capital maintenance items associated with auxiliary structures. These sums increase as space increases.

The total budget for capital maintenance in the fiscal year period of 2014-2015 was \$ 8 million.