

# Grand Valley State University

## Five-Year Master Plan

FY 2019 – 2023

### 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 April 2015, the Strategic Positioning 2016 Committee, a standing university committee, comprising representatives from the university's constituent groups, was created to periodically review the university strategic plan for its relevance, currency, and appropriateness for strategically positioning Grand Valley State University for its preferred future. Since its inception, this 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/](http://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.

### 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, 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. This growth in the utilization rate is due in part to historic enrollment growth and the increase in academic program offerings.

A new facility, under construction and scheduled for completion in April 2018, 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 are being constructed to meet new training protocols, simulation based learning, and group program analysis.

Currently in design is a new State supported facility, which is scheduled for a start of construction in late spring 2018 and targeted for completion in April 2021. This new building will connect to the Center for Health Sciences, a State supported facility completed in August 2003. This proposed new facility will provide supplemental space for the existing and proposed new programs. The new facility will provide the necessary space for revised curriculum and new programs in health sciences, medical engineering, and computer based medical analysis programs. These new spaces are being designed to support new training protocols, simulation based learning, and group program analysis. This building will also place an emphasis on simulation based learning where actual people participate in the education programs.

**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. 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 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 model applied sustainability best practices in our building

programs, 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. We have established LEED Silver as the minion standard 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 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 medical science 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 Michigan’s most vibrant - each enjoys greater economic health because of Grand Valley’s presence. Grand Valley creates more than \$780 million in economic activity in West Michigan, leading to the creation of more than 10,700 private sector jobs. Our 102,000 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 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](#).

**III. Staffing and Enrollment**

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

**Fall 2017 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	625	78	98%	0%	0%	2%
	Advertising & Public Relations	456	42	95%	0%	4%	1%
	Allied Health Sciences	816	161	96%	1%	1%	2%
	Anthropology	86	15	97%	1%	1%	1%
	Art Education	22	1	100%	0%	0%	0%
	Art History	9	2	92%	0%	4%	4%
	Athletic Training	163	9	99%	0%	0%	1%

Behavioral Neuroscience	183	17	98%	0%	0%	2%
Biochemistry	104	9	99%	0%	1%	0%
Biology	482	69	98%	0%	1%	1%
Biomedical Sciences	1116	91	98%	0%	1%	1%
Business Economics	261	13	98%	0%	1%	1%
Business General	691	43	99%	0%	0%	0%
Cardiovascular Sonography	21	3	99%	0%	0%	1%
Cell & Molecular Biology	86	13	99%	0%	1%	0%
Chemistry	86	14	98%	0%	1%	1%
Chinese Studies	5	0	100%	0%	0%	0%
Classics	33	1	96%	0%	1%	3%
Communication Studies	286	30	95%	0%	4%	1%
Comp Sci & Arts for Teaching	305	18	98%	1%	0%	1%
Computer Engineering	97	30	99%	0%	0%	1%
Computer Science	432	84	99%	0%	1%	1%
Criminal Justice	480	61	89%	0%	1%	10%
Dance	45	2	97%	0%	3%	1%
Degree Seeking Undergraduate	1631	84	99%	0%	1%	0%
Diagnostic Medical Sonography	192	15	98%	0%	2%	1%
Earth Science	7	1	98%	0%	2%	0%
Economics	72	4	98%	0%	1%	1%
Education	1218	98	98%	0%	1%	1%
Electrical Engineering	148	54	100%	0%	0%	0%
Engineering	2	4	95%	0%	0%	5%
English	495	44	98%	0%	1%	1%
Entrepreneurship	89	7	98%	0%	1%	1%
Exercise Science	930	99	95%	0%	4%	1%
Film and Video	293	37	98%	0%	1%	0%
Finance	754	54	98%	0%	1%	1%
French	30	4	100%	0%	0%	0%
General Management	258	20	97%	0%	1%	2%
Geography	44	10	90%	0%	1%	10%
Geology	81	16	98%	0%	1%	1%
Geology-Chemistry	4	2	96%	0%	4%	0%
German	18	2	100%	0%	0%	0%
Global Studies & Social Impact	8	0	100%	0%	0%	0%
Group Social Studies	250	31	96%	0%	1%	2%
Health Communication	99	8	94%	0%	5%	2%
Health Information Management	94	9	99%	0%	0%	1%
History	111	21	96%	1%	2%	1%
Hospitality Tourism Management	310	52	95%	0%	3%	2%
Human Resources Management	176	10	98%	0%	1%	2%
Information Systems	184	43	97%	0%	0%	3%

	Integrated Science	107	9	98%	1%	0%	1%
	Interdisciplinary Engineering	73	7	100%	0%	0%	0%
	International Business	169	6	99%	0%	0%	1%
	International Relations	119	12	98%	0%	1%	1%
	Legal Studies	102	22	91%	0%	2%	7%
	Liberal Studies	90	111	73%	10%	4%	12%
	Management	147	45	97%	0%	1%	3%
	Marketing	956	61	98%	0%	1%	1%
	Mathematics	285	28	97%	0%	1%	2%
	Mechanical Engineering	467	142	99%	0%	0%	1%
	Medical Laboratory Science	80	19	98%	0%	2%	0%
	Multimedia Journalism	163	9	98%	0%	2%	1%
	Music	172	18	98%	0%	1%	1%
	Natural Resources Mgmt	166	33	98%	0%	1%	1%
	Non Degree Undergraduate	0	100	80%	18%	0%	2%
	Nursing	1245	182	87%	0%	11%	2%
	Occupational Safety/Health Mgt	60	5	99%	0%	1%	0%
	Operations Management	17	2	99%	0%	0%	1%
	Philosophy	36	11	98%	0%	1%	2%
	Photography	51	14	96%	0%	4%	0%
	Physical Education	158	15	91%	0%	6%	4%
	Physics	30	11	100%	0%	0%	0%
	Political Science	194	11	97%	0%	1%	2%
	Pre-professional Preparation	924	42	99%	0%	0%	1%
	Product Dsgn & Mfg Engineering	129	30	99%	0%	1%	0%
	Psychology	863	104	96%	0%	1%	3%
	Public and Nonprofit Admin	148	31	92%	0%	5%	3%
	Radiation Therapy	104	9	95%	0%	4%	1%
	Radiologic & Imaging Sciences	8	3	64%	0%	2%	34%
	Religious Studies	17	0	92%	0%	3%	5%
	Social Work	329	66	89%	0%	8%	2%
	Sociology	74	17	93%	1%	2%	4%
	Spanish	104	13	98%	0%	1%	1%
	Special Education	267	11	98%	1%	0%	1%
	Statistics	111	8	98%	0%	1%	1%
	Studio Art	218	27	97%	0%	2%	1%
	Supply Chain Management	283	17	98%	0%	0%	2%
	Theatre	34	4	96%	1%	2%	1%
	Therapeutic Recreation	136	21	95%	0%	5%	1%
	Women, Gender & Sexuality Stdy	31	5	93%	0%	3%	4%
	Writing	137	26	96%	0%	3%	2%
Graduate	Accounting	48	30	99%	0%	1%	0%
	Applied Linguistics	12	5	84%	0%	11%	4%

Biology	25	15	62%	15%	23%	0%
Biomedical Sciences	4	16	77%	0%	23%	0%
Biostatistics	24	11	90%	0%	9%	1%
Business General	54	122	99%	0%	1%	0%
Cell & Molecular Biology	18	18	93%	0%	7%	0%
Clinical Dietetics	39	1	61%	3%	35%	1%
Communications	18	35	86%	0%	13%	1%
Computer Information Systems	26	59	97%	0%	3%	0%
Criminal Justice	5	18	80%	0%	17%	2%
Educational Leadership	13	258	36%	32%	23%	8%
Educational Technology	2	40	30%	2%	9%	59%
Engineering	30	40	87%	0%	13%	0%
English	4	22	86%	0%	10%	5%
General Education	0	24	47%	4%	25%	25%
Health Administration	34	33	92%	0%	8%	0%
Higher Education	83	40	81%	0%	15%	4%
Instruction & Curriculum	36	136	35%	0%	18%	46%
Leadership	1	25	79%	18%	3%	0%
Literacy Studies	3	113	36%	0%	17%	47%
Medical & Bioinformatics	10	12	85%	0%	15%	0%
Medical Dosimetry	15	2	40%	0%	34%	26%
Non Degree Graduate	6	160	82%	4%	1%	14%
Nursing	44	74	75%	0%	24%	0%
Occupational Therapy	120	18	91%	0%	9%	0%
Philan & Nonprofit Leadership	1	19	86%	0%	0%	14%
Physical Therapy	178	0	68%	0%	32%	0%
Physician Assistant Studies	136	0	56%	18%	26%	0%
Public Administration	34	89	78%	1%	4%	17%
Public Health	80	26	84%	3%	11%	2%
School Counseling	18	21	81%	1%	14%	5%
School Psychology	25	17	50%	0%	25%	25%
Social Work	180	127	78%	7%	15%	0%
Special Education	3	68	35%	10%	29%	26%
Speech-Language Pathology	76	1	56%	0%	39%	5%
Taxation	3	13	100%	0%	0%	0%

**b. Project enrollment patterns over the next five years –**

We project stable undergraduate enrollment for 2019 – 2023, with 24,000 – 26,000 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 2.5%, from 24,447 in fall 2012 to 25,049 in fall 2017. 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 9.5%. The number of student credit hours delivered online has doubled in the last 5 years, and accounts for less than 2% of GVSU credits. With the ongoing improvements in technology, the university expects an increase in the number of students enrolled in online course offerings.

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

**Fall 2017 Staffing Ratios by College**

	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	0.05	0.08
College of Education	0.08	0.09
College of Health Professions	0.07	0.06
College of Liberal Arts and Sciences	0.06	0.05
Kirkhof College of Nursing	0.11	0.11
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 100%				1964
Seidman House Addition	Office 100%				2001
Lake Huron Hall	Classroom 90%			Office 10%	1964
Copeland Living Center	Dormitory 100%				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 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
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
Kistler Living Center	Dormitory 100%				1971
Boat House	Warehouse				1972

	100%				
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
<del>Ravine Apartments</del>	<del>Dormitory 100%</del>				<del>1973</del>
Ravine Center	Service 100%				1973
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
Hazardous Material Storage	Warehouse 100%				1977
Football Center	Gymnasium 100%				1979
Press Box	Service 100%				1979
University Guest House	Dormitory 100%				1982
Maple Living Center	Dormitory 100%				1987
Oak Living Center	Dormitory 100%				1987
Pine Living Center	Dormitory 100%				1987
DeVos Living Center	Dormitory				1989

	100%				
Pew Living Center	Dormitory 100%				1989
Pickard Living center	Dormitory 100%				1989
Instructional Technology	Service 100%				1990
Cook- DeWitt Center	Auditorium 100%				1991
Meadows Pump House	Service 100%				1992
Meadows Maintenance Bldg.	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
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 - Phase 1	Dormitory 100%				1997
Laker Village Apt.'s - Phase 2A	Dormitory 100%				1998
Laker Village Apt.'s - Phase 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 Scoring Box #2	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 LC	Dormitory 100%				2002
Icie Macy Hoobler LC	Dormitory 100%				2002
Paul A. Johnson LC	Dormitory 100%				2002
House 4227 Lake Michigan	Service 100%				2003
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%	Lab 50%		Office 30%	2015
TV-35/52 Control Building/Kalamazoo	Service 100%				1985
WGVU-AM Caledonia	Service 100%				
WGVU-FM Coopersville	Service 100%				
WGVS-AM Muskegon	Service 100%				
President's Residence	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
Michigan Alternative & Renewable Energy Ctr.	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
Eberhard Center	Classroom 90%			Office 10%	1988
The Depot	Office				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 100%				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	Laboratory 5%	Warehouse 95%			2008
L. William Seidman Center	Classroom 50%	Auditorium 5%		Office 45%	2013
Holton-Hooker Learning and Living Center	Classroom 11%	Dormitory 85%		Office 4%	2016

**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 2016).

**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 conform 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, and the health sciences curriculums. The 2015 completion of the new science lab structure in Allendale relieved crowding in the sciences. The 2018 completion of the 500 Lafayette building will partially relieve the overutilization of facilities in health sciences. The 2017 addition to the Performing Arts Center relived crowding in the music and theatrical performance facility.

**e. Replacement value of existing facilities –**

Building Name	17-18 Building	17-18 Contents	17-18 Fine Arts	17-18 Library Values	17-18 Total Values
Alumni House & Visitor Center	2,077,279	449,411	35,389	0	2,562,079

<b>Au Sable Hall</b>	10,206,183	816,826	143,379	0	11,166,389
<b>Baseball Scoring Box</b>	68,637	5,738	0	0	74,375
<b>Boat House</b>	171,962	33,814	0	0	205,775
<b>Alexander Calder Fine Arts Center</b>	13,890,125	510,009	31,598	0	14,431,732
<b>Calder Living Center</b>	1,985,225	99,869	800	0	2,085,894
<b>Central Utilities Building</b>	13,700,456	231,957	4,060	0	13,936,473
<b>Children's Enrichment Center</b>	489,924	19,193	3,900	0	513,017
<b>The Commons</b>	8,509,866	585,311	15,484	0	9,110,661
<b>Cook Carillon Tower</b>	582,999	345,477	2,000	0	930,475
<b>Cook-Dewitt Center</b>	2,190,949	452,620	17,530	0	2,661,100
<b>James M. Copeland Living Center</b>	5,370,703	28,622	0	0	5,399,326
<b>Richard M. DeVos Living Center</b>	1,959,754	206,341	0	0	2,166,095
<b>Fieldhouse</b>	53,238,228	5,908,201	36,965	0	59,183,394
<b>Edward J. Frey Living Center</b>	2,055,835	260,979	2,500	0	2,319,314
<b>Grand Valley Apartments</b>	9,309,245	1,050,459	835	0	10,360,539
<b>Arthur C. Hills Living Center</b>	2,312,815	260,979	680	0	2,574,474
<b>Weed &amp; Hoobler Living Centers</b>	8,364,529	944,580	3,588	0	9,312,697
<b>Instructional Technology (CUB)</b>	57,766	22,726	0	0	80,492
<b>Johnson Living Center</b>	1,211,954	104,768	0	0	1,316,723
<b>Russell H. Kirkhof Center</b>	17,489,430	422,002	146,307	0	18,057,739
<b>William A. Kirkpatrick Living Center</b>	3,644,628	321,217	634	0	3,966,480
<b>Grace Olsen Kistler Living Center</b>	8,403,185	30,354	2,000	0	8,435,538
<b>Robert Kleiner Commons</b>	8,730,931	561,668	7,330	0	9,299,929
<b>Lake Huron Hall</b>	5,112,484	343,458	28,934	0	5,484,876
<b>Lake Michigan Hall</b>	6,204,536	1,204,765	26,231	0	7,435,533
<b>Lake Superior Hall</b>	6,194,596	412,682	28,079	0	6,635,357
<b>Laker Village Apts</b>	24,523,381	365,374	2,750	0	24,891,505
<b>Seymour &amp; Esther Padnos Hall of Science</b>	59,673,661	12,024,742	113,803	0	71,812,206
<b>Lubbers Stadium &amp; Football Complex</b>	6,379,206	2,373,325	0	0	8,752,531

<b>Laker Village Apts - Community Bldg. (North)</b>	398,311	44,945	1,375	0	444,631
<b>Laker Village Apts- Community Bldg. (South)</b>	398,311	44,945	1,375	0	444,631
<b>Mackinac Hall</b>	15,228,290	1,544,232	200,560	0	16,973,082
<b>Manitou Hall</b>	6,317,698	3,325,4422	3,000	0	9,646,120
<b>Meadow's Buildings</b>	2,536,237	445,718	800	0	2,982,755
<b>North Living Center C</b>	4,985,656	562,582	400	0	5,548,638
<b>Oak Living Center</b>	1,211,954	104,768	3,500	0	1,320,223
<b>Performing Arts Center</b>	13,385,474	398,040	124,125	0	13,907,639
<b>Robert C. Pew Living Center</b>	1,959,754	206,341	0	0	2,166,095
<b>William F. Pickard Living Center</b>	1,959,754	206,341	1,250	0	2,167,345
<b>Press Box</b>	0	0	500	0	500
<b>Ravine Center</b>	399,818	6,989	68	0	406,875
<b>Kenneth W. Robinson Living Center</b>	6,596,521	19,834	1,000	0	6,617,355
<b>Seidman House</b>	1,715,153	240,953	5,022,000	0	6,978,106
<b>Bill &amp; Sally Seidman Living Center</b>	2,416,110	121,791	9,530	0	2,547,431
<b>Service Building</b>	4,205,707	978,458	7,620	0	5,191,785
<b>Softball Scoring Box</b>	68,637	5,738	0	0	74,375
<b>Murray &amp; Van Steeland LC</b>	24,727,309	3,759,729	9,318	0	28,496,356
<b>Dale Stafford Living Center</b>	3,644,628	321,217	0	0	3,965,846
<b>Maxine M. Swanson Living Center</b>	2,416,110	121,791	4,065	0	2,541,966
<b>University Guest House</b>	276,163	19,577	0	0	295,740
<b>Pine Living Center</b>	1,211,954	104,768	0	0	1,316,723
<b>James H. Zumberge Hall</b>	28,479,024	2,559,267	670,172	0	31,708,463
<b>President's House</b>	995,783	31,817	117,843	0	1,145,443
<b>Cook-DeVos Center For Health Sciences</b>	42,649,214	11,706,209	345,626	509,772	55,210,821
<b>Depot 510 West Fulton Street</b>	306,434	45,907	0	0	352,340
<b>Richard M. DeVos Center</b>	56,932,029	9,615,259	3,000,000	4,040,740	73,588,028
<b>L.V. Eberhard Center</b>	34,880,204	7,930,160	390,343	0	43,200,707
<b>Keller Engineering Labs</b>	6,449,865	1,187,467	0	0	7,637,332
<b>Seward Parking Ramp</b>	19,530,181	114,767	0	0	19,644,948



<b>Peter F. Secchia Hall</b>	9,284,172	42,627	0	0	9,326,799
<b>Steelcase Property 140 Front St</b>	2,365,540	1,090,255	0	2,930,524	6,386,319
<b>Winter Hall</b>	12,203,440	681,302	7,655	0	12,892,396
<b>Meijer Campus</b>	5,333,404	601,824	62,514	0	5,997,741
<b>Lake Michigan Center</b>	4,068,287	573,834	111,137	0	4,753,258
<b>Michigan Alternative &amp; Renewable Energy Center</b>	4,380,189	2,341,241	23,958	0	6,745,387
<b>Muskegon Comm College</b>	0	7,707	0	0	7,707
<b>WGVU -- Allendale</b>	0	0	0	0	0
<b>WGVU -- Allendale TV Transmitter Building</b>	791,057	2,212,1486	0	0	3,003,205
<b>WGVU -- Allendale Tower</b>	2,049,967	0	0	0	2,049,967
<b>WGVU -- Allendale Satellite Building</b>	141,261	1,117,426	0	0	1,258,687
<b>WGVU -- Allendale Antennas</b>	748,114	0	0	0	748,114
<b>WGVU -- Kalamazoo</b>	0	0	0	0	0
<b>WGVU -- Kalamazoo Building #1</b>	84,756	63,122	0	0	147,878
<b>WGVU -- Kalamazoo Tower</b>	457,118	0	0	0	457,118
<b>WGVU -- Kalamazoo Building #2</b>	431,557	1,479,512	0	0	1,911,069
<b>WGVU -- Kalamazoo Tower</b>	832,352	0	0	0	832,352
<b>WGVU -AM Muskegon</b>	168,873	292,827	0	0	461,700
<b>WGVU-FM Whitehall – 4.75 acres</b>	0	129,342	0	0	129,342
<b>WGVU-AM Kentwood</b>	141,943	292,827	0	0	434,770
<b>WGVU-FM Coopersville</b>	141,943	292,827	0	0	434,770
<b>Robert B. Annis Water Resources Institute</b>	1,620,514	286,918	115,000	0	2,022,432
<b>Campus Health Center</b>	240,992	20,643	5,000	0	266,635
<b>Lake Ontario Hall</b>	11,059,016	980,109	124,258	0	12,163,383
<b>Multi-Purpose Outdoor Rec Facilities</b>	8,664,133	11,478	0	0	8,675,611
<b>IT Equipment Spread Among Campus Locations</b>	0	5,005,440	0	0	5,005,440

<b>Kennedy Hall Of Engineering</b>	12,861,817	1,853,433	302,687	0	15,017,937
<b>Glen A. Niemeyer Honors Hall and Living Centers East &amp; West</b>	25,718,450	3,003,652	144,193	0	28,866,296
<b>Kelly Family Sports Center</b>	11,934,107	1,393,782	871	0	13,328,760
<b>Bicycle Factory (BIK)</b>	4,784,248	674,663	148,772	0	5,607,683
<b>Fillmore Storage</b>	81,026	701,649	0	0	782,675
<b>House &amp; Garage</b>	139,365	21,590	0	0	160,954
<b>Watson Building</b>	1,080,343	259,071	0	0	1,339,414
<b>Riverside Building</b>	0	161,919	0	0	161,919
<b>Ferguson Clinic</b>	0	75,562	0	0	75,562
<b>South Living Centers C, D &amp; E</b>	36,324,059	4,004,952	0	0	40,329,011
<b>The Connection</b>	5,134,869	509,536	11,600	0	5,656,005
<b>L. William Seidman Center</b>	24,488,578	2,700,015	385,000	0	27,573,593
<b>Mary Idema Pew Library and Information Commons</b>	44,726,183	4,931,339	734,000	20,968,834	71,360,356
<b>R.B. Annis Field Station</b>	3,636,797	0	2,000	0	3,638,797
<b>Johnson &amp; Ott Living Centers</b>	7,721,103	871,253	3,312	0	8,595,668
<b>P Douglas Kindschi Hall of Science</b>	58,248,055	0	110,558	0	58,358,613
<b>The Marketplace</b>	12,708,666	0	0	0	12,708,666
<b>Detroit GVSU Center</b>	10,383,616	1,144,858	115,000	0	11,643,475
<b>Health Campus Expansion Properties -- Various Residential properties</b>	5,224,400	0	0	0	5,224,400
<b>Art Gallery Support Building</b>	405,129	32,384	5,200,000	0	5,637,513
<b>Holton-Hooker Learning &amp; Living Center</b>	31,106,400	0	25,000	0	31,131,400
<b>Performing Arts Center Addition</b>	16,185,897	870,000	5,000	0	17,060,897
<b>Baseball Scoring Box #2</b>	68,637	5,738	0	0	74,375
<b>Mackinac Hall – Unit C</b>	1,300,000	10,000,000	0	0	11,300,000
<b>TOTAL</b>	<b>949,805,366</b>	<b>126,888,576</b>	<b>18,206,761</b>	<b>28,449,870</b>	<b>1,123,350,572</b>

**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 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. 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 of those utilities and their 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 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, 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 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 70s-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 300 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 1996 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. Twenty-two (22) 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. 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 71 acres in the City of Grand Rapids. This total includes land for future expansion of the health professions campus and 23 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
P. Douglas Kindschi Hall of Science (KHS)	2015	2015 Series I
Padnos College of Engineering (KEN)	2007	2007 Series I MM
School of Business and Graduate Library (DEV)	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, 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 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 2015. 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. The completion of the new science building in 2015 allowed the re-utilization of space in the 1995 State of Michigan funded science complex. 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	<b>LEED®</b> Compliance Standard, 2009 vs. V4
Allendale Domestic Water & Sewer	Allendale Storm Water Management
Allendale Steam and Chilled Water	Allendale Electrical Distribution
Campus Landscape Standard and Plan	Student Housing and other auxiliaries
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. The 2018-2022 capital development plan identifies 686,000 square feet of additional structures, additional student parking, and renewal efforts in existing buildings.

**Facilities/Capital Plan: 2019-2023**

<b><u>Proposed Projects</u></b>	<b><u>Gross Square Feet</u></b>	<b><u>Project Budget</u></b>
-Movement Science & Behavior Bldg.	70,000	20,000,000
-Auditorium Addition To the Performing Arts Center	40,000	20,000,000
- 1,200 vehicle parking structure	420,000	42,000,000
-Health Sciences building	160,000	70,000,000
-Computer Information Systems	100,000	50,000,000
-Engineering Sciences Building	45,000	6,000,000
<b>TOTAL</b>	<b>835,000</b>	<b>\$208,000,000</b>

**Projects under Construction**

Health Sciences Building and Parking	84,000	46,500,000
<b>TOTAL</b>	<b>84,000</b>	<b>\$46,500,000</b>

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 classroom, teaching lab, and office 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. **This project has received preliminary approval for funding by the State.**

Priority No. 2 is the proposed construction of a new facility to serve the computer information systems programs. This new structure would be located in close proximity to the existing Hall of Science Building completed in 2015. This new classroom, testing

labs, teaching lab, and office building will address the growth in the electronic based information system. 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 was consistent with the previously submitted Capital Outlay plans.

The 333 Michigan building for the health sciences has received authorization to proceed with the design and has construction authorization. Construction of this facility is expected to begin in May 2018 and is expected to be operational in April 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 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 2018 through fiscal year 2022.**

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. Because these budgeted sums are created on a per square feet basis, these budgets increase as space increases.

The total budget for capital maintenance in the fiscal year period of 2016-2017 was \$ 8.7 million.