Grand Valley State University

Five-Year Master Plan

FY 2027 – 2031

I. Mission Statement

Reach Higher 2025 defines a new mission, vision, values, and commitments for Grand Valley State University.

Mission: At Grand Valley State University, we **empower learners** in their **pursuits, professions**, and **purpose.** The university enriches society through excellent teaching, active scholarship, advancement of equity, and public service.

Vision: Grand Valley State University will **prepare globally minded citizens for the future they face and the communities they shape.** Our community of educators create and employ innovative approaches to liberal education and professional programs that center on and prepare students **for a lifetime of continual learning and growth.**

Values: Innovation, Integrity, International Perspectives, Inquiry, Inclusive and Equitable Community

Commitments:

1. An Empowered Educational Experience
2. A Lifetime of Learning
3. A Culture of Educational Equity

Reach Higher 2025 was approved by the University's Board of Trustees in February 2022.

II. Instructional Programming

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

Grand Valley State University is the flagship public institution of higher education in west Michigan, centered in Grand Rapids and Allendale. GVSU dual academic cores of liberal and professional education are the foundation for thousands of new graduates each year, who then contribute to the economic vibrancy of west Michigan, the state of Michigan, and the nation. Along with the greater Grand Rapids area, GVSU reach includes the Traverse City area, Detroit, and the I-94 corridor. Existing academic programs are broad-based, including 107 undergraduate programs and 44 graduate programs.

Academic program development during the next five years will be driven primarily by GVSU's "Blue Dot" initiative, as we continue to grow GVSU's capacity to prepare our students for the future. The goal of this initiative is to build a higher-education ecosystem (and related physical spaces) that is dynamically responsive to an ever-changing world and to the intersection of technology with virtually every facet of life. Domains of focus of the initiative include engineering, computing, health, sustainability, and digital literacy, as we plan for continued growth in academic programs and applied research in these areas.

GVSU is committed to preparing students with future-ready skills.

Expected advances in programming for engineering and computing include increasing the number of students studying artificial intelligence, human-centered design, cybersecurity, and other topics. In health, we are in the middle of a cycle to grow our nursing and professional health programs. The sustainability domain embraces the idea of a "green-blue economy," which includes renewable energy ("green") and water resources ("blue"), as well as climate science, and we are adding new courses and programs in these areas. In addition, GVSU is currently expanding digital literacy competencies throughout the university's educational programs.

All these academic initiatives embrace several core themes: infusing technology; promoting design and digital literacy; enhancing adaptability; growing talent and applied research; deepening diversity; and accelerating experimentation and entrepreneurship to broaden our impact.

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

Reach Higher 2025 includes three key commitments, Lakers joining together to Reach Higher and make an impact on the communities and societies of which we are an integral part:

An Empowered Educational Experience

Student agency and success will always drive our collective work.

A Lifetime of Learning

Design and leverage learning opportunities for students of all stages in their lives and careers, meeting their needs where they are.

A Culture of Educational Equity

Center equity and inclusion for a more diverse learning community.

c. Identify other initiatives which may impact facilities usage.

The west Michigan region's Tech Strategy Plan calls for 20,000 new jobs in the technology sector in addition to the approximate 33,500 current jobs in technology within 10 years. Achieving this would elevate the region's tech sector to 10% of the total regional workforce, from the current 6.1%. Of the many ways that GVSU will be embedded in this work, we are planning for growth in the number of research projects conducted by faculty along with student(s) and industry partners in technology. These projects will feature both near-term priority skills and new skills that are emerging: *cloud computing, machine learning, data science & analytics, business intelligence, application & web development, software development, UI/UX engineering, cybersecurity, network engineering, dev ops, B2B, battery/chip technologies, sustainability, aggrotech, robotics, automation, fintech, IoT, natural language processing, AI, ML, computer vision, B2C (e.g. Uber, Airbnb type services), cybersecurity, and health tech*. Housing these projects on campus will impact facilities usage.

Other areas of focus of the Blue Dot initiative which may impact facilities include next generation multimedia education, applied research in collaboration with regional businesses, and economic development.

In the domain of multimedia education, enhanced and modernized programming in our School of Communications will lead to greater usage of facilities for collaborative content creation (such as extended

reality, 3D volumetric video capture, podcasts, animation, fabrication, and still images). Expanded motion capture facilities (e.g., biomechanics and sports innovation) will support our programming in athletic training and physical therapy. In addition, we will continue to embrace state-of-the-art simulation technology on our health campus.

The Seidman College of Business has cross-disciplinary work in several areas that will continue to grow. Two areas of note are (1) Innovation and New Technology, which is collaborations between our entrepreneurship and marketing programs with engineering and technical programs. One area our programs are expanding with this in mind is our technical sales programs, which match well with STEM programs. (2) Medical administration is also an area of growing cross disciplinary work. The business of medicine is evolving quickly and the interaction of practitioners with business side is growing in importance.

The importance of the work described in this section to the university is captured in the Academic Affairs strategic plan, where we assert that these efforts "are visible, impactful, and valued."

To promote economic development in the state, and as part of the Blue Dot ecosystem, GVSU is growing its relationships with innovative companies. We have identified numerous potential collaborative opportunities as we look to house selected startups and enterprises on our campus. The missions of these new companies are to create solutions to challenges like wellness, sustainability, and mobility through new business models and global engagement. These companies will work with GVSU's faculty and students through shared projects and internships, and this activity will also lead to new philanthropic opportunities. Impact on facilities usage includes the need for new laboratory and office space and related support space, such as information technology.

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

The communities that host our campuses are among Michigan's most vibrant – each enjoys greater economic health because of Grand Valley's presence. Our 148,109 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. The philanthropic community has helped Grand Valley to construct new facilities, easing the burden on taxpayers while creating thousands of construction jobs.

III. Staffing and Enrollment

a. Current full and part-time student enrollment levels

Fall 2025 Enrollment by Academic Program and Course Type/Location
"Hybrid" sections are counted in the location where their in-person meetings occur.

		Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship/ Practicum	Online
Bachelors	Accounting	562	39	6234	18	12	2173
	Advertising & Public Relations	311	16	3749	31	75	797
	Allied Health Sciences	492	73	4570	968	37	1848
	Anthropology	72	9	969	6	8	80
	Applied Food & Nutrition	92	3	775	300	78	157
	Art Education	65	2	804	9	65	83
	Art History	13	1	149	.	4	34
	Artificial Intelligence	11	1	149	.	.	22
	Behavioral Neuroscience	209	17	2608	11	11	413
	Biochemistry	116	8	1511	34	10	152
	Biology	364	28	4694	46	30	636
	Biomedical Engineering	52	17	773	.	.	64
	Biomedical Sciences	638	33	7956	77	43	1158
	Business Economics	249	11	2863.5	5	12	765
	Business General	1008	33	11235	5	45	3370
	Cardiovascular Sonography	102	4	839	430	.	181
	Cell & Molecular Biology	46	5	594	19	4	64
	Chemistry	63	3	836	6	10	67
	Classics	21	4	295	.	3	30
	Climate Science	6	.	83	.	.	7
	Communication & Media Studies	5	1	73	.	.	5
	Communication Sci & Disorders	154	4	1030.5	775	.	428
	Communication Studies	143	19	1845	21	22	302
	Communications	1	1	3	.	.	12
	Comp Sci & Arts for Teaching	.	1	.	.	.	1
	Computer Engineering	80	22	1117	.	.	119
	Computer Science	393	45	4905.5	52	42	777
	Criminal Justice	534	32	5917.5	70	24	1824
	Cybersecurity	182	8	2164	15	6	426
	Dance	40	.	454	8	21	107
	Data Science and Analytics	26	.	334	.	.	38
	Degree Seeking Undergraduate	54	16	624	92	.	116
	Diagnostic Medical Sonography	450	24	4804	584	63	1035

		Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship/ Practicum	Online
	Earth Science	3	.	35	.	2	3
	Economics	32	2	399	.	3	89
	Education	672	25	8261	46	641	892
	Education Birth-Kindergarten	43	8	519	3	54	94
	Educational Studies	678	18	9280	23	.	670
	Electrical Engineering	136	52	1910.5	.	1	277
	English	115	14	1402	6	164	155
	English Secondary Education	61	3	836	12	.	48
	Entrepreneurship	4	.	45	.	.	9
	Environ and Sustain Studies	160	15	1681	3	20	661
	Environmental Science	3	.	39	.	.	3
	Exercise Science	761	51	9072	149	243	1785
	Exploratory Study	217	6	2840	6	.	222
	Film and Video	227	19	2964	22	67	334
	Finance	878	53	9821.5	22	46	3278
	Fisheries and Aquatic Sciences	28	4	395	.	.	43
	French	7	.	80	9	.	3
	General Education	1	.	12	.	.	3
	General Management	206	19	2233	14	6	867
	Geography	35	2	428	.	.	89
	Geology	37	7	534	.	2	30
	Geology-Chemistry	6	.	83	.	.	2
	German	4	2	48	.	9	6
	German PK-12 Education	2	.	27	.	.	.
	Global Studies & Social Impact	6	3	86	.	.	15
	Group Social Studies	185	7	2204	15	199	308
	Health & Physical Education	89	2	1015	1	48	169
	Health Communication	28	2	322	3	16	68
	Health Information Management	30	4	119	15	.	288
	History	83	11	1103	12	54	79
	Hospitality Tourism Management	86	10	838.5	3	.	442
	Human Resources Management	132	16	1418	16	2	561
	Information Systems	59	6	640	3	2	231
	Information Technology	76	7	900	27	.	175
	Integrated Science Secondary	11	.	138	.	8	19
	Integrative Studies	109	183	418	33	108	2147.5
	Interdisciplinary Engineering	45	7	596	1	.	86
	International Business	.	1	3	.	.	.
	International Relations	52	6	646	7	10	99
	Journalism, Brdcast & Digtl Media	108	3	1415	13	15	134

		Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship/ Practicum	Online
	Leadership & Business Fund	8	9	.	6	6	153
	Legal Studies	192	13	2149	16	55	593
	Management	63	2	660	.	.	285
	Marketing	851	28	9227.5	12	74	3209
	Mathematics	97	9	1247	8	44	132
	Mathematics Secondary Ed	35	3	504	.	1	6
	Mechanical Engineering	381	108	5349	1	5	557
	Medical Laboratory Science	63	9	512.5	355	.	97
	Microbiology	23	1	279	3	2	38
	Multimedia Journalism	18	4	242	.	13	16
	Music	88	9	1236.5	.	47	109
	Music Education	33	1	463	.	.	12
	Natural Resources & Envmt Mgmt.	78	4	1022	1	.	114
	Natural Resources Mgmt.	33	9	477	.	4	59
	Non-Degree Undergraduate	26	112	222	531	.	60
	Nursing	1535	156	11632	4380	3109	2907
	Occupational Safety/Health Mgt	47	5	581	.	9	107
	Operations Management	40	5	435	3	.	174
	Ped Cont. Know 3rd-6th	22	.	235	26	35	29
	Ped Cont. Know PreK-3rd	114	8	1459	15	70	135
	Ped Cont. Know PreK-6th	663	13	9162	9	28	558
	Performing Arts Industry	2	.	25	.	.	7
	Philosophy	26	3	358	.	3	28
	Photography	32	3	427	.	3	36
	Physical Education	.	1	.	.	.	6
	Physics	14	3	202.5	.	7	10
	Political Science	154	12	2014.5	6	23	260
	Pre-Grad Health Professions	546	14	6693	108	73	1036
	Pre-professional Preparation	878	36	11099	129	54	1454
	Product Dsgn & Mfg. Engineering	48	18	688	.	.	74
	Professional Innovation	11	29	6	.	21	315
	Psychology	1062	70	12251	130	145	2981
	Public and Nonprofit Admin	61	10	498	214	27	181
	Radiation Therapy	103	12	845	484	54	168
	Recreational Therapy	63	2	386	364	6	121
	Respiratory Care	11	14	147	21	.	42
	Science Secondary Education	22	.	285	.	.	35
	Social Work	413	43	4756	13	404	925
	Sociology	42	3	505	12	3	95
	Software Engineering	14	1	185	.	.	20

		Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship/ Practicum	Online
	Spanish	31	7	358	24	29	74
	Spanish PK-12 Education	5	.	60	.	.	12
	Special Education	128	3	1652	27	133	74
	Sport Management	313	20	3456	11	147	1043
	Statistics	74	7	946	10	.	155
	Studio Art	205	38	2874	6	39	205
	Supply Chain Management	238	28	2872	3	8	735
	Technology Project Management	.	3	10	.	.	8
	Theatre	38	5	533	7	14	32
	Web Design & Development	3	5	27	6	.	45
	Wildlife Biology	147	19	2016.5	.	2	218
	Women, Gender & Sexuality Stdy	18	1	197	.	1	76
	Writing	93	20	1278	4	45	139
Graduate	Accounting	46	19	258	.	.	321
	Applied Computer Science	66	34	25	468	38	228
	Applied Linguistics	.	1	.	.	1	.
	Applied Statistics	14	4	96	23	8	24
	Artificial Intelligence	2	1	.	12	3	12
	Athletic Training	21	.	.	224	34	2
	Biology	30	10	220	.	68	.
	Biomedical Sciences	9	6	103	3	10	.
	Biostatistics	14	2	94	10	9	30
	Business General	16	78	687	6	5	.
	Cell & Molecular Biology	21	7	130	69	19	12
	Clinical Dietetics	36	.	.	156	137	97
	Communications	12	14	171	.	15	4
	Computer Information Systems	.	1	.	3	.	.
	Criminal Justice	11	3	99	.	12	6
	Cybersecurity	38	13	.	276	15	117
	Data Science and Analytics	63	30	189	312	98	126
	Educational Leadership	11	179	132	120	259	399
	Educational Technology	.	4	.	.	3	12
	Engineering	24	29	294	.	54	9
	English	.	2	.	.	4	.
	General Education	.	2	3	.	3	.
	Health Administration	10	16	149	21	1	3
	Health and Bioinformatics	24	26	82	74	85	72
	Higher Ed & Student Affairs	13	2	126	.	.	3
	Higher Education	12	24	193	.	12	15
	Instruction & Curriculum	24	117	115	.	147	615

		Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship/ Practicum	Online
	Leadership	1	36	91	.	6	57
	Learning, Design, & Technology	2	9	.	.	.	60
	Literacy Studies	1	86	39	.	33	284
	Medical Dosimetry	35	3	.	.	140	299
	Non-Degree Graduate	2	56	154	15	.	49
	Nursing	72	20	.	92	25	673
	Occupational Therapy	117	16	.	1399	167	180
	Philan & Nonprofit Leadership	1	6	28	.	.	6
	Physical Therapy	175	.	671	1053	788	1
	Physician Assistant Studies	145	.	0	1504	624	144
	Public Administration	20	33	303	.	6	21
	Public Health	42	13	3	374	87	22
	Recreational Therapy	5	.	.	45	.	.
	School Counseling	2	102	84	.	4	426
	School Psychology	27	19	126	.	46	235
	Social Innovation	3	17	75	.	6	34
	Social Work	213	97	1943	152	456	463
	Software Engineering	1	1	.	3	.	9
	Special Education	17	155	16	.	30	784
	Speech-Language Pathology	106	.	.	780	735	.
	Taxation	.	1	.	.	.	3
	Water Resource Policy	8	4	75	.	.	18

b. Evaluate enrollment patters over the last five years –

In the last 5 years, overall enrollment has declined, from 23,350 to 22,035. Compared to fall 2020, undergraduate enrollment declined by 6%, while graduate headcount increased by 2%. Eighteen percent of fall 2025 credit hours are being delivered in fully online course sections.

c. Project enrollment patterns over the next five years –

We project continued recovery in undergraduate enrollment during 2027-2031, with 21,000 to 24,000 students attending classes at the Allendale and Grand Rapids campuses. We project moderate growth in graduate enrollments, as we expand programs strategically to meet both employer and student demand. Online and geographically targeted instruction will continue to expand as appropriate for learners' needs and curricular demand.

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

Fall 2025 Staffing Ratios by College

	FTE Faculty per FTE Student	FTE Other Staff per FTE Student
Brooks College of Interdisciplinary Studies	0.06	0.02
College of Computing	0.07	0.02
College of Education and Community Innovation	0.05	0.02
College of Health Professions	0.07	0.02
College of Liberal Arts and Sciences	0.06	0.01
Kirkhof College of Nursing	0.10	0.06
Padnos College of Engineering	0.12	0.05
Seidman College of Business	0.05	0.02

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

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

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

The average size of a GVSU class is 23 students. This is not projected to change in the next five years.

IV. Facility Assessment

a. Summary description of each facility –

Building Count	Building Name	Type	Type	Type	Type	Year Completed
1	Lake Michigan Hall	Classroom 90%			Office 10%	1963; Addition - 1996
2	Lake Superior Hall	Classroom 90%			Office 10%	1963
3	Seidman House	Library 100%				1964; Addition - 2001
4	Lake Huron Hall	Classroom 50%			Office 50%	1964; Addition - 2020
5	Copeland Living Center	Dormitory 100%				1966; Addition - 2001

6	Central Utilities Building	Service 100%				1966
7	The Commons	Dining Hall 90%			Office 10%	1967; Addition - 1995
8	Robinson Living Center	Dormitory 100%				1967; Addition - 2000
9	Mackinac Hall	Classroom 50%			Office 50%	1967; Additions - 1998, 2002, 2008
10	Manitou Hall	Classroom 50%			Office 50%	1968
11	Fieldhouse & Rec Center	Gymnasium 50%			Office 50%	1968; Additions - 1982, 1995, 2002,2016, 2017, 2023
12	James H. Zumberge Hall	Administrative 100%				1969; Addition - 2014
13	Performing Arts Center	Classroom 80%	Auditorium 10%		Office 10%	1971; Additions - 1976, 1997, 1998, 2001, 2016,2017
14	Kistler Living Center	Dormitory 100%				1971; Additions - 2001
15	Boat House	Warehouse 100%				1972
16	Kirkhof Center	Dining Hall 20%	Service 65%		Office 15%	1973; Additions - 2002, 2008
17	Service Building	Service 50%			Office 50%	1973; Additions - 1985, 1986, 2001, 2017, 2018
18	Grounds Shed near SER	Service 100%				2012

19	Ravine Center	Dormitory 100%				1973
20	TV Transmitter Building	Service 100%				1973; Additions - 2003
21	Au Sable Hall	Classroom 90%			Office 10%	1976; Additions - 1990, 1993, 2014
22	Calder Art Center	Classroom 90%			Office 10%	1997; Additions - 1977, 1990, 1996, 2004
23	Football Center	Gymnasium 100%				1979; Additions - 1998, 2019, 2024
24	Football Press box	Service 100%				1979; Additions - 2000, 2017
25	Maple Living Center	Dormitory 100%				1987
26	Oak Living Center	Dormitory 100%				1987
27	Pine Living Center	Dormitory 100%				1987
28	DeVos Living Center	Dormitory 100%				1989
29	Pew Living Center	Dormitory 100%				1989
30	Pickard Living Center	Dormitory 100%				1989
31	Kleiner Commons	70% Dining		30% Office		1989; Additions - 2000, 2014
32	Instructional Technology	Service 100%				1990
33	Cook-DeWitt Center	Auditorium 100%				1991
34	Meadows Pump House - Hole 3	Service 100%				1992

35	Meadows Maintenance Building	Service 100%				1993
36	Meadows Learning Center	Classroom 100%				1993; Additions - 2014, 2022
37	Meadows Club House	Dining 50%	Service 45%	Classroom 5%		1993; Addition - 2008
38	Cook Carillon Tower	Service 100%				1994
39	Arend and Nancy Lubbers Student Services Center	Service 50%			Office 50%	1995; Addition - 2018
40	Henry Hall	Classroom 50%			Office 50%	1995
41	Padnos Hall of Science	Classroom 30%	Laboratory 20%		Office 50%	1995
42	Children's Enrichment Center	Service 100%				1995
43	Swanson living Center	Dormitory 100%				1997
44	Seidman Living Center	Dormitory 100%				1997
45	Laker Village Apartments	Dormitory 100%				1997; Additions - 1998-PH 2A, 1999-PH 2B
46	LVA - Community Building (North)	Dormitory 100%				1997
47	LVA - Community Building (South)	Dormitory 100%				1999
48	Kirkpatrick Living Center	Dormitory 100%				1998
49	Stafford Living Center	Dormitory 100%				1998
50	Calder Residence	Dormitory 100%				1999

51	Baseball Scoring Box	Service 100%				1998
52	Baseball Locker Room Building	Service 100%				1998
53	Alumni House	Service 100%				2000
54	Grand Valley Apartments	Dormitory 100%				2000
55	Frey Living Center	Dormitory 100%				2001
56	Hills Living Center	Dormitory 100%				2001
57	North C Living Center	Dormitory 100%				2001
58	Multi-Purpose Facility (Odie Building)	Service 100%				2002
59	Athletics Shed near Odie Building	Service 100%				2019
60	Ella Koeze-Weed Living Center	Dormitory 100%				2002
61	Icie Macy Hoobler Living Center	Dormitory 100%				2002
62	Paul A. Johnson Living Center	Dormitory 100%				2002
63	Arnold C. Ott Living Center	Dormitory 100%				2002
64	Murray Living Center	Dormitory 100%				2004
65	VanSteeland Living Center	Dormitory 100%				2004
66	South Utilities Building	Service 100%				2004
67	South Entry Ticket Office - Lubbers Stadium	Service 100%				2004
68	GVSU Campus Health Center	Hospital 100%				2004
69	Art Gallery Support Building	Service 100%				2004; Addition - 2010

70	Lake Ontario Hall	Classroom 50%			Office 50%	2005
71	Soccer Press box	Service 100%				2005
72	Maintenance Pump House	Service 100%				2004
73	Meadows Pump House - Between Holes 6 and 8	Service 100%				2004
74	Softball Press box	Service 100%				2007
75	Garage - Luce Ave.	Service 100%				2008
76	Glenn A. Niemeyer Learning and Living Center - East Housing	Dormitory 100%				2008
77	Glenn A. Niemeyer Learning and Living Center - West Housing	Dormitory 100%				2008
78	Glenn A. Niemeyer Learning and Living Center - Honors College	Classroom 90%			Office 10%	2008
79	Kelly Family Sports Center	Gymnasium 100%				2008
80	Fillmore Storage Building	Warehouse 100%				2009
81	Grounds Storage Garage near GVA and South Apartments	Warehouse 100%				2010
82	South Apartments C	Dormitory 100%				2010
83	South Apartments D	Dormitory 100%				2010
84	South Apartments E	Dormitory 100%				2010
85	South Campus Storage Building	Warehouse 100%				2010

86	The Blue Connection	Dining Hall 90%	Classroom 10%			2010
87	South Concessions - Lubbers Stadium	Service 100%				2011
88	GVSU Student Rec. Fields - Building A - Track Scoring Facility	Service 100%				2011
89	GVSU Student Rec. Fields - Building B - Support Facility	Service 100%				2011
90	GVSU Student Rec. Fields - Building C - Support Facility	Service 100%				2011
91	GVSU Student Rec. Fields - Building D - Rugby Support Facility	Service 100%				2011
92	Mary Idema Pew Library	Library 100%				2013
93	The Lubbers Stadium Ticket Booth - North Entrance	Service 100%				2014
94	The Marketplace	Service 90%			Office 10%	2015
95	P. Douglas Kindschi Hall of Science	Classroom 20%	Laboratory 50%		Office 30%	2015
96	Holton-Hooker Learning and Living Center	Classroom 11%	Dormitory 85%		Office 4%	2016
97	Tennis Court Storage Building	Service 100%				2018
98	8 - Tailgate Sheds	Service 100%				

99	TV-35/52 Control Building/ Kalamazoo	Service 100%				1985
100	WGVU - FM Coopersville	Service 100%				
101	Meijer Campus (Holland)	Classroom 90%			Office 10%	1998; Addition 2024
102	Lake Michigan Center	Classroom 10%	Laboratory 10%		Office 80%	2001
103	GVSU Transmitter Building/ Kalamazoo	Service 100%				2003
104	Muskegon Innovation Hub	Service 90%			Office 10%	2004; Addition - 2013
105	AWRI Boat Storage Building (Muskegon)	Warehouse 100%				2008
106	Detroit Center (Detroit)	Classroom 90%			Office 10%	2012
107	Robert B. Annis Field Station (Muskegon)	Laboratory 90%	Classroom 5%		Office 5%	2013
108	Michillinda Road Antenna Tower, Fruitland Township	Service 100%				2016
109	Standale Plaza	Service 100%				2017
110	55 Ionia - Unit 11 - Presidents Residence	Administration 100%				2022
111	Eberhard Center	Classroom 90%				1988
112	The Depot	Office 100%				1994
113	Richard M. DeVos Center	Classroom 75%	Auditorium 1%	Library 9%	Office 15%	2000; Addition - 2008
114	Secchia Hall	Dormitory 100%				2000

115	Keller Engineering Lab	Engineering 90%			Office 10%	2000
116	Steelcase Building	Service 75%			Office 25%	2002
117	Winter Hall	Dormitory 100%				2003
118	Seward Parking Lot Ramp	Garage 100%				2004
119	Kennedy Hall of Engineering	Engineering 80%			Office 20%	2007
120	609 Watson	Warehouse 50%			Office 50%	2008
121	L. William Seidman Center	Classroom 50%	Auditorium 5%		Office 45%	2013
122	Bicycle Factory Condominium	Office 78%	Dormitory 22%			2010; 2024 Purchased Remainder
123	Innovation Design Center	Classroom 50%			Office 50%	2017
124	620 Watson	Science 60%	Office 20%	Warehouse 20%		2024
125	520 Watson	Warehouse 100%				2024
126	Cook-DeVos Center for Health Sciences	Science 70%		Library 2%	Office 28%	2003
127	Raleigh J. Finkelstein Hall	Laboratory 51%	Classroom 16%		Office 33%	2018
128	Daniel and Pamella DeVos Center for Interprofessional Health	Laboratory 50%	Classroom 20%	Office 20%	Library 10%	2021
129	335 Michigan Shared Parking Ramp	Garage 100%				2021
130	Belknap Residential Properties	Service 100%				2013
131	549 North Street - Belknap	Service 100%				2023

b. Building and/or classroom utilization rates –

Fall 2025 utilization of space on its main campuses is described as follows. General-purpose classrooms were used at 64% of capacity during peak hours, 26% during off-peak, 26% during evening hours, and 0% during weekends. Laboratory utilization was 45% during peak hours, 18% during off-peak, 15% in the evening, and 2% during weekends.

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.

Several facilities such as the 1988 Eberhard Center are dated and require renovation and adaptation to support current and future curriculum, applied research, active learning, and modern pedagogies. Facilities need conversion to technology rich teaching environments, flexible learning spaces, research space, and collaboration space for project-based learning and industry collaboration.

There is a shortage of facilities used by computing curriculums. Reconfiguration, integrated technology and flexible furniture upgrades are needed in classrooms and research space to improve functionality, facilitate active student engagement and collaborative learning.

e. Replacement value of existing facilities –

Building Count	Building Name	2025 - 2026 Building Values	2025 - 2026 Contents	2025 - 2026 Fine Arts	2025 - 2026 Library	2025 - 2026 Total Values
1	Lake Michigan Hall	$7,494,919	$1,445,662	$26,231	$0	$8,966,812
2	Lake Superior Hall	$7,482,912	$495,199	$28,079	$0	$8,006,190
3	Seidman House	$2,063,502	$289,132	$10,622,000		$12,974,634
4	Lake Huron Hall	$11,505,685	$1,702,890	$75,000	$0	$13,283,575
5	Copeland Living Center	$6,487,671	$34,346	$0	$0	$6,522,016
6	Central Utilities Building	$15,032,093	$759,867	$4,560	$0	$15,796,521
7	The Commons	$10,279,698	$702,346	$15,484	$0	$10,997,527
8	Robinson Living Center	$7,968,427	$23,800	$1,000	$0	$7,993,227
9	Mackinac Hall	$19,965,746	$5,676,300	$404,060	$0	$26,046,106
10	Manitou Hall	$7,631,616	$3,990,350	$3,000	$0	$11,624,966

11	Fieldhouse, Arena, Pool & Recreation Center	$84,108,382	$3,366,422	$36,965	$0	$87,511,769
12	James H. Zumberge Hall	$31,186,938	$3,071,000	$719,175	$0	$34,977,114
13	Thomas J. and Marcia J. Haas Center for Performing Arts	$32,282,281	$4,927,369	$400,125	$0	$37,609,774
14	Grace Olsen Kistler Living Center	$10,150,830	$36,423	$2,000	$0	$10,189,252
15	Boat House	$310,724	$40,575	$0	$0	$351,299
16	Kirkhof Center	$36,710,979	$1,763,870	$156,307	$0	$38,631,156
17; 18	Service Building & Shed	$5,080,385	$1,174,103	$58,120	$0	$6,312,608
19	Ravine Center	$482,970	$8,387	$100	$0	$491,456
20	TV Transmitter Building	$580,142	$3,995,332	$0	$0	$4,575,474
21	Au Sable Hall	$12,328,805	$980,153	$161,379	$0	$13,470,338
22	Calder Art Center	$16,778,912	$1,747,246	$233,098	$0	$18,759,256
23; 58; 59; 67; 87; 93; 24	Jamie Hosford Football Center including Football Press box	$15,748,152	$4,560,062	$500	$0	$20,308,714
25	Maple Living Center	$1,464,009	$125,717	$0	$0	$1,589,726
26	Oak Living Center	$1,464,009	$125,717	$3,500	$0	$1,593,226
27	Pine Living Center	$1,464,009	$125,717	$1,000	$0	$1,590,726
28	DeVos Living Center	$2,367,332	$247,599	$0	$0	$2,614,932
29	Robert C. Pew Living Center	$2,367,332	$247,599	$0	$0	$2,614,932
30	Willliam F. Pickard Living Center	$2,600,533	$0	$1,250	$0	$2,601,783
31	Robert Kleiner Commons	$9,400,349	$1,809,235	$7,330	$0	$11,216,914
33	Cook-DeWitt Center	$2,646,610	$543,123	$17,530	$0	$3,207,263
34; 35; 36; 37; 73	Meadows Club House	$3,063,709	$534,841	$800	$0	$3,599,350

38	Cook Carillon Tower	$704,247	$414,556	$2,000	$0	$1,120,803
39; 40; 41	Padnos, Henry Hall & Student Services Complex	$78,987,217	$7,593,167	$113,803	$0	$86,694,187
42	Children's Enrichment Center	$591,815	$23,031	$3,900	$0	$618,746
43	Maxine M. Swanson living Center	$2,918,598	$146,143	$4,065	$0	$3,068,807
44	Seidman Living Center	$2,918,598	$146,143	$9,530	$0	$3,074,272
45 & 46	Laker Village Apartments 2 - 17 - Community Building (North)	$15,292,955	$273,147	$1,375	$0	$15,567,477
45 & 47	Laker Village Apartments 18 - 30 - Community Building (South)	$15,292,955	$273,147	$1,375	$0	$15,567,477
48	William A. Kirkpatrick Living Center	$4,402,617	$385,446	$634	$0	$4,788,696
49	Dale Stafford Living Center	$4,402,617	$385,446	$1,000	$0	$4,789,062
50	Alexander Calder Residence	$2,398,101	$119,838	$800	$0	$2,518,739
51	Baseball Scoring Box	$82,912	$6,885	$0	$0	$89,797
52	Baseball Locker Room Building	$82,912	$6,885	$0	$0	$89,797
53	Alumni House and Visitor Center	$2,509,300	$539,272	$35,389	$0	$3,083,960
54; 81	Grand Valley Apartments	$14,776,703	$1,260,501	$8,800	$0	$16,046,004
55	Edward J. Frey Living Center	$2,483,395	$313,162	$16,550	$0	$2,813,108
56	Arthur C. Hills Living Center	$2,793,820	$313,162	$12,550	$0	$3,119,533
57	North C Living Center	$6,022,544	$675,072	$12,550	$0	$6,710,166

60; 61	Weed & Hoobler Living Centers	$10,104,135	$1,133,452	$3,588	$0	$11,241,175
62; 63	Johnson & Ott Living Center	$9,326,893	$1,045,463	$3,312	$0	$10,375,668
64; 65	Murray & Van Steeland Living Center	$41,879,366		$9,318	$0	$41,888,684
66	South Utilities Building	$1,017,100	$1,702,890	0	$0	$2,719,990
68	Metro Health GVSU Campus Center	$291,112	$100,000	$5,000	$0	$396,112
69	Art Gallery Support Building	$489,385	$38,859	$250,000	$0	$778,244
70	Lake Ontario Hall	$13,359,005	$1,176,085	$124,258	$0	$14,659,348
74	Softball Press box	$82,912	$6,885	$0	$0	$89,797
75	Garage - Luce Ave.	$168,349	$25,907	$0	$0	$194,256
76; 77; 78	Glenn A. Niemeyer Honors Hall and Living Centers East & West	$31,067,223	$3,604,241	$144,193	$0	$34,815,657
79	Kelly Family Sports Center	$14,416,093	$1,672,473	$871	$0	$16,089,436
80	Fillmore Storage Building	$97,878	$841,946	$0	$0	$939,823
82; 83; 84	South Living Center C, D & E	$43,878,524	$4,805,754	$90,000	$0	$48,774,278
86	Blue Connection	$6,202,789	$611,419	$11,600	$0	$6,825,808
71; 88; 89; 90; 91; 92; 97	Multi-Purpose Outdoor Rec Facilities	$1,960,688	$13,773	$0	$0	$1,974,461
92	Mary Idema Pew Library	$65,960,393	$477,999	$884,000	$26,600,000	$93,922,391
94	The Marketplace	$10,766,181	$4,541,040	$0	$0	$15,307,221
95	P. Douglas Kindschi Hall of Science	$43,494,037	$13,384,715	$110,558	$0	$56,989,310
96	Holton-Hooker Learning and Living Center	$37,575,727	$2,270,520	$43,600	$0	$39,889,847
98	8 - Tailgate Sheds	$103,000	$306,000			$409,000
99; 103	TV-35/52 Control Building/ Kalamazoo	$1,635,028	$75,743	$0	$0	$1,710,771

100	WGVU - FM Coopersville	$77,381	$351,379	$0	$0	$428,760
101	Meijer Campus (Holland)	$13,137,613	$722,160	$62,514	$0	$13,922,287
104	Muskegon Innovation Hub	$5,291,155	$2,809,379	$111,137	$0	$8,211,671
106	Detroit Center (Detroit)	$14,765,511	$123,689	$115,000	$0	$15,004,200
102; 105; 107	Robert B. Annis Field Station; AWRI Boat Storage Building; Lake MI Center (Muskegon)	$6,164,946	$1,672,673	$252,095	$0	$8,089,713
108	Antenna Tower	$77,381	$155,204			$232,585
109	Standale Plaza	$974,173	$0	$0	$0	$974,173
110	55 Ionia - Unit 11 - Presidents Residence	$700,000	$113,526	$25,000		$838,526
111	Eberhard Center	$45,338,040	$9,566,349	$502,043	$0	$55,406,432
112	The Depot	$370,164	$55,086	$0	$0	$425,250
113	Richard M. DeVos Center	$68,772,419	$11,537,859	$2,129,000	$9,025,000	$91,464,277
114	Secchia Hall	$11,215,039	$51,150	$0	$0	$11,266,190
115	Keller Engineering Lab	$7,791,270	$1,424,905	$50,000	$0	$9,266,175
116	Steelcase Building	$2,785,099	$1,275,102	$0	$0	$4,060,200
117	Winter Hall	$14,741,439	$817,530	$0	$0	$15,558,969
118	Seward Parking Lot Ramp	$23,591,954	$137,715	$0	$0	$23,729,669
119	Kennedy Hall of Engineering	$15,536,743	$2,224,032	$302,687	$0	$18,063,462
120	609 Watson	$1,305,027	$310,873	$0	$0	$1,615,900
121	L. William Seidman Center	$36,160,225	$254,190	$665,000	$0	$37,079,415
122	Bicycle Factory Condominium	$10,414,248	$911,563	$50,772	$0	$11,376,582
123	Innovation Design Center	$9,132,869	$1,782,358	$11,025,158	$0	$21,940,385
124	620 Watson	$6,759,375				$6,759,375
125	520 Watson	$1,892,625				$1,892,625
126	Cook-DeVos Center for Health Sciences	$79,192,489	$10,832,651	$445,626	$240,000	$90,710,766
127	Raleigh J. Finkelstein Hall	$29,260,607	$1,486,542	$287,657	$0	$31,034,806

128	Daniel and Pamella DeVos Center for Interprofessional Health	$64,690,788	$5,108,670	$2,100,000		$71,899,458
129	335 Michigan Shared Parking Ramp	$0	$113,526		$0	$113,526
130; 131	Belknap Residential Properties	$1,186,858				$1,186,858

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 assigns internal staff and external consultants to perform engineering studies to assess and improve utility systems and infrastructure on an ongoing basis. Service life, capacity, reliability, redundancy, performance, energy efficiency, environmental compliance, communication, and technology are all considered when prioritizing improvements.

The following engineering studies and utility plans currently exist:

- Allendale Township Water and Sewer Mapping
- Allendale Campus Storm Water Management Plan - GIS
- Allendale Campus Utility Mapping Plan
- Allendale Campus Utility Distribution Study
  - Steam and Condensate System
  - Chilled Water System
  - Electrical Distribution System
- Building Condition Assessments

The following major utility infrastructure projects have been recently completed by the University:

- Kennedy-Keller Energy Efficiency Project
- Housing Boiler Replacements

GVSU continues to invest significant financial resources to maintain the integrity of utility systems and infrastructure. The university also utilizes best management practices to ensure long-term safety and return on investment.

For buildings served 100% by public utilities, the university is in contact with public utilities to ascertain conditions, capacity and reliability as it relates to university operations.

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

To ensure continued reliability of facility infrastructure, GVSU assigns internal staff and external consultants to perform engineering studies to assess and improve facility infrastructure on an ongoing basis.

The following engineering studies and facility plans currently exist:

- Parking & Roadways - 5 Year Plan – All Campuses

- Pedestrian Bridge Structural Inspections
- Parking Structures – Asset Management Plan

The following major facility infrastructure projects have been recently completed by the University:

- Seward Ramp Repairs
- Parking Lot G Expansion and Improvements

GVSU continues to invest significant financial resources to maintain the integrity of facility infrastructure. Parking structures require scheduled maintenance to maintain infrastructure integrity and structure service life. The university also utilizes best management practices and allocates annual funds to ensure long-term safety, ADA compliance, and return on investment.

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

Utilities and infrastructure systems will require upgrades and additional capacity in the next 5 years. Chiller and boiler plant infrastructure is currently being studied for end of service life replacements, increased capacity, and redundancy.

University owned network, fiber, Wi-Fi, security and audio-visual systems are routinely updated to address service life, capacity, reliability and redundancy.

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

The university has an enterprise-wide energy plan that considers pricing and purchasing, design standards, conservation measures, preventive maintenance, alternative energy and campus wide involvement. Grand Valley State University continues to implement energy- saving projects. Grand Valley has long term electrical and natural gas contracts in place out to 2027 and 2028 respectively with 15% renewable wind power out to 2036. Examples of energy projects include LED lighting upgrades, temperature set points and setbacks, installing energy efficient HVAC equipment, improving building system infrastructures, upgrading energy monitoring and controls, improving building HVAC schedules and providing energy savings education. The university has also reduced water consumption on a sq. ft. basis by 50%.

Energy audits are conducted on a continuing basis, and all applicable utilities are metered. This includes electrical, natural gas, steam, and chilled water. Data is reported automatically via our Building Management System (BMS). Utility metrics are consistently used to track usage and energy performance of campus buildings.

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 has become a nationally recognized leader in sustainability. Twenty-seven (27) of the university's construction projects have received different 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 university owns 1,464 acres in Ottawa, Kent, and Muskegon counties and the city of Detroit. There is adequate capacity to meet future development needs and opportunities.

Currently, the university owns approximately 71 acres in the City of Grand Rapids. The total includes land for future expansion of the health professions campus. There is also 11 acres of land bordering the cities of Walker and Grand Rapids for parking expansion to serve students traveling between the university's Allendale and Grand Rapids campuses.

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

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

V. Implementation Plan

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

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

Grand Valley State University uses the following factors to guide its prioritization of major capital projects. The university strategic plan, actual and projected enrollment, program changes, strategic initiatives, condition of existing facilities, space required to accommodate program growth and change, critical adjacencies, technology, and utilization of existing facilities. With these factors in mind, GVSU has developed multiple master plans and studies, which are periodically updated.

Grand Valley State University has completed a strategic plan and campus master plan for the Allendale, Pew, and Health Campuses and Regional Centers. These include consideration of:

- Reach Higher 2025
- Campus Master Plan - All Campuses
- Housing & Dining 10-year Plan
- Athletics Master Plan
- Bus Transportation Plan
- Belknap Neighborhood Plan

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

Facilities/Capital Plan: 2027-2031

Proposed Projects	Gross Square Feet	Project Budget
Priority #1 - Blue Dot Lab	58,247	$66,700,000
Priority #2 - Kirkhof Center Renovation	145,000	$60,000,000

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

Priority # 1 is the proposed Blue Dot Lab. This is the renovation of the 1988 academic building with a new addition. This facility will be the center for talent, technology and transformation, for scaling the skills and delivering the talent needed to drive the future. The facility will include applied learning spaces for computing, cybersecurity, engineering, product development, AI, data science, automation, digital design, and sustainable technologies to build the workforce and talent pipeline for the future. This facility will include spaces for innovation, experimentation, research, and development. The spaces will be an innovation accelerator for faculty and students working on research and development projects supported by digital simulation, data analytics and virtual environments. Graduates will have a transdisciplinary foundation and a mindset that allows them to adapt to future changes.

This building will also provide technology rich teaching environments, flexible learning spaces, and collaborative innovation centers. A shift in curriculum will focus on digital fluency, experiential learning, team and project-based learning - providing students with skills and learning opportunities that are most essential for entering the workforce. Also, skills required for innovation, complex problem solving, analytical thinking, creativity and analysis. Program changes are required to prepare students to be career-ready with the skillsets demanded by today's workforce including interdisciplinary learning and experiences.

The Blue Dot Lab will also be a collaboration space and innovation accelerator for faculty and students working on applied research and development projects supported by digital simulation, data analytics and virtual environments. It will also be a beacon of opportunity, igniting a new model of collaboration, transforming how we live and learn, through a unique blend and fusion between educational institutions, startup organizations, entrepreneurs, local businesses, and corporate partners.

Priority #2 is Kirkhof Center Renovation: This is the renovation and addition of the 1973 Kirkhof Center, the GVSU student center. This center is where GVSU students gather, study, collaborate, socialize and meet to advance a sense of community and embrace the diversity of students, faculty, staff, alumni and guests. The center offers an array of cultural, educational, social and recreational programs that will enrich student lives, complement, and enhance their academic experience. Spaces will support student focused events, encourage student involvement, and build strong sense of community. This center serves as the heart of the campus community and creates a welcoming environment by operating as a student-centered organization.

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

The university has completed a comprehensive Facilities Condition Assessment to identify deficiencies and costs for deferred and structural repairs over the next twenty years. The University contracted with a national consultant in the building assessment industry with expertise in property condition assessments. On-site inspections and data collection were completed, asset descriptions were established, and issues were identified for repair and replacement. Projects were estimated and prioritized for annual funding and are included in the university capital maintenance plan. The estimated cost of deferred maintenance for over the next five years is $30 million.

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 was the latest building that received authorization for design and construction. Construction of this facility began in May 2018 and was completed on schedule in May 2021.

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

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

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

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

GVSU will continue to strategically combine our expertise in online and in-person pedagogies to serve diverse learners where they learn best. We expect that to result in a measured increase in online offerings overtime. GVSU offers fully online micro credentials and degree programs to better fit with the busy schedules of working adults, and we will continue to develop in that direction to serve the documented needs of Michigan students.

f. Identify a maintenance schedule for major maintenance items in excess of $1,000,000 for fiscal year 2027 through fiscal year 2031.

$2,000,000	Outdoor Track
$2,200,000	Lubbers Video Board
$1,600,000	Field Turf #4, #5
$1,750,000	CHS Lab Exhaust Upgrade
$2,100,000	CUB Chiller Replacement
$2,000,000	Padnos Air Handlers
$2,000,000	Eberhard Center Roof Replacement
$1,500,000	CUB Boiler Replacement
$2,000,000	MIPL Book Retrieval Software
$1,500,000	Pool Building Exterior Façade Improvements

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

The university has budgeted $7.1 million in its general operating budget to address capital maintenance items for academic structures. The university has budgeted $4.9 million in its auxiliary services budget to address capital maintenance items associated with auxiliary structures. The total budget for capital maintenance in the fiscal year period of 2025-2026 is $12 million.