

Grand Valley State University

Five-Year Master Plan

FY 2022 – 2026

I. Mission Statement

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

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

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

II. Instructional Programming

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

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

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

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

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

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

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

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

Effective Teaching

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

Liberal Education

Grand Valley State University is committed to providing each student a broad educational experience that integrates liberal learning with preparation for a career or profession. Liberal education begins with encountering the great ideas of diverse traditions in the humanities, the visual and performing arts, the natural and social sciences, the mathematics, and is an essential part of all of our professional programs. We value the liberal ideals of critical thinking and preparing students for lifelong learning. The practice of liberal learning develops the skill of inquiry and reflection, which guide students to think for themselves, gain self-knowledge, and make ethical judgements. Such learning can inform individual and collective actions and prepare students for the responsibility of local, national, and global citizenship.

Scholarship

Scholarship is an essential component of the university's mission as an institution of higher learning. Excellence in teaching at the university level depends upon active scholarship by faculty members. Through basic and applied research, artistic expression and performance, and other forms of scholarship, faculty members contribute to the development and application of knowledge and create a dynamic environment for learning. Active scholarship may include collaboration of faculty and staff members with students, business and labor, government, and community organizations. In this way, the benefits of a liberal education and specific disciplines can extend beyond classroom

walls to lifelong learning and partnerships between the university and its diverse communities and the greater community.

Service

Grand Valley State University values the collaboration of faculty members, staff members, and students with external partners in addressing mutual interests and regional needs. The university offers the communities it serves resources and inspirations in their own lifelong pursuit of knowledge. Faculty and staff members are encouraged to contribute their expertise and service in the university, their disciplines' professional organizations, and working in partnership with the community. Students are encouraged to be active citizens, to become active service providers, and to take part in various service-learning and volunteer opportunities in the community and abroad.

Inclusiveness

Possessing and mastering a range of thoughtful perspectives is necessary for open inquiry, a liberal education, and a healthy community. Recognizing this, Grand Valley seeks to include, engage, and support a diverse group of students, faculty, and staff members. The institution values a multiplicity of opinions and backgrounds, and is dedicated to incorporating multiple voices and experiences into every aspect of its operations. We are committed to building institutional capacity and strengthening our liberal education through providing an inclusive environment for all of our Grand Valley constituents. This inclusive environment extends to the community, which borders the campuses.

Community

Grand Valley State University values its connections to, participation with, and responsibility for local communities, the West Michigan region, the state, the nation, and the world. The university embraces the participation of diverse individuals, groups, and organizations from every corner of the globe and both encourages and supports the participation of its students and faculty and staff members in educational opportunities abroad. To foster and expand these community connections, the institution and its members promote, value, and honor diverse perspectives. We seek to act with integrity, communicate openly and honestly, and accept responsibility for our words and actions.

Sustainability

Grand Valley State University values the guiding principles of sustainability in helping to meet the current needs of our faculty, staff and students without compromising the needs and resources of future generations. We are committed to working with our community partners to create a sustainable future for our university, our community, and our region. We model applied sustainability best practices in our building programs, campus operations and administrations, education for sustainable development, student involvement, and community engagement by promoting social responsibility, encouraging environmental stewardship, and creating efficiencies and value for the work we perform. We will provide our students with excellence in education for sustainable development by imbedding theory, systems-oriented thinking, and service learning into our curricular and extracurricular program. We pursue LEED certification for significant renovations and new building projects.

c. Identify other initiatives, which may impact facilities usage.

The continued growth in the local medical and healthcare industry and medical research industry is increasing the demand for qualified professionals. The demand is such that several State educational institutions have joined in meeting the demand for educated professionals. Grand Valley State University is the educator of practically all of the medical science professions except for medical doctors and pharmacists. Additionally, every medical field relies on computer information and processes at an exponentially increasing rate. The Daniel and Pamella DeVos Center for Interprofessional Health will house the Computing and Information Systems programs to help meet these needs.

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

The communities that host our campuses are among Michigan’s most vibrant – each enjoys greater economic health because of Grand Valley’s presence. Grand Valley creates more than \$849 million in economic activity in West Michigan, leading to the creation of more than 11,970 private sector jobs. Our 126,808 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.

III. Staffing and Enrollment

a. Current full and part-time student enrollment levels

Fall 2020 Enrollment by Academic Program and Course Type/Location

"Hybrid" course sections are counted at the location where the in-person meetings occur.

		Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship / Practicum	Online
Bachelors	Accounting	574	61	49%	0%	0%	51%
	Advertising & Public Relations	425	33	33%	0%	2%	65%
	Allied Health Sciences	648	143	40%	1%	0%	58%
	Anthropology	53	9	41%	0%	3%	56%
	Art Education	31	2	54%	0%	0%	46%
	Art History	7	3	55%	0%	5%	39%
	Athletic Training	13	1	38%	0%	0%	63%
	Behavioral Neuroscience	241	34	40%	1%	1%	59%
	Biochemistry	136	13	60%	2%	0%	38%
	Biology	427	51	46%	0%	0%	54%
	Biomedical Engineering	96	7	60%	0%	0%	40%

Biomedical Sciences	972	99	55%	1%	0%	44%
Business Economics	180	13	56%	0%	0%	43%
Business General	755	46	46%	0%	0%	54%
Cardiovascular Sonography	56	5	33%	12%	3%	51%
Cell & Molecular Biology	83	17	53%	2%	1%	43%
Chemistry	62	9	50%	1%	0%	49%
Classics	19	3	63%	0%	2%	34%
Communication Sci & Disorders	227	15	18%	2%	0%	80%
Communication Studies	219	17	28%	0%	2%	70%
Communications	2		22%	0%	0%	78%
Comp Sci & Arts for Teaching	421	18	40%	0%	0%	60%
Computer Engineering	104	38	58%	0%	0%	42%
Computer Science	437	70	39%	0%	0%	61%
Criminal Justice	517	44	41%	0%	0%	59%
Cybersecurity	66	1	42%	0%	0%	58%
Dance	50	1	53%	1%	1%	45%
Degree Seeking Undergraduate	112	53	43%	0%	0%	57%
Diagnostic Medical Sonography	159	11	31%	11%	3%	56%
Earth Science	6		24%	0%	2%	73%
Economics	54	7	54%	0%	0%	46%
Education	1283	83	40%	0%	1%	59%
Electrical Engineering	134	57	61%	0%	0%	39%
Engineering		1	0%	0%	0%	100%
English	410	49	33%	0%	1%	66%
Entrepreneurship	66	7	49%	0%	1%	49%
Environ and Sustain Studies	127	6	30%	0%	0%	69%
Exercise Science	898	84	48%	0%	2%	49%
Exploratory Study	852	32	47%	0%	1%	52%
Film and Video	266	34	38%	0%	0%	62%
Finance	781	57	52%	0%	0%	47%
French	17	3	29%	0%	0%	71%
General Management	219	29	47%	0%	0%	53%
Geography	41	7	40%	0%	0%	59%
Geology	61	6	29%	0%	0%	71%
Geology-Chemistry	8	2	36%	0%	0%	64%
German	9		47%	0%	0%	53%
Global Studies & Social Impact	30	2	39%	0%	2%	60%
Group Social Studies	205	21	49%	0%	1%	51%
Health & Physical Education	13	2	39%	0%	1%	60%
Health Communication	68	6	28%	1%	3%	68%
Health Information Management	83	6	12%	0%	0%	88%
History	118	18	43%	0%	1%	55%
Hospitality Tourism Management	222	43	32%	0%	0%	68%

Human Resources Management	182	18	42%	0%	0%	57%
Information Systems	104	25	43%	0%	1%	56%
Information Technology	63	4	35%	0%	0%	64%
Integrated Science	52	3	45%	0%	1%	54%
Integrated Science Elementary	39	1	39%	0%	1%	60%
Integrated Science Secondary	8		30%	0%	0%	70%
Integrative Studies	22	15	22%	0%	2%	76%
Integrative Studies ADC	46	73	1%	0%	1%	99%
Interdisciplinary Engineering	68	6	58%	1%	0%	41%
International Business	86	7	48%	0%	1%	52%
International Relations	73	13	54%	1%	1%	44%
Legal Studies	153	14	49%	0%	0%	51%
Liberal Studies	38	33	20%	0%	2%	79%
Management	108	14	44%	0%	0%	56%
Marketing	818	52	50%	0%	0%	49%
Mathematics	273	23	36%	0%	1%	63%
Mechanical Engineering	356	132	59%	0%	0%	41%
Medical Laboratory Science	74	19	36%	8%	2%	53%
Microbiology	16	2	60%	0%	0%	40%
Multimedia Journalism	100	11	41%	0%	2%	57%
Music	161	14	45%	0%	1%	54%
Natural Resources Mgt	161	19	47%	0%	0%	53%
Non-Degree Undergraduate		140	34%	1%	4%	62%
Nursing	1163	163	36%	9%	11%	44%
Occupational Safety/Health Mgt	59	6	80%	0%	0%	20%
Operations Management	33	4	55%	0%	1%	44%
Philosophy	31	9	50%	0%	1%	49%
Photography	53	2	46%	0%	5%	50%
Physical Education	42	6	25%	0%	1%	74%
Physics	23	5	56%	0%	1%	43%
Political Science	211	17	59%	0%	1%	40%
Pre-Business		1	0%	0%	0%	100%
Pre-professional Preparation	977	61	52%	0%	1%	47%
Product Design & Mfg. Engineering	74	34	66%	0%	1%	33%
Psychology	996	103	35%	0%	1%	64%
Public and Nonprofit Admin	118	25	30%	0%	4%	66%
Radiation Therapy	73	16	21%	13%	12%	54%
Recreational Therapy	44	4	42%	14%	0%	44%
Religious Studies	6	2	24%	0%	0%	76%
Social Work	377	54	35%	0%	8%	57%
Sociology	69	9	50%	0%	0%	49%
Spanish	84	18	31%	1%	2%	65%

	Special Education	259	10	40%	0%	0%	60%
	Sport Management	216	11	44%	0%	2%	55%
	Statistics	141	17	41%	0%	0%	59%
	Studio Art	196	33	47%	0%	2%	51%
	Supply Chain Management	292	19	52%	0%	0%	48%
	Theatre	37	2	52%	1%	2%	45%
	Therapeutic Recreation	60	14	16%	50%	4%	30%
	Women and Gender Studies		1	0%	0%	0%	100%
	Women, Gender & Sexuality Study	30	5	25%	1%	1%	73%
	Writing	154	18	38%	0%	1%	61%
Graduate	Accounting	44	24	28%	0%	1%	71%
	Applied Computer Science	5	9	6%	0%	0%	94%
	Applied Linguistics	10	4	50%	0%	25%	26%
	Athletic Training	10		68%	0%	7%	25%
	Biology	31	9	53%	0%	28%	19%
	Biomedical Sciences	10	18	78%	0%	12%	10%
	Biostatistics	30	10	17%	0%	5%	78%
	Business General	17	125	95%	0%	3%	2%
	Cell & Molecular Biology	19	6	7%	23%	1%	70%
	Clinical Dietetics	48		0%	0%	0%	100%
	Communications	12	22	0%	0%	17%	83%
	Computer Information Systems	7	36	30%	0%	5%	65%
	Criminal Justice	11	10	13%	0%	0%	87%
	Cybersecurity	2	3	0%	0%	0%	100%
	Data Science and Analytics	32	24	38%	1%	9%	52%
	Educational Leadership	7	223	25%	10%	28%	37%
	Educational Technology	2	26	5%	0%	7%	88%
	Engineering	20	22	64%	9%	11%	15%
	English	6	17	0%	0%	5%	95%
	General Education		3	33%	0%	33%	33%
	Health Administration	37	35	55%	11%	6%	28%
	Health and Bioinformatics	21	6	30%	19%	7%	43%
	Higher Education	59	27	1%	0%	4%	95%
	Instruction & Curriculum	26	108	5%	0%	23%	71%
	Leadership		30	5%	0%	0%	95%
	Literacy Studies	1	107	19%	0%	11%	70%
	Medical & Bioinformatics	1	1	30%	30%	10%	30%
	Medical Dosimetry	20		0%	0%	36%	64%
	Non-Degree Graduate	7	104	34%	11%	8%	48%
	Nursing	59	24	0%	35%	14%	50%
	Occupational Therapy	123	31	0%	45%	1%	54%
	Philan & Nonprofit Leadership	4	16	14%	0%	0%	86%
	Physical Therapy	182		10%	0%	28%	63%
Physician Assistant Studies	142		0%	60%	27%	13%	

Public Administration	27	71	23%	0%	2%	75%
Public Health	100	14	1%	7%	0%	93%
Reading		1	0%	0%	0%	100%
School Counseling	21	62	1%	1%	9%	89%
School Psychology	24	10	31%	0%	15%	54%
Social Innovation	1	26	6%	0%	1%	93%
Social Work	156	118	32%	4%	11%	54%
Special Education		86	17%	0%	24%	58%
Speech-Language Pathology	105	1	0%	9%	28%	63%
Taxation		2	0%	0%	0%	100%

Courses that are neither online nor specific to a location (e.g. independent study, internship) have been excluded.

b. Evaluate enrollment patters over the last five years –

In the last 5 years, overall enrollment has declined, from 25,325 to 23,350. Over that period, undergraduate enrollment declined by 7%, while graduate headcount decreased by 12%. At the same time though, graduate enrollment underwent a significant shift from part-time to full-time, so full-time equivalent graduate enrollment decreased less than headcount. Course offerings have shifted toward online in response to COVID-19, but that trend was already underway in the preceding five years. Through 2019, the number of student credit hours delivered fully online has increased by 151% in the last 5 years, and accounted for about 3% of GVSU credits. In fall 2020, 54% of credits were in fully online sections.

c. Project enrollment patterns over the next five years –

We project recovering undergraduate enrollment 2021-2025, with 23,500 to 26,000 students attending classes at the Allendale and Grand Rapids campuses. We project moderate growth in graduate enrollments, as we expand programs strategically to meet both employer and student demand. Online instruction will continue to expand as one way to address students' demands for curricular flexibility.

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

Fall 2020 Staffing Ratios by College

	FTE Faculty per FTE Student	FTE Other Staff per FTE Student
College of Community and Public Service	0.05	0.03
College of Health Professions	0.06	0.01
College of Liberal Arts & Sciences	0.05	0.01
College of Education	0.07	0.04
Brooks College of Interdisciplinary Studies	0.05	0.04
Kirkhof College of Nursing	0.11	0.07
Padnos College of Engineering & Computing	0.08	0.03
Seidman College of Business	0.04	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 25 students. This is not projected to change in the next five years.

IV. Facility Assessment

- a. **Summary description of each facility –**

Campus Building	Type	Type	Type	Type	Year Completed
Lake Michigan Hall	Classroom 90%			Office 10%	1963
Lake Superior Hall	Classroom 90%			Office 10%	1963
Seidman House	Library 100%				1964
Seidman House Addition	Library 100%				2001
Lake Huron Hall	Classroom 50%			Office 50%	1964
Copeland Living Center	Dormitory 100%				1966
Central Utilities Building	Service 100%				1966

The Commons	Dining Hall 90%			Office 10%	1967
The Commons Addition	Dining Hall 90%			Office 10%	1995
Robinson Living Center	Dormitory 100%				1967
Mackinac Hall	Classroom 50%			Office 50%	1967
Mackinac Hall Addition	Classroom 50%			Office 50%	1998
Mackinac Hall Addition	Classroom 50%			Office 50%	2002
Mackinac Hall Addition	Classroom 50%			Office 50%	2008
Manitou Hall	Classroom 50%			Office 50%	1968
Fieldhouse	Gymnasium 50%			Office 50%	1968
Student Recreation Center- Fieldhouse Addition	Recreation 100%				1995
Student Recreation Center- Fieldhouse Addition	Recreation 100%				2016
Zumberge Hall	Administrative 100%				1969
Zumberge Addition I	Administrative 100%				2014
Performing Arts Center	Classroom 80%	Auditorium 10%		Office 10%	1971
Scene Shop Addition	Service 100%				1976
PAC Addition	Classroom 80%			Office 20%	1997
PAC Addition	Classroom 80%			Office 20%	1998
PAC Addition	Classroom 80%			Office 20%	2001
PAC Addition	Classroom 90%	Auditorium 10%			2017
Kistler Living Center	Dormitory 100%				1971
Boat House	Warehouse 100%				1972

Kirkhof Center	Dining Hall 25%	Service 60%		Office 15%	1973
Kirkhof Center Addition	Service 90%			Office 10%	2002
Kirkhof Center Addition	Service 90%			Office 10%	2008
Service Building	Service 50%			Office 50%	1973
Warehouse Addition	Warehouse 100%				1985
Vehicle Shelter	Warehouse 100%				1986
Mailroom/Mezzanine	Service 100%				
Service Building Addition	Office 100%				2001
Service Building Addition	Office 100%				2017
TV Transmitter Building	Service 100%				1973
GVSU Transmitter Building Addition	Service 100%				2003
Au Sable Hall	Classroom 90%			Office 10%	1976
Au Sable Hall Addition I	Classroom 90%			Office 10%	1990
Au Sable Hall Addition II	Classroom 90%			Office 10%	1993
Au Sable Hall Addition III	Classroom 90%			Office 10%	2014
Calder Art Center	Classroom 90%			Office 10%	1997
Cedar Studio	Classroom 100%				1977
Water Resources Institute	Laboratory 100%				1990
Ceramics Building	Classroom 100%				1996
Calder Art Center Addition	Classroom 100%				2004
Football Center	Gymnasium 100%				1979
Football Center	Gymnasium 100%				1998
Football Center	Gymnasium 100%				2019

Press Box	Service 100%				1979
Maple Living Center	Dormitory 100%				1987
Oak Living Center	Dormitory 100%				1987
Pine Living Center	Dormitory 100%				1987
DeVos Living Center	Dormitory 100%				1989
Pew Living Center	Dormitory 100%				1989
Pickard Living Center	Dormitory 100%				1989
Kleiner Commons	Dining 100%				1989
Kleiner Commons Addition	Service 100%				2000
Kleiner Commons Addition	Office 100%				2014
Cook- DeWitt Center	Auditorium 100%				1991
Meadows Pump House	Service 100%				1992
Meadows Maintenance Building	Service 100%				1993
Meadows Learning Center	Classroom 100%				1993
Meadows Clubhouse	Dining 50%	Service 45%	Classroom 5%		1993
Cook Carillon Tower	Service 100%				1994
Student Services Building	Service 50%			Office 50%	1995
Student Services Building Addition	Service 100%				2018
Henry Hall	Classroom 50%			Office 50%	1995
Padnos Hall of Science	Classroom 30%	Laboratory 20%		Office 50%	1995
Children Center	Service 100%				1995
Swanson Living Center	Dormitory 100%				1997
Seidman Living Center	Dormitory 100%				1997

Laker Village Apt.'s - Ph 1	Dormitory 100%				1997
Laker Village Apt.'s - Ph 2A	Dormitory 100%				1998
Laker Village Apt.'s - Ph 2B	Dormitory 100%				1999
LVA - Community Bldg. (North)	Dormitory 100%				1997
LVA - Community Bldg. (South)	Dormitory 100%				1999
Kirkpatrick Living Center	Dormitory 100%				1998
Stafford Living Center	Dormitory 100%				1998
Calder Residence	Dormitory 100%				1999
Baseball Scoring Box #1	Service 100%				1998
Baseball Locker Room	Service 100%				1998
Alumni House	Service 100%				2000
Grand Valley Apartments	Dormitory 100%				2000
Frey Living Center	Dormitory 100%				2001
Hills Living Center	Dormitory 100%				2001
North C	Dormitory 100%				2001
Multi-purpose Facility	Service 100%				2002
Ella Koeze-Weed Living Center	Dormitory 100%				2002
Icie Macy Hoobler Living Center	Dormitory 100%				2002
Paul A. Johnson Living Center	Dormitory 100%				2002
Arnold C. Ott Living Center	Dormitory 100%				2002
Murray Living Center	Dormitory 100%				2004
VanSteeland Living Center	Dormitory 100%				2004

South Utilities Building	Service 100%				2004
South Entry Ticket Office	Service 100%				2004
Campus Health Center	Hospital 100%				2004
Art Gallery Support Facility	Service 100%				2004
Art Gallery Support Facility Addition	Classroom 100%				2010
Lake Ontario Hall	Classroom 50%			Office 50%	2005
Soccer Press box	Service 100%				2005
Pump House - Maintenance	Service 100%				2004
Pump House - Meadows	Service 100%				2004
Softball Press box	Service 100%				2007
Niemeyer East	Dormitory 100%				2008
Niemeyer West	Dormitory 100%				2008
Honors College	Classroom 90%			Office 10%	2008
Kelly Family Sports Center	Gymnasium 100%				2008
Fillmore Storage Building	Warehouse 100%				2009
Grounds Storage Garage	Warehouse 100%				2010
South Apartments C	Dormitory 100%				2010
South Apartments D	Dormitory 100%				2010
South Apartments E	Dormitory 100%				2010
The Connection	Dining Hall 90%	Classroom 10%			2010
South Concession	Service 100%				2011
GVSU Student Rec. Fields - Building A	Service 100%				2011
GVSU Student Rec. Fields - Building B	Service 100%				2011
GVSU Student Rec. Fields - Building C	Service 100%				2011
GVSU Student Rec. Fields - Building D	Service 100%				2011

Mary Idema Pew Library	Library 100%				2013
The Marketplace	Service 90%			Office 10%	2015
P. Douglas Kindschi Hall of Science	Classroom 20%	Laboratory 50%		Office 30%	2015
Holton-Hooker Learning and Living Center	Classroom 11%	Dormitory 85%		Office 4%	2016
TV-35/52 Control Building/Kalamazoo	Service 100%				1985
WGVU-AM Caledonia	Service 100%				
WGVU-FM Coopersville	Service 100%				
WGVS-AM Muskegon	Service 100%				
Meijer Campus (Holland)	Classroom 90%			Office 10%	1998
Lake Michigan Center (Muskegon)	Classroom 10%	Laboratory 10%		Office 80%	2001
GVSU Transmitter Building/Kalamazoo	Service 100%				2003
Muskegon Innovation Hub	Service 90%			Office 10%	2004
AWRI Boat Storage Building (Muskegon)	Warehouse 100%				2008
Detroit Center (Detroit)	Classroom 90%			Office 10%	2012
Technology Demonstration Building	Service 100%				2013
Robert B. Annis Field Station (Muskegon)	Laboratory 90%	Classroom 5%		Office 5%	2013
Michillinda Road Antenna Tower	Service 100%				2016
Standale Plaza	Service 100%				2017
Eberhard Center	Classroom 90%			Office 10%	1988
The Depot	Office 100%				1994
Richard M. DeVos Center	Classroom 75%	Auditorium 1%	Library 9%	Office 15%	2000
Secchia Hall	Dormitory 100%				2000
Keller Engineering Building	Engineering 90%			Office 10%	2000
Steelcase Storage Building	Service 75%			Office 25%	2002
Cook-DeVos Center for Health Sciences	Science 70%		Library 2%	Office 28%	2003

Winter Hall	Dormitory 100%				2003
Seward Parking Lot Ramp	Garage 100%				2004
Kennedy Hall of Engineering	Engineering 80%			Office 20%	2007
609 Watson	Warehouse 50%			Office 50%	2008
Bicycle Factory Condo Unit 2, Unit 3 and Common Space	Office 100%				2010
L. William Seidman Center	Classroom 50%	Auditorium 5%		Office 45%	2013
Innovation Design Center	Classroom 50%			Office 50%	2017
Raleigh Finkelstein Hall	Laboratory 51%	Classroom 16%		Office 33%	2018

b. Building and/or classroom utilization rates –

Utilization of campus space has been necessarily curtailed during 2020. In the fall semester, general-purpose classrooms are used at 10% to 20% of capacity, and lab spaces at 13% to 33%. Fall 2019 data represents more typical utilization.

In that semester, general-purpose classrooms were used at 67% of capacity during peak hours, 51% during off-peak, 41% during evening hours and 1% during weekends. Laboratory utilization was 51% during peak hours, 39% during off-peak, 20% in the evening, and 1% 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.

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

Crowding exists in facilities used by computing information systems and the health sciences curriculums.

e. Replacement value of existing facilities –

Building Name	2020 - 2021 Building Values	2020 - 2021 Contents	2020 - 2021 Fine Arts	2020 - 2021 Library	2020 - 2021 Total Values
Alumni House & Visitor Center	2,156,523	475,020	35,389	0	2,666,933
Art Gallery Support Building	420,584	34,229	50,000	0	504,813
Au Sable Hall	10,595,527	863,373	143,379	0	11,602,280
Baseball Scoring Box #1	71,256	6,065	0	0	77,321
Baseball Scoring Box #2/ Locker room	71,256	6,065	0	0	77,321
Bicycle Factory	4,966,757	713,109	50,772	0	5,730,637
Bill & Sally Seidman Living Center	2,508,279	128,731	9,530	0	2,646,540
Boat House	178,522	35,741	0	0	214,262
Calder Art Center	14,420,004	539,072	33,098	0	14,992,173
Calder Residence	2,060,957	105,560	800	0	2,167,317
Campus Health Center	250,185	21,820	5,000	0	277,005
Central Utilities Building	8,616,600	5,851,674	4,560	0	14,472,834
Children's Enrichment Center	508,613	20,287	3,900	0	532,800
Cook Carillon Tower	605,239	365,164	2,000	0	972,402

Cook-Devos Center For Health Sciences	44,276,190	12,880,470	345,626	509,772	58,012,058
Cook-Dewitt Center	2,274,529	478,413	17,530	0	2,770,472
Copeland Living Center	5,575,584	30,253	0	0	5,605,838
Dale Stafford Living Center	3,783,663	339,522	1,000	0	4,124,185
Detroit GVSU Center	10,779,729	1,210,098	115,000	0	12,104,827
DeVos Living Center	2,034,514	218,099	0	0	2,252,614
Facilities & Public Services Building	4,366,146	1,034,215	58,120	0	5,458,481
Fieldhouse & Rec Center	55,269,151	6,244,881	36,965	0	61,550,997
Fillmore Storage	84,117	741,633	0	0	825,750
Football stadium seating	2,093,040	0	0	0	2,093,040
Frey Living Center	2,134,261	275,851	2,500	0	2,412,611
Glen A. Niemeyer Honors Hall and Living Centers East & West	26,699,554	3,174,816	144,193	0	30,018,563
Grace Olsen Kistler Living Center	8,723,748	32,083	2,000	0	8,757,831
Grand Valley Apartments	12,699,281	1,110,319	8,800	0	13,818,400
Haas Center for Performing Arts	30,699,455	1,340,300	400,125	0	32,439,879
Hills Living Center	2,401,044	275,851	680	0	2,677,574
Holton-Hooker Learning & Living Center	32,293,042	0	25,000	0	32,318,042
House & Garage	144,681	22,820	0	0	167,501

Innovation & Design Center	7,848,900	1,570,000	8,000,000	0	17,418,900
James H. Zumberge Hall	29,565,437	2,705,108	645,172	0	32,915,717
Johnson & Ott Living Centers	8,015,646	920,902	5,312	0	8,941,860
Keller Engineering Building	6,695,914	1,255,135	0	0	7,951,049
Kelly Family Sports Center	12,389,367	1,473,207	871	0	13,863,445
Kennedy Hall Of Engineering	13,352,468	1,959,051	302,687	0	15,614,206
Kenneth W. Robinson Living Center	6,848,164	20,965	1,000	0	6,870,129
L. William Seidman Center	25,422,765	2,853,876	385,000	0	28,661,640
L.V. Eberhard Center	36,210,808	8,382,062	390,343	0	44,983,213
Lake Huron Hall (Permanent)	12,307,515	350,000	0	0	12,657,515
Lake Michigan Hall	6,441,226	1,273,419	26,231	0	7,740,876
Lake Ontario Hall	11,480,894	1,035,961	124,258	0	12,641,112
Lake Superior Hall	6,430,907	436,199	28,079	0	6,895,184
Laker Village Apts	25,458,896	386,194	2,750	0	25,847,840
Laker Village Apts - Community Bldg (North)	413,506	47,506	1,375	0	462,387
Laker Village Apts- Community Bldg (South)	413,506	47,506	1,375	0	462,387
Hosford Football Center	6,622,559	2,508,569	0	0	9,131,128
Mackinac Hall	17,158,808	5,000,000	200,560	0	22,359,368
Manitou Hall	6,558,704	3,514,922	3,000	0	10,076,626

Maple Living Center	1,258,188	110,739	0	0	1,368,926
Mary Idema Pew Library	45,255,741	5,080,266	884,000	23,899,358	75,119,364
Maxine M. Swanson Living Center	2,508,279	128,731	4,065	0	2,641,075
Meadows Golf Course	2,632,989	471,117	800	0	3,104,907
Meijer Holland Campus	5,536,861	636,119	62,514	0	6,235,494
Michigan Alternative & Renewable Energy Center	4,547,284	2,474,657	23,958	0	7,045,898
Multi-Purpose Outdoor Rec Facilities	8,994,651	12,132	0	0	9,006,783
Murray & Van Steeland LC	25,670,602	3,973,978	9,318	0	29,653,898
North Living Center C	5,175,848	594,641	400	0	5,770,889
Oak Living Center	1,258,188	110,739	3,500	0	1,372,426
P Douglas Kindschi Hall of Science	60,470,093	0	110,558	0	60,580,651
Padnos, Henry Hall & Student Services Complex	61,950,083	12,709,974	113,803	0	74,773,860
Pine Living Center	1,258,188	110,739	1,000	0	1,369,926
President's Residence	1,000,000	50,000	50,000	0	1,100,000
President's Welcome Center	1,000,000	100,000	50,000	0	1,150,000
Robert B Annis Field Station	3,775,533	0	2,000	0	3,777,533
Robert B Annis Water Resources Institute	1,720,184	304,275	0	0	2,024,460

Raleigh J. Fienklestein Hall	25,953,696	2,850,000	287,657	0	29,091,353
Ravine Center	415,070	7,387		0	422,458
Richard M. DeVos Center	59,103,863	10,163,186	3,010,000	4,040,740	76,317,789
Robert C. Pew Living Center	2,034,514	218,099	0	0	2,252,614
Robert Kleiner Commons	9,063,997	593,675	7,330	0	9,665,002
Russell H. Kirkhof Center	18,156,614	446,050	146,307	0	18,748,971
Secchia Hall	9,638,343	45,056	0	0	9,683,399
Seidman House	1,780,582	254,683	22,000	5,000,000	7,057,266
Seward Parking Ramp	20,275,215	121,307	0	0	20,396,523
Softball Scoring Box	71,256	6,065	0	0	77,321
South Living Centers C, D & E	37,709,743	4,233,175	90,000	0	42,032,918
Standale Plaza	837,216	0	0	0	837,216
Steelcase Building	2,393,548	1,123,180	0	0	3,516,728
The Commons	8,834,499	618,665	15,484	0	9,468,648
The Connection	5,330,753	538,572	11,600	0	5,880,925
The Depot	318,124	48,523	0	0	366,646
The Marketplace Bookstore	13,193,474	0	0	0	13,193,474
Watson Building	1,121,556	273,834	0	0	1,395,390
Weed & Hoobler Living Centers	8,683,618	998,407	3,588	0	9,685,613
WGVU -- Allendale Antennas	776,653	0	0	0	776,653
WGVU -- Allendale Satellite Building	146,650	1,181,102	0	0	1,327,752

WGVU -- Allendale TV Transmitter Building	821,234	2,338,208	0	0	3,159,442
WGVU -- Allendale Tower	2,128,168	0	0	0	2,128,168
WGVU - AM Kentwood Building	147,358	309,514	0	0	456,872
WGVU - AM Muskegon Building	175,315	309,514	0	0	484,829
WGVU - AM Whitehall Building	81,600	136,712	0	0	218,312
WGVU - FM Coopersville Building	147,358	309,514	0	0	456,872
WGVU -- Kalamazoo Building #1	87,989	66,719	0	0	154,708
WGVU -- Kalamazoo Building #2	448,020	1,563,822	0	0	2,011,842
WGVU -- Kalamazoo Tower	474,556	0	0	0	474,556
WGVU -- Kalamazoo Tower	864,105	0	0	0	864,105
William A. Kirkpatrick Living Center	3,783,663	339,522	634	0	4,123,819
William F. Pickard Living Center	2,034,514	218,099	1,250	0	2,253,864
Winter Hall	12,668,974	720,126	7,655	0	13,396,755
South Utility Building	1,971,600	1,500,000	0	0	3,471,600

f. Utility system condition (i.e., heating, ventilation, and air conditioning (HVAC), water and sewage, electrical, etc.) -

To ensure continued reliability of critical infrastructure, GVSU has internal staff and external consultants review the utility distribution systems as an ongoing component of our campus accountability. Age, capacity, future expansions, reliability, bottlenecks, communication and electrical conduit sizes, pressures, and cost estimate are a sampling of what the studies contain. All utility system studies are publicly available for review as it strives to synchronize our capital improvements and transparency initiatives. Where possible, improvements in these systems are coordinated with capital building projects.

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

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

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

The university completes periodic evaluations for infrastructure conditions including outside consultant inspections and reports. Roads, curbs, sidewalks, bridges, parking lots, and parking structures, etc. are inspected annually by internal personnel and periodically by outside consultants familiar with the infrastructure. Following these inspections, improvements and repairs identified to sustain the integrity of the infrastructure are then funded or scheduled as part of the annual project development. Grand Valley completes annual improvements to each of these infrastructure features.

The university has an annual allocation of funds for sidewalks and other pedestrian path improvements. This funding is periodically adjusted to accommodate the increase in paths to be maintained. Emphasis is placed on paths, which are critical to compliance with the ADA and emergency access.

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

For the Allendale campus, the consistent with the conditions referenced in section IV (f and g), GVSU has utility and infrastructure systems in place that meet the current and 5-year projected programmatic needs of the university. This includes both new and repurposed campus infrastructure.

The university has been systematically upgrading the university-owned electrical transmission system on the Allendale campus. The 1960-70 era cabling has been replaced in phases so that campus operations were not affected. This replacement program is now being expanded to address electrical cabling installed in the 1980's.

Recent upgrades in the cooling systems have increased reliability and efficiency of these systems by replacing 1970 era cooling equipment. These systems have been expanded by the construction of a second cooling plant on the south end of the Allendale campus.

For the Grand Rapids campus and other regional sites, the university is connected entirely to public utilities. There are no reported deficiencies with these systems; however, where different systems were encountered the university has assisted the municipalities in updating the affected utilities.

University owned computing and telecommunication systems are routinely updated to address outmoded equipment and to accommodate new technologies.

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

The university has an enterprise-wide energy plan that considers pricing and purchasing, design standards, conservation measures, preventive maintenance, alternative energy and campus wide involvement. In the past 20 years, Grand Valley State University has implemented over 400 energy-saving projects, policies, and procedures resulting in an energy cost avoidance factor of nearly \$2.6 million annually and additionally \$6 million on an aggregated yearly basis. On a square foot basis, we have dropped our utility consumption by the following percentages: -31% for electrical and -34% for natural gas. We have 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 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. 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). 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 a software developed specifically for GVSU.

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-four (24) of the university's construction projects have received differing levels of LEED® certification, with the highest designation of LEED® platinum for the Mary Idema Pew Library Learning and Information Commons.

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

The Allendale campus consists of 1,469 acres. There is adequate capacity to meet future development needs and opportunities.

The Holland and Muskegon locations are intended to remain as specialized operations and the existing land holds meet projected needs.

Currently, the university owns approximately 64 acres in the City of Grand Rapids. The total includes land for future expansion of the health professions campus. There is also 23 acres of land bordering the cities of Walker and Grand Rapids for parking expansion to serve students traveling between the university’s Allendale and Grand Rapids campuses.

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

(Facility Description)	Lease Date	SBA Bond Issue	Expiration Date
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

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

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

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

Facilities/Capital Plan: 2022-2026

Proposed Projects	Gross Square Feet	Project Budget
Digital Learning Center	100,000	\$50,000,000
Cook-DeVos Center for Health Sciences Simulation Center	30,000	\$5,500,000
Manitou Hall and Mackinac Hall HVAC Renovation	62,000	\$4,300,000
Mount Vernon Avenue Pedestrian Mall	n/a	\$3,750,000
TOTAL	192,000	\$63,550,000
Projects under Construction		
Health Sciences Building	160,000	\$70,000,000
Health Campus Faculty and Staff Parking		\$4,950,000
Health Campus Student Parking		\$21,769,000
TOTAL	160,000	\$96,719,000

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

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

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

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

The university is currently completing a Comprehensive Facilities Condition Assessment to confirm estimates for deferred and structural repairs over the next five years. The assessment is being performed by a national consultant with expertise in strategic asset management and capital planning.

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 for design and construction. Construction of this facility began in May 2018 and is expected to be completed in May 2021.

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

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

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

GVSU believes that distance learning offers some excellent opportunities for higher education and we are achieving valuable experience in online pedagogy during the COVID-19 response. Nevertheless, current conditions have underscored the value and appeal of in-person learning. As the pandemic response allows more and larger gatherings, we anticipate shifting a large proportion of our learning back into in-person classes and hybrid modes that strategically combine online and in-person engagement. GVSU has recently developed 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 2022 through fiscal year 2026.

\$1,500,000 Pool Building HVAC Equipment Replacement and Envelope Repairs

\$2,600,000 Sports Field Turf Replacement

\$1,500,000 Replace 2nd Boiler at Central Utilities Building

\$1,100,000 Replace 1200 Ton Centrifugal Chiller

\$1,000,000 Chilled Water Piping Improvements

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

The university has budgeted \$4.6 million in its general operating budget to address capital maintenance items for academic structures. The university has budgeted \$1.4 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 2020-2021 was reduced from prior year in response to the projected financial impact of COVID-19.