

# Grand Valley State University

## Five-Year Master Plan

FY 2026 – 2030

### 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 artificial intelligence, human-centered design, cybersecurity, and other topics. In health, we are in the middle of a cycle to grow our nursing and professional health programs. The sustainability domain embraces the idea of a “green-blue economy”, which includes renewable energy (“green”) and water resources (“blue”), as well as climate science, and we are adding new courses and programs in these areas. In addition, GVSU is currently expanding digital literacy competencies throughout the university’s educational programs.

All 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 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 144,523 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 2024 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	482	39	5496.5	12	1	1681
	Advertising & Public Relations	326	18	3980	25	94	777
	Allied Health Sciences	465	59	4367	708	50	1895
	Anthropology	71	11	961	4	8	95
	Applied Food & Nutrition	92	9	845	294	66	175
	Art Education	68	2	905	3	3	47
	Art History	9		119		3	6
	Behavioral Neuroscience	192	20	2378	29	16	458
	Biochemistry	113	11	1483	33	8	143
	Biology	351	30	4644	31	15	583
	Biomedical Engineering	67	9	891	3		89
	Biomedical Sciences	649	46	8097.5	137	80	1190
	Business Economics	217	8	2500	7		623
	Business General	1024	38	11886	28	16	2976
	Cardiovascular Sonography	93	2	760	354		204
	Cell & Molecular Biology	38	9	530.5	12	3	60
	Chemistry	55	4	686	12	9	69
	Classics	16	2	214	3	3	22
	Communication Sci & Disorders	156	10	991	852	10	437
	Communication Studies	169	25	2168	3	64	347
	Communications	1		9			6
	Comp Sci & Arts for Teaching	27	6	365			36
	Computer Engineering	97	26	1328	16	1	129
	Computer Science	527	44	6786.5	19	23	748
	Criminal Justice	484	33	5233	52	8	1863
	Cybersecurity	166	11	2127	6	12	242
	Dance	42	3	536	18	15	87
	Data Science and Analytics	7		80			15
	Degree Seeking Undergraduate	107	24	1081	317	6	164
	Diagnostic Medical Sonography	361	20	3813	556	63	804
Earth Science	4	1	49		2	6	
Economics	27	3	346	3	3	68	
Education	722	35	9506.5	17	99	970	
Education Birth-Kindergarten	38	8	450	24	51	64	
Educational Studies	651	19	8937	6		644	

	Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study/ Fieldwork/ Internship/ Practicum	Online
Electrical Engineering	134	37	1839	.	1	224
English	169	19	2337	3	15	171
English Secondary Education	31	2	427	3	.	19
Entrepreneurship	8	2	105	3	.	21
Environ and Sustain Studies	200	14	2337	4	36	586
Exercise Science	724	64	8764	180	289	1546
Exploratory Study	346	6	4463.5	12	.	421
Film and Video	257	17	3420	21	20	297
Finance	817	34	9365	25	24	2682
Fisheries and Aquatic Sciences	21	2	283	.	.	24
French	4	1	63	.	2	.
General Management	198	17	2123	12	9	815
Geography	28	2	355	4	.	57
Geology	48	6	661	1	2	75
Geology-Chemistry	6	1	82	.	.	13
German	9	2	131	.	.	13
German PK-12 Education	2	.	29	.	.	.
Global Studies & Social Impact	13	2	154	.	1	30
Group Social Studies	171	7	2184	6	36	298
Grp SS Soc	1	.	14	.	.	.
Health & Physical Education	88	6	1114	3	4	156
Health Communication	23	3	281	9	9	56
Health Information Management	28	5	90	6	.	311
History	96	15	1285	3	29	121
Hospitality Tourism Management	106	17	1025	1	.	604
Human Resources Management	141	8	1561	7	6	477
Information Systems	76	11	894.5	.	.	276
Information Technology	83	13	1122	6	7	99
Integrated Science Elementary	7	1	103	.	.	3
Integrated Science Secondary	14	1	197	.	2	14
Integrative Studies	122	178	528	48	130	2116
Interdisciplinary Engineering	32	9	469	.	.	33
International Business	5	2	81	.	.	6
International Relations	62	3	761	9	18	125
Jrnls, Brcdcast & Digtl Media	75	1	988	3	6	71
Leadership & Business Fund	5	9	.	3	3	113
Legal Studies	142	19	1686	.	25	455
Liberal Studies	1	1	9	.	.	12
Management	83	6	872	.	6	369
Marketing	901	43	10021	41	40	3168

	Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study/ Fieldwork/ Internship/ Practicum	Online
Mathematics	121	13	1529.5	8	30	220
Mathematics Secondary Ed	16	.	208	1	.	18
Mechanical Engineering	354	89	4941	1	4	411
Medical Laboratory Science	69	9	509	326	.	196
Microbiology	18	3	237	6	1	26
Multimedia Journalism	37	4	483	.	8	71
Music	117	4	1602	3	13	134
Music Education	10	1	154	.	.	.
Natural Resources & Envmt Mgmt	38	4	517	1	1	58
Natural Resources Mgmt	61	11	861	1	4	78
Non Degree Undergraduate	31	117	518.5	270	.	75
Nursing	1376	145	10746	3925	2754	2516
Occupational Safety/Health Mgt	45	.	523	.	3	88
Operations Management	27	3	352	.	.	57
Ped Cont Know 3rd-6th	48	3	660	.	.	48
Ped Cont Know PreK-3rd	185	6	2524	3	.	160
Ped Cont Know PreK-6th	511	12	7090	3	.	465
Philosophy	22	6	352	.	5	17
Photography	40	2	517	4	27	29
Physics	19	5	288	1	.	6
Political Science	147	9	1856	3	27	269
Pre-Grad Health Professions	327	10	4288	53	19	408
Pre-professional Preparation	809	44	10178.5	167	80	1361
Product Dsgn & Mfg Engineering	55	20	771	.	3	105
Professional Innovation	8	16	.	.	12	204
Psychology	1019	73	12126	110	120	2715
Public and Nonprofit Admin	54	12	644	1	12	196
Radiation Therapy	90	7	718	463	51	88
Recreational Therapy	70	10	389	417	18	199
Respiratory Care	3	16	58	15	.	40
Russian Studies	.	1	.	.	.	6
Science Secondary Education	6	1	77	.	.	12
Social Work	413	38	4611	13	433	1026
Sociology	48	7	528	14	2	171
Spanish	34	6	456	17	16	56
Spanish PK-12 Education	1	.	14	.	.	.
Special Education	123	5	1712	3	.	91
Sport Management	279	19	3163	11	204	729
Statistics	96	12	1300	4	6	190
Studio Art	252	44	3498	21	49	264

		Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study/ Fieldwork/ Internship/ Practicum	Online
	Supply Chain Management	259	20	3072	9	6	748
	Technology Project Management	1	2	6	.	.	23
	Theatre	34	5	473	.	15	26
	Web Design & Development	2	2	14	.	.	28
	Wildlife Biology	136	12	1831	3	.	208
	Women, Gender & Sexuality Stdy	18	1	213	.	.	49
	Writing	106	20	1419	9	27	181
Graduate	Accounting	36	22	369	.	.	114
	Applied Computer Science	98	45	13	846	19	198
	Applied Linguistics	.	1	.	.	1	.
	Applied Statistics	13	4	103	25	13	6
	Athletic Training	18	.	.	191	29	3
	Biology	24	16	199	.	85	3
	Biomedical Sciences	15	9	172	3	14	9
	Biostatistics	12	4	94	23	4	21
	Business General	18	96	825	3	29	9
	Cell & Molecular Biology	13	9	97	41	13	6
	Clinical Dietetics	35	.	.	137	135	102
	Communications	24	11	250	.	28	9
	Computer Information Systems	.	1	.	3	.	.
	Criminal Justice	13	1	81	.	.	39
	Cybersecurity	39	13	15	381	4	18
	Data Science and Analytics	60	30	230	272	53	124
	Educational Leadership	7	189	249	84	268	282
	Educational Technology	1	16	.	3	12	63
	Engineering	25	30	282	3	43	18
	English	.	3	.	.	5	.
	General Education	.	4	.	3	9	.
	Health Administration	14	13	138	21	6	30
	Health and Bioinformatics	45	21	114	206	61	87
	Higher Education	40	31	394	.	80	16
	Instruction & Curriculum	22	155	153	108	127	693
	Leadership	1	23	72	.	.	33
	Learning, Design, & Technology	.	3	.	.	.	15
	Literacy Studies	1	79	21	.	19	267
	Medical Dosimetry	34	2	.	13	136	300
	Non Degree Graduate	5	61	173	19	.	73
	Nursing	51	44	.	.	9	676
	Occupational Therapy	106	27	4	1404	159	157
	Philan & Nonprofit Leadership	3	9	42	.	2	24

	Full-time	Part-time	Allendale / Grand Rapids	Other Sites	Independent Study/ Fieldwork/ Internship/ Practicum	Online
Physical Therapy	177	3	674	1037	834	.
Physician Assistant Studies	143	1	0	1495	612	144
Public Administration	16	31	222	2	12	52
Public Health	47	7	.	417	54	6
Recreational Therapy	4	.	.	24	.	12
School Counseling	4	104	150	.	.	420
School Psychology	29	12	126	.	45	239
Social Innovation	.	23	48	.	6	49
Social Work	177	121	1500	148	375	705
Special Education	3	169	3	.	3	720
Speech-Language Pathology	102	2	.	913	600	.
Taxation	1	1	12	.	3	3
Water Resource Policy	5	5	61	.	1	9

**b. Evaluate enrollment patters over the last five years –**

In the last 5 years, overall enrollment has declined, from 24,033 to 22,011. Compared to fall 2019, undergraduate enrollment declined by 10%, while graduate headcount increased by 3%. Seventeen percent of fall 2024 credit hours are being delivered in fully online course sections.

**c. Project enrollment patterns over the next five years–**

We project continued recovery in undergraduate enrollment during 2026-2030, with 21,000 to 24,000 students attending classes at the Allendale and Grand Rapids campuses. We project moderate growth in graduate enrollments, as we expand programs strategically to meet both employer and student demand. Online and geographically targeted instruction will continue to expand as appropriate for learners’ needs and curricular demand.

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

**Fall 2024 Staffing Ratios by College**

	FTE Faculty per FTE Student	FTE Other Staff per FTE Student
Brooks College of Interdisciplinary Studies	0.06	0.01
College of Computing	0.07	0.02
College of Education and Community Innovation	0.05	0.02
College of Health Professions	0.07	0.02
College of Liberal Arts and Sciences	0.06	0.01
Kirkhof College of Nursing	0.10	0.07
Padnos College of Engineering	0.12	0.04
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 23 students. This is not projected to change in the next five years.

**IV. Facility Assessment**

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

Building Count	Building Name	Type	Type	Type	Type	Year Completed
1	Lake Michigan Hall	Classroom 90%			Office 10%	1963; Addition - 1996
2	Lake Superior Hall	Classroom 90%			Office 10%	1963
3	Seidman House	Library 100%				1964; Addition - 2001
4	Lake Huron Hall	Classroom 50%			Office 50%	1964; Addition - 2020
5	Copeland Living Center	Dormitory 100%				1966; Addition - 2001
6	Central Utilities Building	Service 100%				1966
7	The Commons	Dining Hall 90%			Office 10%	1967; Addition - 1995
8	Robinson Living Center	Dormitory 100%				1967; Addition - 2000
9	Mackinac Hall	Classroom 50%			Office 50%	1967; Additions - 1998, 2002, 2008
10	Manitou Hall	Classroom 50%			Office 50%	1968

11	Fieldhouse & Rec Center	Gymnasium 50%			Office 50%	1968; Additions - 1982, 1995, 2002,2016, 2017, 2023
12	James H. Zumberge Hall	Administrative 100%				1969; Addition - 2014
13	Performing Arts Center	Classroom 80%	Auditorium 10%		Office 10%	1971; Additions - 1976, 1997, 1998, 2001, 2016,2017
14	Kistler Living Center	Dormitory 100%				1971; Additions - 2001
15	Boat House	Warehouse 100%				1972
16	Kirkhof Center	Dining Hall 20%	Service 65%		Office 15%	1973; Additions - 2002, 2008
17	Service Building	Service 50%			Office 50%	1973; Additions - 1985, 1986, 2001, 2017, 2018
18	Grounds Shed near SER	Service 100%				2012
19	Ravine Center	Dormitory 100%				1973
20	TV Transmitter Building	Service 100%				1973; Additions - 2003
21	Au Sable Hall	Classroom 90%			Office 10%	1976; Additions - 1990, 1993, 2014
22	Calder Art Center	Classroom 90%			Office 10%	1997; Additions - 1977, 1990, 1996, 2004
23	Football Center	Gymnasium 100%				1979; Additions - 1998, 2019, 2024

24	Football Pressbox	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
75	Garage - Luce Ave.	Service 100%				2008
76	Glenn A. Niemeyer Learning and Living Center - East Housing	Dormitory 100%				2008

77	Glenn A. Niemeyer Learning and Living Center - West Housing	Dormitory 100%				2008
78	Glenn A. Niemeyer Learning and Living Center - Honors College	Classroom 90%			Office 10%	2008
79	Kelly Family Sports Center	Gymnasium 100%				2008
80	Fillmore Storage Building	Warehouse 100%				2009
81	Grounds Storage Garage near GVA and South Apartments	Warehouse 100%				2010
82	South Apartments C	Dormitory 100%				2010
83	South Apartments D	Dormitory 100%				2010
84	South Apartments E	Dormitory 100%				2010
85	South Campus Storage Building	Warehouse 100%				2010
86	The Blue Connection	Dining Hall 90%	Classroom 10%			2010
87	South Concessions - Lubbers Stadium	Service 100%				2011
88	GVSU Student Rec. Fields - Building A - Track Scoring Facility	Service 100%				2011
89	GVSU Student Rec. Fields - Building B - Support Facility	Service 100%				2011
90	GVSU Student Rec. Fields - Building C - Support Facility	Service 100%				2011

91	GVSU Student Rec. Fields - Building D - Rugby Support Facility	Service 100%				2011
92	Mary Idema Pew Library	Library 100%				2013
93	The Lubbers Stadium Ticket Booth - North Entrance	Service 100%				2014
94	The Marketplace	Service 90%			Office 10%	2015
95	P. Douglas Kindschi Hall of Science	Classroom 20%	Laboratory 50%		Office 30%	2015
96	Holton-Hooker Learning and Living Center	Classroom 11%	Dormitory 85%		Office 4%	2016
97	Tennis Court Storage Building	Service 100%				2018
98	8 - Tailgate Sheds	Service 100%				
99	TV-35/52 Control Building/ Kalamazoo	Service 100%				1985
100	WGVU - FM Coopersville	Service 100%				
101	Meijer Campus (Holland)	Classroom 90%			Office 10%	1998
102	Lake Michigan Center	Classroom 10%	Laboratory 10%		Office 80%	2001
103	GVSU Transmitter Building/ Kalamazoo	Service 100%				2003
104	Muskegon Innovation Hub	Service 90%			Office 10%	2004; Addition - 2013
105	AWRI Boat Storage Building (Muskegon)	Warehouse 100%				2008
106	Detroit Center (Detroit)	Classroom 90%			Office 10%	2012

107	Robert B. Annis Field Station (Muskegon)	Laboratory 90%	Classroom 5%		Office 5%	2013
108	Michillinda Road Antenna Tower, Fruitland Township	Service 100%				2016
109	Standale Plaza	Service 100%				2017
110	55 Ionia - Unit 11 - Presidents Residence	Administration 100%				2022
111	Eberhard Center	Classroom 90%				1988
112	The Depot	Office 100%				1994
113	Richard M. DeVos Center	Classroom 75%	Auditorium 1%	Library 9%	Office 15%	2000; Addition - 2008
114	Secchia Hall	Dormitory 100%				2000
115	Keller Engineering Lab	Engineering 90%			Office 10%	2000
116	Steelcase Building	Service 75%			Office 25%	2002
117	Winter Hall	Dormitory 100%				2003
118	Seward Parking Lot Ramp	Garage 100%				2004
119	Kennedy Hall of Engineering	Engineering 80%			Office 20%	2007
120	609 Watson	Warehouse 50%			Office 50%	2008
121	L. William Seidman Center	Classroom 50%	Classroom 50%		Office 45%	2013
122	Bicycle Factory Condominium	Office 78%	Dormitory 22%			2010; 2024 Purchased Remainder
123	Innovation Design Center	Classroom 50%			Office 50%	2017
124	620 Watson	Science 60%	Office 20%	Warehouse 20%		2024
125	520 Watson	Warehouse 100%				2024

126	Cook-DeVos Center for Health Sciences	Science 70%		Library 2%	Office 28%	2003
127	Raleigh J. Finkelstein Hall	Laboratory 51%	Classroom 16%		Office 33%	2018
128	Daniel and Pamela DeVos Center for Interprofessional Health	Laboratory 50%	Classroom 20%	Office 20%	Library 10%	2021
129	335 Michigan Shared Parking Ramp	Garage 100%				2021
130	Belknap Residential Properties	Service 100%				2013
131	549 North Street - Belknap	Service 100%				2023

**b. Building and/or classroom utilization rates –**

Fall 2024 utilization of space on its main campuses is described as follows. General-purpose classrooms were used at 59% of capacity during peak hours, 25% during off-peak, 27% during evening hours, and 2% during weekends. Laboratory utilization was 44% during peak hours, 18% during off-peak, 16% 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	2024 - 2025 Building Values	2024 - 2025 Contents	2024 - 2025 Fine Arts	2024 - 2025 Library	2024 - 2025 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	\$81,658,623	\$3,300,414	\$36,965	\$0	\$84,996,002
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 Olsen Kistler Living Center	\$9,855,174	\$35,709	\$2,000	\$0	\$9,892,883
15	Boat House	\$301,674	\$39,779	\$0	\$0	\$341,453
16	Kirkhof Center	\$35,641,727	\$1,729,284	\$156,307	\$0	\$37,527,318
17; 18	Service Building & Shed	\$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; 58; 59; 67; 87; 93	Jamie Hosford Football Center	\$12,532,992	\$5,709,102	\$0	\$0	\$18,242,094
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
34; 35; 36; 37; 73	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; 81	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

75	Garage - Luce Ave.	\$163,446	\$25,399	\$0	\$0	\$188,845
76; 77; 78	Glenn A. Niemeyer Honors Hall and Living Centers East & West	\$30,162,352	\$3,533,570	\$144,193	\$0	\$33,840,115
79	Kelly Family Sports Center	\$13,996,206	\$1,639,679	\$871	\$0	\$15,636,756
80	Fillmore Storage Building	\$95,027	\$825,437	\$0	\$0	\$920,464
82; 83; 84	South Living Center C, D & E	\$42,600,508	\$4,711,524	\$90,000	\$0	\$47,402,032
86	Blue Connection	\$6,022,125	\$599,431	\$11,600	\$0	\$6,633,156
71; 88; 89; 90; 91; 92; 97	Multi-Purpose Outdoor Rec Facilities	\$1,903,581	\$13,503	\$0	\$0	\$1,917,084
92	Mary Idema Pew Library	\$64,039,216	\$468,626	\$884,000	\$26,600,000	\$91,991,842
94	The Marketplace	\$10,452,603	\$4,452,000	\$0	\$0	\$14,904,603
95	P. Douglas Kindschi Hall of Science	\$42,227,220	\$13,122,270	\$110,558	\$0	\$55,460,048
96	Holton-Hooker Learning and Living Center	\$36,481,288	\$2,226,000	\$43,600	\$0	\$38,750,888
97	Tennis Court Storage Building	\$75,000	\$75,000			\$150,000
98	8 - Tailgate Sheds	\$200,000	\$200,000			\$400,000
99; 103	TV-35/52 Control Building/ Kalamazoo	\$1,662,533	\$1,814,792	\$0	\$0	\$3,477,325
100	WGVU - FM Coopersville	\$75,128	\$344,489	\$0	\$0	\$419,617
101	Meijer Campus (Holland)	\$12,754,964	\$708,000	\$62,514	\$0	\$13,525,478
104	Muskegon Innovation Hub	\$5,137,044	\$2,754,293	\$111,137	\$0	\$8,002,474
105	AWRI Boat Storage Building (Muskegon)	\$1,720,184	\$304,275	\$0	\$0	\$2,024,459
106	Detroit Center (Detroit)	\$14,335,447	\$121,264	\$115,000	\$0	\$14,571,711

102; 107	Robert B. Annis Field Station (Muskegon)	\$4,265,200	\$1,335,600	\$252,095	\$0	\$5,852,895
108	Antenna Tower	\$75,128	\$152,161			\$227,289
109	Standale Plaza	\$945,779	\$0	\$0	\$0	\$945,779
110	55 Ionia - Unit 11 - Presidents Residence	\$282,424	\$111,300			\$393,724
111	Eberhard Center	\$44,017,514	\$9,378,774	\$401,743	\$0	\$53,798,031
112	The Depot	\$359,383	\$54,006	\$0	\$0	\$413,389
113	Richard M. DeVos Center	\$66,769,338	\$11,311,626	\$3,155,000	\$9,025,000	\$90,260,964
114	Secchia Hall	\$10,888,388	\$50,148	\$0	\$0	\$10,938,536
115	Keller Engineering Lab	\$7,564,340	\$1,396,965	\$0	\$0	\$8,961,305
116	Steelcase Building	\$2,703,979	\$1,250,100	\$0	\$0	\$3,954,079
117	Winter Hall	\$14,312,077	\$801,500	\$7,655	\$0	\$15,121,232
118	Seward Parking Lot Ramp	\$22,904,809	\$135,015	\$0	\$0	\$23,039,824
119	Kennedy Hall of Engineering	\$15,084,216	\$2,180,424	\$302,687	\$0	\$17,567,327
120	609 Watson	\$1,267,016	\$304,778	\$0	\$0	\$1,571,794
121	L. William Seidman Center	\$35,107,015	\$249,206	\$515,000	\$0	\$35,871,221
122	Bicycle Factory Condominium	\$10,110,920	\$893,690	\$50,772	\$0	\$11,055,382
123	Innovation Design Center	\$8,866,863	\$1,747,410	\$10,283,158	\$0	\$20,897,431
124	620 Watson	\$1,837,500				\$1,837,500
125	520 Watson	\$6,562,500				\$6,562,500
126	Cook-DeVos Center for Health Sciences	\$76,885,912	\$10,620,246	\$445,626	\$240,000	\$88,191,784
127	Raleigh J. Finkelstein Hall	\$28,408,356	\$1,457,394	\$287,657	\$0	\$30,153,407
128	Daniel and Pamella DeVos Center for Interprofessional Health	\$62,806,590	\$5,008,500	\$2,100,000	\$31,500	\$69,946,590
129	335 Michigan Shared Parking Ramp	\$0	\$111,300		\$0	\$111,300

130; 131	Belknap Residential Properties	\$1,152,289				\$1,152,289
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**f. Utility system condition (i.e., heating, ventilation, and air conditioning (HVAC), water and sewage, electrical, etc.) -**

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

The following engineering studies and utility plans currently exist:

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

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

- Padnos Lab Exhaust & Fume Hood Controls Replacement – Phase 2
- Winter Hall Chiller Replacement
- Housing Boiler Replacements
- IDC HVAC Unit 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, capacity and reliability as it relates to university operations.

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

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

The following engineering studies and facility plans currently exist:

- Parking & Roadways - 5 Year Plan – All Campuses
- Pedestrian Bridge Structural Inspections
- Parking Structures – Asset Management Plan

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

- Holland Campus Parking Lot Improvements
- Lot D Parking Lot Enlargement and Improvements

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

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

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

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

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

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

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

We also continue to submit reports to the Association for the Advancement of Sustainability in Higher Education's (AASHE) Sustainability Tracking Assessment and Rating System (STARS). GVSU has held an AASHE STARS gold rating since 2013 and is the highest ranked university in Michigan. The gold status is based on responses that evaluate commitment to environmental improvement, helping to solve climate problems, and making significant efforts to operate sustainably in its academics, engagement, operations, planning, administration, and innovation.

Grand Valley has become a nationally recognized leader in sustainability. Twenty-seven (27) of the university's construction projects have received different levels of LEED® certification, with the highest designation of LEED® platinum for the Mary Idema Pew Library Learning and Information Commons

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

The university owns 1,461 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 69 acres in the City of Grand Rapids. The total includes land for future expansion of the health professions campus. There is also 11 acres of land bordering the cities of Walker and Grand Rapids for parking expansion to serve students traveling between the university’s Allendale and Grand Rapids campuses.

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

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

**V. Implementation Plan**

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

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

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

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

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

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

**Facilities/Capital Plan: 2026-2030**

<b>Proposed Projects</b>	<b>Gross Square Feet</b>	<b>Project Budget</b>
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 estimated cost of deferred maintenance for over the next five years is \$30 million.

- c. Include the status of on-going projects financed with State Building Authority resources and explain how completion coincides with the overall Five-Year Capital Outlay Plan.**

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

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

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

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

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

GVSU will continue to strategically combine our expertise in online and in-person pedagogies to serve diverse learners where they learn best. We expect that to result in a measured increase in online offerings 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 2026 through fiscal year 2030.**

\$1,675,000	Chilled Water Piping Improvements - Tunnel
\$1,800,000	Keller Roof Replacement
\$1,500,000	CUB Boiler Replacement
\$2,100,000	CUB Chiller Replacement
\$2,000,000	Dematic Book Retrieval Software Replacement
\$4,000,000	Athletic Fields Turf 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 \$6.7 million in its general operating budget to address capital maintenance items for academic structures. The university has budgeted \$10.1 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 2024-2025 is \$16.8 million.