

Grand Valley State University

Five-Year Master Plan

FY 2020 – 2024

I. Mission Statement

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

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

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

II. Instructional Programming

- a. **Describe existing academic programs and projected programming changes during the next five years, in so far as academic programs are affected by specific structural considerations (i.e. 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 health sciences, computing, and engineering. The growth in these areas also affects a rise in our liberal education foundational classes, particularly in the sciences and mathematics.

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

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

A new facility, Raleigh J. Finkelstein Hall, was completed in April 2018 and is in close proximity

to the regional medical facilities. It provides needed space for existing and proposed new programs in health sciences. New spaces include areas for new training protocols, simulation based learning, and group program analysis.

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

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

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

Effective Teaching

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

Liberal Education

Grand Valley State University is committed to providing each student a broad educational experience that integrates liberal learning with preparation for a career or profession. Liberal education begins with encountering the great ideas of diverse traditions in the humanities, the visual and performing arts, the natural and social sciences, 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 minimum 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. Additionally, every medical field relies on computer information and processes at an exponentially increasing rate. The Daniel and Pamella DeVos Center for Interprofessional Health will house the Computing and Information Systems programs to help meet these needs.

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

The communities that host our campuses are among Michigan’s most vibrant - each enjoys greater economic health because of Grand Valley's presence. Grand Valley creates more than \$848 million in economic activity in West Michigan, leading to the creation of more than 11,900 private sector jobs. Our 117,000 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 preserve and protect our environment. We are nationally recognized as a green campus. The philanthropic community has helped Grand Valley to construct new facilities, easing the burden on taxpayers while creating thousands of construction jobs. For more details, refer to Grand Valley's Economic Impact Site. www.gvsu.edu/economicimpact/

III. Staffing and Enrollment

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

Fall 2018 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	620	72	95%	0%	0%	4%
	Advertising & Public Relations	421	39	94%	0%	4%	2%
	Allied Health Sciences	785	144	95%	1%	0%	3%
	Anthropology	80	12	97%	0%	1%	2%
	Art Education	17	0	97%	0%	1%	3%
	Art History	14	3	97%	0%	3%	0%
	Athletic Training	109	9	98%	0%	0%	2%
	Behavioral Neuroscience	243	19	98%	0%	0%	2%
	Biochemistry	105	15	98%	0%	1%	1%
	Biology	457	59	99%	0%	0%	1%

Biomedical Sciences	1130	93	98%	0%	1%	1%
Biopsychology	1	1	100%	0%	0%	0%
Business Economics	227	18	96%	0%	0%	3%
Business General	741	38	97%	0%	0%	3%
Cardiovascular Sonography	48	1	100%	0%	0%	0%
Cell & Molecular Biology	86	17	99%	0%	1%	0%
Chemistry	83	16	99%	0%	1%	0%
Chinese Studies	2	2	100%	0%	0%	0%
Classics	29	1	100%	0%	0%	0%
Clinical Lab Science	0	1	100%	0%	0%	0%
Communication Sci & Disorders	59	1	100%	0%	0%	0%
Communication Studies	281	20	95%	0%	3%	1%
Comp Sci & Arts for Teaching	317	14	97%	0%	0%	3%
Computer Engineering	93	34	99%	0%	0%	1%
Computer Science	469	87	98%	0%	1%	1%
Criminal Justice	513	46	89%	1%	1%	9%
Dance	46	3	95%	0%	4%	1%
Degree Seeking Undergraduate	1343	82	99%	0%	0%	1%
Diagnostic Medical Sonography	161	16	97%	0%	2%	1%
Earth Science	8	1	97%	0%	1%	3%
Economics	59	8	97%	0%	2%	1%
Education	1213	92	97%	0%	2%	1%
Electrical Engineering	158	59	99%	0%	0%	1%
Engineering	2	6	100%	0%	0%	0%
English	491	53	97%	0%	1%	2%
Entrepreneurship	90	6	98%	0%	0%	2%
Exercise Science	957	118	95%	0%	4%	2%
Film and Video	268	40	98%	0%	1%	1%
Finance	805	68	96%	0%	0%	4%
French	25	1	96%	0%	3%	1%
General Management	270	27	96%	0%	1%	3%
Geography	51	4	92%	0%	0%	8%
Geology	77	11	99%	0%	1%	0%
Geology-Chemistry	5	1	100%	0%	0%	0%
German	14	3	96%	0%	1%	3%
Global Studies & Social Impact	27	2	100%	0%	0%	0%
Group Social Studies	223	24	97%	0%	1%	2%
Health Communication	90	5	93%	0%	4%	2%
Health Information Management	102	6	98%	0%	0%	2%
Health Professions	2	1	75%	0%	25%	0%
History	127	24	97%	0%	1%	1%
Hospitality Tourism Management	302	51	91%	0%	4%	5%

Human Resources	1	0	100%	0%	0%	0%
Human Resources Management	208	23	95%	0%	1%	4%
Information Systems	169	34	92%	0%	0%	8%
Information Technology	20	2	97%	0%	0%	3%
Integrated Science	98	6	98%	0%	0%	1%
Interdisciplinary Engineering	63	8	100%	0%	0%	0%
International Business	144	6	99%	0%	0%	1%
International Relations	98	8	95%	0%	1%	3%
Legal Studies	91	18	92%	0%	2%	6%
Liberal Studies	108	105	75%	10%	5%	11%
Management	142	31	95%	0%	0%	4%
Marketing	951	67	97%	0%	1%	2%
Mathematics	287	29	98%	0%	1%	1%
Mechanical Engineering	463	117	99%	0%	0%	0%
Medical Laboratory Science	85	18	98%	0%	1%	1%
Multimedia Journalism	127	8	96%	0%	3%	1%
Music	176	16	94%	0%	4%	1%
Natural Resources Mgt	178	26	98%	0%	1%	1%
Non Degree Undergraduate	1	90	84%	14%	0%	2%
Nursing	1305	161	87%	0%	11%	2%
Occupational Safety/Health Mgt	63	5	98%	0%	1%	2%
Operations Management	28	2	98%	0%	0%	2%
Philosophy	43	4	98%	0%	0%	1%
Photography	40	5	95%	0%	3%	1%
Physical Education	108	9	93%	0%	4%	3%
Physics	26	7	99%	0%	1%	0%
Political Science	221	9	97%	0%	1%	2%
Pre-Business	0	1	100%	0%	0%	0%
Pre-Med Img/Radiation Sci	1	0	100%	0%	0%	0%
Pre-professional Preparation	997	40	99%	0%	0%	1%
Product Dsgn & Mfg Engineering	121	45	98%	0%	1%	2%
Psychology	863	95	96%	0%	1%	3%
Public and Nonprofit Admin	151	32	90%	0%	5%	5%
Radiation Therapy	101	6	96%	0%	3%	1%
Radiologic & Imaging Sciences	0	2	77%	0%	0%	23%
Religious Studies	10	2	95%	0%	1%	4%
Social Work	326	67	87%	0%	9%	4%
Sociology	57	20	95%	0%	1%	5%
Spanish	97	14	96%	0%	3%	1%
Special Education	257	8	97%	0%	0%	2%
Sport Management	57	3	96%	0%	2%	2%
Statistics	122	11	98%	0%	1%	1%
Studio Art	215	28	98%	0%	1%	1%

	Supply Chain Management	279	30	97%	0%	0%	3%
	Theatre	34	1	97%	0%	3%	0%
	Therapeutic Recreation	127	30	93%	0%	5%	1%
	Women and Gender Studies	6	2	99%	0%	1%	0%
	Women, Gender & Sexuality Study	37	0	96%	0%	1%	3%
	Writing	148	19	96%	0%	2%	2%
Graduate	Accounting	50	20	100%	0%	0%	0%
	Applied Linguistics	11	6	77%	0%	23%	0%
	Biology	28	13	70%	0%	30%	0%
	Biomedical Sciences	6	13	80%	0%	18%	2%
	Biostatistics	28	6	93%	0%	7%	0%
	Business General	26	165	99%	0%	1%	1%
	Cell & Molecular Biology	20	18	93%	0%	6%	1%
	Clinical Dietetics	47	3	59%	0%	41%	1%
	Communications	21	30	73%	0%	24%	3%
	Computer Information Systems	28	54	84%	0%	2%	13%
	Criminal Justice	11	8	87%	0%	13%	0%
	Data Science and Analytics	12	12	93%	0%	7%	0%
	Educational Leadership	4	230	36%	24%	32%	8%
	Educational Technology	1	23	14%	0%	19%	68%
	Engineering	26	50	83%	0%	16%	1%
	English	2	20	89%	0%	11%	0%
	General Education	0	21	35%	26%	26%	13%
	Health Administration	33	31	94%	0%	5%	1%
	Health Informatics	1	0	100%	0%	0%	0%
	Higher Education	68	40	80%	0%	15%	5%
	Instruction & Curriculum	28	115	31%	0%	19%	50%
	Leadership	0	15	78%	11%	6%	6%
	Literacy Studies	3	117	38%	17%	17%	28%
	Medical & Bioinformatics	15	15	92%	0%	8%	0%
	Medical Dosimetry	16	2	33%	0%	43%	24%
	Non Degree Graduate	8	128	79%	3%	1%	18%
	Nursing	63	51	88%	2%	10%	0%
	Occupational Therapy	118	19	91%	0%	9%	0%
	Philanthropy & Nonprofit Leadership	2	13	72%	0%	0%	28%
	Physical Therapy	177	0	67%	0%	33%	0%
	Physician Assistant Studies	143	0	54%	18%	28%	0%
	Public Administration	37	79	79%	1%	4%	16%
Public Health	74	14	89%	0%	10%	1%	
Reading	0	1	0%	0%	0%	100%	
School Counseling	16	27	73%	0%	25%	2%	

School Psychology	26	15	38%	11%	27%	23%
Social Work	204	116	80%	5%	14%	0%
Special Education	4	66	39%	2%	23%	36%
Speech-Language Pathology	77	0	57%	0%	43%	0%
Taxation	0	12	90%	6%	4%	0%

b. Evaluate enrollment patterns over the last five years –

In the last 5 years, overall enrollment has been stable, ranging from 24,477 to 25,460. Over that period, undergraduate enrollment has increased slightly, while graduate headcount decreased. At the same time though, graduate enrollment underwent a significant shift from part-time to full-time, so full-time equivalent graduate enrollment increased by 4.7%. The number of student credit hours delivered fully online has increased by 179% in the last 5 years, and accounts for less than 3% of GVSU credits. With the ongoing improvements in technology, the university expects an increase in the number of students enrolled in online course offerings.

c. Project enrollment patterns over the next five years –

We project stable undergraduate enrollment for 2020-2024, with 24,000 to 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.

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

Fall 2018 Staffing Ratios by College

	FTE Faculty per FTE student	FTE Other Staff per FTE Student
Brooks College of Interdisciplinary Studies	0.04	0.08
College of Community and Public Service	0.05	0.09
College of Education	0.08	0.10
College of Health Professions	0.07	0.07
College of Liberal Arts and Sciences	0.06	0.06
Kirkhof College of Nursing	0.11	0.12
Padnos College of Engineering and Computing	0.07	0.07
Seidman College of Business	0.04	0.08

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 five years.

IV. Facility Assessment

a. Summary description of each facility -

Campus Building	Type	Type	Type	Type	Year Completed
Lake Michigan Hall	Classroom 90%			Office 10%	1963
Lake Superior Hall	Classroom 90%			Office 10%	1963
Seidman House	Library 100%				1964
Seidman House Addition	Library 100%				2001
Lake Huron Hall	Classroom 90%			Office 10%	1964
Copeland Living Center	Dormitory 100%				1966
Central Utilities Building	Service 100%				1966
The Commons	Dining Hall 90%			Office 10%	1967
The Commons Addition	Dining Hall 90%			Office 10%	1995
Robinson Living Center	Dormitory 100%				1967
Mackinac Hall	Classroom 50%			Office 50%	1967
Mackinac Hall Addition	Classroom 50%			Office 50%	1998
Mackinac Hall Addition	Classroom 50%			Office 50%	2002
Mackinac Hall Addition	Classroom 50%			Office 50%	2008
Manitou Hall	Classroom 50%			Office 50%	1968
Fieldhouse	Gymnasium 50%			Office 50%	1968
Student Recreation Center-Fieldhouse Addition	Recreation 100%				1995
Student Recreation Center-Fieldhouse Addition	Recreation 100%				2016

Zumberge Hall	Administrative 100%				1969
Zumberge Addition I	Administrative 100%				2014
Performing Arts Center	Classroom 80%	Auditorium 10%		Office 10%	1971
Scene Shop Addition	Service 100%				1976
PAC Addition	Classroom 80%			Office 20%	1997
PAC Addition	Classroom 80%			Office 20%	1998
PAC Addition	Classroom 80%			Office 20%	2001
PAC Addition	Classroom 90%	Auditorium 10%			2017
Kistler Living Center	Dormitory 100%				1971
Boat House	Warehouse 100%				1972
Kirkhof Center	Dining Hall 25%	Service 60%		Office 15%	1973
Kirkhof Center Addition	Service 90%			Office 10%	2002
Kirkhof Center Addition	Service 90%			Office 10%	2008
Service Building	Service 50%			Office 50%	1973
Warehouse Addition	Warehouse 100%				1985
Vehicle Shelter	Warehouse 100%				1986
Mailroom/Mezzanine	Service 100%				
Service Building Addition	Office 100%				2001
Service Building Addition	Office 100%				2017
TV Transmitter Building	Service 100%				1973
GVSU Transmitter Building Addition	Service 100%				2003
Au Sable Hall	Classroom 90%			Office 10%	1976
Au Sable Hall Addition I	Classroom 90%			Office 10%	1990
Au Sable Hall Addition II	Classroom 90%			Office 10%	1993
Au Sable Hall Addition III	Classroom 90%			Office 10%	2014
Calder Art Center	Classroom 90%			Office 10%	1997
Cedar Studio	Classroom 100%				1977

Water Resources Institute	Laboratory 100%				1990
Ceramics Building	Classroom 100%				1996
Calder Art Center Addition	Classroom 100%				2004
Hazardous Material Storage	Warehouse 100%				1977
Football Center	Gymnasium 100%				1979
Press Box	Service 100%				1979
Maple Living Center	Dormitory 100%				1987
Oak Living Center	Dormitory 100%				1987
Pine Living Center	Dormitory 100%				1987
DeVos Living Center	Dormitory 100%				1989
Pew Living Center	Dormitory 100%				1989
Pickard Living Center	Dormitory 100%				1989
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
Student Services Building Addition	Service 100%				2018
Henry Hall	Classroom 50%			Office 50%	1995
Padnos Hall of Science	Classroom 30%	Laboratory 20%		Office 50%	1995
Children Center	Service 100%				1995
Swanson Living Center	Dormitory 100%				1997
Seidman Living Center	Dormitory 100%				1997
Laker Village Apt.'s - 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 Living Center	Dormitory 100%				2002
Icie Macy Hoobler Living Center	Dormitory 100%				2002
Paul A. Johnson Living Center	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
Holton-Hooker Learning and Living Center	Classroom 11%	Dormitory 85%		Office 4%	2016
TV-35/52 Control Building/Kalamazoo	Service 100%				1985
WGVU-AM Caledonia	Service 100%				

WGVU-FM Coopersville	Service 100%				
WGVS-AM Muskegon	Service 100%				
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
Muskegon Innovation Hub	Service 90%			Office 10%	2004
AWRI Boat Storage Building (Muskegon)	Warehouse 100%				2008
Detroit Center (Detroit)	Classroom 90%			Office 10%	2012
Technology Demonstration Building	Service 100%				2013
Robert B. Annis Field Station (Muskegon)	Laboratory 90%	Classroom 5%		Office 5%	2013
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
Raleigh Finkelstein Hall	Laboratory 51%	Classroom 16%		Office 33%	2018

b. Building and/or classroom utilization rates –

General-purpose classrooms are used at 67% of capacity during peak hours, 54% during off-peak, 48% during evening hours and 2% during weekends. Laboratory utilization is 54% during peak hours, 42% during off-peak, 21% in evening, and 1% during weekends (Fall 2018).

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

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

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

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

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

Crowding exists in facilities used by the movement sciences, communication arts, illustrative arts, engineering, computing information systems, 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 health science building relieved the overutilization of facilities in health sciences. The 2017 addition to the Performing Arts Center relieved crowding in the music and theatrical performance facility.

e. Replacement value of existing facilities –

Building Name	18-19 Building	18-19 Contents	18-19 Fine Arts	18-19 Library Values	18-19 Total Values
Alumni House & Visitor Center	2,060,661.17	453,904.72	35,389.00	0.00	2,549,954.89
Au Sable Hall	10,124,533.85	824,994.65	143,379.00	0.00	11,092,907.51
Baseball Scoring Box	68,088.37	5,795.19	0.00	0.00	73,883.56
Boat House	170,585.87	34,151.93	0.00	0.00	204,737.80
Alexander Calder Fine Arts Center	13,779,004.24	515,108.68	31,598.00	0.00	14,325,710.91
Calder Living Center	1,969,343.60	100,867.49	800.00	0.00	2,071,011.09
Central Utilities Building	13,590,852.35	234,276.57	4,060.00	0.00	13,829,188.92
Children's Enrichment Center	486,004.42	19,384.96	3,900.00	0.00	509,289.38
The Commons	8,441,786.66	591,164.27	15,484.00	0.00	9,048,434.93

Cook Carillon Tower	578,334.75	348,931.33	2,000.00	0.00	929,266.08
Cook-Dewitt Center	2,173,421.78	457,146.59	17,530.00	0.00	2,648,098.37
James M. Copeland Living Center	5,327,737.78	28,908.61	0.00	0.00	5,356,646.39
Richard M. DeVos Living Center	1,944,076.01	208,404.39	0.00	0.00	2,152,480.40
Fieldhouse	52,812,322.18	5,967,283.01	36,965.00	0.00	58,816,570.19
Edward J. Frey Living Center	2,039,388.26	263,588.74	2,500.00	0.00	2,305,477.00
Grand Valley Apartments	9,234,771.27	1,060,963.17	835.00	0.00	10,296,569.43
Arthur C. Hills Living Center	2,294,312.16	263,588.74	680.00	0.00	2,558,580.90
Weed & Hoobler Living Centers	8,297,612.67	954,026.08	3,588.00	0.00	9,255,226.76
Instructional Technology (CUB)	57,766	22,726	0.00	0.00	80,492
Johnson Living Center	1,202,258.56	105,815.99	0.00	0.00	1,308,074.56
Russell H. Kirkhof Center	17,349,514.39	426,222.26	146,307.00	0.00	17,922,043.66
William A. Kirkpatrick Living Center	3,615,471.19	324,429.54	634.00	0.00	3,940,534.73
Grace Olsen Kistler Living Center	8,335,959.11	30,657.07	2,000.00	0.00	8,368,616.18
Robert Kleiner Commons	8,661,083.55	567,284.68	7,330.00	0.00	9,235,698.23
Lake Huron Hall	5,071,584.52	346,892.15	28,934.00	0.00	5,447,410.67
Lake Michigan Hall	6,154,900.09	1,216,813.02	26,231.00	0.00	7,397,944.11
Lake Superior Hall	6,145,039.52	416,808.78	28,079.00	0.00	6,589,927.30
Laker Village Apts	24,327,194.43	369,027.30	2,750.00	0.00	24,698,971.72
Seymour & Esther Padnos Hall of Science	59,196,272.05	12,144,989.27	113,803.00	0.00	71,455,064.31
Lubbers Stadium & Football Complex	6,328,172.15	2,397,058.25	0.00	0.00	8,725,230.40
Laker Village Apts – Comm. Bldg. (North)	395,124.98	45,394.45	1,375.00	0.00	441,894.43
Laker Village Apts-Comm. Bldg. (South)	395,124.98	45,394.45	1,375.00	0.00	441,894.43
Mackinac Hall	16,396,063.35	1,559,674.75	200,560.00	0.00	18,156,298.10

Manitou Hall	6,267,156.29	3,358,676.19	3,000.00	0.00	9,628,832.48
Maple Living Center	1,202,258.56	105,815.99	3,500.00	0.00	1,311,574.56
Meadow's Buildings	2,515,947.49	450,175.23	800.00	0.00	2,966,922.72
North Living Center C	4,945,770.78	568,207.94	400.00	0.00	5,514,378.72
Oak Living Center	1,202,258.56	105,815.99	3,500.00	0.00	1,311,574.56
Performing Arts Center	13,278,389.96	402,020.39	124,125.00	0.00	13,804,535.35
Robert C. Pew Living Center	1,944,076.01	208,404.39	0.00	0.00	2,152,480.40
William F. Pickard Living Center	1,944,076.01	208,404.39	1,250.00	0.00	2,153,730.40
Press Box	0.00	0.00	500.00	0.00	500.00
Ravine Center	396,619.39	7,059.09	68.00	0.00	403,746.49
Kenneth W. Robinson Living Center	6,543,748.72	20,032.72	1,000.00	0.00	6,564,781.45
Seidman House	1,701,431.83	243,362.20	5,022,000.00	0.00	6,966,794.03
Bill & Sally Seidman Living Center	2,396,780.98	123,008.76	9,530.00	0.00	2,529,319.74
Service Building	4,172,061.26	988,242.28	7,620.00	0.00	5,167,923.54
Softball Scoring Box	68,088.37	5,795.19	0.00	0.00	73,883.56
Murray & Van Steeland Living Ctr	24,529,490.39	3,797,326.33	9,318.00	0.00	28,336,134.72
Dale Stafford Living Center	3,615,471.19	324,429.54	0.00	0.00	3,939,900.73
Maxine M. Swanson Living Center	2,396,780.98	123,008.76	4,065.00	0.00	2,523,854.74
University Guest House	273,953.71	19,772.60	0.00	0.00	293,726.31
Pine Living Center	1,202,258.56	105,815.99	3,500.00	0.00	1,311,574.56
James H. Zumberge Hall	28,251,191.66	2,584,859.95	670,172.00	0.00	31,506,223.61
President's House	987,816.40	32,135.19	117,843.00	0.00	1,137,794.59
Cook-DeVos Center For Health Sciences	42,308,020.64	11,823,271.15	345,626.00	509,772.00	54,986,689.79
Depot 510 West Fulton Street	303,982.46	46,365.59	0.00	0.00	350,348.05
Richard M. DeVos Center	56,476,572.75	9,711,411.17	3,000,000.00	4,040,740.00	73,228,723.92

L.V. Eberhard Center	34,601,161.89	8,009,462.04	390,343.00	0.00	43,000,966.94
Keller Eng. Labs	6,398,266.26	1,199,341.77	0.00	0.00	7,597,608.03
Seward Parking Ramp	19,373,939.71	115,914.98	0.00	0.00	19,489,854.69
Peter F. Secchia Hall	9,209,898.30	43,053.32	0.00	0.00	9,252,951.62
Steelcase Property - 140 Front St	2,346,615.71	1,101,157.15	0.00	2,930,524.00	6,378,296.85
Winter Hall	12,105,812.00	688,114.58	7,655.00	0.00	12,801,581.58
Meijer Campus	5,290,736.41	607,841.89	62,514.00	0.00	5,961,092.30
Lake Michigan Center	4,068,287	573,834	111,137	0.00	4,753,258
Muskegon Innovation Hub	4,345,147.38	2,364,653.01	23,958.00	0.00	6,733,758.39
Muskegon Community College	0.00	7,784.38	0.00	0.00	7,784.38
WGVU -- Allendale	0.00	0.00	0.00	0.00	0.00
WGVU -- Allendale TV Transmitter Building	784,728.24	2,234,269.94	0.00	0.00	3,018,998.18
WGVU -- Allendale Tower	2,033,566.86	0.00	0.00	0.00	2,033,566.86
WGVU -- Allendale Satellite Building	140,130.85	1,128,599.88	0.00	0.00	1,268,730.73
WGVU -- Allendale Antennas	742,128.99	0.00	0.00	0.00	742,128.99
WGVU -- Kalamazoo	0.00	0.00	0.00	0.00	0.00
WGVU -- Kalamazoo Building #1	84,077.92	63,753.19	0.00	0.00	147,831.11
WGVU -- Kalamazoo Tower	457,118	0.00	0.00	0.00	457,118
WGVU -- Kalamazoo Building #2	431,557	1,479,512	0.00	0.00	1,911,069
WGVU -- Kalamazoo Tower	825,693.61	0.00	0.00	0.00	825,693.61
WGVU -AM Muskegon	167,521.87	295,755.55	0.00	0.00	463,277.43
WGVU-FM Whitehall – 4.75 acres	0.00	130,635.03	0.00	0.00	130,635.03
WGVU-AM Kentwood	140,807.35	295,755.55	0.00	0.00	436,562.90
WGVU-FM Coopersville	140,807.35	295,755.55	0.00	0.00	436,562.90
Robert B. Annis Water Res Institute	1,607,549.72	289,786.95	115,000.00	0.00	2,012,336.67

Campus Health Ctr	239,063.91	20,849.82	5,000.00	0.00	264,913.74
Lake Ontario Hall	10,970,543.99	989,910.14	124,258.00	0.00	12,084,712.13
Multi-Purpose Outdoor Rec Facilities	8,594,820.32	11,592.42	0.00	0.00	8,606,412.74
IT Equipment Spread Among Campus Locations	0.00	5,055,494.21	0.00	0.00	5,055,494.21
Kennedy Hall Of Eng.	12,758,922.90	1,871,967.15	302,687.00	0.00	14,933,577.05
Glen A. Niemeyer Honors Hall and Living Centers East & West	25,512,702.88	3,033,688.65	144,193.00	0.00	28,690,584.53
Kelly Family Sports Center	11,838,634.09	1,407,719.64	871.00	0.00	13,247,224.73
Bicycle Factory	4,745,974.02	681,409.46	148,772.00	0.00	5,576,155.47
Fillmore Storage	80,377.98	708,665.51	0.00	0.00	789,043.49
House & Garage	138,249.73	21,805.66	0.00	0.00	160,055.39
Watson Building	1,071,700.47	261,661.77	0.00	0.00	1,333,362.24
Riverside Building	0.00	163,538.35	0.00	0.00	163,538.35
Ferguson Clinic	0.00	76,317.76	0.00	0.00	76,317.76
South Living Centers C, D & E	36,033,466.45	4,045,001.51	0.00	0.00	40,078,467.96
The Connection	5,093,790.09	514,631.27	11,600.00	0.00	5,620,021.36
L. William Seidman Center	24,292,669.58	2,727,014.97	385,000.00	0.00	27,404,684.55
Mary Idema Pew Library and Info Commons	44,368,373.24	4,980,652.53	734,000.00	20,968,834.00	71,051,859.77
R.B. Annis Field Station	3,607,702.41	0.00	2,000.00	0.00	3,609,702.41
Johnson & Ott L.C.	7,659,334.17	879,965.80	3,312.00	0.00	8,542,611.97
P Douglas Kindschi Hall of Science	57,782,070.58	0.00	110,558.00	0.00	57,892,628.58
The Marketplace	12,606,996.95	0.00	0.00	0.00	12,606,996.95
Detroit GVSU Center	10,300,547.49	1,156,306.81	115,000.00	0.00	11,571,854.30
Health Campus Exp Properties -- Various Res. Properties	5,182,604.80	0.00	0.00	0.00	5,182,604.80

Art Gallery Support Building	401,887.92	32,707.47	5,800,000.00	0.00	6,234,595.39
Holton-Hooker Learning & Living Center	30,857,548.80	0.00	25,000.00	0.00	30,882,548.80
Performing Arts Center Addition	16,056,409.82	878,700.00	276,000.00	0.00	17,211,109.82
Baseball Scoring Box #2	68,088.37	5,795.19	0.00	0.00	73,883.56
TOTAL	943,506,602.59	118,165,470.95	19,084,761.00	28,449,870.00	1,109,206,704.60

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 synchronize our capital improvements and transparency initiatives. Where possible, improvements in these systems are coordinated with capital building projects.

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

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

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

The university completes periodic evaluations for infrastructure conditions including outside consultant inspections and reports. Roads, curbs, sidewalks, bridges, parking lots, and parking structures, etc. are inspected annually by internal personnel and periodically by outside consultants familiar with the infrastructure. Following these inspections, improvements and repairs identified to sustain the integrity of the infrastructure are then funded or scheduled as part of 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 \$2.3 million annually. On a square foot basis we have dropped our utility consumption by the following percentages: -28% for electrical and -34% for natural gas. We have long term electrical and natural gas contracts in place out to 2026 and 2028 respectively with 15% renewable wind power out to 2036. Examples of energy projects include lighting improvements, temperature set points and setbacks, installing energy efficient HVAC equipment, improving building system infrastructures, upgrading energy monitoring and controls, improving building HVAC schedules and energy savings education.

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

In addition to our internal energy strategies, the university signed the American College & University Presidents Climate Commitment (ACUPCC). Since its signing in 2007, GVSU continues to track greenhouse gas (GHG) through the ACUPCC and more recently through the World Resources Institute’s Greenhouse Gas Protocol. We also continue to submit reports to the Association for the Advancement of Sustainability in Higher Education’s (AASHE) Sustainability Tracking Assessment and Rating System (STARS). GVSU has held an AASHE STARS gold rating since 2013 and is the highest ranked university in Michigan. The gold status is based on responses that evaluate commitment to environmental improvement, helping to solve climate problems, and making significant efforts to operate sustainably in its academics, engagement, operations, planning, administration, and innovation. Grand Valley State University has also been included on the Sierra Club’s “Cool Schools” list for six years in a row. This list recognizes the nation’s greenest universities and GVSU is the highest ranking university in the state.

Grand Valley has truly become a nationally recognized leader in sustainability. Twenty-five (25) of the university’s construction projects have received differing levels of LEED® certification, with the highest designation of LEED® platinum for the Mary Idema Pew Library Learning and Information Commons.

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

The Allendale campus consists of 1,322 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

The P. Douglas Kindschi Hall lease expiration date is 7/31/55.

V. Implementation Plan

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

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

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

Consistent with its process of reviewing its facilities on a 5-year basis, Grand Valley State University has recently completed a campus master plan for the Allendale, Pew, and Health Campuses and Regional Centers. This review, coupled with re-allocation of space following the completion of the new science and health science structures, permitted the university to gain a better alignment of facilities with the academic programs. The completion of the new science building in 2015 allowed the re-utilization of space in the 1995 State of Michigan funded science complex. The completion of the new health science building in 2018 allowed the re-utilization of space in the 2003 State of Michigan funded health science building. Studies and master plans being reviewed or undertaken include the following:

- | | |
|------------------------------------|---|
| Campus Master Plan – all campuses | Michigan Street Health Sciences Complex |
| Student Recreation Space Analysis | LEED® Compliance Standard, 2009 vs. V4 |
| Allendale Domestic Water & Sewer | Allendale Storm Water Management |
| Allendale Steam and Chilled Water | Allendale Electrical Distribution |
| Campus Landscape Standard and Plan | Housing and Dining 10 year Plan |
| Campus-wide Parking Plan | Bus Transportation Plan |
| Belknap Plan | |

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

Facilities/Capital Plan: 2020-2024

Proposed Projects	Gross Square Feet	Project Budget
-Computer Information Systems	100,000	50,000,000
-Movement Science and Behavior Building	98,000	28,000,000
- Auditorium Addition to the Performing Arts Center	92,000	62,000,000
-Lake Huron Hall Renovation	<u>31,000</u>	<u>5,000,000</u>
TOTAL	321,000	\$145,000,000

Projects under Construction

Health Sciences Building	160,000	70,000,000
Health Campus Faculty and Staff Parking		4,950,000
Health Campus Student Parking		<u>21,769,000</u>
TOTAL	160,000	\$96,719,000

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

Priority No. 1 is the proposed construction of a new facility to serve the computer information systems programs. This new structure would be located in close proximity to the existing Kindschi 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 systems. The new structure would be designed to meet all applicable codes and standards, including LEED® certification.

Priority No. 2 is the proposed construction of a new facility to serve the movement science program. This new structure would be located in close proximity to the existing Kindschi Hall of Science Building completed in 2015. This new academic facility would include labs, classrooms, simulation rooms, collaboration and case study rooms to address the growth in the movement science programs. 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 Health Sciences Building has received authorization to proceed with the design and has construction authorization. Construction of this facility began 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, engineering and computing information systems fields would generate tuition and service dollars across the campus. The proposed new programs and increased enrollment in existing programs will add critically needed health care providers and computing information systems professionals across the region.

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

GVSU believes that distance learning offers some excellent opportunities for higher education. Currently, GVSU offers about 6% 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 2020 through fiscal year 2024.

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 \$5.0 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 \$2.9 million in its auxiliary services budget to address capital maintenance items associated with auxiliary structures. Because these budgeted sums are created on a per square feet basis, these budgets increase as space increases.

The total budget for capital maintenance in the fiscal year period of 2018-2019 is \$12.5 million.