

Grand Valley State University

Five-Year Master Plan

FY 2025 – 2029

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 100 undergraduate programs and 45 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 battery technology, 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 of 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. We will demonstrate this by prioritizing:

- Continual movement toward an understanding of individual student needs, motivations, and goals that is actively supported by faculty and staff.
- Expanded flexibility for students to learn when, how, and where they learn best, coupled with appropriate support for faculty and staff to be able to adapt to changes while continuing to provide quality educational opportunities.
- Relevant programs full of learning opportunities that can be applied to the pressing concerns and problems of our communities and the world.
- Deeper and broader experiential learning for all students that includes internships, practical cooperative placements, global learning, undergraduate research, community-based learning, and more.
- Strong integration of liberal education with professional education that also reflect students’ digital literacy, technological proficiency, and leadership development.
- Collaborative research, scholarship, and creative expression that brings students and faculty members together in partnership and models lifelong learning and pursuit of new knowledge.
- Personalized assistance for students to identify and develop a network of mentors and advisors from among faculty, staff, peers, employers, alumni, and community members that form an extended GVSU learning community.
- Community engagement practices that demonstrate reciprocity of learning.
- Progressive expansion of high-demand programs rigorously designed and reflective of the integration of liberal education and professional education.

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.

We will succeed at this through:

- Championing a strong foundation of liberal education that engenders the mindset and skills to advance students' education across a lifetime; the liberal education will always be integrated with experiential, practical, and professional educational opportunities that propel all in our learning communities to positively affect society and the larger world.
- Developing beneficial and supportive connections between and across all those in the larger GVSU learning community, including future and currently enrolled students, alumni, faculty, staff, and community members.
- Increasing flexibility for students in terms of pace and engagement with curricular components; this may include additional terms across the calendar year, more summertime, online, low-residency, and on-demand selections.
- Attracting our traditional-aged FTIAC student population and supporting them in learning across their lifetimes while also providing more and attractive options for adult learners.
- Building strategic institutional partnerships to scale our impact, expand our reach, and better serve diverse groups of learners (e.g., community colleges, Hispanic-serving institutions, historically Black colleges and universities, etc.).

A Culture of Educational Equity

Center equity and inclusion for a more diverse learning community.

We will achieve this through:

- Removing systemic barriers to educational access, retention, and persistence.
- Developing and establishing university policies, practices, systems, and culture that demonstrate our institutional accountability to diversity, equity, inclusion, access, and total well-being for all community members.
- Recruiting, empowering, and retaining a diverse student body, faculty, and staff.
- Appropriately acknowledging GVSU exists on the land of the Anishinaabe peoples—the Ojibwe, Odawa, and Bodéwadmī—and commits to increasing the visibility of Anishinaabe people among its students, faculty, and staff; its curriculum; and its cultural programming.
- Incorporating environmental, human, and economic factors toward global and societal vitality that advance beyond our current award-winning sustainable practices.

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 new 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 136,100 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 2023 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	450	46	5156	10	14	1643
	Advertising & Public Relations	302	22	3798	9	114	560
	Allied Health Sciences	505	68	5111	882	72	1586
	Anthropology	57	8	763		14	77
	Applied Food & Nutrition	83	7	789	240	53	145
	Art Education	53	5	738		8	38
	Art History	11	1	146		4	11
	Behavioral Neuroscience	204	29	2556	41	51	460
	Biochemistry	103	9	1343	48	10	136
	Biology	343	37	4552	32	21	540
	Biomedical Engineering	68	20	1019	3		83
	Biomedical Sciences	660	60	8441	112	62	1149
	Business Economics	215	13	2543	5	12	572
	Business General	1060	45	12282	48	59	3081
	Cardiovascular Sonography	72	3	579	394		89
	Cell & Molecular Biology	57	6	765	24	10	64
	Chemistry	64	3	873	6	13	52
	Classics	14	2	213	1		4
	Communication Sci & Disorders	159	2	848	836	5	557
	Communication Studies	193	19	2386	12	48	427
	Communications	1		10			3
	Comp Sci & Arts for Teaching	120	7	1638	2	3	103
	Computer Engineering	80	30	1138	4	3	117
	Computer Science	577	60	7668.5	39	32	648
	Criminal Justice	508	32	5845.5	41	11	1536
	Cybersecurity	153	9	1989	9	3	196
	Dance	56	2	723	6	27	100
	Degree Seeking Undergraduate	61	20	876	12	6	57
	Diagnostic Medical Sonography	281	11	2755	637	69	625
	Earth Science	9	1	121		1	6
	Economics	22	1	266			58
	Education	818	43	10810	10	75	1160
Education Birth-Kindergarten	29	6	378		30	43	
Educational Studies	528	14	7257	3		562	
Electrical Engineering	128	50	1881.5	1	6	203	

	Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship/ Practicum	Online
English	235	22	3236	3	8	295
Entrepreneurship	27	1	308			78
Environ and Sustain Studies	214	14	2418.5	25	29	620
Exercise Science	811	58	9660	215	288	1758
Exploratory Study	501	12	6586.5	25	1	580
Film and Video	276	31	3778	15	22	291
Finance	693	52	8162	25	18	2198
Fisheries and Aquatic Sciences	16	4	234		6	20
French	5	2	71		3	
General Management	226	28	2490	10	14	927
Geography	28	6	345		3	102
Geology	50	4	671.5	1	3	61
Geology-Chemistry	5	2	84		4	6
German	11	1	156		3	10
Global Studies & Social Impact	12	1	151			25
Group Social Studies	161	7	2068		9	294
Health & Physical Education	74	3	891	4	12	145
Health Communication	31	1	370		12	73
Health Information Management	39	5	135	15		418
History	138	18	1784	9	44	240
Hospitality Tourism Management	116	18	1199	0		596
Human Resources Management	131	16	1393			601
Information Systems	67	17	818		7	250
Information Technology	74	17	999	6		140
Integrated Science	1		10			3
Integrated Science Elementary	16		186			39
Integrated Science Secondary	18		243		0	21
Integrative Studies	106	126	474	27	64	1664
Interdisciplinary Engineering	34	10	498		2	31
International Business	21	7	270		8	69
International Relations	60	5	771	12	12	108
Jrnls, Brcdcast & Digtl Media	41	1	543		4	43
Leadership & Business Fund	3	1				39
Legal Studies	131	12	1523	3	25	366
Liberal Studies		1	6			
Management	65	13	724			302
Marketing	871	70	9878	16	44	3112
Mathematics	161	11	2084.5	4	24	237
Mechanical Engineering	334	109	4748	6	4	502
Medical Laboratory Science	55	8	464	256	3	111

	Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship/ Practicum	Online
Microbiology	15	4	221			14
Multimedia Journalism	51	3	683		27	48
Music	121	9	1649.5	14	26	140
Natural Resources & Envmt Mgmt	13	1	151			29
Natural Resources Mgmt	87	19	1242	3	15	113
Non Degree Undergraduate	23	147	537.5	217		99
Nursing	1297	153	10339	3631	3019	2116
Occupational Safety/Health Mgt	41	2	516	1		70
Operations Management	29	3	361			79
Ped Cont Know 3rd-6th	60	1	772			99
Ped Cont Know PreK-3rd	179	7	2442	6		225
Ped Cont Know PreK-6th	380	9	5215			387
Philosophy	26	4	355	1	2	40
Photography	24	3	323		9	39
Physical Education	5	1	63		4	6
Physics	21	5	308		2	15
Political Science	188	11	2405	15	25	307
Pre-Business	1		15			
Pre-professional Preparation	824	55	10594	152	76	1364
Product Dsgn & Mfg Engineering	60	15	796	1	4	83
Professional Innovation	3	3				57
Psychology	1114	88	13376.5	127	178	2749
Public and Nonprofit Admin	58	16	645	3	27	262
Radiation Therapy	80	10	624	373	51	157
Recreational Therapy	81	10	474	482	45	189
Respiratory Care	2	21	49	36		75
Social Work	342	46	3868	18	326	937
Sociology	59	7	743	4	11	120
Spanish	48	5	626	16	30	46
Special Education	160	6	2087	5		201
Sport Management	294	16	3227	15	198	864
Statistics	99	12	1338	9	4	166
Studio Art	269	47	3803	9	47	248
Supply Chain Management	268	24	3113	6	8	868
Technology Project Management	3	1	13			27
Theatre	39	5	513	3	17	67
Therapeutic Recreation	1	1	6	6	6	
Web Design & Development	1		10			3
Wildlife Biology	127	16	1734	4		213
Women, Gender & Sexuality Stdy	16	3	184		5	49

		Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship/ Practicum	Online
	Writing	120	18	1600	9	27	204
Graduate	Accounting	50	24	431		3	183
	Applied Computer Science	122	49	90	1038	5	193
	Applied Statistics	11	3	88	19	4	3
	Athletic Training	11			117	19	
	Biology	27	8	202		73	
	Biomedical Sciences	16	11	200		10	
	Biostatistics	11	5	93	24	12	7
	Business General	35	100	1001		17.5	23.5
	Cell & Molecular Biology	15	12	105	53	26	8
	Clinical Dietetics	40	1		257	152	29
	Communications	23	13	222		42	15
	Computer Information Systems		6	7	12		
	Criminal Justice	12	4	81	1	6	45
	Cybersecurity	51	5	54	423	5	28
	Data Science and Analytics	82	28	252	440	59	126
	Educational Leadership	7	212	363	120	264	258
	Educational Technology		19	3		16	66
	Engineering	33	33	376	18	42	19
	English		7	6		15	
	General Education		6			18	
	Health Administration	25	17	195	42	15	60
	Health and Bioinformatics	61	8	174	271	36	126
	Higher Education	38	25	381	4	33	33
	Instruction & Curriculum	23	90	89		90	456
	Leadership		33	90			45
	Literacy Studies	3	68	18		14	240
	Medical Dosimetry	25			13	96	216
	Non Degree Graduate	5	61	178	21		56
	Nursing	65	29	15	44	58	648
	Nursing/Business		1				3
	Occupational Therapy	116	24		1478	162	124
	Philan & Nonprofit Leadership	5	12	48		3	51
Physical Therapy	178		671	854	794	244	
Physician Assistant Studies	141	1	0	1493	588	144	
Public Administration	22	36	265	1	9	93	
Public Health	43	15	7	410	84		
Reading		2				6	
Recreational Therapy	10			60		30	
School Counseling	15	99	132		9	456	

	Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study / Fieldwork / Internship/ Practicum	Online
School Psychology	28	12	138		86	178
Social Innovation	5	21	64		28	57
Social Work	148	133	1095	113	332	915
Special Education	6	115			216	348
Speech-Language Pathology	96	2		703	668	24
Taxation		2	3		3	3
Water Resource Policy	2	4	27			12

b. Evaluate enrollment patters over the last five years –

In the last 5 years, overall enrollment has declined, from 24,677 to 22,269, but 2023 represents a reversal of that trend, as GVSU welcomed its largest and most diverse entering class ever. Compared to fall 2018 undergraduate enrollment declined by 11%, while graduate headcount increased by 1%. Seventeen percent of fall 2023 credit hours are being delivered in fully online course sections.

c. Project enrollment patterns over the next five years –

We project recovering undergraduate enrollment during 2025-2029, 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 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 2023 Staffing Ratios by College

	FTE Faculty per FTE Student	FTE Other Staff per FTE Student
College of Health Professions	0.07	0.01
College of Liberal Arts & Sciences	0.06	0.01
Brooks College of Interdisciplinary Studies	0.06	0.02
Kirkhof College of Nursing	0.09	0.04
Padnos College of Engineering & Computing	0.08	0.02
Seidman College of Business	0.04	0.03

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 24 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 - 2001,1972
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	Service 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
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 Pressbox	Service 100%				2005
72	Maintenance Pump House	Service 100%				2004
73	Meadows Pump House - Between Holes 6 and 8	Service 100%				2004
74	Softball Pressbox	Service 100%				2007
76	Garage - Luce Ave.	Service 100%				2008
77	Glenn A. Niemeyer Learning and Living Center - East Housing	Dormitory 100%				2008
78	Glenn A. Niemeyer Learning and Living Center - West Housing	Dormitory 100%				2008
79	Glenn A. Niemeyer Learning and Living Center - Honors College	Classroom 90%			Office 10%	2008

80	Kelly Family Sports Center	Gymnasium 100%				2008
81	Fillmore Storage Building	Warehouse 100%				2009
82	Grounds Storage Garage near GVA and South Apartments	Warehouse 100%				2010
83	South Apartments C	Dormitory 100%				2010
84	South Apartments D	Dormitory 100%				2010
85	South Apartments E	Dormitory 100%				2010
86	South Campus Storage Building	Warehouse 100%				2010
87	The Blue Connection	Dining Hall 90%	Classroom 10%			2010
88	South Concessions - Lubbers Stadium	Service 100%				2011
89	GVSU Student Rec. Fields - Building A - Track Scoring Facility	Service 100%				2011
90	GVSU Student Rec. Fields - Building B - Support Facility	Service 100%				2011
91	GVSU Student Rec. Fields - Building C - Support Facility	Service 100%				2011
92	GVSU Student Rec. Fields - Building D - Rugby Support Facility	Service 100%				2011
93	Mary Idema Pew Library	Library 100%				2013

94	The Lubbers Stadium Ticket Booth - North Entrance	Service 100%				2014
95	The Marketplace	Service 90%			Office 10%	2015
96	P. Douglas Kindschi Hall of Science	Classroom 20%	Laboratory 50%		Office 30%	2015
97	Holton-Hooker Learning and Living Center	Classroom 11%	Dormitory 85%		Office 4%	2016
98	Tennis Court Storage Building	Service 100%				2018
99	TV-35/52 Control Building/ Kalamazoo	Service 100%				1985
100	WGVU - AM Caledonia	Service 100%				
101	WGVU - FM Coopersville	Service 100%				
102	WGVU - AM Muskegon	Service 100%				
103	Meijer Campus (Holland)	Classroom 90%			Office 10%	1998
104	Lake Michigan Center	Classroom 10%	Laboratory 10%		Office 80%	2001
105	GVSU Transmitter Building/ Kalamazoo	Service 100%				2003
106	Muskegon Innovation Hub	Service 90%			Office 10%	2004; Addition - 2013
107	AWRI Boat Storage Building (Muskegon)	Warehouse 100%				2008
108	Detroit Center (Detroit)	Classroom 90%			Office 10%	2012
109	Robert B. Annis Field Station (Muskegon)	Laboratory 90%	Classroom 5%		Office 5%	2013

110	Michillinda Road Antenna Tower, Fruitland Township	Service 100%				2016
111	Standale Plaza	Service 100%				2017
112	Eberhard Center	Classroom 90%				1988
113	The Depot	Office 100%				1994
114	Richard M. DeVos Center	Classroom 75%	Auditorium 1%	Library 9%	Office 15%	2000; Addition - 2008
115	Secchia Hall	Dormitory 100%				2000
116	Keller Engineering Lab	Engineering 90%			Office 10%	2000
117	Steelcase Building	Service 75%			Office 25%	2002
118	Cook-DeVos Center for Health Sciences	Science 70%		Library 2%	Office 28%	2003
119	Winter Hall	Dormitory 100%				2003
120	Seward Parking Lot Ramp	Garage 100%				2004
121	Kennedy Hall of Engineering	Engineering 80%			Office 20%	2007
122	609 Watson	Warehouse 50%			Office 50%	2008
123	L. William Seidman Center	Classroom 50%	Auditorium 5%		Office 45%	2013
124	Bicycle Factory Condominium Unit 2, Unit 3 and Common Space	Office 100%				2010
125	Innovation Design Center	Classroom 50%			Office 50%	2017
126	Raleigh J. Finkelstein Hall	Laboratory 51%	Classroom 16%		Office 33%	2018

127	Daniel and Pamella DeVos Center for Interprofessional Health	Laboratory 50%	Classroom 20%	Office 20%	Library 10%	2021
128	335 Michigan Shared Parking Ramp	Garage 100%				2021

b. Building and/or classroom utilization rates –

Fall 2023 utilization of space on its main campuses is described as follows. General-purpose classrooms were used at 59% of capacity during peak hours, 24% during off-peak, 25% during evening hours, and 1% during weekends. Laboratory utilization was 44% during peak hours, 18% during off-peak, 17% 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.

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	2023 - 2024 Building Values	2023 - 2024 Contents	2023 - 2024 Fine Arts	2023 - 2024 Library	2023 - 2024 Total Values
1	Lake Michigan Hall	\$7,276,621	\$1,417,316	\$26,231	\$0	\$8,720,168
2	Lake Superior Hall	\$7,264,963	\$485,489	\$28,079	\$0	\$7,778,531
3	Seidman House	\$2,003,400	\$286,463	\$5,022,000	\$5,600,000	\$12,911,863
4	Lake Huron Hall	\$11,170,568	\$1,669,500	\$75,000	\$0	\$12,915,068
5	Copeland Living Center	\$6,298,710	\$33,672	\$0	\$0	\$6,332,382
6	Central Utilities Building	\$14,594,266	\$744,968	\$4,560	\$0	\$15,343,794
7	The Commons	\$9,980,289	\$688,574	\$15,484	\$0	\$10,684,347
8	Robinson Living Center	\$7,736,337	\$23,334	\$1,000	\$0	\$7,760,671
9	Mackinac Hall	\$19,384,220	\$5,565,000	\$200,560	\$0	\$25,149,780
10	Manitou Hall	\$7,409,336	\$3,912,108	\$3,000	\$0	\$11,324,444
11	Fieldhouse, Arena, Pool & Recreation Center	\$68,658,623	\$2,800,414	\$36,965	\$0	\$71,496,002
12	James H. Zumberge Hall	\$30,278,581	\$3,010,785	\$660,175	\$0	\$33,949,541
13	Thomas J. and Marcia J. Haas Center for Performing Arts	\$31,342,020	\$4,830,753	\$400,125	\$0	\$36,572,898
14	Grace Olkistler Living Center	\$9,855,174	\$35,709	\$2,000	\$0	\$9,892,883
15	Boat House	\$201,675	\$39,779	\$0	\$0	\$241,454
16	Kirkhof Center	\$35,641,727	\$1,729,284	\$156,307	\$0	\$37,527,318
17	Service Building	\$4,932,413	\$1,151,082	\$58,120	\$0	\$6,141,615
19	Ravine Center	\$468,903	\$8,222	\$100	\$0	\$477,225
20	TV Transmitter Building	\$37,575	\$2,602,426	\$0	\$0	\$2,640,001
21	Au Sable Hall	\$11,969,714	\$960,935	\$143,379	\$0	\$13,074,028
22	Calder Art Center	\$16,290,206	\$1,712,987	\$33,098	\$0	\$18,036,291
23	Jamie Hosford Football Center	\$6,532,992	\$4,209,102	\$0	\$0	\$10,742,094

24	Football Pressbox	\$2,124,436	\$0	\$0	\$0	\$2,124,436
25	Maple Living Center	\$1,421,368	\$123,252	\$0	\$0	\$1,544,620
26	Oak Living Center	\$1,421,368	\$123,252	\$3,500	\$0	\$1,548,120
27	Pine Living Center	\$1,421,368	\$123,252	\$1,000	\$0	\$1,545,620
28	DeVos Living Center	\$2,298,381	\$242,745	\$0	\$0	\$2,541,126
29	Robert C. Pew Living Center	\$2,298,381	\$242,745	\$0	\$0	\$2,541,126
30	William F. Pickard Living Center	\$2,524,790	\$0	\$1,250	\$0	\$2,526,040
31	Robert Kleiner Commons	\$9,126,552	\$1,773,760	\$7,330	\$0	\$10,907,642
33	Cook-DeWitt Center	\$2,569,524	\$532,474	\$17,530	\$0	\$3,119,528
37	Meadows Club House	\$2,974,475	\$524,354	\$800	\$0	\$3,499,629
38	Cook Carillon Tower	\$683,735	\$406,427	\$2,000	\$0	\$1,092,162
39; 40; 41	Padnos, Henry Hall & Student Services Complex	\$76,686,618	\$7,444,282	\$113,803	\$0	\$84,244,703
42	Children's Enrichment Center	\$574,578	\$22,579	\$3,900	\$0	\$601,057
43	Maxine M. Swanson living Center	\$2,833,591	\$143,278	\$4,065	\$0	\$2,980,934
44	Seidman Living Center	\$2,833,591	\$143,278	\$9,530	\$0	\$2,986,399
45	Laker Village Apartments	\$28,760,787	\$429,834	\$2,750	\$0	\$29,193,371
46	Laker Village Apartments - Community Building (North)	\$467,136	\$52,874	\$1,375	\$0	\$521,385
47	Laker Village Apartments - Community Building (South)	\$467,136	\$52,874	\$1,375	\$0	\$521,385

48	William A. Kirkpatrick Living Center	\$4,274,385	\$377,888	\$634	\$0	\$4,652,907
49	Dale Stafford Living Center	\$4,274,385	\$377,888	\$1,000	\$0	\$4,653,273
50	Alexander Calder Residence	\$2,328,253	\$117,488	\$800	\$0	\$2,446,541
51	Baseball Scoring Box	\$80,497	\$6,750	\$0	\$0	\$87,247
52	Baseball Locker Room Building	\$80,497	\$6,750	\$0	\$0	\$87,247
53	Alumni House and Visitor Center	\$2,436,213	\$528,698	\$35,389	\$0	\$3,000,300
54	Grand Valley Apartments	\$14,346,314	\$1,235,785	\$8,800	\$0	\$15,590,899
55	Edward J. Frey Living Center	\$2,411,064	\$307,022	\$16,550	\$0	\$2,734,636
56	Arthur C. Hills Living Center	\$2,712,447	\$307,022	\$12,550	\$0	\$3,032,019
57	North C Living Center	\$5,847,130	\$661,835	\$12,550	\$0	\$6,521,515
60; 61	Weed & Hoobler Living Centers	\$9,809,839	\$1,111,227	\$3,588	\$0	\$10,924,654
62; 63	Johnson & Ott Living Center	\$9,055,236	\$1,024,964	\$3,312	\$0	\$10,083,512
64; 65	Murray & Van Steeland Living Center	\$40,659,579	\$4,172,677	\$9,318	\$0	\$44,841,574
66	South Utilities Building	\$987,476	\$1,669,500	0	\$0	\$2,656,976
68	Metro Health GVSU Campus Center	\$282,633	\$24,285	\$5,000	\$0	\$311,918
69	Art Gallery Support Building	\$475,131	\$38,097	\$50,000	\$0	\$563,228
70	Lake Ontario Hall	\$12,969,908	\$1,153,024	\$124,258	\$0	\$14,247,190
74	Softball Pressbox	\$80,497	\$6,750	\$0	\$0	\$87,247
76	Garage - Luce Ave.	\$163,446	\$25,399	\$0	\$0	\$188,845

77; 78; 79	Glenn A. Niemeyer Honors Hall and Living Centers East & West	\$30,162,352	\$3,533,570	\$144,193	\$0	\$33,840,115
80	Kelly Family Sports Center	\$13,996,206	\$1,639,679	\$871	\$0	\$15,636,756
81	Fillmore Storage Building	\$95,027	\$825,437	\$0	\$0	\$920,464
83; 84; 85	South Living Center C, D & E	\$42,600,508	\$4,711,524	\$90,000	\$0	\$47,402,032
87	Blue Connection	\$6,022,125	\$599,431	\$11,600	\$0	\$6,633,156
89; 90; 91; 92	Multi-Purpose Outdoor Rec Facilities	\$1,903,581	\$13,503	\$0	\$0	\$1,917,084
93	Mary Idema Pew Library	\$64,039,216	\$468,626	\$884,000	\$26,600,000	\$91,991,842
95	The Marketplace	\$10,452,603	\$4,452,000	\$0	\$0	\$14,904,603
96	P. Douglas Kindschi Hall of Science	\$42,227,220	\$13,122,270	\$110,558	\$0	\$55,460,048
97	Holton-Hooker Learning and Living Center	\$36,481,288	\$2,226,000	\$43,600	\$0	\$38,750,888
99	TV-35/52 Control Building/ Kalamazoo	\$1,662,533	\$1,814,792	\$0	\$0	\$3,280,495
101	WGUV - FM Coopersville	\$75,128	\$344,489	\$0	\$0	\$419,617
102	WGUV - AM Muskegon	\$75,128	\$344,489	\$0	\$0	\$419,617
103	Meijer Campus (Holland)	\$6,254,965	\$708,000	\$62,514	\$0	\$7,025,479
106	Muskegon Innovation Hub	\$5,137,044	\$2,754,293	\$111,137	\$0	\$8,002,474
107	AWRI Boat Storage Building (Muskegon)	\$1,720,184	\$304,275	\$0	\$0	\$2,024,460
108	Detroit Center (Detroit)	\$14,335,447	\$121,264	\$115,000	\$0	\$14,571,711

109	Robert B. Annis Field Station (Muskegon)	\$4,265,200	\$1,335,600	\$252,095	\$0	\$5,852,895
111	Standale Plaza	\$945,779	\$0	\$0	\$0	\$945,779
112	Eberhard Center	\$44,017,514	\$9,378,774	\$401,743	\$0	\$53,798,031
113	The Depot	\$359,383	\$54,006	\$0	\$0	\$413,389
114	Richard M. DeVos Center	\$66,769,338	\$11,311,626	\$3,155,000	\$9,025,000	\$90,260,964
115	Secchia Hall	\$10,888,388	\$50,148	\$0	\$0	\$10,938,536
116	Keller Engineering Lab	\$7,564,340	\$1,396,965	\$0	\$0	\$8,961,305
117	Steelcase Building	\$2,703,979	\$1,250,100	\$0	\$0	\$3,954,079
118	Cook-DeVos Center for Health Sciences	\$76,885,912	\$10,620,246	\$445,626	\$240,000	\$88,191,784
119	Winter Hall	\$14,312,077	\$801,500	\$7,655	\$0	\$15,121,232
120	Seward Parking Lot Ramp	\$22,904,809	\$135,015	\$0	\$0	\$23,039,824
121	Kennedy Hall of Engineering	\$15,084,216	\$2,180,424	\$302,687	\$0	\$17,567,327
122	609 Watson	\$1,267,016	\$304,778	\$0	\$0	\$1,571,794
123	L. William Seidman Center	\$35,107,015	\$249,206	\$515,000	\$0	\$35,871,221
124	Bicycle Factory Condominium Unit 2, Unit 3 and Common Space	\$5,610,920	\$793,690	\$50,772	\$0	\$6,455,382
125	Innovation Design Center	\$8,866,863	\$1,747,410	\$10,283,158	\$0	\$20,897,431
126	Raleigh J. Finkelstein Hall	\$28,408,356	\$1,457,394	\$287,657	\$0	\$30,153,407
127	Daniel and Pamella DeVos Center for Interprofessional Health	\$62,806,590	\$5,008,500	\$2,100,000	\$31,500	\$69,946,590
128	335 Michigan Shared Parking Ramp	\$0	\$111,300		\$0	\$111,300
129	55 Ionia - Unit 11 - Presidents Residence	\$282,424	\$111,300			\$393,724

130	Belknap Residential Properties	\$1,152,289				\$1,152,289
131	Tennis Court Storage Building	\$75,000	\$75,000			\$150,000
132	8-Tailgate Sheds	\$200,000	\$200,000			

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

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

- Padnos Lab Exhaust & Fume Hood Controls Replacement
- DeVos Chiller Replacement
- Laker Village Apartments HVAC Replacement
- Stormwater Improvements

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 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
- Emergent Maintenance Projects – 5 Year Plan

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

- Little Mak Bridge Improvements
- Parking Lot Improvements

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

The university also allocates annual funds to improve sidewalks and pedestrian paths for ADA compliance.

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

For the Allendale campus, utilities and infrastructure systems will require upgrades and additional capacity in the next 5 years. Additional chiller and boiler infrastructure is currently being studied for increased capacity and redundancy. Additional parking is being studied to meet the larger demand for residential and commuter student parking permits.

For the Grand Rapids campuses and other regional sites, the university is connected to public utilities. Additional chiller infrastructure is currently being planned to replace equipment at end of service life. Parking structures will require scheduled maintenance to maintain infrastructure integrity and structure service life.

University owned telecommunication and audio-visual systems are routinely updated to address service life, capacity, and 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. 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 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). Utility metrics are consistently used to track usage and energy performance of campus buildings.

In addition to our internal energy strategies, the Grand Valley 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 has become a nationally recognized leader in sustainability. Twenty-six (26) 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 1,457 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 64 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 the new strategic plan and campus master plan for the Allendale, Pew, and Health Campuses and Regional Centers. These include:

- 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 the current and future developments.

Facilities/Capital Plan: 2025-2029

Proposed Projects	Gross Square Feet	Project Budget
Priority #1 - Blue Dot Lab	175,000	\$140,000,000
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 table below lists deferred maintenance costs for the next five years for 11 of the oldest university buildings. For the remaining buildings, the university maintains an active and comprehensive list of capital maintenance projects. Projects are identified, estimated and prioritized for annual funding and are

included in the university capital maintenance plan. Funding is provided by the general operating budget or the auxiliary services budget. The estimated cost of deferred maintenance for the remaining buildings over the next five years is \$30 million. The university intends to complete the comprehensive Facilities Condition Assessment for the remaining university buildings over the next several years.



Requirement Forecast Report

Region : GVSU - 2020 Asset Data Complete_04192021

Campus: GVSU FCA - 2020

Asset: All

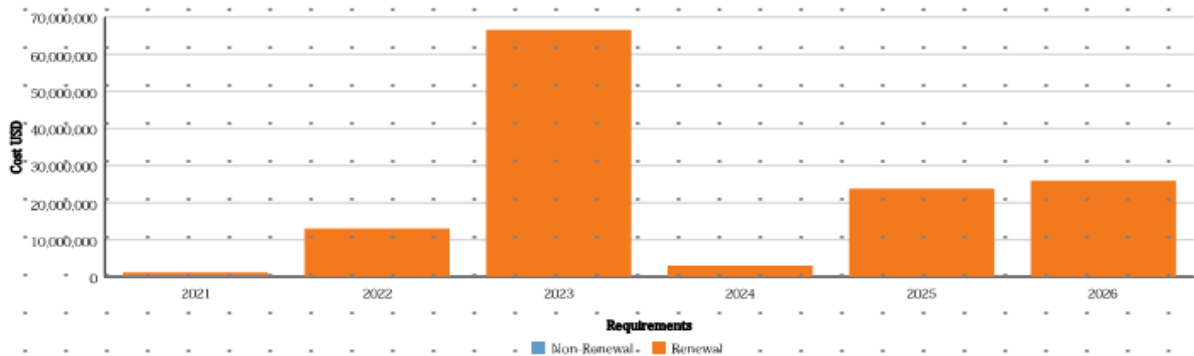
Currency: USD

Period: 6 years

Inflation: 4.70%

The current year is always the Period start date. If "Include past due Action Dates/Renewals" is selected, the cost of those past due Requirements is included in the current year cost.

Summary of Funding Needed by Requirement Type and Year



Year	Renewal Requirements	Non-Renewal Requirements	Total
2021	864,563	331,389	1,195,952
2022	12,988,961	73,221	13,062,181
2023	66,597,074	0	66,597,074
2024	3,043,546	0	3,043,546
2025	23,684,355	72,826	23,757,182
2026	25,901,935	0	25,901,935
Total	133,080,434	477,436	133,557,870

- 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 over time. 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 2025 through fiscal year 2029.

- \$1,200,000 Mid Campus Chiller
- \$2,900,000 Padnos Lab Exhaust and Fume Hood Controls Ph 2
- \$2,000,000 Baseball Field Improvements
- \$1,600,000 Keller Roof Replacement
- \$1,500,000 CUB Boiler Replacement
- \$1,750,000 Softball Field Improvements
- \$1,675,000 Field #3, #4 and #5 Turf Replacement
- \$1,100,000 Chiller Replacement
- \$2,000,000 Dematic Book Retrieval Software Replacement

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 \$6.2 million in its general operating budget to address capital maintenance items for academic structures. The university has budgeted \$4.6 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 2023-2024 is \$10.8 million.