

Grand Valley State University Report 2012-2013









Principles of Accountability

Executive Summary

This is a year when funding for higher education in Michigan is in the forefront of policy discussions about the state's economic future. In tandem with that is a call for accountability by the public universities that are a draw and a catalyst for economic success in the state.

Grand Valley State University fares well under metrics used, including those proposed by the Business Leaders for Michigan. The university has shared those and other metrics with the public in the form of an Accountability Report for many years. This annual Accountability Report presents facts from many outside sources, in an easy-to-read format, that show Grand Valley is a solid return on investment for students, their families, business leaders and those who pay taxes in Michigan.



Measures of Student Success

Grand Valley is accountable for offering a high-quality academic experience that results in graduates who are successful and bring vitality to their fields of work and inquiry. The university produced a record 5,301 graduates in 2011-2012. Grand Valley students consistently score higher than average on licensure exams, and nearly 90 percent of recent graduates are employed or in graduate school.

Access and Affordability Measures

Grand Valley is committed to providing opportunities for students. The university serves students from every county in the state, and keeps its tuition in the lower half of all Michigan public universities. Grand Valley consistently increases financial aid and the average gift aid is nearly \$4,000 per year.

Diversity

Grand Valley has diversity of thought and background as a cornerstone of its mission. Efforts to enroll minority and international students and make them feel welcome on campus are vigorously supported. A record number of international students are currently enrolled.



Principles of Accountability

Grand Valley and the State of Michigan

Grand Valley documents its efficiency with the appropriation it receives from the state, which remains the lowest per student of any public university in Michigan. The university is an economic engine for the state, producing graduates who stay, work, serve and volunteer in Michigan. Nearly 84 percent of recent graduates remain in the state.

Efficiency Measures

Grand Valley's efficient operations have been noted in Michigan and in national rankings. The university's lean operation is illustrated by administrative costs remaining incredibly low while resources are pumped into the main operation of teaching students. Grand Valley is internationally recognized as a leader in sustainable practices that save the environment and dollars.

Private-Public Partnership

Grand Valley has proven to be a productive recipient of gifts and grants. Private donations to the university are up again, and have set a record for the number of individuals and organizations that support Grand Valley's programs and students. The university works to secure millions of dollars of grants that provide unique learning and research opportunities for students.

Economic Development

Grand Valley has an economic impact in the West Michigan region of more than \$730 million dollars. Nearly 11,000 people are working in the private sector because the university exists. Many of the region's most notable companies have Grand Valley alumni in various positions of leadership, and our activities surrounding Lake Michigan will protect this tremendous asset for years to come.



For more information: www.gvsu.edu/accountability; www.gvsu.edu/accountability;



Grand Valley Ranks Best in Class

Wins praise from Business Leaders for Michigan

Business Leaders for Michigan, a group of CEO's representing Michigan's largest companies, believes that the State of Michigan should resume public investment in higher education, which has sustained cuts totaling \$1 billion over the past decade. BLM suggests that future increases in funding be tied to seven performance measures: retention, graduation, administrative costs, research, efficiency, productivity and economic impact.

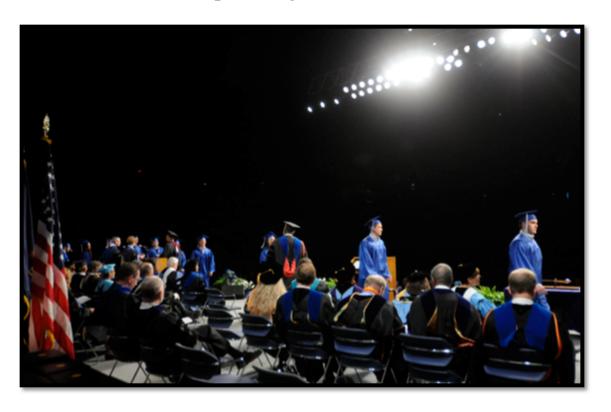
BLM urges the state's 15 public universities to perform in the top quintile among their national peers by 2022. BLM has recognized Grand Valley State University for ranking in that top quintile today.





Measures of Student Success

Grand Valley is accountable by offering a clear and efficient path to graduation





Comparative Academic Statistics for New Students Entering Michigan Public Universities

Fall 2011

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18-24

18-24

1 an 2011		1 an 201	1 an 2011	
Median Composite ACT Score		Mid-50% AC	T Score	
U of M-Ann Arbor	30	U of M-Ann Arbor	28-32	
Michigan Tech	25	Michigan Tech	24-29	
Grand Valley	24	Michigan State	23-28	
Michigan State	24	Grand Valley	21-26	
U of M-Dearborn	24 +	U of M-Dearborn	21-26	
Northern	23	Central	20-25	
Central	22	U of M-Flint	20-25	
Oakland	22	Western	20-25	
U of M-Flint	22	Lake Superior	20-24	
Western	22	Northern	19-25	
Eastern	21	Oakland	19-25	
Ferris	21	Ferris	19-24	
Saginaw Valley	21	Wayne State	18-25	

Source: 2013 Barron's College Profiles Source: College Board Handbook 2013

Eastern

Saginaw Valley

+ Midpoint of College Board Handbook 2013 Range x Source: Collegeapps.about.com

21

20

Fall 2011 GPA 3.0 or Higher

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U of M-Ann Arbor	99%	
Michigan State	95%	
Michigan Tech	93%	
Grand Valley	92%	
U of M-Dearborn	85%	
Central	79%	
U of M-Flint	73%	
Oakland	70%	
Western	69%	
Saginaw Valley	64%	
Ferris	63%	
Wayne State	62%	
Eastern	57%	
Lake Superior	56%	*
Northern	50%	

Source: College Board Handbook 2013

* Most recently published data was Fall 2004 Term



Wayne State

Lake Superior

Fall 2011

Freshman to Sophomore Retention Rate

University of Michigan-Ann Arbor	96%
Michigan State University	91%
Michigan Technological University	83%
University of Michigan-Dearborn	82%
Grand Valley State University	82%
Wayne State University	77%
Eastern Michigan University	76%
Central Michigan University	76%
Western Michigan University	74%
Oakland University	73%
Northern Michigan University	73%
Ferris State University	71%
University of Michigan-Flint	70%
Saginaw Valley State University	70%
Lake Superior State University	69%

Source: IPEDS, Fall 2010 Cohort



Graduation Rates



90%
77%
66%
63%
56%
54%
49%
48%
45%
40%
40%
39%
37%
35%
26%

Source: IPEDS, Fall 2005 Cohort



Pass Rates of Graduates on Licensure Exams

Program	Pass rate	National Benchmark
Engineering *	100%	85.1%
Occupational Therapy	100%	
Physical Therapy	100%	86%
Physician Assistant	100%	
Police Academy	100%	
Nursing *	95%	87%
Therapeutic Recreation	91.8%	72.6%
Education *	91.3%	85.1% (MI)
Medical Laboratory Science	89%	86% (provisional)
Accounting **	68%	2nd among 12 (MI)
Accounting *	67%	2nd among 28 (MI)
Finance	57%	55%

Source: Institutional Analysis
* Undergraduate **Graduate



National Ranking and Recognition

One of "America's 100 Best College Buys" for 17 years in a row

Ranked in the top 10 Public Regional Universities in the Midwest

U.S. News & World Report, Sept. 2012

Best in the Midwest

U.S. News and World Report, Sept. 2012

Best Business School for 2013

Princeton Review, October 2012

Named a Military Friendly School for fourth consecutive year

G.I. Jobs, Sept. 2012





Student Satisfaction



"Satisfied with academic life on campus."

95% agree "moderately" to "extremely"

"I would recommend this school."

96% agree "moderately" to "extremely"

"I would choose this institution again."

92% agree "moderately" to "extremely"

Source: MAP-Works 1st-year survey, 2011



Employment and Placement After Graduation



Recent graduates employed or in graduate school 89% Employed in Michigan 84%

Source: 2010-2011 GVSU Postgraduate Employment Report



Access and Affordability Measures

Grand Valley is dedicated to providing opportunities





2012 Fall Headcount

Michigan State	47,308
U of M-Ann Arbor	43,257
Wayne State	28,938
Central	25,270
Grand Valley	24,654
Western	24,486
Eastern	23,223
Oakland	19,740
Ferris	14,533
Saginaw Valley	10,552
U of M-Dearborn	9,083
Northern	9,081
U of M-Flint	8,172
Michigan Tech	6,939
Lake Superior	2,496





Wayne State University Website



Michigan Resident Undergraduate Headcount



Michigan State	30,453
Central	20,855
Grand Valley	20,082
Wayne State	18,548
Eastern	17,995
Western	17,694
U of M-Ann Arbor	17,174
Oakland	15,961
Ferris	12,407
Saginaw Valley	9,063
U of M-Dearborn	7,154
Northern	6,996
U of M-Flint	6,580
Michigan Tech	4,271
Lake Superior	2,388

Source: HEIDI, Fall 2012 Headcount Wayne State University Website



Changes in Enrollment

12-year % change

	change
Grand Valley	54%
Saginaw Valley	48%
Oakland	44%
Ferris	43%
U of M-Flint	33%
Northern	20%
Central	16%
U of M-Ann Arbor	16%
U of M-Dearborn	16%
Michigan State	13%
Wayne State	7%
Michigan Tech	4%
Eastern	-1%
Western	-5%
Lake Superior	-13%

Source: HEIDI





Geographic Origin



Geographic Origin Fall Semester 2012

Michigan Residents	23,118
Other States	1,168
Other Countries	368

Total 24,654

Top 6 Counties

Kent	Wayne
IXCIII	vva y 11C

Ottawa Muskegon

Oakland Macomb





First-time Student Annual Tuition

First-time Student Annual Tuition

Michigan Tech	\$13,353
U of M-Ann Arbor	\$12,994
Michigan State	\$12,675
Central	\$10,950
Ferris	\$10,710
U of M-Dearborn	\$10,482
Western	\$10,282
Oakland	\$10,230
Wayne State	\$10,190
Grand Valley	\$10,078
Lake Superior	\$9,765
U of M-Flint	\$9,514
Eastern	\$9,326
Northern	\$8,946
Saginaw Valley	\$8,120

10-year Tuition Change

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Central	130.7%
Wayne State	115.8%
Oakland	112.5%
Western	108.8%
Michigan Tech	106.9%
Michigan State	106.3%
Lake Superior	105.2%
U of M-Flint	100.2%
Grand Valley	99.3%
U of M-Dearborn	96.6%
Ferris	94.7%
Northern	87.2%
Eastern	85.5%
Saginaw Valley	85.3%
U of M-Ann Arbor	73.6%

Source: HEIDI



Financial Aid Available to GVSU Students



Institutional Financial Aid Commitment

	Amount	Increase
2008-09	\$22,914,205	3.17%
2009-10	\$24,545,728	8.44%
2010-11	\$26,096,965	6.31%
2011-12	\$31,139,318	19.32%
2012-13	\$33,688,333	8.18%

Source: HEIDI and GVSU Financial Aid Office



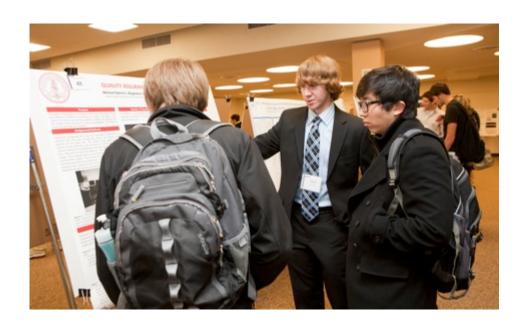
Merit Scholarships Loans	\$24,550,206 \$184,709,255
Work Study	\$1,568,954
TOTAL	\$255,989,529

Source: HEIDI and GVSU Financial Aid Office





Net Cost of Tuition for Typical GVSU Student



Tuition (2012-2013) \$10,078

Average Gift Aid \$3,830

Average Net Cost \$6,248

Source: Financial Aid Office Estimate



Student Loan Default Rate

University of Michigan - Ann Arbor	1.8
Grand Valley State University	2.7
Michigan Technological University	3.1
Central Michigan University	3.4
Michigan State University	3.5
Oakland University	3.8
Western Michigan University	4.3
State Average	4.6
University of Michigan - Dearborn	4.6
Lake Superior State University	5.2
Ferris State University	5.4
Saginaw Valley State University	5.4
Northern Michigan University	6.1
University of Michigan - Flint	6.4
Eastern Michigan University	7.2
Wayne State University	7.8

Source: U.S. Dept. of Education; 2-year default rate, 2010 borrowers



Grand Valley: Low Default Rate

Grand Valley students are able to pay back student loans because they earn diplomas and begin their careers.



The Grand Finish

Grand Valley students are encouraged to graduate in four years

Of the 2012 graduates who graduated in four years nearly 40 percent had no debt.

Nearly 900 students received the \$1,000 Grand Finish grant in 2012. It rewards students for staying on a four-year path to graduation.





Diversity

Grand Valley supports the richness diversity brings to education and our future





Students of Color

	Percent	Total
Wayne State University	35.1%	10,789
University of Michigan-Ann Arbor	22.5%	9,591
Michigan State University	16.5%	7,871
Eastern Michigan University	26.9%	6,306
Central Michigan University	16.7%	4,717
Western Michigan University	17.9%	4,487
Oakland University	16.6%	3,214
Grand Valley State University	13.0%	3,202
University of Michigan-Dearborn	28.6%	2,477
Ferris State University	13.2%	1,918
University of Michigan-Flint	20.7%	1,712
Saginaw Valley State University	13.9%	1,497
Northern Michigan University	7.4%	693
Michigan Technological University	6.0%	423
Lake Superior State University	11.4%	321



Source: IPEDS



International Education



370: A record number of international students enrolled at Grand Valley for the 2012-2013 academic year. They represent 82 different countries.

Source: Padnos International Center



Faculty-Led Program

The Frederik Meijer Honors College program in Ghana continues to impact the lives of the Grand Valley students who complete service-learning projects in that country, and the former child slaves in Ghana, who are living and learning in the orphanages and schools run by Challenging Heights, a non-governmental organization that hosts Grand Valley students.



Grand Valley and the State of Michigan

University plays an increasingly important role in producing industry leaders





Appropriation per Student Lowest in Michigan, Nearly Last in U.S.

	2008-09	2009-10	2010-11	2011-12	2012-13
Wayne State	8,683	8,927	8,850	7,225	7,396
U of M-Ann Arbor	8,100	7,918	7,654	6,399	6,492
Michigan Tech	8,242	7,882	7,278	6,125	6,468
Michigan State	6,821	6,742	6,436	5,461	5,564
Lake Superior	5,596	5,571	5,316	4,707	5,028
Northern	5,462	5,510	5,363	4,468	4,747
State Average	5,786	5,747	5,523	4,597	4,694
Western	5,081	5,127	4,927	4,269	4,342
Ferris	4,529	4,390	4,168	3,505	3,664
Eastern	4,255	4,346	4,323	3,521	3,551
U of M-Dearborn	4,107	4,046	3,924	3,223	3,372
Central	3,875	3,899	3,722	3,112	3,168
U of M-Flint	4,105	3,907	3,542	2,788	2,917
Saginaw Valley	3,639	3,563	3,366	2,665	2,841
Oakland	3,585	3,512	3,368	2,719	2,773
Grand Valley	3,088	3,043	2,867	2,365	2,474

Source: HEIDI



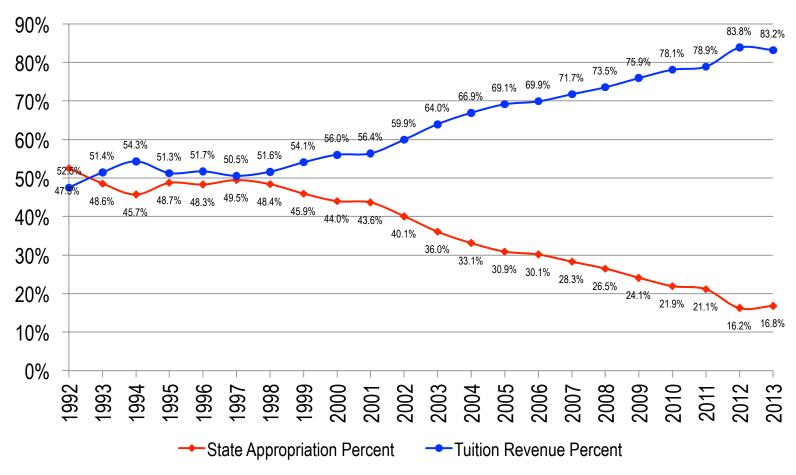
Change in Enrollment and Degrees Granted

	Enrollment Increase	Share of Statewide Increase	Increase in Degrees Granted	Share of Statewide Increase
Grand Valley	4,900	24.0%	2,364	23.7%
U of M-Ann Arbor	4,422	21.6%	2,049	20.5%
Ferris	3,630	17.8%	1,198	12.0%
Oakland	3,504	17.2%	746	7.5%
Michigan State	2,931	14.3%	1,484	14.9%
U of M-Flint	1,865	9.1%	268	2.7%
Saginaw Valley	1,854	9.1%	415	4.2%
Northern	1,118	5.5%	280	2.8%
Central	1,028	5.0%	245	2.5%
U of M-Dearborn	574	2.8%	209	2.1%
Michigan Tech	440	2.2%	63	0.6%
Wayne State	-275	-1.3%	183	1.8%
Lake Superior	-405	-2.0%	-70	-0.7%
Eastern	-1,192	-5.8%	312	3.1%
Western	-3,966	-19.4%	244	2.4%
State Total	20,428	100.0%	9,990	100.0%

Sources: Enrollment – HEIDI, fall 2001 to fall 2011; Degrees – IPEDS, 2000-01 to 2010-11



Ratio of State Aid vs. Tuition at Grand Valley



Source: HEIDI --1977-2012 Actual, excludes One Time State Appropriations.



Efficiency Measures

Grand Valley's efficient and sustainable operations recognized





Average Number of Students per Faculty

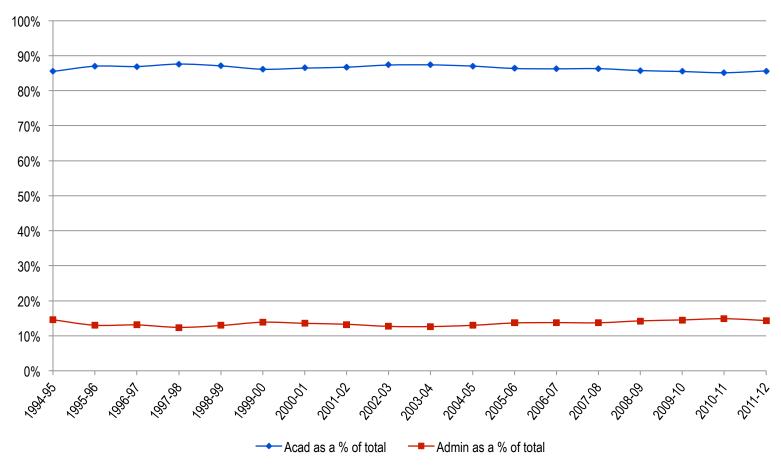


Wayne State	11
U of M-Ann Arbor	12
Michigan Tech	12
Michigan State	12
Western	13
U of M-Dearborn	15
Lake Superior	15
Eastern	15
Ferris	16
Central	16
U of M-Flint	16
Grand Valley	18
Saginaw Valley	19
Oakland	20
Northern	20

Fall 2010 Source: HEIDI



Academic vs. Administrative Expenses per FYES



Source: 1994-2012 HEIDI



Instructional Space

Square feet per student

	2007-08	2008-09	2009-10	2010-11
Lake Superior	341	341	356	341
U of M-Ann Arbor	342	352	347	337
Michigan State	320	314	316	317
Michigan Tech	319	310	308	307
Wayne State	271	278	276	279
Western	241	238	261	259
State Average	240	241	240	237
Northern	236	246	239	233
U of M-Dearborn	217	221	213	211
U of M-Flint	242	227	213	196
Eastern	173	177	169	175
Saginaw Valley	168	163	154	161
Central	163	160	164	159
Ferris	153	149	148	151
Grand Valley	115	126	123	122
Oakland	106	104	99	100

Source: HEIDI



Environmental Sustainability



Grand Valley consistently recognized for its commitment to sustainability

Grand Valley ranked 16th for sustainable practices in an international survey called the GreenMetric World University Ranking. The system was developed by faculty members from Universitas Indonesia and allows universities to compare their sustainability efforts.

T. Arnold Boezaart, director of the Michigan Alternative and Renewable Energy Center, was named one of 17 "green leaders in Michigan" by the *Detroit Free Press*.

Grand Valley was named one of the country's most environmentally responsible colleges by The Princeton Review for the third year in a row.

Grand Valley was named one of the country's greenest universities by Sierra Club, the largest national grassroots environmental organization in the U.S. The university is the highest-ranking Michigan institution on the list.

Grand Valley provides hands-on opportunities for students

A second hoop house was installed at the Sustainable Agriculture Project to provide more space for students to learn about sustainable agriculture. The structure, which allows the growing season to extend into the academic year, is 24 feet longer than the first hoop house built in 2011.

A honey bee apiary was installed at the Meijer Campus in Holland. The hives provide information on the effects on pollination seasons and climate change. The apiary is the only Michigan connection to the national NASA project, HoneyBeeNet, which draws data from hives to help scientists better understand climate change.

Grand Valley's Transformational Research and Analysis Team renewed their agreement with the City of Grand Rapids to continue to research, analyze and create long-lasting sustainable solutions for the city. The TRAT model has expanded to other West Michigan communities and townships.



Bus Partnership



GVSU Investment: \$2,512,516

GVSU Return On Investment: 2,866,316 Rides

20,158,986 Vehicle Miles Avoided

\$11,087,442 Vehicle Operating Costs Avoided

Note: Calculations based on average trip distance and 2012 IRS Standard Mileage Rates



Private-Public Partnership

Grand Valley utilizes gifts and grants to shape the region





Private Giving to Grand Valley

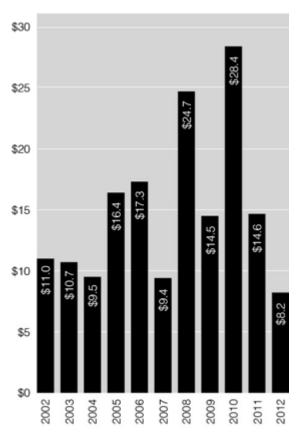
Overall Private Giving for Fiscal Year 2012

This year the Grand Valley University Foundation made a successful transition from last year's conclusion of *Shaping Our Future*, the multi-year comprehensive campaign in which we nearly doubled our goal and raised more than \$97 million. This year the university increased overall donors to the university to a record 13,326. This was the third consecutive year of record donor support for the university. Gifts and pledges received by the university and its foundation totaled \$8.2 million this fiscal year.





Overall Private Giving



Dollars in millions

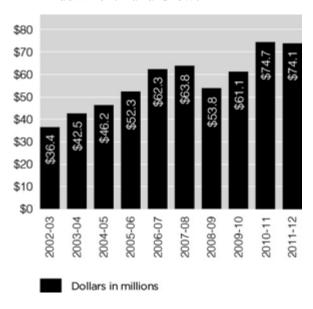
Source: University Development (FRR), which includes outright gifts, pledges, bequests, and gifts in kind to WGVU and to Grand Valley State University.

Giving Highlights

Endowment Performance

The university endowment fund stayed high at \$74.1 million, close to last year's historical peak.

Endowment Fund Growth



Other Giving Highlights

- Faculty and staff giving reached another all-time high of 55.2 percent, raising more than \$537,000 for Grand Valley. This level of giving is the most generous of any university in Michigan.
- Twenty new private scholarships were established this fiscal year, continuing a growth trend that has created more than 300 scholarships to support Grand Valley students.
- The number of alumni donors increased 4.3 percent this year.
- Membership in the Gillett Society, which recognizes planned gifts to the university, continues to grow. The total number of Gillett Society members is 287 and grows steadily each year.

For the full audited financial statement for Grand Valley State University, go to www.gvsu.edu/busfin under "Financial Reports." Additional information about the Grand Valley University Foundation is available at www.gvuf.org/.



Sponsored Projects and Research Inject Nearly \$23 Million into Michigan Economy

- The National Science Foundation awarded a \$248,000 multi-year grant to the College of Liberal Arts and Sciences for research on "Elucidating Regulatory Mechanisms for Bridging the Contractile Ring with the Cellular Membrane in Fission Yeast Cytokinesis."
- The National Endowment for the Humanities awarded a \$30,000 grant to the Hauenstein Center for Presidential Studies to support a national simulcast public program on Senator Arthur H. Vandenberg.
- The National Institutes of Health awarded \$316,073 to the Kirkhof College of Nursing to support research on aging and Alzheimer's.
- The U.S. Department of Education awarded the Center for Scholarly and Creative Excellence \$252,608 for the TRiO McNair Scholars program.
- The U.S. Department of Health and Human Services, Health Resources and Services Administration awarded \$347,652 the Advanced Education Nursing Traineeship program.
- The National Science Foundation awarded \$248,000 to the College of Liberal Arts and Sciences for undergraduate research focused on the molecular details of cellular division.
- The W.K. Kellogg Foundation awarded \$500,000 to the College of Community and Public Service for a new electronic platform containing information about the Michigan story of Philanthropy. This project also received awards from The Guido A. and Elizabeth H. Binda Foundation in the amount of \$25,000 and from the McGregor Fund in the amount of \$5,000.

- The Michigan Initiative for Innovation and Entrepreneurship awarded \$36,500 in support of the prototype development and commercializing a novel class of antibiotics.
- The National Aeronautics and Space Administration awarded \$48,497 for GVSU participation in the Michigan Space Grant Consortium
- The Michigan Department of Education awarded \$1,400,000 grant in support of the Statewide Autism Resources and Training (START) project.
- The U. S. Environmental Protection Agency awarded \$250,000 in Great Lake Restoration Initiative funding to the Annis Water Resources Institute's effort to support general education experiences on the Great Lakes.
- Match-E-Be-Nash-She-Wish Band of Pottawatomi Indians, the Gun Lake Tribe, awarded \$50,000 to the Annis Water Resources Institute to study the lake sturgeon population in the Kalamazoo River.
- The U. S. Small Business Administration awarded \$3,310,767 to the Michigan Small Business and Technology Development Center for small business counseling, training, mentoring, and market research.
- The U. S. Small Business Administration, through the MEDC, awarded \$350,000 to the Van Angel Global Trade Center to increase the number of small businesses exporting and to increase the value of exports.



Economic Development

Grand Valley is a powerful economic engine, creating jobs and vitality





Grand Valley Construction in 2012



2012 Projects

Kent County:\$34,152,388Ottawa County:\$19,900,861Muskegon County:\$367,221Total:\$54,420,470

Source: Facilities Planning



Total construction jobs created: 1,191

Economic Impact of Grand Valley Alumni

Lakers are Leaders

Grand Valley alumni are decision makers and leaders. Although they live throughout the U.S. and the world, their impact is greatest in Kent, Ottawa and Muskegon counties, where nearly half of all graduates live or work.



Top Employers of Grand Valley Alumni:

Amway Corporation

Auto-Owners Insurance

BDO Seidman

Fifth Third Bank

GE Aviation

Gentex Corporation

Gordon Food Service

Haworth

Herman Miller

Meijer

Perrigo Company

Spectrum Health

State of Michigan

Steelcase, Inc.

Wolverine World Wide



Investing in the Environment

Grand Valley's Annis Water Resources Institute is an economic driver

AWRI employs more than 70 people and accounts for more than \$3 million annually in new spending.

AWRI is researching water quality and biodiversity in a number of studies to help preserve the sport fishing industry in the Great Lakes, a roughly \$5 billion a year industry.

Researchers at AWRI are working to find solutions to invasive species, which are estimated to cost industry more than \$100 million a year.

With community support, AWRI and Grand Valley are building a new Field Research Station in Muskegon, a \$3.4 million dollar investment.







AWRI is committed to investment in research and education

More than \$350,000 in federal, state, and local grants have been awarded to researchers at AWRI to study in 2012 alone to support study of fresh water preservation, invasive plants, culturally significant fish, and much more.

More than 3,300 students and teachers from area schools invest in education by taking a hands-on research trip on one of AWRI's two research vessels, the D.J. Angus and the W.G. Jackson.

Live water quality data from an AWRI research buoy in Muskegon Lake helps local tourism and fishery experts generate business throughout the year.

Income Tax Remittances by GVSU Employees



Year	Grand Rapids	Muskegon	Walker	Michigan
2007	\$488,948	\$13,006	\$48,071	\$4,623,799
2008	\$584,651	\$12,544	\$48,697	\$5,339,732
2009	\$631,297	\$13,256	\$52,020	\$5,712,956
2010	\$743,468	\$15,184	\$56,654	\$6,026,448
2011	\$824,378	\$17,009	\$60,185	\$6,250,887

Source: GVSU Payroll Office



Economic Impact in Region



\$732.3 million

Economic impact of GVSU's 27,900 students, faculty, and staff in Kent, Ottawa, and Muskegon counties in fiscal year 2010-2011

Nearly 40,000

Alumni in Kent, Ottawa, and Muskegon counties

10,836

Total estimated regional employment attributed to GVSU

Source: GVSU- using model provided by W.E. Upjohn Institute for Employment Research

