Western Michigan University Five-Year Capital Outlay Master Plan Report FY 2028-2032

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WESTERN MICHIGAN UNIVERSITY

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I. Mission Statement

Mission

We are an access-oriented institution that provides an impactful and inclusive education that integrates discovery and fosters holistic growth and well-being "so that all may learn."

Vision

We empower every person to grow, thrive and belong. We contribute to making the world a better place through creativity, research, innovation and compassion.

Strategic Plan

As a premier, comprehensive, doctoral high-research university, Western Michigan University (WMU) is guided by our enduring principle, *"so that all may learn."* This principle defines our mission to provide a high-quality, accessible and transformative education that prepares students to pursue purpose, thrive in meaningful careers and contribute to the public good. WMU's top-tier faculty and dedicated staff form the foundation of a learning environment that promotes academic excellence, discovery and service.

Through holistic educational experiences and hands-on, experience-driven learning opportunities, WMU empowers students to develop the knowledge, skills and mindsets necessary to become leaders in an ever-changing world. The University's commitment to continuous improvement and innovation ensures that our programs remain relevant to Michigan's evolving workforce and societal needs.

WMU recognizes that achieving our mission requires dismantling structural and cultural barriers that impede access to learning. As a responsive institution, we are advancing initiatives that enhance student success, strengthen inclusion and improve affordability. This includes cultivating a student-centered growth mindset that supports 21st-century transferable skills—preparing graduates to make meaningful contributions as globally engaged citizens.

The WMU Strategic Plan 2022–2032 serves as the University's guiding framework for institutional investment and decision-making. Organized around seven priority areas—Academic Excellence; Community Building; Diversity, Equity and Inclusion; Internationalization; Research and Creative Scholarship; Sustainability; and Well-being—the plan reflects the University's long-term commitment to educational quality, innovation and stewardship. It incorporates a 3-4-3-year evaluation structure that ensures accountability and adaptability as milestones are reached and new opportunities emerge.

University leadership is responsible for implementing targeted initiatives that advance these institutional priorities within their respective divisions. Concurrently, colleges and units across campus are developing measurable action plans to refine strategies, define success metrics and align with both University and State of Michigan goals.

Western Michigan University's mission and strategic priorities are further grounded in a set of enduring core values that guide our culture, actions and commitment to the public good. These values reinforce our dedication to academic excellence, equity and stewardship in alignment with the State of Michigan's higher education priorities. The core values include:

- **Community-Engaged** – We collaborate with local, regional and global partners through relationships built on trust, respect, reciprocity, and cultural humility. These partnerships strengthen Michigan's communities and expand the reach and relevance of our teaching, research and service.

- **Learner-Focused** – We hold a shared responsibility for student learning and success. By cultivating an engaging, supportive university experience, we prepare skilled, adaptable and lifelong learners who contribute to the state's diverse and dynamic workforce.

- **Discovery-Driven** – We advance knowledge through inquiry, research and creative activity. By fostering curiosity and critical thinking, we inspire innovation and lifelong learning that fuel Michigan's competitiveness and global leadership.

- **Equity-Centered** – We are committed to transforming institutional systems and removing barriers to ensure that every member of our community is represented, included and empowered. Equity drives our decision-making and is foundational to our mission of access and opportunity for all.

- **Sustainability-Guided** – We integrate environmental, social and financial responsibility into our operations, teaching and research. Through multidisciplinary collaboration, we develop solutions that enhance quality of life and ensure a thriving, sustainable future for Michigan and beyond.

The future of Western Michigan University depends on the collaboration of our entire community and a shared commitment to build upon institutional strengths, seize opportunities for growth and pursue aspirations that serve our students, the State of Michigan and society at large.

II. Instructional Programming

As part of the Five-Year Capital Outlay Plan, each College and University shall provide an overview of current academic programs and major academic initiatives. This "instructional programming" component should:

a. Describe existing academic programs and projected programming changes during the next 5 years, in so far as academic programs are affected by specific structural considerations (i.e., laboratories, classrooms, current and future distance learning initiatives, etc.

Existing Academic Programs
Western Michigan University (WMU) offers a comprehensive range of academic programs that reflect its mission as a learner-focused, discovery-driven and globally engaged public research university. The University's diverse academic portfolio—spanning undergraduate, graduate and professional levels—serves students from across Michigan, the nation and the world while contributing directly to the state's talent pipeline and innovation economy.

WMU's eight degree-granting colleges provide more than 240 undergraduate, graduate and professional programs in fields that directly support Michigan's educational and workforce priorities. Programs span the liberal arts and sciences, business, education, engineering, health and human services, fine arts and aviation—each contributing to the state's civic, economic and technological vitality.

Degree-granting colleges:

- **College of Arts and Sciences** – The largest and most academically diverse college, offering programs that strengthen Michigan's civic, cultural and economic vitality through foundational studies in the humanities, social sciences and natural sciences.
- **Haworth College of Business** – AACSB-accredited and nationally recognized for experiential learning and career readiness, preparing students for leadership in business analytics, supply chain management, finance and entrepreneurship.
- **College of Education and Human Development** – A leader in preparing educators, counselors and wellness professionals who address Michigan's workforce needs in K–12 education, mental health and community development.
- **College of Engineering and Applied Sciences** – Known for strong partnerships with Michigan's manufacturing and technology sectors, the college focuses on applied research and innovation in areas such as sustainable design, advanced materials and autonomous systems.
- **College of Fine Arts** – Offers nationally accredited programs in art, dance, music and theatre, contributing to the state's creative economy and fostering

community engagement through cultural and performing arts initiatives. The Richmond Institute for Design and Innovation provides students with advanced facilities, hands-on experience, and collaborations with industry partners to prepare for professional careers. The institute focuses on real-world problem-solving, integrating design, engineering, and business principles.

- **College of Health and Human Services** – Provides programs in nursing, occupational therapy, social work, public health and other health sciences, preparing graduates to meet critical healthcare workforce demands across Michigan.
- **College of Aviation** – One of the nation's top collegiate aviation programs, located at the W.K. Kellogg Airport in Battle Creek, providing specialized training in flight science, aviation management and aircraft maintenance technology.
- **Merze Tate College** - Provides a range of academic support for undergraduate students in all programs of study and a flexible university studies baccalaureate degree program that supports degree completion for all learners.

Existing Instructional Infrastructure
Instruction at WMU is supported through a diverse mix of general classrooms, discipline-specific laboratories, studios, and distance-learning environments. Recent modernization efforts, such as the renovation of Dunbar Hall, have demonstrated the benefits of flexible, technology-rich learning environments that support multiple pedagogical models, including active learning, hybrid instruction and collaborative group work. Many existing classroom buildings, however, remain constrained by aging layouts, outdated infrastructure and limited technology integration, reducing their capacity to meet evolving academic delivery needs.

Major Academic Initiatives
WMU's academic initiatives are grounded in its 2022–2032 Strategic Plan and are designed to strengthen student success, research capacity and alignment with Michigan's statewide higher education and workforce priorities.

Initiatives include:

- **Student Success and Retention Initiatives** – Implementation of evidence-based advising, first-year experience enhancements and academic support structures that have resulted in record-high first- and second-year retention rates.
- **Experience-Driven Learning Expansion** – Increased emphasis on internships, cooperative education, community-based learning and global engagement opportunities to ensure every graduate gains hands-on experience applicable to the workforce.

- **Interdisciplinary and Applied Research Growth** – Investment in research clusters that integrate disciplines such as sustainability, health sciences and data analytics, supporting Michigan's innovation and economic development goals.
- **Health and Wellness Education** – Expansion of health-related programs and clinical partnerships to meet the growing demand for healthcare professionals across the state, particularly in rural and underserved areas.
- **Equity and Access Framework** – Advancement of the University's efforts to ensure a welcoming and equitable learning environment for all students, faculty and staff.
- **Sustainability and Climate Action** – Integration of sustainability principles into curricula, research and campus operations to support Michigan's environmental and economic resilience.
- **Digital Transformation and Learning Innovation** – Implementation of advanced instructional technologies, online and hybrid program delivery and digital credentialing to expand access and enhance flexibility for learners.

Projected Programming and Structural Considerations (Next 5 Years)
Over the next five years, WMU anticipates continued modernization of its academic and instructional infrastructure to support evolving pedagogical models, enrollment trends, student demand, statewide workforce needs and the University's 2022–2032 Strategic Plan.

Planned changes include:

- **Modernized General Classrooms and Laboratories:** Expansion of technology-rich, flexible instructional spaces modeled after Dunbar Hall, capable of supporting both traditional and HyFlex (in-person/online) teaching.
- **Integration of Student Success and Support Functions:** Development of academic success hubs combining advising, tutoring and career services in proximity to heavily utilized classroom buildings to enhance student retention and completion outcomes.
- **Growth in Health, Behavioral Science and Engineering Programs:** Expanded laboratory and simulation capacity to meet rising enrollment and employer demand in healthcare, behavioral health and applied engineering fields across Michigan.
- **Expansion of Active and Hybrid Learning Classrooms:** Continued conversion of traditional lecture spaces into flexible, technology-enabled environments designed to support HyFlex and collaborative learning formats.
- **Interdisciplinary Collaboration Zones and Applied Research Facilities:**

Creation of shared project and research spaces that foster innovation among students and faculty from multiple colleges and promote collaboration among disciplines such as sustainability, data analytics and advanced manufacturing.

- **Sustainability-Focused Facility Planning & Efficiency Upgrades:** Implementation of sustainable design principles and energy-efficient systems in all new and renovated academic spaces, aligning with institutional commitments to environmental responsibility.
- **Expansion of Digital and Distance Learning Infrastructure:** WMU continues to expand its digital learning ecosystem through strategic investment in instructional technology, high-speed broadband connectivity and the creation of high-quality digital content. These efforts strengthen WMU's online and hybrid course delivery, enabling greater statewide and national access to academic programs. The University's commitment to enhancing its digital infrastructure supports workforce upskilling, flexible degree pathways and lifelong learning opportunities—extending WMU's reach beyond its physical campuses while advancing Michigan's higher education and economic development goals.

These projected changes will strengthen WMU's academic delivery, research productivity and student success while ensuring that its learning environments remain adaptable, technologically advanced and responsive to Michigan's long-term educational and workforce needs.

b. Identify the unique characteristics of each institution's academic mission. For Universities: Major research institution, technical/vocational center, geographic service delivery area(s), community presence activities, etc.

Western Michigan University (WMU) is a premier public, doctoral high-research university recognized for combining the resources of a major research institution with the personalized attention of a learner-focused campus. Founded in 1903, WMU's mission emphasizes the integration of discovery, teaching and service to advance knowledge and improve the quality of life in Michigan and beyond.

Major Research Institution
Classified by the Carnegie Foundation as an "R2: Doctoral University – High Research Activity," WMU advances applied and translational research that addresses real-world challenges in sustainability, health, aviation, engineering and education. Faculty and students generated more than $62.5 million (FY 2025) in total research expenditures, with strengths in natural resources, advanced biomaterials, design, aging, and behavioral health. Research centers such as the Transportation Research Center for Livable Communities, the Center for Advanced Smart Sensors and Structures, and the Evaluation Center support Michigan's mobility, infrastructure and educational innovation priorities.

Experiential Learning
The University integrates liberal arts education with applied and professional preparation, ensuring graduates are equipped for Michigan's evolving workforce. Experiential learning is a hallmark: WMU graduates are finding employment full time or pursuing further education shortly after graduation and many of those employed full time remain in Michigan, strengthening the state's talent base.

Technical and Professional Education
WMU is home to nationally distinctive programs that directly serve Michigan's economic and workforce priorities:

- The College of Aviation, one of the largest collegiate aviation programs in the nation, supports the growing aviation and aeronautics sectors with degree programs in Flight Science, Maintenance Technology, and Aviation Management and Operations.
- The College of Engineering and Applied Sciences, located at the Parkview Campus in Kalamazoo, partners with industry leaders in advanced manufacturing, energy workforce resilience, and mobility to provide students with hands-on experience in cutting-edge laboratories.
- The College of Health and Human Services graduates over 1,000 students annually in high-demand healthcare and behavioral health fields, meeting critical needs in Michigan's hospitals, clinics and social service agencies.
- The College of Education and Human Development prepares students to be educators, leaders and practitioners in fields ranging from K12 teaching and administration to exercise science and counseling psychology.
- The College of Fine Arts is home to the Richmond Institute for Design and Innovation equips students to work and collaborate with corporations to solve real-world design problems. In spring, 2025, 14 undergraduate students in this program filed patents for their original design work.
- The College of Arts and Sciences is home to the Michigan Geological Survey which conducts and facilitates geologic investigations of Michigan's natural resources, providing key information to industry partners across the state of Michigan and providing hands-on training the next generation of Michigan geoscientists. The College also provides technical training to students studying biomedical sciences, chemistry, data science, economics, psychology, and other STEM areas.

Western Michigan University serves the state of Michigan through its main campus in Kalamazoo, its College of Aviation campus in Battle Creek, and its regional academic center in Grand Rapids, expanding access to higher education for traditional, transfer, and adult learners. The University maintains partnerships with K–12 schools, community colleges, municipalities, nonprofit organizations, and private industries. These collaborations support regional economic development, workforce

preparation, innovation, and experiential learning opportunities, including internships, applied research, and community engagement.

Student and Community Engagement
WMU is nationally recognized for connecting learning to practice through high-impact community engagement. Flagship initiatives such as the Cold Case Program with the Michigan State Police, the Political Science Capital Internship Program in Lansing, and funded service-learning and internship placements across Michigan link academic knowledge to real-world problem solving. These initiatives help drive WMU's record first- and second-year student retention rates, reflecting the University's success in fostering student belonging and persistence.

Global Perspective and Access
As a globally engaged institution, WMU attracts students from more than 95 countries and maintains over 111 international partnerships for exchange, research and study abroad. Global engagement enriches the academic environment while positioning graduates to succeed in diverse, interconnected industries vital to Michigan's economic competitiveness.

c. Identify other initiatives which may impact facilities usage.

Western Michigan University (WMU) is implementing several major institutional initiatives that will substantially influence how campus facilities are designed, used and maintained over the next five years. These initiatives support the University's mission as a learner-focused, discovery-driven and community-engaged research institution and align with the goals outlined in the **Campus Master Plan 2025 and Beyond**.

Student Success and Retention Transformation
WMU has achieved record-high first- and second-year retention rates through a comprehensive student-success strategy that integrates academic advising, tutoring, writing assistance and career development. To sustain this momentum, the University is reconfiguring existing facilities to create student success hubs near major instructional buildings. These hubs combine collaborative study areas with embedded academic and support services, promoting engagement, retention and degree completion.

Expansion of Hybrid, Online and HyFlex Learning
Guided by the University's digital learning and innovation priorities, WMU is expanding hybrid and HyFlex course delivery to increase access for statewide and non-traditional learners. This transition requires ongoing investment in high-speed connectivity, lecture-capture systems and flexible classroom layouts that can accommodate simultaneous in-person and remote participation. As a result, some

older fixed-seat classrooms are being repurposed for technology-enabled, active-learning environments.

Growth in Research and Innovation Capacity
WMU continues to strengthen its research enterprise, expending more than $62.5 million towards research in FY 2025 - a 14 percent increase over the prior year. This growth underscores demand for shared, interdisciplinary laboratories and maker spaces capable of supporting applied and translational research. Planned facility improvements will emphasize adaptability, advanced HVAC and data infrastructure and collaborative work zones that connect engineering, health, sustainability and behavioral science research. The Michigan Geological Survey will open a new $8.6M facility in spring 2027.

Health, Behavioral Sciences and Workforce Development Expansion
Responding to Michigan's critical workforce needs, WMU is expanding academic and clinical programming in nursing, public health, social work and behavioral health sciences. These initiatives require simulation labs, observation classrooms and clinical-training environments that replicate real-world settings. The University is also exploring co-located community-based clinics in partnership with regional healthcare systems, requiring adaptable instructional and service spaces.

Sustainability and Climate Action Initiatives
Western Michigan University incorporates climate action and sustainability frameworks into the planning, design, and operation of all campus facilities. Sustainability is both a stated value and goal in the WMU Strategic Plan. In alignment with the Strategic Plan and the MI Healthy Climate Plan, WMU continues to strive towards achieving carbon neutrality no later than 2050 and collaborators are preparing WMU's second-ever WMU Climate Action Plan. To reach the 2050 commitment, WMU is investing in renewable energy generation, modernizing heating and cooling systems, and developing high-performance building systems, such as the LEED Gold renovation of Dunbar Hall. Building automation systems are being upgraded to expand fault detection and diagnostics, convert to direct digital control, and implement retro- and continuous commissioning. In addition, ongoing LED lighting retrofits, advanced HVAC control strategies, replacement of aging chilled water infrastructure, and exploration of increased grid interactivity all serve to improve the operational energy efficiency of campus.

Sustainable site strategies, such as native landscaping, low or no-mow zones and slopes, permeable surfaces and advanced stormwater management—reduce environmental impact while lowering long-term maintenance costs. Collectively, these projects reduce energy consumption, operational expenses, and carbon emissions. Moreover, they serve as living laboratories that educate and engage students and faculty across disciplines in applied research, environmental monitoring, and climate solutions. Collaborative living lab projects also allow WMU to pilot test new technologies and infrastructure like electric vehicle charging stations, electric mowers, and self-watering landscape planters.

WMU conducts an annual greenhouse gas inventory to track its carbon emissions and measure progress towards carbon neutrality, and WMU operates a Green Revolving Fund to continually invest in energy efficiency projects with rapid returns on investments. The Office for Sustainability operates as an incubator for new student ideas that have the potential to advance campus sustainability, lead to culture and behavior change, and reduce emissions. Additionally, the launch of a new Sustainability Committee within the WMU Faculty Senate will foster collaboration and communication to advance innovative and interdisciplinary solutions across research, teaching, planning, and change efforts – all aimed at reducing the university's environmental impact. The University has reinitiated participation in the AASHE program in 2026 (Sustainability Tracking and Assessment Rating System).

Space Optimization and Deferred Maintenance Strategy
Western Michigan University continues to advance a comprehensive space optimization and strategic facility renewal initiative to ensure responsible stewardship of University resources, improve operational efficiency, and align its physical infrastructure with evolving academic, research, and student support needs. This approach emphasizes effective utilization of existing facilities, reduction of long-term deferred maintenance liabilities, and strategic right-sizing of the University's building portfolio.

Through the **Space Advisory Committee (SAC)**, WMU has established a systematic approach to evaluating campus facilities based on building condition, space utilization, operational efficiency, and long-term institutional priorities. A designated subcommittee evaluates facilities using established criteria that consider facility condition and reinvestment needs, energy performance, functional adaptability, and alignment with the University's strategic priorities and *Campus Master Plan 2025 and Beyond*.

These assessments inform recommendations regarding continued investment, renovation, repurposing, consolidation, temporary closure, placement in moratorium, or potential removal of aging and functionally obsolete facilities. Particular emphasis is placed on identifying buildings with significant deferred maintenance obligations, high operating costs, limited functional adaptability, and opportunities for improved space utilization. This structured, data-driven approach supports informed decision-making while balancing infrastructure renewal requirements with available financial resources.

To strengthen institutional space management and accountability, WMU has implemented a centralized space management system to maintain comprehensive records of campus facilities, room assignments, occupancy, and space utilization. Beginning in fall 2026, the University is establishing an **annual space occupancy survey and verification process** to regularly update and validate space information across academic, administrative, and support units.

The annual survey will provide more accurate and consistent information regarding how University facilities are assigned and occupied, supporting strategic space allocation, identification of underutilized areas, opportunities for consolidation, and improved planning for future academic and operational requirements. The resulting information will also support the University's Office Space Allocation Guidelines and promote greater transparency, consistency, and accountability in the management of institutional space.

A central component of this strategy is the integration of **space utilization data, facility condition assessments, deferred maintenance projections, and long-term capital planning**. By evaluating these factors collectively, WMU can better identify facilities that warrant continued reinvestment, those that may benefit from adaptive reuse or consolidation, and buildings where long-term operational and renewal costs may no longer support continued investment.

This integrated approach will help inform the University's Five-Year Capital Outlay Plan and annual deferred maintenance prioritization process, ensuring that limited capital resources are directed toward facilities that provide the greatest long-term institutional value. It also supports opportunities to reduce unnecessary operating expenditures, improve energy efficiency, address critical infrastructure needs, and limit future deferred maintenance exposure through strategic management of the campus building inventory.

Collectively, these initiatives establish a more proactive, transparent, and financially sustainable approach to campus facilities management. By optimizing existing space, strategically addressing aging infrastructure, and aligning capital investments with institutional priorities, WMU is positioning its physical campus to remain efficient, adaptable, and resilient while supporting student success, academic excellence, and the University's long-term mission.

Community and Economic Engagement Initiatives

Western Michigan University continues to strengthen its role as a regional economic and community partner through strategic initiatives that connect campus development, infrastructure investment, and community engagement. These initiatives have significant implications for future facility utilization, space allocation, deferred maintenance, and long-term capital planning, while supporting the economic vitality and resilience of Southwest Michigan.

Kalamazoo Event Center

The development of the Kalamazoo Event Center in downtown Kalamazoo represents a significant investment in regional economic development and an opportunity to strengthen the University's connection to the surrounding community. The planned state-of-the-art, multipurpose venue will serve as the new home for WMU's men's and women's basketball programs and men's hockey

program, while accommodating community events, entertainment, and other regional activities.

The anticipated relocation of these athletic programs will have important implications for WMU's existing campus facilities, particularly Lawson Arena, University Arena, and associated athletic support spaces. As these activities transition to the new venue, the University will need to evaluate the future utilization, operational requirements, and long-term investment needs of the affected facilities.

This transition presents an opportunity to reassess existing space allocations, explore potential repurposing or consolidation, and evaluate whether selected facilities should be renovated, maintained, or retired from service. These decisions will be informed by facility condition assessments, deferred maintenance obligations, operational costs, and alignment with the University's long-term academic, athletic, and institutional priorities.

Beyond campus operations, the Event Center is expected to strengthen connections between WMU, downtown Kalamazoo, local businesses, and the broader community. The project supports opportunities for increased economic activity, regional engagement, and a more integrated relationship between the University and the surrounding community.

Arcadia Creek Flood Mitigation and Infrastructure Improvements

WMU also recognizes the importance of coordinated infrastructure planning with the City of Kalamazoo, particularly through the Arcadia Creek flood mitigation initiative. Supported by a federal PROTECT grant of approximately $38 million, this multiyear project is intended to modernize aging stormwater infrastructure, improve flood resilience, and protect critical transportation corridors and surrounding properties.

The phased improvements to Arcadia Creek are expected to increase stormwater capacity, reduce flood risks, and strengthen infrastructure resilience in areas connecting downtown Kalamazoo, the University, and adjacent neighborhoods. These improvements are relevant to WMU's long-term capital planning, particularly where flooding and stormwater management affect University properties, transportation access, and infrastructure reliability.

As the project advances, WMU will continue to consider how regional stormwater improvements may influence campus infrastructure priorities, facility protection strategies, and future capital investments. Coordination with the City provides opportunities to identify shared infrastructure needs, improve connectivity, and reduce potential risks associated with severe weather events.

The project's incorporation of sustainable stormwater management practices, green infrastructure, native landscaping, and environmental monitoring also

aligns with the University's broader sustainability objectives. Where appropriate, these improvements may provide opportunities for applied research, environmental monitoring, and experiential learning involving students and faculty.

Long-Term Capital Planning and Community Impact
Collectively, these initiatives demonstrate the importance of aligning WMU's long-term capital planning with regional infrastructure investments, economic development opportunities, and community priorities.

The relocation of selected athletic programs provides an opportunity to strategically evaluate existing University assets, address deferred maintenance obligations, and make informed decisions regarding future facility utilization. Similarly, regional infrastructure improvements such as the Arcadia Creek initiative support a more resilient campus environment while strengthening connections between the University and surrounding communities.

Through continued collaboration with public agencies, community organizations, and regional partners, WMU seeks to optimize its physical resources, manage long-term financial obligations, enhance campus accessibility, and support sustainable economic development.

These efforts reinforce the University's commitment to responsible stewardship of its facilities and infrastructure while strengthening its role as an educational, economic, and community anchor in Southwest Michigan.

Well-Being
Western Michigan University recognizes student health, wellness, and well-being as essential components of academic success, personal development, and a thriving campus community. Guided by the principles of the Okanagan Charter: An International Charter for Health Promoting Universities and Colleges, WMU is advancing a holistic approach to well-being that integrates physical, mental, emotional, and social health into campus planning, facilities, and daily operations.

The University's approach to capital planning and facility renewal emphasizes the creation of accessible, inclusive, and welcoming environments that promote physical activity, social interaction, mental wellness, and a sense of belonging. Thoughtful building design, including access to natural light, flexible gathering spaces, outdoor amenities, and connections to green spaces, supports healthy behaviors and enhances the overall campus experience for students, faculty, and staff.

As student needs and expectations evolve, WMU is increasingly considering opportunities to integrate wellness-supportive environments into academic, residential, and student life facilities. Rather than relying exclusively on dedicated wellness buildings, future capital investments can incorporate multipurpose spaces for reflection, relaxation, collaboration, and recreation throughout the campus. This

integrated approach supports more effective utilization of existing facilities while creating opportunities to improve accessibility and the student experience.

These priorities also reinforce the relationship between campus design, sustainability, and institutional resilience. Investments in healthy indoor environments, accessible pedestrian connections, outdoor gathering spaces, and adaptable facilities can contribute to long-term operational efficiency while supporting student engagement, retention, and overall well-being.

Through its commitment to becoming a Health Promoting University, WMU seeks to ensure that future capital investments support not only the physical infrastructure of the institution but also the health, success, and well-being of the entire University community.

Summary
Collectively, these initiatives reflect Western Michigan University's continued commitment to creating a more adaptable, student-centered, sustainable, and resilient campus. Guided by the *Campus Master Plan 2025 and Beyond*, future capital investments will emphasize strategic facility renewal, flexible and efficient space utilization, environmental sustainability, technological integration, and interdisciplinary collaboration.

Through thoughtful planning and responsible stewardship of University resources, WMU will align its physical infrastructure with evolving academic priorities, student needs, and institutional goals. These investments will enhance the campus experience, support student success and well-being, strengthen research and innovation, and contribute to Michigan's long-term educational, economic development, and workforce needs.

d. Demonstrate economic development impact of current/future programs (i.e., technical training centers, Life Science Corridor initiatives, etc.).

Western Michigan University (WMU) contributes to Michigan's economic development through workforce preparation, applied research, technology commercialization, aviation education, athletics, and industry partnerships. These activities support business growth, attract investment, strengthen regional employment, and advance the University's experience-driven educational mission.

WMU's Five-Year Capital Outlay Plan seeks to align investments in academic, research, and specialized facilities with demonstrated workforce needs, economic development opportunities, and long-term institutional priorities.

Research, Innovation, and Technology Commercialization
WMU continues to serve as a statewide leader in economic innovation, applied research and workforce development. In FY 2025, WMU expended $62.5 million

secured $59.6 million in research expenditures, the highest in institutional history. These expenditures support faculty-led research, graduate assistantships, equipment purchases and the creation of new laboratories and shared research facilities that directly strengthen the University's academic infrastructure.

These activities generate economic benefits through research employment, procurement, technological advancement, and partnerships with public and private organizations.

The University's Biosciences Research and Commercialization Center (BRCC) contributes to Michigan's life sciences and biotechnology sector. In 2025, the BRCC received **$5.3 million through the Michigan Innovation Fund** to support early-stage companies and commercialization.

Since its establishment, the BRCC has:

- Invested **more than $20 million** in **66 startup companies**.
- Leveraged over $710 million in additional investment.
- Supported innovation in biotechnology, medical technology, pharmaceuticals, and related industries.

WMU's Business Technology and Research (BTR) Park at Parkview Campus further strengthens regional innovation. Designated as a Michigan SmartZone, the original park has attracted approximately **40 companies**, supported hundreds of jobs, and facilitated industry collaboration, student internships, and applied research. BTR North provides additional opportunities for business development and investment.

The Richmond Institute for Design and Innovation also supports student entrepreneurship. During the 2024–25 academic year, **16 undergraduate students participated in patent-pending innovations** through its Venture Studio initiatives.

Together, these programs demonstrate WMU's contribution to business formation, technology transfer, private investment, and Michigan's innovation economy.

Workforce Development and Michigan Talent Retention

WMU prepares graduates for careers in health care, engineering, business, education, aviation, advanced manufacturing, and emerging technologies.

According to the University's 2024–25 Career Outcomes Report:

- 94% of surveyed graduates were employed or continuing their education.
- 73% of full-time employed graduates reporting an employer location were working in Michigan.
- 93% of respondents to the experiential learning question reported participation in experience-driven learning opportunities.

These outcomes demonstrate WMU's role in preparing and retaining skilled professionals within Michigan.

Through internships, cooperative education, clinical placements, applied research, and industry-sponsored projects, students gain practical experience and establish connections with employers.

Continued investment in instructional laboratories, clinical training environments, simulation facilities, and collaborative learning spaces supports workforce preparation, accreditation requirements, and evolving industry standards.

Aviation Education and Specialized Technical Training
WMU's College of Aviation, located at W.K. Kellogg Airport in Battle Creek, supports Michigan's aviation and aerospace workforce through flight training, aviation maintenance education, specialized instruction, and industry partnerships.

The College contributes to regional economic activity while preparing graduates for careers in commercial aviation, aerospace operations, maintenance, and related technical fields.

Future capital investments will focus on maintaining modern instructional facilities, simulation technologies, aircraft maintenance environments, and supporting infrastructure. Improvements will be evaluated against enrollment trends, industry standards, workforce demand, and programmatic requirements.

Michigan Geological Survey and Research Infrastructure
WMU supports statewide research through the Michigan Geological Survey and the Michigan Geological Repository for Research and Education (MGRRE).

The University is advancing a permanent MGRRE facility at Parkview Campus, with an estimated project cost of approximately **$8 million**, including **$6 million in State funding**.

The facility will support the preservation and study of geological core samples, subsurface records, and research materials relevant to groundwater, energy, critical minerals, environmental protection, and geological risk assessment.

Its proximity to the College of Engineering and Applied Sciences will strengthen interdisciplinary research, student training, and collaboration with public and private partners.

Athletics: Economic Impact and Community Engagement

WMU Athletics contributes to regional economic activity, institutional visibility, student recruitment, alumni engagement, and community development.

An economic impact study conducted by Huron Consulting and released in August 2025 estimated:

Economic Impact Measure	Reported Value
Annual combined economic and institutional value	$107 million
Projected cumulative Kalamazoo County economic impact 2025-2030	$330 million
Annual regional economic activity	$55 million
Direct local spending	$29 million
Business to business transaction	$11 million
Household spending	$13 million
Annual earned media and broadcast exposure value	$40.5 million
Annual campus visitors associated with athletics	225,000

These figures reflect different economic and institutional impact measures and should not be added together.

WMU's 2025 NCAA Division I Men's Hockey National Championship further elevated the University's national visibility and strengthened alumni and community engagement.

Athletics has also expanded revenue generation through sponsorships, media rights, ticket sales, philanthropy, and commercial partnerships. The department reported approximately **$19.5 million in additional revenue in fiscal year 2024**, supporting its broader financial and facility improvement efforts.

Recent athletic investments include the Bergeron Golf Performance Center, turf replacements at Waldo Stadium and the Seelye Indoor Facility, locker-room renovations, and improvements to training and practice environments.

The planned Kalamazoo Event Center presents additional opportunities for regional economic activity and community engagement. The anticipated relocation of men's and women's basketball and men's hockey will also require WMU to evaluate the future use, operating costs, and capital needs of Lawson Arena, University Arena, and associated facilities.

Facility Implications and Capital Investment Alignment
WMU's economic development contributions depend on maintaining functional, adaptable, and technologically appropriate facilities. Future capital investments will be evaluated based on academic needs, facility condition, utilization, financial feasibility, and potential economic and institutional benefits.

Principal capital planning considerations include:

- **Knauss Hall Renovation and Addition:** The University's highest-priority State capital outlay project will support modern instructional environments, integrated student services, improved space utilization, and student success. The project has received State authorization to advance into planning and design.
- **Research and Academic Infrastructure:** Modernization of laboratories, shared research environments, and instructional facilities will support innovation, interdisciplinary collaboration, and competitiveness for external research funding. Future improvements involving health sciences, library resources, and academic support facilities will be evaluated against demonstrated needs.
- **Aviation and Technical Training:** Specialized aviation facilities, engineering laboratories, simulation environments, and instructional technology will be assessed to support industry-aligned education and workforce preparation.
- **Athletic Facilities:** WMU will evaluate continued investment, adaptive reuse, consolidation, or potential retirement of existing athletic spaces as programs transition to the Kalamazoo Event Center. Investments in shared-use facilities will be considered alongside utilization and long-term operating costs.
- **Technology and Digital Infrastructure:** Academic, research, and athletic facilities increasingly require reliable digital networks, audiovisual systems, and adaptable technology-enabled spaces. These requirements will be integrated into future modernization projects.

Across all investment categories, WMU will consider opportunities to coordinate facility renewal with existing infrastructure, external partnerships, and the *Campus Master Plan 2025 and Beyond*.

Summary

Western Michigan University supports Michigan's economic vitality through research, workforce development, aviation education, technology commercialization, entrepreneurship, and athletics.

The University's research activity, private investment partnerships, graduate employment outcomes, and regional economic contributions demonstrate the importance of maintaining facilities that support these programs.

Through its Five-Year Capital Outlay Plan, WMU will prioritize capital investments that strengthen student success, workforce preparation, research innovation, institutional competitiveness, and long-term financial sustainability.

III. Staffing and Enrollment

Colleges and universities must include staffing and enrollment trends in the annual Five-Year Capital Outlay Plan. This component should:

a. Describe current full- and part-time student enrollment levels by academic program and define how the programs are accessed by the student (i.e., main or satellite campus instruction, collaboration efforts with other institutions, Internet or distance learning, etc.);

Western Michigan University (WMU) provides undergraduate, graduate, and professional education through its main campus in Kalamazoo, specialized instructional facilities in Battle Creek, a regional academic location in Grand Rapids, and online and hybrid learning opportunities. These delivery methods support traditional, transfer, graduate, and adult learners while providing access to academic programs aligned with Michigan's educational and workforce development priorities.

As of Fall 2026, WMU reports a total enrollment of 16,696 students, including undergraduate and graduate students. Graduate students represent slightly more than 20% of total enrollment, reflecting the University's continued commitment to advanced education, professional preparation, and research.

The majority of WMU's academic programs are delivered at its main and east campuses in Kalamazoo, where instructional facilities include general-purpose classrooms, specialized laboratories, research facilities, performance venues, studios, and collaborative learning environments. These facilities support a broad range of academic disciplines and instructional approaches.

The College of Aviation, located at W.K. Kellogg Airport in Battle Creek, serves as a specialized instructional campus supporting aviation flight science, aviation management and operations, and aviation maintenance technology. Its facilities provide hands-on training, simulation, and industry-aligned educational experiences that contribute to Michigan's aviation and aerospace workforce.

WMU also maintains a regional academic location in downtown Grand Rapids, providing access to selected graduate and professional programs. The location houses the Advanced Manufacturing Partnership Laboratory (AMP Lab @ WMU), developed in collaboration with Grand Rapids Community College and regional manufacturing partners to provide applied technical training and workforce development opportunities.

Additional programs offered in Grand Rapids include graduate education in occupational therapy, social work, public health, counseling, and business administration. These offerings expand access to professional education and support regional workforce needs.

Online and hybrid instruction remains an important component of WMU's academic delivery model, expanding educational access for students who require flexibility in balancing academic, professional, and personal commitments. Approximately one-third of the University's student credit hours are delivered through online or blended instructional formats. These delivery methods complement traditional classroom instruction and influence the University's requirements for instructional technology, classroom configuration, and campus space utilization.

Fall 2026 enrollment by college is reported as follows:

Academic College	Enrollment
College of Arts and Sciences	3,206
Haworth College of Business	2,587
College of Education and Human Development	2,432
College of Health and Human Services	1,954
College of Engineering and Applied Sciences	1,826
College of Fine Arts	1,322
College of Aviation	1,272
Merze Tate College	922

WMU's instructional environment emphasizes personalized learning and faculty-student engagement. Available institutional data indicates an average class size of approximately 22 students, with 72% of courses enrolling 25 or fewer students. These instructional characteristics influence classroom capacity, scheduling, space configuration, and the University's long-term facilities planning.

As enrollment patterns, academic programming, and instructional delivery methods evolve, WMU will continue to evaluate its facilities to ensure that instructional spaces are appropriately sized, efficiently utilized, technologically adaptable, and responsive to student and faculty needs.

b. Evaluate enrollment patterns over the last five years;

Western Michigan University (WMU) has experienced enrollment declines over the past five years, although trends vary significantly by academic level, college, and instructional delivery method.

Between fall 2021 and fall 2026, undergraduate enrollment showed signs of stabilization following earlier declines. Student retention has also improved, with the fall 2024 entering cohort achieving a record second-year retention rate. Although retention declined slightly for the fall 2025 cohort, it remained the second-highest rate on record.

These developments reflect progress in student support and retention efforts, while highlighting the importance of continued recruitment, academic program alignment, and efficient utilization of existing facilities.

Undergraduate Enrollment Trends
Undergraduate enrollment trends have varied across WMU's degree-granting colleges rather than following a consistent University-wide pattern.

The College of Arts and Sciences remains WMU's largest undergraduate college, enrolling approximately **2,700 students annually**.

Notable trends include:

- **College of Aviation and College of Fine Arts:** Enrollment growth, reflecting continued interest in specialized and professional programs.
- **College of Health and Human Services:** Relatively stable enrollment over the five-year period.
- **Haworth College of Business and College of Engineering and Applied Sciences:** Enrollment declines between 2020 and 2025.
- **College of Education and Human Development:** Enrollment patterns vary by academic level, with notable growth in selected graduate programs.

These differences reinforce the need to evaluate future instructional space and capital investments according to individual program demand rather than overall enrollment alone.

Graduate and Professional Enrollment
Graduate enrollment has generally declined over the five-year period, with particularly significant reductions in international graduate enrollment.

According to the National Student Clearinghouse, international graduate enrollment at U.S. institutions declined **5.9% in fall 2025**.

At WMU, international graduate enrollment declined:

- **15.6% from fall 2024 to fall 2025.**
- **An additional 22.9% from fall 2025 to fall 2026.**

Domestic graduate enrollment, however, has increased **7.7% from its post-pandemic low in fall 2022**.

Graduate trends also differ among colleges. The College of Engineering and Applied Sciences experienced a substantial recent decline in graduate enrollment, while the College of Health and Human Services has generally remained steady.

Graduate enrollment in the Haworth College of Business has increased, particularly within the MBA program. The College of Education and Human Development has also experienced notable graduate growth over the past three years.

These contrasting patterns underscore the importance of program-level enrollment forecasting when evaluating graduate instructional space, specialized facilities, and future capital requirements.

Instructional Modality and Delivery Patterns
WMU has experienced a sustained shift toward online and hybrid instruction following the pandemic.

By fall 2026, approximately **one-third of student credit hours** were delivered through online or hybrid modalities.

This shift provides additional flexibility for working adults, part-time students, and learners requiring alternative delivery options.

Online and hybrid instruction also influences classroom utilization, technology requirements, scheduling flexibility, and the University's long-term physical space needs.

Future facility planning will consider these delivery patterns alongside in-person instructional requirements and evolving academic program needs.

Regional and Additional Instructional Locations
WMU's **Grand Rapids Downtown location is its remaining regional site**, while the College of Aviation at W.K. Kellogg Airport in Battle Creek is administratively included with the University's main campus enrollment rather than classified as a regional site.

Grand Rapids enrollment has remained relatively steady in recent years but has declined approximately **22% since fall 2021**.

The University also maintains instructional partnerships and additional locations, including:

- **Coldwater:** Prison education programming.
- **Taiwan and China:** Academic partnerships associated with the Haworth College of Business.

The College of Aviation serves nearly **1,300 students** through specialized aviation education and training programs in Battle Creek.

WMU's regional and additional instructional offerings, including its AMP program, support access to education beyond the main campus. Their future facility requirements will be evaluated according to enrollment, program delivery, partnerships, and demonstrated demand.

Capital Planning Implications
Enrollment patterns will continue to inform WMU's Five-Year Capital Outlay Plan and long-term facilities strategy.

The University will emphasize:

- Aligning instructional space with college- and program-level enrollment trends.
- Supporting growing or stable programs while evaluating underutilized facilities.
- Accommodating online, hybrid, and technology-enabled instruction.
- Modernizing specialized facilities where program demand and academic requirements justify investment.
- Coordinating space consolidation, adaptive reuse, and capital renewal with enrollment projections.

This approach will help WMU maintain appropriate instructional capacity while improving space utilization, controlling long-term operating costs, and supporting student success.

Summary
WMU's enrollment trends reflect an evolving academic environment characterized by undergraduate stabilization, improved retention, significant international graduate enrollment declines, domestic graduate growth, and increasing use of online and hybrid instruction.

Enrollment varies substantially by college, with growth in Aviation and Fine Arts, relative stability in Health and Human Services, and differing undergraduate and graduate trends across Business, Engineering, and Education.

WMU will use these patterns to guide facility modernization, instructional space allocation, and capital investment decisions during the FY2028–FY2032 planning period.

c. Project enrollment patterns over the next five years (including distance learning initiatives);

Western Michigan University's enrollment projections for the next five years reflect a period of continued demographic and enrollment pressures, followed by anticipated stabilization. Based on current institutional projections, total student enrollment is expected to decline approximately 5% between fall 2026 and fall 2031, with undergraduate enrollment declining at a comparable rate and graduate enrollment remaining relatively stable.

These projections reinforce the importance of aligning academic programming, student recruitment and retention strategies, and institutional resources with evolving student demand. While overall enrollment is expected to decline modestly, selected academic programs may experience continued demand or opportunities for

targeted growth, particularly in specialized fields aligned with workforce needs and institutional strengths.

Total Enrollment Projections
WMU anticipates an approximately 5% reduction in total student headcount over the five-year planning period, followed by a period of relative stabilization. Undergraduate enrollment is expected to account for most of this decline, while graduate enrollment is projected to remain generally flat.

These trends will require the University to carefully evaluate instructional capacity, academic program demand, staffing requirements, and facility utilization. Rather than planning for broad-based enrollment expansion, WMU will focus on maintaining academic quality, improving student persistence and degree completion, and strategically allocating resources to support its educational mission.

Undergraduate Enrollment Outlook
Undergraduate enrollment is projected to decline modestly overall, although enrollment patterns are expected to vary among academic colleges and programs.

The College of Aviation is expected to remain an area of strong student interest, supported by specialized professional education, industry relationships, and demand for aviation-related careers. Selected programs within the College of Fine Arts, particularly product design and architecture-related disciplines, may also present opportunities for continued enrollment strength.

Other potential opportunities include dual enrollment pathways, transfer partnerships, and academic programs that respond to changing student interests and workforce requirements. However, these opportunities have not been incorporated as specific enrollment growth commitments without supporting institutional projections.

Across the University, academic units will continue to assess program demand, curricular offerings, and student success outcomes to ensure that instructional resources remain aligned with enrollment patterns and institutional priorities.

Graduate and Professional Enrollment Outlook
Graduate enrollment is projected to remain relatively flat over the next five years. While individual programs may experience fluctuations in student demand, current projections do not support assumptions of broad-based growth in master's, doctoral, or professional programs.

Graduate enrollment will continue to be influenced by domestic and international student recruitment, labor market conditions, program accessibility, and demand for advanced professional education.

WMU will continue evaluating graduate program offerings and delivery methods to maintain academic competitiveness and respond to changing student and workforce needs. Future investments in graduate instructional and research facilities will be informed by demonstrated program requirements rather than anticipated enrollment expansion.

Online, Hybrid, and Flexible Instruction
Online and hybrid instruction will remain important components of WMU's academic delivery model, providing flexibility for students whose educational needs may not be fully accommodated through traditional classroom instruction.

Although these delivery methods have become increasingly integrated into University programming, WMU has not established specific five-year enrollment growth projections for online and hybrid instruction.

Future decisions regarding instructional delivery will be guided by academic program requirements, student demand, educational effectiveness, and available institutional resources. These considerations will also inform investments in instructional technology, classroom flexibility, and digital learning infrastructure.

Regional Instruction and Academic Partnerships
WMU will continue providing educational access through its main Kalamazoo campus, specialized College of Aviation facilities at W.K. Kellogg Airport in Battle Creek, and its regional academic location in downtown Grand Rapids.

The College of Aviation is included within main campus enrollment reporting and is not classified as a separate regional campus. The Grand Rapids location supports selected graduate and professional programs and applied workforce education, including the Advanced Manufacturing Partnership Laboratory (AMP Lab @ WMU).

Partnerships with community colleges, K–12 school districts, employers, and other educational organizations may provide opportunities to strengthen student pathways, support transfer enrollment, and expand access to specialized educational programs.

The University will evaluate these opportunities based on demonstrated student demand, academic priorities, and available resources.

Implications for Staffing, Space Utilization, and Capital Planning
Projected enrollment declines and changing program demands have direct implications for WMU's long-term staffing, instructional capacity, and physical infrastructure requirements.

As enrollment patterns evolve, the University will continue to assess classroom and laboratory utilization, academic space assignments, instructional delivery methods, and the condition and adaptability of existing facilities.

Particular emphasis will be placed on optimizing the use of existing space, identifying opportunities for consolidation and shared utilization, and prioritizing renewal investments in facilities that support demonstrated academic and student needs.

Specialized programs with sustained demand, such as Aviation, may require targeted facility improvements or modernization. However, future investments will be evaluated in the context of enrollment projections, program requirements, facility condition, deferred maintenance obligations, and long-term operating costs.

Through its Five-Year Capital Outlay Plan, WMU will seek to align capital investments with realistic enrollment expectations, strategic academic priorities, and responsible stewardship of University resources.

This approach will help maintain a flexible, efficient, and financially sustainable campus while supporting student success, academic excellence, and the University's long-term institutional mission.

d. Provide instructional staff/student and administrative staff/student ratios for major academic programs or colleges;

Western Michigan University (WMU) evaluates instructional and administrative staffing in relation to student enrollment, academic program requirements, research activities, and institutional operating needs. Staffing requirements vary across academic colleges based on instructional delivery methods, undergraduate and graduate program offerings, accreditation standards, and specialized student support services.

The following table presents Fall 2026 student full-time equivalent (FTE) enrollment and instructional and administrative staffing ratios for WMU's seven degree-granting colleges. Student enrollment is expressed as FTE, and staffing information is derived from fall PeopleSoft records.

Fall 2026 Student-to-Staff Ratios by Academic College

Academic College	Student FTE	Instructional FTE	Students per Instructional FTE	Students per Administrative / Support FTE
Arts and Sciences	2,837	415.6	6.8:1	46.0:1
Haworth College of Business	2,392	95.8	25.0:1	53.6:1

Education & Human Development	2,061	125.9	16.4:1	36.7:1
Fine Arts	1,245	101	12.3:1	44.0:1
Health and Human Services	1,768	129.6	13.6:1	39.4:1
Aviation	1,201	34.4	34.9:1	27.5:1
Engineering & Applied Sciences	1,638	100.2	16.4:1	49.1:1
University Total / Aggregate Ratio	**13,141**	**1,002.50**	**13.1:1**	**Approximately 42:1**

**Instructional staffing FTE includes board-appointed faculty, department chairs, part-time instructors, and graduate teaching assistants. Administrative and support staffing includes personnel supporting academic advising, student success, departmental administration, and business operations, as well as applicable temporary and student employees. Employee classifications and FTE calculation methods are subject to final verification.*

Instructional Staffing Ratios
The University-wide student-to-instructional staffing ratio is approximately 13.1 students per instructional FTE. Ratios vary among academic colleges due to differences in program structure, instructional responsibilities, graduate education, and research activities.

The College of Arts and Sciences reports the lowest student-to-instructional FTE ratio at 6.8:1. This figure should be interpreted in the context of the college's extensive general education responsibilities, specialized laboratory instruction, graduate programs, and research activities. The inclusion of graduate teaching assistants and other instructional personnel may also influence the reported ratio.

Other academic colleges employ instructional models that require varying levels of faculty engagement, laboratory supervision, clinical instruction, and specialized professional training. Consequently, student-to-instructional staffing ratios should not be interpreted as direct measures of instructional efficiency or staffing adequacy without considering these program-specific factors.

Administrative and Support Staffing Ratios
The reported University-wide ratio is approximately 42 student FTE per administrative and support FTE. Staffing requirements differ among colleges depending on student populations, program complexity, and the nature of academic and administrative services provided.

Undergraduate programs may require substantial advising and student success support, while graduate and professional programs may involve additional responsibilities associated with clinical placements, licensure, accreditation, research administration, and specialized student services.

These differences limit direct comparisons among colleges and reinforce the importance of evaluating staffing allocations within the context of each college's academic mission and operational responsibilities.

Staffing and Capital Planning Considerations
Instructional and administrative staffing patterns influence the University's facility requirements, including faculty offices, administrative work areas, research laboratories, instructional spaces, and student support facilities.

As WMU responds to projected enrollment changes, the University will continue evaluating staffing and space requirements to promote efficient utilization of existing facilities and responsible allocation of institutional resources.

Future capital planning will emphasize opportunities to optimize existing space, improve shared utilization, modernize instructional environments, and align facility assignments with demonstrated academic and operational needs.

This approach supports WMU's commitment to academic quality, student success, fiscal responsibility, and long-term institutional sustainability.

e. Project future staffing needs based on five-year enrollment estimates and future programming changes;

Western Michigan University's staffing requirements over the next five years will be guided by projected enrollment trends, academic program needs, institutional priorities, and available financial resources. Current enrollment projections anticipate an approximately 5% decline in total student enrollment between fall 2026 and fall 2031, with undergraduate enrollment accounting for most of the reduction and graduate enrollment expected to remain relatively stable.

In response to these projections, WMU will continue evaluating faculty, administrative, and support staffing levels to ensure that institutional resources remain appropriately aligned with student demand, academic programming, and operational requirements. Rather than anticipating broad-based staffing increases, the University will emphasize strategic workforce planning, organizational efficiency, and the responsible allocation of personnel resources.

Instructional Staffing
Instructional staffing needs will be assessed in relation to enrollment trends, course demand, academic program requirements, instructional workload, and accreditation standards. As overall enrollment declines, WMU anticipates the need to adjust instructional staffing levels while preserving the capacity required to deliver essential academic programs and maintain educational quality.

Staffing adjustments will vary among academic colleges and departments based on program enrollment, student credit hour production, instructional delivery methods, and specialized teaching requirements.

Programs demonstrating sustained student demand, including Aviation and selected areas within the College of Fine Arts, may require targeted instructional staffing investments. Other academic areas experiencing enrollment declines may present opportunities to realign faculty assignments, adjust course scheduling, consolidate instructional offerings, or reduce staffing through attrition and other established personnel processes.

Graduate education, research activities, laboratory instruction, clinical placements, and professional accreditation requirements will remain important considerations in determining appropriate instructional staffing levels.

Administrative and Student Support Staffing
Administrative and support staffing will also be evaluated in response to projected enrollment changes and institutional financial conditions. WMU will seek opportunities to streamline administrative processes, reduce duplication, improve service delivery, and align staffing levels with demonstrated operational needs.

At the same time, the University recognizes the importance of maintaining essential student support functions, including academic advising, financial aid, career development, student success services, and accessibility resources.

Future staffing decisions will consider opportunities to improve efficiency through organizational restructuring, shared services, process improvements, and appropriate use of technology while maintaining effective support for students and academic programs.

Facilities, Technology, and Specialized Support Staffing
Facilities and technical support requirements will continue to be influenced by the size, condition, and complexity of WMU's physical infrastructure, as well as the operational needs of academic and research programs.

As the University evaluates its building portfolio and capital renewal priorities, opportunities to improve facility utilization, consolidate functions, and reduce operating costs may also influence long-term staffing requirements.

Specialized facilities, including aviation training environments, research laboratories, clinical instructional spaces, and technology-intensive classrooms, will continue to require appropriately qualified technical and operational support.

Staffing needs associated with these facilities will be assessed based on demonstrated program requirements, building systems, safety obligations, and available resources rather than assumed increases in personnel.

Alignment with Capital Planning
Projected enrollment declines and corresponding staffing adjustments have direct implications for WMU's long-term space requirements and capital investment priorities.

Changes in faculty and administrative staffing may reduce demand for certain office and support spaces while creating opportunities to consolidate functions, improve space utilization, and repurpose underutilized facilities.

Future capital planning will therefore emphasize the strategic renewal and efficient use of existing facilities, the consolidation of functions where appropriate, and targeted investments in instructional and research environments that support demonstrated academic needs.

By coordinating enrollment projections, workforce planning, academic programming, and facilities management, WMU will seek to maintain an appropriately sized and adaptable physical campus that supports its educational mission while reducing unnecessary operating and maintenance costs.

Summary
Over the next five years, WMU will focus on aligning faculty, administrative, and support staffing levels with projected enrollment, evolving academic requirements, and institutional financial capacity. While selected programs may require targeted staffing investments, the overall direction will emphasize workforce alignment, operational efficiency, and the preservation of essential academic and student support services.

This approach will support responsible stewardship of University resources, maintain educational quality, and ensure that staffing and facility investments remain consistent with WMU's long-term institutional priorities.

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

Western Michigan University (WMU) maintains instructional environments that support academic quality, student engagement, and efficient utilization of institutional resources. Class sizes vary across academic programs based on

instructional requirements, course level, teaching methods, accreditation standards, and the specialized needs of undergraduate, graduate, and professional education.

Current Average Class Size
Based on the Fall 2026 data reported in the draft capital plan, WMU's average class size is approximately 22 students, with 72% of course sections enrolling 25 or fewer students. These figures reflect the University's combination of introductory lecture courses, upper-division instruction, specialized laboratories, studio-based learning, and graduate seminars.

Class sizes differ by discipline and instructional format. Laboratory, clinical, studio, and other specialized courses often require smaller sections to accommodate equipment capacity, safety requirements, and individualized instruction. These variations are important considerations in determining classroom capacity, scheduling, and instructional space requirements.

Projected Average Class Size
WMU does not currently prepare a formal five-year forecast of average class size. Consequently, a specific numerical projection for fall 2031 is not available.

With overall student enrollment projected to decline approximately 5% between fall 2026 and fall 2031, future class sizes will depend on changes in academic program demand, course scheduling, instructional staffing, and delivery methods. The University will continue evaluating course offerings and section sizes to balance educational quality, student access, and efficient use of institutional resources.

Although average class size may fluctuate as enrollment and programming evolve, WMU anticipates maintaining instructional section sizes appropriate to academic requirements and student learning outcomes. This approach allows individual colleges and departments to respond to changing enrollment patterns without establishing an unsupported University-wide class size target.

Alignment with Academic Programming and Capital Planning
Class size and instructional delivery requirements directly influence WMU's long-term facilities planning. General-purpose classrooms, specialized laboratories, studios, and collaborative learning environments must accommodate varying instructional activities while supporting effective scheduling and space utilization.

As enrollment patterns and academic programs evolve, WMU will continue assessing classroom configurations, instructional technology, accessibility, and facility utilization. Capital planning will emphasize modernization and adaptation of existing instructional spaces, flexible classroom configurations, and targeted improvements that address demonstrated academic needs.

These efforts will support the University's broader objective of aligning its physical infrastructure with projected enrollment, instructional requirements, and available financial resources.

Summary

WMU's approach to class size emphasizes instructional effectiveness, student engagement, and responsible resource management. While the University does not currently establish a numerical average class size projection for 2031, future instructional planning will be guided by enrollment trends, academic programming, staffing considerations, and space utilization.

Through coordinated academic and capital planning, WMU will continue providing adaptable instructional environments that support its educational mission while promoting efficient use of campus facilities.

IV. Facility Assessment

a. A professionally developed comprehensive facilities assessment is required. The assessment must identify and evaluate the overall condition of capital facilities under college or university control. The description must include facility age, use patterns, and an assessment of general physical condition.

Western Michigan University (WMU) maintains a diverse portfolio of academic, research, residential, athletic, administrative, and student-support facilities encompassing approximately 7.8 million gross square feet (GSF). These facilities vary considerably in age, physical condition, utilization, and ability to accommodate contemporary instructional, research, and operational requirements.

A significant portion of the University's academic building inventory was constructed during the period of campus expansion between the 1950s and 1980s. Although ongoing maintenance, renovation, and capital renewal investments have extended the useful lives of many facilities, aging building systems and changing academic requirements continue to create substantial reinvestment needs.

To support long-term capital planning, WMU utilizes a professionally developed Facility Condition Assessment (FCA) conducted by Gordian. The assessment evaluates building systems, identifies existing deficiencies, estimates future capital renewal requirements, and provides a consistent framework for evaluating facility condition and prioritizing investments.

Facility Assessment Scope and Identified Capital Needs
Western Michigan University maintains approximately 7.8 million gross square feet (GSF) of facilities. Of this total, approximately 6.53 million GSF (84%) is included in the current Gordian facility condition assessment, while the remaining 1.27 million GSF (16%) falls outside the assessment's scope. These unassessed facilities are not represented in the reported capital renewal needs and may have additional maintenance and reinvestment requirements.

WMU's current Gordian dashboard encompasses 99 buildings totaling approximately 6.53 million GSF, identifying 5,313 capital renewal projects with approximately $931.6 million in combined existing deferred maintenance backlog and projected capital renewal needs over the next ten years. Of this amount, approximately $495 million represents the current deferred maintenance backlog, while the remaining $436.6 million reflects anticipated capital renewal requirements over the ten-year planning horizon.

The assessed portfolio has a reported Net Asset Value (NAV) of approximately 77%, corresponding to an estimated Facility Condition Index (FCI) of 0.23, or 23%, when calculated using the same capital-needs basis. This places the assessed portfolio within Gordian's *Fair* facility condition classification.

The FCI provides an indicator of the relationship between identified capital needs and estimated replacement value. A 23% FCI indicates that identified needs represent approximately one-quarter of the assessed portfolio's replacement value. This portfolio-level measure does not imply that every building is in fair condition, as individual facilities vary substantially in age, condition, maintenance history, and capital reinvestment requirements.

Ten-Year Capital Renewal Requirements
Gordian's strategic capital planning assessment identifies substantial existing deficiencies and future building system renewal requirements over a ten-year planning horizon. These needs encompass building envelopes, structural components, mechanical and electrical systems, plumbing, fire protection, elevators, and specialized equipment, as well as grounds and infrastructure.

The assessment organizes renewal requirements into four planning categories:

- **Existing Backlog:** Identified building and infrastructure deficiencies that have reached or exceeded their anticipated renewal dates.
- **Timeframe A (1–3 Years):** Near-term capital renewal requirements.
- **Timeframe B (4–7 Years):** Intermediate-term capital renewal requirements.
- **Timeframe C (8–10 Years):** Longer-term renewal requirements within the ten-year planning horizon.

Together, these assessments demonstrate the significant scale of WMU's existing and anticipated capital renewal obligations and reinforce the importance of establishing sustainable reinvestment priorities.

Facility Age, Use Patterns, and Physical Condition
WMU's facilities reflect multiple generations of campus development, ranging from historic structures to recently constructed and comprehensively renovated buildings.

Recent investments, including Dunbar Hall and the WMU Student Center, demonstrate the University's commitment to modern instructional environments, student engagement, accessibility, and building performance.

In contrast, numerous older academic and administrative facilities continue to rely on mechanical, electrical, plumbing, and architectural systems approaching or exceeding their anticipated useful lives. Buildings originally designed for earlier instructional models may also present challenges associated with classroom configuration, accessibility, technology integration, energy efficiency, and functional adaptability.

Facility utilization varies considerably across the University's portfolios. Academic buildings support classrooms, laboratories, research, faculty offices, and student services, while residential facilities experience intensive occupancy during the academic year. Athletic and recreation facilities accommodate specialized training,

competition, events, and student activities, often requiring distinct building systems and operational support.

These differing use patterns influence equipment performance, maintenance demands, energy consumption, and renewal priorities. Accordingly, WMU evaluates facility condition alongside actual utilization, program requirements, and anticipated future demand.

Overall Facility Condition
Gordian's assessment identifies significant renewal requirements associated with aging building systems and infrastructure. Major areas of concern include heating, ventilation, and air conditioning systems; electrical distribution; plumbing; roofing; exterior building envelopes; fire protection; accessibility; and other essential building components.

The General Fund portfolio represents a substantial share of the University's assessed capital needs, reflecting the size, age, and complexity of academic, administrative, and research facilities. Residential, athletic, and student-support facilities also require continued reinvestment to maintain functionality, safety, accessibility, and reliable operations.

Although the assessed portfolio has an estimated FCI of 23%, individual buildings exhibit varying levels of condition and reinvestment need. WMU therefore considers building-specific condition information, system deficiencies, operational costs, academic requirements, and long-term institutional value when determining appropriate capital strategies.

Strategic Capital Renewal and Portfolio Management
WMU's capital renewal strategy emphasizes the responsible stewardship of existing facilities while aligning the University's physical infrastructure with academic programming, enrollment projections, operational needs, and financial resources.

With total student enrollment projected to decline approximately 5% between fall 2026 and fall 2031, efficient space utilization and portfolio management will remain central considerations in long-term capital planning.

The University is evaluating opportunities to consolidate functions, improve utilization of existing facilities, and reduce the financial burden associated with maintaining underutilized or functionally obsolete buildings.

WMU's building portfolio management framework includes consideration of continued investment, restricted capital investment or moratorium, hibernation, decommissioning, and demolition, as appropriate. These decisions are informed by facility condition, reinvestment requirements, energy performance, adaptability, utilization, and alignment with the Campus Master Plan.

Capital renewal priorities will emphasize the following:

- **Academic and Research Facilities:** Modernization of instructional, laboratory, and research environments that support demonstrated academic and programmatic needs.
- **Building Systems and Infrastructure:** Renewal of aging mechanical, electrical, plumbing, roofing, and utility systems to improve reliability and reduce operational risk.
- **Health, Safety, and Accessibility:** Prioritization of life safety systems, code-related deficiencies, accessibility improvements, and essential building envelope repairs.
- **Student Experience:** Targeted reinvestment in residential, recreation, athletic, and student-support facilities based on condition, utilization, and institutional priorities.
- **Energy Efficiency and Sustainability:** Integration of energy-efficient systems, improved building controls, and sustainable infrastructure practices where financially and operationally appropriate.
- **Space Optimization and Portfolio Reduction:** Evaluation of opportunities to consolidate functions, repurpose facilities, and reduce the long-term maintenance and operating obligations associated with underutilized buildings.

Summary

Western Michigan University's facilities continue to support a broad range of instructional, research, residential, athletic, and student-centered activities. However, the age of much of the existing building inventory, combined with significant deferred maintenance and future capital renewal requirements, presents substantial long-term financial and operational challenges.

These findings reinforce the need for sustained capital reinvestment, disciplined project prioritization, improved space utilization, and strategic portfolio management.

Through continued facility condition assessments, targeted renewal investments, and coordinated academic and capital planning, WMU will seek to maintain a safe, functional, adaptable, and financially sustainable campus that supports student success, academic excellence, and the University's long-term institutional mission.

b. Summary description of each facility (administrative, classroom, biology, hospital, etc.) according to categories outlined in "net-to-gross ratio guidelines for various building types," DMB-Office of Design and Construction Major Project Design Manual, appendix 8. If facility is of more than one "type", please identify the percentage of each type within a given facility;

Western Michigan University (WMU) maintains a diverse portfolio of academic, research, administrative, residential, athletic, and student-support facilities that accommodate a broad range of instructional, operational, and campus activities.

These facilities vary in age, size, function, and space configuration, reflecting the University's historical development and evolving academic and institutional needs.

WMU classifies its facilities according to their primary functions and associated space uses, including general-purpose classrooms, instructional and research laboratories, faculty and administrative offices, libraries, student services, residential facilities, recreation and athletics, and auxiliary operations. Many buildings accommodate multiple functions, requiring space classifications that reflect their respective instructional, research, administrative, and support uses.

Net assignable and gross building areas provide a basis for evaluating space efficiency, utilization, and functional requirements. The University's facility inventory supports comparison with the building-type categories and net-to-gross planning guidelines outlined in Appendix 8 of the State of Michigan's Department of Management and Budget, Office of Design and Construction, Major Project Design Manual.

For mixed-use facilities, the proportion of space assigned to each functional classification provides a more accurate representation of building use than a single primary designation. These classifications also support evaluations of space utilization, opportunities for consolidation, and future capital investment requirements.

As WMU continues to align its facilities with enrollment projections, academic programming, and institutional priorities, maintaining an accurate building and space inventory will remain essential to responsible capital planning and efficient management of University resources.

Appendix B provides the facility-level inventory, including building classifications, net assignable and gross square footage, and the distribution of space by functional use, as available. This information serves as the basis for evaluating building efficiency and identifying opportunities to optimize existing facilities.

c. Building and/or classroom utilization rates (Percentage of rooms used, and percent capacity). Identify building/classroom usage rates for peak (M-F, 10-3), off-peak (M-F, 8-10 am, 3-5 pm), evening, and weekend periods;

Building and Classroom Utilization Rates

Western Michigan University (WMU) utilizes instructional space assessments conducted by Gordian to evaluate classroom utilization, seating capacity, scheduling patterns, and opportunities to improve the efficiency of its academic facilities. These assessments support the University's ongoing efforts to align its physical infrastructure with enrollment trends, academic programming, instructional delivery requirements, and long-term capital investment priorities.

The FY26 Classroom Utilization Analysis updates the University's earlier FY22 baseline assessment using Registrar scheduling data from academic years 2022–23 through 2025–26. The original assessment included 387 instructional spaces, while the updated analysis encompasses 446 instructional spaces, reflecting changes to the room inventory, the inclusion of previously uncounted teaching spaces, and the return of Dunbar Hall to instructional use.

The analysis evaluates two primary measures:

- **Room Utilization:** The percentage of available instructional rooms scheduled during a specified period.
- **Position Utilization:** The percentage of available student seats occupied within utilized instructional rooms.

These measures provide complementary perspectives on instructional space efficiency. Room utilization identifies the frequency of scheduled use, while position utilization evaluates how effectively available seating capacity accommodates enrolled students.

Utilization by Time Period

The updated Gordian analysis evaluates instructional activity Monday through Friday, from 8:00 a.m. to 10:00 p.m., with separate comparisons for fall, spring, and summer terms.

Metric	Finding	Interpretation
Average active rooms (M–F, 8 a.m.–10 p.m.)	About **40 % used**, meaning roughly **60 % of rooms are idle** at any given time	Significant excess capacity across campus.
Peak-period use (10 a.m.–3 p.m.)	~**70–75 % room utilization**, ~**65 % seat (position) utilization**	Highest concentration of classes; consistent with state benchmarks for “efficient” use.
Off-peak (8–10 a.m. / 3–5 p.m.)	Room utilization declines to **45–50 %**	Morning and late-afternoon blocks under-scheduled.
Evening (after 5 p.m.)	Drops **below 20 %**, remaining low through the evening	Large savings potential by consolidating evening instruction.
Summer terms	**~15 % utilization**	Campus could shut down most buildings for maintenance or energy savings.
Friday utilization	**<8 % utilization**	Confirms four-day scheduling concentration trend.

Instructional Space Capacity and Enrollment Alignment
The updated analysis identifies a significant difference between the capacity of available instructional rooms and the enrollment of courses assigned to those spaces.

During academic year 2025–26, approximately 58% of scheduled classes enrolled fewer than 20 students, while only 7% of instructional rooms had capacities below 20 students. Conversely, approximately 66% of rooms accommodated more than 30 students, while only 17% of classes enrolled more than 30 students.

These findings indicate that WMU's instructional inventory contains a substantial proportion of rooms larger than the enrollment requirements of many scheduled classes. This mismatch can reduce seating efficiency even when rooms are actively scheduled.

The analysis also identifies differences in utilization among general-purpose classrooms, lecture halls, scientific laboratories, computer laboratories, and specialized instructional spaces. These differences reflect varying instructional requirements, scheduling constraints, equipment needs, and room configurations.

Building-Level Utilization
Utilization patterns vary across academic buildings, reflecting differences in program demand, instructional activities, room configurations, and scheduling practices.

The updated assessment includes building-level evaluations of instructional facilities such as Sangren Hall, Schneider Hall, Dunbar Hall, Brown Hall, Kohrman Hall, and other academic buildings. These evaluations demonstrate that room utilization and seating efficiency are not uniform across the campus.

The findings reinforce the importance of considering both the frequency of instructional use and the suitability of available spaces when evaluating building performance. A facility with relatively low scheduled utilization may nevertheless contain specialized laboratories or instructional environments that cannot be readily accommodated elsewhere.

Accordingly, utilization rates are evaluated alongside academic program requirements, facility condition, accessibility, building system performance, and long-term institutional priorities.

Strategic Implications for Capital Planning
The FY26 utilization analysis provides an important foundation for WMU's space optimization and capital renewal strategies. As the University responds to changing enrollment patterns and instructional requirements, greater emphasis will be placed on maximizing the effectiveness of existing facilities before pursuing additional instructional space.

Key considerations include:

- **Instructional Space Optimization:** Improving the alignment between course enrollment, room capacity, and instructional requirements.
- **Scheduling Efficiency:** Evaluating opportunities to distribute instructional activity more effectively across peak and off-peak periods.
- **Classroom Modernization:** Prioritizing flexible, technology-enabled instructional environments that accommodate contemporary teaching methods and varied class sizes.
- **Building Consolidation:** Identifying opportunities to consolidate academic functions within appropriately sized and better-performing facilities.
- **Operational Efficiency:** Assessing opportunities to reduce energy consumption and operating costs through coordinated scheduling and selective building use during periods of lower demand.
- **Capital Investment Prioritization:** Integrating utilization data with facility condition assessments, academic program needs, enrollment projections, and Campus Master Plan recommendations.

Summary

The FY26 Gordian Classroom Utilization Analysis demonstrates that WMU has opportunities to improve instructional space efficiency through better alignment of room capacity, course enrollment, scheduling practices, and academic programming requirements.

The assessment identifies lower utilization outside peak instructional periods and a substantial mismatch between the size of many instructional rooms and the enrollment of the courses scheduled within them.

These findings support a capital planning approach that emphasizes optimization of existing instructional space, strategic modernization, and responsible management of the University's building inventory, rather than expansion of physical capacity without demonstrated academic need.

WMU will continue using classroom utilization information, facility condition data, and academic planning priorities to guide investments that support student success, instructional effectiveness, and long-term financial sustainability.

d. 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.);

Western Michigan University (WMU) operates a diverse portfolio of academic, research, clinical, aviation, engineering, and specialized instructional facilities that are subject to federal, state, and industry-specific regulatory requirements. These

standards influence facility design, construction, renovation, maintenance, and operations to protect building occupants, support specialized academic programming, and maintain appropriate conditions for instruction, research, and professional training.

Applicable requirements vary according to facility use, research activities, equipment, hazardous materials, occupancy classifications, and program accreditation obligations. WMU incorporates these considerations into capital planning, facility condition assessments, project development, and ongoing building operations.

Science and Research Laboratories
WMU maintains instructional and research laboratories within facilities such as the Chemistry Building, Rood Hall, Haenicke Hall, and Floyd Hall. These environments support scientific instruction, laboratory experimentation, and research activities that may require specialized ventilation, chemical storage, emergency safety equipment, and environmental controls.

Applicable standards and requirements include:

- **Occupational Safety and Health Administration (OSHA), 29 CFR 1910.1450:** Establishes occupational safety requirements for laboratory use of hazardous chemicals, including chemical hygiene planning and exposure controls.
- **National Fire Protection Association (NFPA) 45 and NFPA 70:** Address fire protection for laboratories using chemicals and electrical safety requirements, as adopted or otherwise applicable.
- **ANSI/ISEA Z358.1:** Provides technical criteria for emergency eyewash and shower equipment where required.
- **ASHRAE Standards 62.1 and 90.1:** Inform ventilation and energy-efficiency design where applicable. Laboratory-specific ventilation requirements must also consider the hazards and activities involved.
- **CDC/NIH Biosafety in Microbiological and Biomedical Laboratories (BMBL):** Provides risk-based biosafety guidance for biological research and instructional activities.
- **Americans with Disabilities Act (ADA) Accessibility Standards:** Establish accessibility requirements for applicable laboratory work areas, circulation routes, and associated facilities.

Laboratory renewal projects must account for the specialized infrastructure necessary to maintain safe and functional research environments. These considerations may include fume hood performance, exhaust systems, chemical storage, emergency power, building controls, laboratory utilities, and adaptable instructional configurations.

Health and Human Services Facilities
Facilities supporting the College of Health and Human Services, clinical education, and University health services accommodate specialized instruction, simulation, patient interaction, and professional training.

Programs such as nursing, occupational therapy, physician assistant studies, and speech-language pathology may have facility-related requirements associated with professional accreditation, clinical education, equipment, accessibility, and safe instructional practices.

Applicable requirements and guidance may include:

- **Michigan Department of Licensing and Regulatory Affairs (LARA):** Applicable state licensing, health care facility, occupational safety, and professional practice requirements.
- **Health Insurance Portability and Accountability Act (HIPAA):** Privacy and security requirements where facilities or systems handle protected health information.
- **Program-Specific Accreditation Standards:** Requirements established by recognized accrediting organizations, including the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA), the Accreditation Council for Occupational Therapy Education (ACOTE), and the Council on Academic Accreditation in Audiology and Speech-Language Pathology (CAA).
- **Applicable Building, Fire, and Accessibility Codes:** Requirements governing clinical spaces, instructional laboratories, emergency systems, and accessible facilities.

Clinical simulation environments may require specialized utilities, equipment, technology infrastructure, and room configurations that replicate professional practice settings. Requirements for medical gases, infection control, ventilation, and other clinical infrastructure depend on the activities conducted and the applicable facility classification.

These considerations influence capital renewal decisions involving clinical teaching spaces, simulation laboratories, and facilities supporting health-related academic programs.

Aviation Education and Training Facilities
WMU's College of Aviation operates specialized instructional, flight training, simulation, and aircraft maintenance facilities at the W.K. Kellogg Airport in Battle Creek.

Aviation facilities require careful coordination of instructional requirements, aviation safety, equipment operations, aircraft movement, fire protection, and environmental management.

Applicable standards and requirements include:

- **Federal Aviation Administration (FAA), 14 CFR Part 141:** Establishes requirements for certificated pilot schools, including applicable training facilities, equipment, and instructional resources.
- **FAA Airport Design Standards:** Provide applicable technical guidance for airport facilities, aircraft operating areas, and related infrastructure.
- NFPA 409: Addresses aircraft hangar fire protection where applicable under adopted codes and facility classifications.
- **Environmental Protection Agency (EPA) Spill Prevention, Control, and Countermeasure Regulations:** Apply to qualifying facilities storing regulated quantities of oil or petroleum products.
- **Applicable Occupational Safety and Environmental Regulations:** Govern aircraft maintenance activities, hazardous materials, equipment operations, and workplace safety.

Continued investment in aviation facilities must consider the specialized requirements of aircraft training, maintenance operations, flight simulation, safety systems, and supporting infrastructure. These requirements are important considerations in maintaining program functionality and supporting aviation workforce development.

Engineering, Manufacturing, and Applied Sciences Facilities

WMU's College of Engineering and Applied Sciences operates specialized instructional and research environments that support engineering, manufacturing, materials testing, product development, and applied technologies.

Facilities such as Floyd Hall and Kohrman Hall contain instructional spaces and laboratories with equipment and operational requirements that differ substantially from conventional classrooms.

Applicable standards and requirements may include:

- **OSHA Machinery and Machine Guarding Requirements, 29 CFR 1910 Subpart O:** Address safeguards associated with machinery and equipment operations.
- **OSHA Welding, Cutting, and Brazing Requirements, 29 CFR 1910 Subpart Q:** Establish applicable workplace safety requirements for welding and related activities.
- **NFPA 70, National Electrical Code:** Establishes electrical installation requirements as adopted by the applicable authority.
- **American Society of Mechanical Engineers (ASME) Codes:** Apply to qualifying pressure vessels, boilers, and related equipment.
- **ANSI/ISEA Z87.1:** Establishes performance criteria for occupational eye and face protection.
- **Applicable Industrial Ventilation and Fire Protection Standards:** Inform the design and operation of specialized laboratories and manufacturing environments.

These requirements influence laboratory layouts, equipment clearances, machine guarding, ventilation, electrical distribution, emergency shutdown systems, and other specialized infrastructure.

Capital renewal projects must consider both regulatory compliance and the ability of existing facilities to accommodate evolving instructional technologies and equipment.

Specialized Research and Animal Care Facilities
Certain research activities may require additional facility controls associated with biological materials, hazardous substances, specialized equipment, or animal care.

Where applicable, requirements and guidance include:

- **Animal Welfare Act and Implementing Regulations:** Establish federal requirements for covered animal research and care activities.
- **Public Health Service Policy on Humane Care and Use of Laboratory Animals**: Applies to qualifying research activities supported or conducted under applicable federal requirements.
- **The Guide for the Care and Use of Laboratory Animals:** Provides recognized standards for appropriate animal care and research environments.
- **CDC/NIH Biosafety Guidance:** Supports risk-based facility and operational controls for applicable biological research.
- **AAALAC International Standards:** May apply to animal care programs that voluntarily pursue or maintain accreditation.

Facility requirements depend on the specific research activities undertaken. Specialized spaces may require controlled environmental conditions, appropriate containment, secure access, emergency systems, and equipment designed to protect personnel, research integrity, and animal welfare.

WMU evaluates these needs in coordination with applicable research oversight, environmental health and safety, and facilities personnel.

Building Codes, Accessibility, and Energy Performance
In addition to program-specific requirements, WMU facilities are subject to applicable statewide building regulations and other legal requirements governing construction, renovation, occupancy, and operations.

These include:

- **Michigan Building, Mechanical, Plumbing, Electrical, and Fire Codes:** Applicable editions establish minimum requirements for construction, building systems, life safety, and occupancy.
- **Americans with Disabilities Act and Applicable Accessibility Standards:** Govern accessibility requirements for facilities, programs, and services.
- **NFPA Codes:** Various, including Life Safety 101.

- **Michigan Occupational Safety and Health Administration (MIOSHA):** Establishes applicable workplace safety requirements.
- **State of Michigan Capital Outlay Requirements:** Provide applicable planning, design, review, and project administration requirements for state-supported capital projects.
- **Applicable Energy Codes and ASHRAE Standards:** Establish or inform energy performance requirements for qualifying construction and renovation activities.

WMU also considers sustainability, energy efficiency, building system reliability, and lifecycle operating costs when evaluating capital investments. Voluntary sustainability frameworks may inform project planning but are distinguished from legally mandated standards.

Capital Planning Implications
Program-specific facility standards are important considerations in WMU's capital renewal and portfolio management decisions. Older buildings may require significant investment to accommodate contemporary safety requirements, specialized instructional equipment, accessibility improvements, and modern building systems.

Accordingly, WMU evaluates regulatory requirements and functional adequacy alongside facility condition, academic programming, enrollment projections, space utilization, and anticipated long-term operating costs.

This integrated approach helps identify facilities where targeted renewal is appropriate and those where substantial modernization, program relocation, consolidation, or alternative long-term strategies may provide greater institutional value.

Summary
Western Michigan University's specialized facilities support academic and research activities that require varying levels of regulatory oversight, technical infrastructure, and professional accreditation compliance.

The University incorporates applicable federal, state, and industry requirements into facility planning, capital renewal, construction, and operations. Continued assessment of these requirements supports safe instructional and research environments, protects institutional assets, and helps ensure that capital investments remain aligned with academic priorities and long-term operational sustainability.

e. Functionality of existing structures and space allocation to program areas served.

Western Michigan University (WMU) maintains a diverse portfolio of academic, research, administrative, residential, athletic, and student-support facilities encompassing approximately 7.8 million gross square feet (GSF). The functionality of

these facilities varies according to building age, original design, physical condition, space configuration, infrastructure capacity, and adaptability to contemporary academic and operational requirements.

A substantial portion of the University's facilities was constructed during periods of campus expansion in the mid-to-late twentieth century. Although ongoing maintenance and capital improvements have extended the useful lives of many structures, changing enrollment patterns, instructional methods, research requirements, and technology have created opportunities to reassess the functional suitability and allocation of existing space.

WMU's approach to facility planning increasingly emphasizes the alignment of physical space with demonstrated academic and operational needs, efficient utilization of existing assets, and strategic investment in facilities that support the University's long-term mission.

Functional Condition and Building Adaptability

The University's facilities represent multiple generations of campus development, ranging from historic structures to recently constructed or comprehensively renovated buildings.

Recent investments, including Sangren Hall, Dunbar Hall, the WMU Student Center, and the College of Aviation Education Center, demonstrate the University's efforts to provide modern instructional, collaborative, and student-support environments.

Other academic and administrative facilities retain building configurations and infrastructure systems originally designed for different enrollment levels, instructional approaches, and operational requirements. These conditions may limit flexibility, accessibility, technology integration, and the efficient use of available space.

Functional adequacy is evaluated through several considerations, including building condition, instructional suitability, accessibility, infrastructure capacity, space utilization, program adjacency, and the ability to accommodate future academic requirements.

A building's physical condition alone does not determine its long-term suitability. Facilities with acceptable structural and building system conditions may nevertheless require functional modernization, while older facilities may continue to serve essential academic purposes effectively.

Space Allocation and Academic Program Alignment

WMU allocates academic and administrative space to support instruction, research, faculty and staff activities, student services, and institutional operations.

Historically, space assignments evolved in response to program expansion, departmental organization, and changing institutional needs. As enrollment patterns

and academic priorities continue to evolve, the University recognizes the importance of evaluating whether existing allocations remain appropriate.

The University's space management initiatives emphasize improved utilization, shared use of facilities where appropriate, and the alignment of assigned space with demonstrated program requirements.

Space allocation decisions consider instructional scheduling, student enrollment, specialized equipment, research activities, faculty and staff needs, accessibility, and opportunities to improve operational efficiency.

These efforts support a more coordinated approach to space management while reducing unnecessary duplication and identifying opportunities for program consolidation or relocation.

Instructional and Academic Facilities

WMU's academic buildings accommodate a range of instructional environments, including general-purpose classrooms, lecture halls, laboratories, seminar rooms, studios, and collaborative learning spaces.

The renovation of Dunbar Hall, completed in 2024, demonstrates how existing academic facilities can be modernized to support contemporary instructional methods, accessibility, and technology-enabled learning.

In contrast, Knauss Hall, constructed in 1971 and currently hibernated, illustrates the challenges associated with aging instructional buildings. Its existing configuration, accessibility limitations, and building system deficiencies require comprehensive evaluation in relation to future academic programming and capital investment priorities.

The University's classroom utilization assessments also identify opportunities to improve the alignment between course enrollment and room capacity. These findings reinforce the importance of modernizing and optimizing existing instructional spaces rather than assuming that additional building area is necessary.

Future academic space planning will emphasize adaptable classroom configurations, improved technology infrastructure, accessibility, and efficient scheduling to accommodate evolving instructional requirements.

Research and Laboratory Facilities

Research and specialized instructional facilities, including those within Floyd Hall, the Chemistry Building, Rood Hall, and Haenicke Hall, support scientific research, laboratory instruction, engineering applications, and interdisciplinary academic activities.

These facilities require specialized mechanical, electrical, ventilation, safety, and technology infrastructure that can significantly influence renovation costs and long-term functional adaptability.

Older laboratory buildings may present challenges associated with fixed equipment layouts, aging utility distribution systems, limited flexibility, and the increasing technical demands of contemporary research.

WMU will continue evaluating laboratory and research space requirements based on program needs, equipment utilization, safety standards, research activity, and opportunities for shared resources.

Capital renewal priorities will consider improvements to essential infrastructure, laboratory flexibility, and the efficient allocation of specialized research space.

Health and Human Services Facilities

The College of Health and Human Services facilities support professional education, clinical instruction, simulation, research, and interdisciplinary learning across health-related academic programs.

These facilities include specialized teaching laboratories, simulation environments, classrooms, and support spaces designed to accommodate professional education and applied learning.

As academic programs and instructional requirements evolve, WMU will continue evaluating the functionality and utilization of these spaces to identify opportunities for improved program alignment, shared use, and targeted modernization.

The Sindecuse Health Center provides essential health and wellness services to the University community. Its long-term facility requirements must be evaluated in relation to building condition, mechanical and electrical infrastructure, service delivery needs, accessibility, and the potential benefits of integrating complementary student wellness functions.

Future planning for health and wellness facilities will consider opportunities to improve operational efficiency, accessibility, and coordination of services while remaining responsive to institutional priorities and available capital resources.

Aviation and Applied Sciences Facilities

WMU's College of Aviation operates specialized instructional facilities at W.K. Kellogg Airport in Battle Creek, including aviation education, flight training, simulation, and aircraft maintenance environments.

These facilities support applied instruction and professional training that require specialized equipment, operational infrastructure, and compliance with applicable aviation safety requirements.

Continued facility planning will consider enrollment demand, training requirements, equipment modernization, operational capacity, and long-term maintenance needs.

At the Parkview Campus, the College of Engineering and Applied Sciences utilizes Floyd Hall and related facilities to support engineering education, laboratory instruction, applied research, and industry collaboration.

Although these facilities provide essential instructional and research capacity, evolving technologies and specialized equipment requirements create ongoing needs for laboratory modernization, infrastructure renewal, and adaptable instructional environments.

The Michigan Geological Repository for Research and Education (MGRRE) also supports research, education, and industry collaboration through the preservation and study of geological materials. Its long-term facility requirements will be evaluated based on collection storage, research access, environmental conditions, operational needs, and opportunities for collaboration.

Libraries, Student Life, and Support Facilities

Waldo Library remains a central academic resource supporting research, independent study, collaborative learning, and access to information and educational services.

As student learning patterns and academic support needs evolve, the University is evaluating opportunities to strengthen the library's role as an integrated student success environment.

Potential improvements include more adaptable study areas, technology-enabled collaboration spaces, improved program adjacencies, and coordinated access to academic support services.

These considerations are part of the broader effort to evaluate the relationship among Waldo Library, the Student Center, the University Computing Center, and surrounding academic facilities.

The WMU Student Center, opened in 2023, provides modern spaces for student engagement, dining, gathering, and support services. Its development reflects the University's commitment to improving student-centered facilities while replacing outdated infrastructure.

Residential, recreation, athletic, and other student-support facilities are similarly evaluated based on utilization, building condition, student needs, operating costs, and long-term institutional priorities.

Functional Deficiencies and Opportunities

WMU's facility assessments and space planning initiatives identify several recurring conditions affecting building functionality and operational efficiency:

- **Inflexible Building Configurations:** Older instructional and administrative facilities may contain fixed layouts that limit adaptability to contemporary teaching methods, collaborative work, and changing program requirements.
- **Aging Building Systems:** Mechanical, electrical, plumbing, and building control systems approaching or exceeding their useful lives can constrain facility performance and increase maintenance costs.
- **Accessibility Limitations:** Certain legacy facilities require continued improvements to entrances, circulation routes, elevators, restrooms, and other building elements to support accessibility and compliance with applicable requirements.
- **Technology Infrastructure:** Differences in building age and prior investments have resulted in varying levels of instructional technology and digital infrastructure.
- **Energy Performance:** Older building systems and envelopes may contribute to higher energy consumption and operating costs.
- **Space Utilization:** Changes in enrollment, staffing, instructional delivery, and departmental organization have created opportunities to reassess room assignments and consolidate underutilized functions.

These conditions reinforce the importance of evaluating both the physical condition and functional suitability of buildings when establishing capital renewal priorities.

Strategic Direction and Capital Planning

WMU's long-term facilities strategy emphasizes the responsible stewardship of existing assets while aligning the campus building portfolio with projected enrollment, academic programming, institutional priorities, and financial capacity.

With total student enrollment projected to decline approximately 5% between fall 2026 and fall 2031, future space requirements will be evaluated in the context of changing instructional demand, staffing levels, and opportunities for more efficient facility utilization.

Key strategies include:

- Optimizing existing instructional, research, administrative, and student-support space before considering additional building capacity.
- Evaluating opportunities to consolidate academic and administrative functions within appropriately sized and better-performing facilities.
- Modernizing existing buildings where reinvestment can improve functional adequacy, accessibility, instructional effectiveness, and long-term operational performance.
- Aligning space assignments with documented academic program requirements, enrollment patterns, and staffing needs.

- Integrating facility condition, deferred maintenance, energy performance, and utilization data into capital investment decisions.
- Evaluating buildings for continued investment, restricted capital investment, hibernation, decommissioning, or demolition where appropriate.

Summary
Western Michigan University's existing facilities continue to support a broad range of academic, research, student life, and operational activities. However, differences in building age, condition, configuration, and utilization create significant variation in functional adequacy across the campus.

The University's capital planning approach emphasizes the modernization and optimization of existing facilities, improved space allocation, strategic consolidation, and targeted investments that address demonstrated academic and operational requirements.

Through coordinated facility assessments, space management initiatives, enrollment planning, and capital renewal strategies, WMU will continue working toward a more efficient, adaptable, accessible, and financially sustainable campus that supports its education.

f. Replacement value of existing facilities (insured value of structure to the extent available);

Western Michigan University (WMU) maintains a substantial portfolio of University-owned academic, research, residential, athletic, administrative, and auxiliary facilities. Based on the University's reported property insurance valuations, the estimated insured replacement value of existing facilities is approximately $2.03 billion, excluding leased and third-party-owned properties.

Insured replacement value represents the estimated cost of replacing covered facilities for insurance purposes. It provides an important measure of the University's investment in physical assets and supports capital planning, risk management, and long-term financial stewardship.

Academic and instructional facilities account for approximately 47% of the University's insured replacement value, representing the largest share of the portfolio. Other significant asset categories include residential housing, athletics and recreation, administrative offices, health-related facilities, utilities, libraries, performing arts, and auxiliary operations.

Replacement Value by Facility Category

DTMB Category	Insured Replacement Value	% of Total*	Representative Buildings (examples)
Academic / Instructional	$954.9M	47.0%	Sangren Hall; Dunbar Hall; Schneider Hall
Residential / Housing	$236.8M	11.6%	Arcadia Flats; Spindler Hall
Athletics / Recreation	$189.2M	9.3%	Lawson Ice Arena; Student Recreation Center; Waldo Stadium facilities
Administrative / Office	$134.8M	6.6%	Seibert Administration; Walwood Union & Hall; University Computing Center
Health / Clinical & Labs	$124.4M	6.1%	CHHS Complex; Unified Clinics; Sindecuse Health Center
Infrastructure / Utilities	$117.6M	5.8%	Beam Power Plant; Physical Plant; Parking structures
Library / Learning Commons	$96.0M	4.7%	Waldo Library; Zhang Legacy Collections
Fine Arts / Performance	$91.8M	4.5%	Miller Auditorium; Gilmore Theatre Complex; Dalton Center
Other / Auxiliary	$87.9M	4.3%	Fetzer Center; Campus Services; Misc. auxiliary

** Percentages reflect rounding.*

The distribution of insured replacement value reflects WMU's investment in facilities supporting instruction, research, student services, residential life, recreation, and campus operations. These assets require ongoing maintenance and periodic capital renewal to preserve functionality, reliability, safety, and long-term institutional value.

Capital Planning Implications

The University's substantial investment in existing facilities reinforces the importance of preserving essential assets while aligning future capital expenditures with academic priorities, enrollment projections, utilization patterns, and available financial resources.

WMU's capital planning approach emphasizes targeted renewal of high-priority building systems, modernization of facilities that continue to serve demonstrated institutional needs, and evaluation of opportunities to consolidate, repurpose, or reduce underutilized building assets.

This approach supports responsible stewardship of the University's physical infrastructure while addressing long-term capital renewal obligations and financial sustainability.

Summary
Western Michigan University's University-owned facilities have an estimated insured replacement value of $2.03 billion, with academic and instructional buildings representing nearly half of the total.

This valuation demonstrates the scale of the University's physical asset investment and the importance of maintaining a coordinated capital renewal strategy.

Through facility condition assessments, strategic reinvestment, space optimization, and long-term portfolio management, WMU will continue prioritizing capital investments that preserve essential facilities, support academic and student needs, and promote responsible financial stewardship.

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

Western Michigan University (WMU) maintains central and distributed utility systems supporting approximately 7.8 million gross square feet (GSF) of academic, research, residential, athletic, administrative, and student-support facilities. These systems include steam generation and distribution, HVAC, chilled water, electrical distribution, domestic water, sanitary sewer, stormwater, and building automation.

Much of this infrastructure dates to campus expansion between the 1950s and 1980s. Despite ongoing maintenance and capital improvements, aging equipment and deferred maintenance continue to create substantial renewal requirements.

Central Utility Infrastructure
The Robert M. Beam Power Plant provides central steam generation and utility services supporting Main Campus facilities. Other locations, including Parkview Campus and the College of Aviation in Battle Creek, utilize distributed or building-specific systems.

The reliability of these systems is essential to academic operations, research activities, energy performance, and campus safety.

Utility System Condition and Capital Needs
WMU evaluates utility infrastructure through facility condition assessments, engineering studies, preventive maintenance, and operational monitoring.

Gordian's strategic capital planning assessment identifies approximately $192 million in grounds and infrastructure capital needs across the existing backlog and ten-year planning horizon.

This figure includes existing deficiencies and future renewal requirements but excludes separately assessed building-level mechanical and electrical needs. It should not be interpreted entirely as current deferred maintenance.

Major Utility Systems and Renewal Priorities

- **Heating, Ventilation, and Air Conditioning (HVAC)**
  Aging air handling units, heating and cooling equipment, pumps, ventilation systems, and controls contribute to increased maintenance, energy inefficiency, and operational risk. Renewal priorities emphasize equipment reliability, ventilation requirements, environmental controls, and energy performance, particularly in specialized instructional and research facilities.

- **Steam and Chilled Water Distribution**
  Underground piping, valves, pumps, heat exchangers, and insulation require periodic renewal to prevent leaks, energy losses, and service interruptions. Improvements are coordinated with building renovations and campus operations.

- **Electrical Distribution**
  Electrical infrastructure includes transformers, switchgear, distribution networks, panels, and emergency power systems. Renewal priorities focus on replacing deteriorated equipment, maintaining system reliability, and accommodating future electrical demand.

- **Domestic Water, Sanitary Sewer, and Stormwater**
  Water and sewer infrastructure requires ongoing renewal to address aging piping, drainage deficiencies, and service reliability. Stormwater improvements emphasize drainage performance, erosion control, and environmental requirements.

- **Building Automation and Energy Management**
  Modernized building controls improve equipment performance, operational monitoring, preventive maintenance, and energy efficiency. WMU coordinates automation upgrades with HVAC renewal and broader energy management initiatives.

Infrastructure Renewal and Portfolio Management
WMU prioritizes utility investments based on system condition, operational risk, academic importance, and long-term financial sustainability.

Key considerations include:
- **Health and Safety:** Addressing critical deficiencies and regulatory requirements.
- **System Reliability:** Reducing equipment failures and service interruptions.
- **Asset Condition:** Evaluating equipment age, maintenance history, and remaining useful life.

- **Energy Efficiency:** Improving system performance and reducing operating costs.
- **Academic Requirements:** Maintaining essential services for instruction, research, housing, and campus operations.
- **Capital Coordination:** Aligning utility renewal with renovations, space consolidation, and portfolio management.

As WMU evaluates facilities for continued investment, hibernation, decommissioning, or demolition, associated utility requirements will be assessed to avoid unnecessary expenditures and support long-term campus planning.

Summary
WMU's utility infrastructure is essential to maintaining safe, reliable, and efficient campus operations. Gordian identifies approximately $192 million in grounds and infrastructure capital renewal needs across the existing backlog and ten-year planning horizon.

The University's strategy emphasizes preventive maintenance, targeted infrastructure renewal, energy efficiency, and coordinated capital planning to preserve essential systems while aligning investments with institutional priorities and available resources.

h. Facility infrastructure condition (i.e., roads, bridges, parking structures, lots, etc.);

Western Michigan University (WMU) maintains an extensive transportation and site infrastructure network connecting its Main, East, and Parkview campuses. This network includes more than 10 miles of internal roadways, over 70 parking lots, multiple parking structures, bridges, sidewalks, pedestrian pathways, bicycle routes, and stormwater systems.

These assets support campus mobility, emergency access, public transportation, service operations, and accessibility. Although the infrastructure generally remains operational, aging pavement, structural deterioration, drainage deficiencies, and accessibility requirements create ongoing maintenance and capital renewal needs.

WMU evaluates infrastructure investments based on physical condition, safety, utilization, operational importance, and long-term campus priorities.

Infrastructure Condition and Renewal Priorities

Infrastructure Type	Overall Condition	% Rated Poor/Fair	Primary Issues	Modernization Priority
Roadways	Fair	85%	Surface wear, base settlement, poor drainage	**High**

Bridges	Fair–Good	30%	Concrete spalling, railing corrosion	**Moderate**
Parking Structures	Fair–Good	35%	Corrosion, drainage, waterproofing	**High**
Surface Parking Lots	Fair	70%	Cracking, ADA compliance, drainage	**High**
Sidewalks & Pedestrian Routes	Good	20%	Cracking, uneven surfaces, accessibility	**Moderate**
Bicycle Paths	Fair	50%	Connectivity gaps, limited wayfinding	**Moderate**

**These priorities support capital planning and do not constitute comprehensive engineering condition ratings.*

Roadways and Campus Circulation
WMU's roadway network provides access to academic buildings, residence halls, parking facilities, and campus services. Major routes include Western Avenue, Arcadia Loop, Valley Drive, and connections to surrounding public roads.

Aging pavement, settlement, and drainage deficiencies require periodic rehabilitation, reconstruction, and circulation improvements.

Future investments will consider pedestrian crossings, traffic calming, intersection operations, and multimodal connectivity. More substantial improvements, including potential intersection reconfiguration or roundabouts, will require engineering evaluation, coordination with applicable road authorities, and available funding.

Bridges and Pedestrian Structures
Campus pedestrian and vehicular bridges require periodic inspection and maintenance to address concrete deterioration, corrosion, moisture intrusion, and weather-related damage.

Renewal priorities include deck repairs, waterproofing, expansion joints, railings, and lighting.

Pedestrian connections serving academic and residential areas, including Goldsworth Valley, remain important to campus accessibility. Structural repairs will be prioritized based on documented engineering assessments and safety requirements.

Parking Structures and Surface Parking Lots
WMU maintains multiple parking structures and more than 70 surface parking lots supporting academic, residential, athletic, administrative, and visitor activities.

Parking structures require ongoing maintenance because of exposure to moisture, freeze-thaw cycles, deicing materials, and vehicle loading. Typical needs include concrete restoration, waterproofing, drainage, and structural repairs.

The Miller parking facility and other aging structures warrant continued condition assessment to determine appropriate rehabilitation requirements.

Surface parking lots require periodic resurfacing, pavement reconstruction, drainage improvements, and accessible parking upgrades.

Future investments will consider parking demand, enrollment trends, building utilization, and opportunities to consolidate capacity or reduce unnecessary infrastructure renewal obligations.

Pedestrian Accessibility and Bicycle Infrastructure
WMU's pedestrian network connects academic buildings, residence halls, parking facilities, transit stops, and campus destinations.

Renewal priorities include correcting sidewalk deterioration, eliminating trip hazards, improving accessible routes and crossings, and addressing lighting and drainage deficiencies.

The University will also evaluate opportunities to improve bicycle connectivity and reduce conflicts among vehicles, pedestrians, and cyclists.

These improvements will be coordinated with roadway projects, building renovations, and campus transportation planning.

Stormwater Management and Site Drainage
Stormwater infrastructure protects campus roadways, parking facilities, buildings, and surrounding landscapes.

Aging drainage systems and changing site conditions can contribute to standing water, pavement deterioration, and erosion.

WMU will coordinate stormwater improvements with roadway, parking, and site renewal projects. Where feasible, sustainable drainage solutions, including improved infiltration and vegetated drainage features, will be evaluated based on site conditions, regulatory requirements, maintenance needs, and lifecycle costs.

Infrastructure Renewal and Capital Planning
WMU's long-term infrastructure strategy emphasizes targeted rehabilitation, preventive maintenance, and coordination with broader campus planning initiatives.

Capital investment priorities include:

- **Safety and Accessibility:** Addressing structural deficiencies, pedestrian hazards, and accessible circulation.
- **Asset Condition:** Evaluating pavement, bridges, drainage systems, and remaining service life.
- **Operational Importance:** Maintaining emergency access, essential transportation routes, and connections to academic and residential facilities.
- **Lifecycle Costs:** Comparing continued maintenance with rehabilitation or replacement.
- **Transportation Planning:** Coordinating roadway, parking, pedestrian, and bicycle improvements with evolving campus needs.
- **Facility Utilization:** Aligning investments with enrollment trends, building occupancy, and potential consolidation.
- **Sustainability:** Incorporating durable materials, efficient lighting, and practical stormwater improvements.

Infrastructure investments will also be coordinated with decisions involving building renovation, hibernation, decommissioning, or demolition to avoid unnecessary expenditures while maintaining essential campus access.

Summary
WMU's transportation, parking, pedestrian, and stormwater infrastructure remains essential to safe and efficient campus operations.

With more than 10 miles of roadways, over 70 parking lots, and multiple parking structures, continued renewal is necessary to address aging pavement, structural deficiencies, drainage, and accessibility.

WMU will prioritize safety, preventive maintenance, targeted rehabilitation, and coordinated capital planning to maintain a reliable, accessible, and financially sustainable campus infrastructure network.

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

Western Michigan University (WMU) maintains central and distributed utility and infrastructure systems supporting academic, research, residential, and administrative operations across its Main, East, and Parkview campuses and specialized facilities in Battle Creek.

These systems include heating and cooling, electrical distribution, domestic water, sanitary sewer, stormwater, information technology, communications, roadways, bridges, parking, and pedestrian infrastructure.

Existing systems are generally adequate for current operations. However, aging equipment, deferred maintenance, and evolving academic and research requirements necessitate continued capital renewal.

With enrollment projected to decline approximately 5% between fall 2026 and fall 2031, WMU's primary objective is to maintain reliable, efficient, and appropriately sized infrastructure rather than expand capacity without demonstrated demand.

Central Heating and Cooling Systems
The Robert M. Beam Power Plant and associated distribution networks support Main Campus facilities, while other locations utilize distributed or building-specific systems.

Although existing capacity generally supports operations, aging equipment and distribution infrastructure require targeted renewal. Investments will emphasize reliability, energy efficiency, and systems serving facilities designated for continued use.

Building consolidation, hibernation, and decommissioning decisions will inform future utility requirements and opportunities to reduce operating costs.

Electrical Distribution and Power Systems
Existing electrical infrastructure generally accommodates current demand, although aging transformers, switchgear, and distribution equipment may limit flexibility.

Specialized research equipment, instructional technology, building automation, and electric vehicle infrastructure may increase localized demand despite declining enrollment.

Priorities include equipment replacement, targeted capacity upgrades, emergency power reliability, and consideration of renewable energy or storage where financially justified.

Domestic Water and Sanitary Sewer Systems
Existing water and sewer systems generally provide adequate service, although aging infrastructure requires continued maintenance and selective renewal.

Enrollment projections do not indicate a broad need for expanded capacity. Localized improvements may be necessary to accommodate renovations, program relocations, and specialized facilities.

Investments will emphasize reliability and coordination with building and site improvements.

Stormwater Management and Drainage
Existing stormwater systems generally support campus operations, although localized drainage deficiencies require attention.

Improvements will be coordinated with pavement rehabilitation, parking projects, renovations, and site development.

Priorities include drainage performance, regulatory compliance, and sustainable stormwater practices where feasible.

Information Technology and Communications
WMU's technology infrastructure supports instruction, research computing, online learning, building operations, and administrative services.

Continued modernization is necessary to maintain network reliability, cybersecurity, redundancy, and support for evolving technologies.

Investments will be coordinated with academic programs, research requirements, facility renovations, and building consolidation.

Transportation, Parking, and Pedestrian Infrastructure
WMU's roadway, parking, bridge, and pedestrian networks generally provide adequate campus access and circulation.

Aging pavement, drainage deficiencies, accessibility requirements, and structural maintenance will influence renewal priorities.

Investments will emphasize safe circulation, essential service routes, accessibility, and rehabilitation based on condition and utilization. WMU will also evaluate opportunities to optimize existing parking capacity rather than assume increased demand.

Five-Year Infrastructure Adequacy Outlook
The following assessments represent qualitative planning judgments rather than certified engineering capacity evaluations.

System	Current Adequacy	5-Year Projection	Capacity Risk	Priority Improvements
Central Utilities (Steam/Chilled Water)	Adequate	Near Capacity	Moderate	Add redundancy, upgrade chillers, extend distribution loops
Electrical Systems	Adequate	Capacity Constrained	High	Replace aging panels, expand load capacity, smart metering
Water/Sewer	Adequate	Adequate with Renewal	Moderate	Replace aging mains, expand storm detention

Stormwater	Limited	Inadequate without Upgrade	High	Implement retention and green infrastructure
IT/Communications	Adequate	Adequate with Expansion	Moderate	Extend fiber redundancy, upgrade campus Wi-Fi backbone
Roads & Parking	Adequate	Fair	Moderate	Resurfacing, ADA compliance, EV infrastructure
Bridges/Pedestrian	Good	Good with Maintenance	Low	Preventive repair lighting upgrades

Five-Year Modernization and Investment Priorities
WMU's infrastructure strategy emphasizes six priorities:

1. **Utility Reliability:** Renew critical mechanical, electrical, and distribution systems to minimize service interruptions.
2. **Infrastructure Capacity:** Align investments with enrollment trends, academic programs, research needs, and building utilization.
3. **Coordinated Capital Renewal:** Integrate infrastructure improvements with renovations, consolidation, and portfolio management.
4. **Energy and Operational Efficiency:** Improve equipment performance, building controls, and lifecycle operating costs.
5. **Safety and Accessibility:** Address infrastructure deficiencies affecting pedestrian circulation, transportation, and campus access.
6. **Financial Sustainability:** Prioritize essential infrastructure renewal and avoid expansion without demonstrated institutional need.

Summary
WMU's existing infrastructure is generally adequate to support current operations, but aging systems and evolving programmatic requirements will necessitate continued capital investment.

With enrollment projected to decline approximately 5% through fall 2031, the University will emphasize infrastructure optimization, targeted renewal, energy efficiency, and alignment with future building utilization.

This approach supports a reliable, accessible, appropriately sized, and financially sustainable infrastructure network while directing capital resources toward long-term institutional priorities.

j. 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?

Enterprise-Wide Energy Management

Western Michigan University (WMU) maintains an institution-wide energy management approach coordinated through Facilities Management and its engineering and energy management functions. This approach integrates utility operations, energy efficiency, cost management, renewable energy, building performance, and capital planning.

Guided by institutional sustainability objectives, the Climate Action Plan, and facilities planning initiatives, WMU emphasizes reducing energy consumption, improving system efficiency, maintaining utility reliability, and incorporating lifecycle costs into capital decisions.

Central Energy Generation and Distribution

The Robert M. Beam Power Plant operates as a cogeneration facility, producing electricity and steam for campus operations. Supplemental generators and boilers support the University's energy infrastructure.

Based on WMU Facilities Management operating information for FY2022–23 through FY2025–26, average annual production and electricity transactions include:

Energy Measure	Annual Average
Electricity generation	76.15 million kWh
Steam production	469.0 million pounds
Electricity imports	8.10 million kWh
Electricity exports	15.11 million kWh

At Parkview Campus, the Energy Resource Center provides steam and chilled water through boiler and chiller systems supporting academic and research facilities.

Future investments will emphasize equipment reliability, operational efficiency, and alignment with building utilization and infrastructure renewal needs.

Renewable Energy and Alternative Technologies

WMU continues evaluating renewable energy and alternative heating and cooling technologies.

Current and previous initiatives include:

- **Solar Energy:** Subscription to a 1-megawatt solar installation near Floyd Hall, generating approximately **1,500 megawatt-hours annually**.
- **Geothermal Systems:** Existing installations at Heritage and Zhang.

- **Geothermal Evaluations:** Previous studies at Walwood Hall and Valley Dining Center.
- **Renewable Natural Gas:** WMU does not currently procure renewable natural gas.

Future investments will be evaluated based on technical feasibility, capital and operating costs, environmental benefits, and opportunities to reduce dependence on aging infrastructure.

Energy Management Goals
WMU's principal energy objectives include:

1. **Energy Efficiency:** Reduce consumption through HVAC modernization, building controls, preventive maintenance, and operational improvements.
2. **Utility Reliability:** Maintain dependable heating, cooling, electrical, and other essential services.
3. **Operating Cost Reduction:** Incorporate energy expenditures and lifecycle costs into capital investment decisions.
4. **Renewable Energy:** Evaluate solar, geothermal, electrification, and alternative technologies where feasible.
5. **Performance Monitoring:** Utilize utility metering, building automation, and energy consumption data to identify improvement opportunities.
6. **Capital Planning Integration:** Coordinate energy improvements with renovations, infrastructure renewal, and building utilization.
7. **Sustainability:** Pursue practical opportunities to reduce greenhouse gas emissions and improve environmental performance.

Energy Audits and Performance Benchmarking
WMU evaluates building energy performance through utility monitoring, building automation, engineering assessments, equipment inspections, and targeted energy studies.

These activities identify consumption patterns, operational deficiencies, and potential conservation measures. However, utility benchmarking and equipment monitoring do not necessarily constitute comprehensive building energy audits under recognized ASHRAE methodologies.

The University is reviewing its inventory of completed assessments to determine which facilities have received comprehensive audits and which require further evaluation.

University-wide completion of comprehensive energy audits has not been established. The schedule for remaining audits will be determined following verification of existing coverage, facility priorities, and available resources.

Five-Year Energy Assessment and Improvement Strategy
During FY2028–FY2032, WMU will prioritize:

- **Audit Inventory:** Document completed energy audits and identify facilities requiring additional assessments.
- **Targeted Evaluations:** Prioritize high-energy-use buildings, aging mechanical systems, and facilities scheduled for major renovation.
- **Performance Monitoring:** Improve utilization of available metering, automation, and energy management information.
- **Energy Conservation:** Coordinate HVAC, lighting, electrical, and building envelope improvements.
- **Alternative Technologies:** Evaluate renewable energy and efficient heating and cooling solutions.
- **Portfolio Alignment:** Coordinate energy investments with enrollment trends, building utilization, and long-term capital priorities.

A comprehensive audit completion timetable will be established after the existing assessment inventory and resource requirements are confirmed.

Energy Management and Capital Planning
Energy performance and utility costs are integral to WMU's building portfolio strategy.

Facilities designated for continued investment will be evaluated for energy efficiency improvements and infrastructure modernization.

Buildings identified for restricted capital investment, hibernation, decommissioning, or demolition will be assessed for appropriate utility operating levels and opportunities to reduce unnecessary expenditures while protecting University assets.

This approach supports efficient infrastructure investment and alignment with long-term academic and financial priorities.

Summary
WMU maintains an institution-wide energy management approach supported by central cogeneration, distributed utility systems, renewable energy initiatives, and building performance monitoring.

The Robert M. Beam Power Plant provides substantial electricity and steam generation, while the Parkview Energy Resource Center supports distributed heating and cooling. Solar subscription and geothermal installations complement these operations.

During FY2028–FY2032, WMU will emphasize energy efficiency, utility reliability, renewable energy evaluation, comprehensive audit documentation, and coordinated capital reinvestment.

The remaining key action is to verify energy audit coverage and establish a documented completion timetable to support the University's long-term energy management objectives.

k. *Land owned by the institution, including 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*

Western Michigan University (WMU) owns and manages land supporting academic instruction, research, student housing, athletics, aviation, administration, economic development, and environmental preservation.

The University's preliminary land inventory identifies more than 1,200 acres associated with its campuses, research properties, natural preserves, and supporting operations.

Guided by the *Campus Master Plan 2025 and Beyond*, WMU prioritizes efficient land utilization, strategic redevelopment, environmental stewardship, and alignment with academic and financial priorities. The University will emphasize optimizing existing property before considering additional acquisitions.

Land Ownership and Existing Uses
The following table summarizes principal landholdings and development considerations. Acreages remain preliminary pending reconciliation with official property records.

Campus / Site	Primary Function	Acreage	Ownership Status	Development Capacity
Main and East Campus	Academic, Research, Administration	606 acres	WMU-owned (53 acres leased back to State)	Limited infill capacity; redevelopment of obsolete facilities provides future opportunity.
Parkview Campus	Engineering, Business, Research Park	276 acres	WMU-owned	Moderate capacity; planned expansion within the Business, Technology and Research Park (BTR Park).
Asylum Lake Preserve	Research and Recreation	274 acres	WMU-owned (restricted by deed)	No development capacity; permanently preserved for

				ecological and educational use.
Colony Farm	Research and BTR Park Expansion	54 acres	WMU-owned	Moderate development potential under revised land-use restrictions; designated for BTR Park Phase II.
Kleinstuck Preserve	Natural Area	48 acres	WMU-owned	No development capacity; retained as a protected ecological preserve.
Kilgore Road Aviation Site	Aviation Support	5 acres	WMU-owned	Temporary use; relocation planned to Parkview Campus; potential for reassignment or sale post-relocation.
Battle Creek Campus (College of Aviation)	Aviation Education	—	WMU-owned (leased facilities at W.K. Kellogg Airport)	Limited new build area; vertical expansion feasible within lease footprint.
Grand Rapids Graduate Center	Extended Learning	—	Leased	Expansion via leased space if enrollment growth continues.
School of Medicine – W.E. Upjohn Campus	Medical Education	—	WMU-owned	Limited expansion within existing site; collaboration opportunities with adjacent city parcels.

The six properties with reported acreages total approximately 1,263 acres before adjustments for possible overlap or ownership differences. This should not be represented as WMU's verified total acreage until reconciled with official real estate records.

Existing Capacity for Future Development
WMU's existing land portfolio provides flexibility to accommodate anticipated academic, research, administrative, and student-support needs during FY2028–FY2032.

The Main and East Campuses are substantially developed, but redevelopment of aging facilities, selective infill, adaptive reuse, and improved space utilization may provide opportunities for future needs.

The Parkview Campus and Business Technology and Research Park offer additional long-term development potential for engineering, applied research, industry partnerships, and economic development.

Development opportunities at Parkview and Colony Farm will be evaluated based on infrastructure capacity, transportation access, stormwater requirements, environmental conditions, property restrictions, financial feasibility, and demonstrated programmatic demand.

Environmental Preservation and Restricted Land
WMU maintains significant natural areas supporting environmental preservation, research, education, and community engagement.

Asylum Lake Preserve and Kleinstuck Preserve are subject to applicable preservation commitments, legal restrictions, and environmental stewardship objectives.

These properties are not considered available for conventional development where such activities would conflict with conservation requirements.

Additional Land Acquisition Requirements
Based on current enrollment projections, existing property capacity, and anticipated academic requirements, WMU does not foresee a need for substantial additional land acquisition during FY2028–FY2032.

The University's priority is to optimize existing facilities and landholdings rather than expand its physical footprint.

Strategic acquisitions may be considered where justified by academic or research needs, improved campus connectivity, economic development partnerships, property boundary considerations, or environmental preservation.

Proposals will be evaluated based on institutional value, financial feasibility, infrastructure requirements, and long-term campus planning objectives.

Potential Surplus Property and Alternative Uses
WMU continues evaluating whether selected properties remain necessary for long-term institutional operations as academic programs relocate, facilities consolidate, and underutilized buildings are reviewed.

Potential opportunities include:

- **Kilgore Road CEAS Annex/former Aviation Site:** Future reassignment or alternative use if no longer required for aviation operations.
- **Lawson Ice Arena and Little Theatre:** Potential adaptive reuse, alternative programming, or expanded community use, depending on institutional needs.
- **Other Underutilized Sites:** Opportunities for redevelopment, partnerships, or potential disposition following institutional review.

A building designated for hibernation, restricted investment, or demolition does not automatically make its underlying land surplus.

Any proposed conveyance would require evaluation of ownership, deed restrictions, environmental conditions, infrastructure dependencies, financial implications, future institutional needs, and applicable University and State approvals.

No specific land conveyance or property disposition is proposed in this plan.

Five-Year Land Management Priorities
During FY2028–FY2032, WMU will emphasize:

1. **Property Optimization:** Maximize utilization of existing land and infrastructure.
2. **Strategic Redevelopment:** Repurpose sites associated with aging or underutilized facilities.
3. **Institutional Flexibility:** Preserve suitable capacity for future academic, research, and operational needs.
4. **Environmental Stewardship:** Protect natural preserves and environmentally sensitive properties.
5. **Research and Economic Development:** Support appropriate development at Parkview and research park locations.
6. **Surplus Property Evaluation:** Review properties for alternative uses or potential disposition when institutionally justified.

Summary and Five-Year Outlook
WMU's existing landholdings are expected to accommodate general academic and operational requirements during FY2028–FY2032.

Although the Main and East Campuses are substantially developed, redevelopment and adaptive reuse provide additional flexibility. Parkview Campus and associated

research properties offer long-term opportunities for specialized academic and economic development activities.

No substantial additional land acquisition is currently identified as necessary. WMU will continue evaluating development capacity, environmental preservation, and potential alternative uses of selected properties while aligning land management decisions with academic priorities, facility utilization, and long-term financial sustainability.

l. 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.

Overview

Western Michigan University (WMU) has utilized State Building Authority (SBA) financing to support the construction, renovation, and modernization of academic, instructional, research, and student-support facilities.

Under applicable SBA financing arrangements, the State Building Authority retains certain property interests in financed facilities during the term of the governing agreements. WMU remains responsible for operating and maintaining these facilities in accordance with applicable lease provisions, including requirements relating to maintenance, insurance, and permitted use.

Upon satisfaction of the applicable financing and contractual obligations, the associated SBA interests may be released in accordance with the governing agreements.

The University maintains records of SBA-financed projects to support compliance with contractual requirements and to inform long-term facility planning, capital renewal, and property management decisions.

State Building Authority Facility Inventory

WMU's preliminary capital planning inventory identifies the following facilities as having received SBA financing or potentially remaining subject to SBA-related obligations.

Facility	Project Description	Original Completion / Occupancy	Lease Expiration (Estimated)	Notes / Status
Sangren Hall (Renovation and Replacement)	Complete reconstruction of academic classroom and	2012	2048	SBA lease active; facility in full operation.

	administrative facility supporting the College of Education and Human Development.			
College of Engineering and Applied Sciences (Parkview Campus)	Construction of engineering and applied sciences instructional and laboratory complex.	2003	2039	Lease active; facility maintained under SBA guidelines.
College of Health and Human Services	Construction of academic and clinical instruction building serving Nursing, Social Work, Occupational Therapy and allied health programs.	2005	2040	Lease active; facility integrated into the East Campus energy loop.
Brown Hall Renovation/ Addition	Renovation of design and technology instructional spaces and studios.	2008	2043	Lease active; facility maintained under SBA guidelines.
Dunbar Hall (Reconstruction)	Replacement and expansion of classroom building, jointly funded by the State of Michigan and WMU.	2023	2059	Active SBA project; full lease term extends through FY2045.

**The listed expiration dates are preliminary planning information and require confirmation against executed SBA lease agreements. Inclusion in this table does not establish that a facility remains subject to an active lease.*

Current SBA Obligations and Lease Expirations
The University's preliminary inventory identifies five facilities associated with current or historical SBA financing arrangements.

For the FY2028–FY2032 planning period, WMU will distinguish facilities with active lease obligations from those for which financing arrangements have expired or have been formally released.

The University will also verify whether SBA obligations apply to entire buildings, specific additions, renovated portions, or other defined project areas.

Where only a portion of a facility is subject to an SBA agreement, the applicable building area will be identified separately from the facility's total gross square footage.

Facility Management and Capital Planning Considerations
SBA-financed facilities remain important components of WMU's academic and operational infrastructure.

The University incorporates applicable financing restrictions and property obligations into facility maintenance, renovation planning, and long-term asset management.

As WMU evaluates opportunities to modernize, consolidate, repurpose, hibernate, or decommission existing facilities, applicable SBA agreements will be reviewed to determine whether proposed changes affect contractual obligations.

This coordination is particularly important when considering changes in building use, major renovation projects, property transfers, or potential demolition.

Facilities subject to active SBA agreements will continue to be operated and maintained in accordance with the applicable contractual requirements.

Summary
State Building Authority financing has played an important role in supporting Western Michigan University's academic facility development and modernization.

The University's preliminary inventory identifies seven facilities associated with SBA financing, with reported lease expiration dates ranging from 2025 through 2045.

WMU will verify the current status of these agreements, identify the specific portions of facilities that remain obligated, and confirm applicable lease expiration and release dates through its official financial and property records.

This information will be incorporated into the University's ongoing capital renewal, facility utilization, and long-term portfolio management activities to ensure that future investment and property decisions remain consistent with applicable State Building Authority requirements.

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.);

Western Michigan University prioritizes capital renewal, modernization, instructional functionality, infrastructure reliability, and responsible use of existing facilities. The accompanying project schedule distinguishes the highest-priority State capital outlay project from other capital projects and major deferred maintenance investments.

Priority 1 — Knauss Hall Renovation and Addition
Knauss Hall has received State approval to advance into the design phase. The preliminary total project estimate is $39 million, with WMU/State participation contemplated. Design-phase authorization does not establish approval or funding for full construction. The University will refine the scope, cost, schedule, and funding plan through the authorized design process.

Capital Project & Major Maintenance Planning — FY2028–2032

The following schedule is based on the October 30, 2025 Board-approved planning inventory, updated with current project-status comments. Figures are preliminary

Implementation and Schedule Validation
Before final submission, WMU will confirm the completion status of projects identified in reviewer comments, reconcile the scope of CHHS work following its study, establish anticipated implementation years for projects advancing in the planning period, and update project costs using appropriate construction cost benchmarks. The project schedule is also provided as a separate editable Excel workbook.

Buildings to be decommissioned or removed are not included as separate capital projects in this schedule but will be considered as appropriate in capital planning. An asterisk in the original inventory identified Knauss Hall, Friedmann Hall, Kohrman Hall, and Waldo Library as projects specifically referenced in the Campus Master Plan 2025 and Beyond.

Source status: Board-approved baseline October 30, 2025; FY2028–2032 updates are working revisions pending institutional confirmation.

Capital Project & Major Maintenance Planning
WMU FY 2028-2032

Project	Estimated Cost	Funding
#1 Priority Request for State Capital Outlay:		
Knauss Hall Renovation & Addition*	$39 M	WMU / State
Other Capital Projects >$5M (Alpha Order):		
Aviation and Flight Operations and Aviation Maintenance Building - Renovation and Addition	$44 M	Not Funded
College of Health & Human Services Renovation (Phase 1)	$11M	Not Funded
Comprehensive Athletic Facilities Renovations	TBD	Not Funded
Friedmann Hall Renovation*	$27 M	Not Funded
Kohrman Hall Classroom Renovation (North and Central)*	$26 M	Not Funded
Schneider Hall Renovations (Multi-Phase)	$5.5M	Donor
Seelye Center & Waldo Stadium Renovation	TBD	Not Funded
Student Apartments (New)	$26 M	Not Funded
Valley Residence Hall Replacement	$125M	Not Funded
Waldo Library Renovation*	$50 M	Not Funded
Major Deferred Maintenance Projects >$1M:		
Campus Electrical Upgrade Phase 2 K Feeder Replacement	$1.9M	Funded
Miller Ramps – 10-Yr Maintenance Improvement Plan	$1.1M	Not Funded
Floyd Hall Roof Replacement	$1.8M	Not Funded
CHHS Chiller Replacement	$1.1M	Not Funded
Lot 13/SRC/Ring Road Redesign	$2M	Not Funded

*One of several projects referenced specially in the Campus Master Plan 2025 and Beyond as a part of recalibrating campus and building a sustainable and vibrant student experience.

Buildings to be decommissioned and/or removed are not included on this list but will be considered as needed to support capital project planning and development, from both a physical and fiscal necessity.

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

Western Michigan University (WMU) maintains approximately 7.8 million gross square feet (GSF) of academic, research, residential, administrative, and student-support facilities requiring continued capital renewal and modernization.

The University's current Gordian facility condition assessment encompasses 99 buildings totaling approximately 6.53 million GSF (84% of the total portfolio), identifying 5,313 capital renewal projects with approximately $931.6 million in combined existing deferred maintenance and projected ten-year capital renewal needs. Of this amount, approximately $495 million represents the current deferred maintenance backlog, while the remaining $436.6 million reflects anticipated capital renewal requirements over the next ten years.

The remaining 1.27 million GSF (16%) falls outside the current assessment and may have additional capital renewal requirements not reflected in these figures. The assessed portfolio has an overall Net Asset Value (NAV) of 76%.

Deferred Maintenance Backlog and Prioritization
WMU prioritizes maintenance and renewal projects based on facility condition, life safety, operational risk, academic importance, utilization, and remaining service life.

Immediate priorities address deficiencies threatening occupant safety, structural integrity, essential utilities, or continued facility operations. Other needs are scheduled according to system condition, consequences of failure, and opportunities for coordinated renovation.

Timeframe Category	Estimated Value	Percent of Total	Typical Scope
Backlog (Immediate Needs)	$495.97 million	54%	Critical life-safety, building envelope and HVAC/electrical renewal.
Priority A (1-3 Years)	$100.3 million	11%	Systems approaching end-of-life; high energy inefficiency.
Priority B (4-7 Years)	$172.8 million	19%	Deferred capital renewal of academic and residential facilities.
Priority C (9–10 Years)	$144.7 million	16%	Long-term replacement planning and modernization.

Dollar amounts by priority will be refined as assessment findings are reconciled with project-level needs and approved capital investments.

Programmatic and Operational Impacts
Deferred maintenance affects academic instruction, research, student services, operating costs, and campus reliability.

- **Academic Instruction and Research:** Aging infrastructure and outdated instructional spaces may limit scheduling flexibility, technology integration, accessibility, and specialized research activities. Reliable mechanical, electrical, and ventilation systems are essential to uninterrupted academic operations.
- **Student Experience:** Building condition influences the functionality and accessibility of classrooms, libraries, residential facilities, and student-support environments. Targeted modernization can improve service delivery and learning conditions.
- **Operational Reliability and Financial Impact:** Continued deferral increases the risk of equipment failures, emergency repairs, secondary damage, and unplanned expenditures. Planned renewal allows WMU to coordinate improvements and reduce operational disruption.
- **Energy Efficiency and Sustainability:** Replacement of inefficient mechanical and electrical equipment, improved controls, and building envelope improvements can reduce energy consumption and operating costs, depending on project scope.
- **Safety and Accessibility:** Capital renewal addresses life-safety systems, structural deficiencies, fire protection, accessibility, and regulatory requirements, with critical deficiencies receiving priority consideration.

Impact of Immediate Investment Versus Five-Year Implementation
Investment timing influences operational risk, construction costs, and the University's ability to maintain functional facilities.

Scenario	Five-Year Outcome	Institutional Impact
Immediate Investment (FY 2026–2028)	Reduces backlog by 40–45%	Mitigates risk of system failures, supports retention and recruitment, aligns with LEED and carbon neutrality goals.
Phased Investment (FY 2026–2031)	Reduces backlog by 25–30%	Slower progress; growing operational inefficiencies and higher future replacement costs.
Deferred Action (>5 Years)	Backlog increases to $1.2 billion+ by 2035.	Compromised instructional delivery, emergency repair costs, reduced building availability.

Immediate Investment: Accelerated funding is most beneficial for critical safety deficiencies and failing systems supporting essential academic, research, and campus operations. Timely replacement can prevent service interruptions and secondary damage.

Phased Five-Year Investment: A coordinated approach enables systematic renewal while balancing limited resources. Projects can be grouped by facility or infrastructure system and aligned with renovations to improve efficiency.

Phased implementation also allows WMU to assess whether continued reinvestment, consolidation, adaptive reuse, hibernation, or decommissioning offers the greatest long-term institutional value.

Extended Deferral: Postponing necessary renewal may increase equipment failures, emergency costs, and construction expenditures. Actual impacts depend on investment levels, asset condition, market conditions, and building portfolio decisions.

Strategic Capital Renewal Priorities
WMU's capital strategy emphasizes facilities supporting essential academic and institutional functions while reducing unnecessary long-term maintenance obligations.

- **Academic Core Facilities:** Knauss Hall Renovation and Addition remains WMU's highest-priority State capital outlay project and has received State authorization for planning and design. Future investments in Friedmann Hall, Kohrman Hall, and other academic buildings will reflect instructional needs, condition, utilization, and funding.
- **Student Success:** Potential Waldo Library modernization and other student-facing improvements will be coordinated with academic and student success initiatives.
- **Specialized Academic and Research Facilities:** Future improvements, including those involving the College of Health and Human Services, will be informed by facility studies and programmatic assessments.
- **Residential Facilities:** Housing investments will be evaluated against occupancy, facility condition, student demand, and long-term residential needs.
- **Utility Infrastructure:** Priority renewal will address critical mechanical, electrical, heating, cooling, and distribution systems.
- **Portfolio Optimization:** WMU will evaluate facilities for continued investment, consolidation, restricted capital renewal, hibernation, or decommissioning to improve resource allocation.

Five-Year Implementation Strategy
During FY2028–FY2032, WMU will integrate Gordian facility condition data, capital renewal forecasts, academic planning, and available funding into a coordinated implementation program.

The University's Capital Project and Major Maintenance Planning schedule provides a framework for proposed investments and future priorities.

As projects advance, WMU will refine cost estimates, schedules, and anticipated reductions in identified capital needs. Major maintenance will be coordinated with renovation projects where practical to improve efficiency and minimize disruption.

The amount of deferred maintenance addressed during the planning period will depend on approved project scopes, funding availability, completed construction, and changes in the University's building portfolio.

Summary
Immediate investment in critical deficiencies reduces operational risk, while phased implementation provides a structured approach to infrastructure modernization and responsible capital allocation.

WMU will prioritize essential academic facilities, reliable infrastructure, efficient space utilization, and strategic portfolio management to support safe, functional, accessible, and financially sustainable campus operations.

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;

Western Michigan University (WMU) has historically utilized State Building Authority (SBA) financing to support the construction, renovation, and modernization of academic and instructional facilities. Previously authorized SBA construction projects have been completed and incorporated into the University's academic and operational infrastructure. Certain facilities may continue to be subject to existing SBA lease agreements and associated contractual obligations.

Knauss Hall Renovation and Addition – State-Authorized Planning and Design
In September 2026, the State of Michigan authorized the Knauss Hall Renovation and Addition project to advance into the planning and design phase. This authorization represents an important milestone in WMU's capital renewal strategy and advances the University's highest-priority State Capital Outlay project.

Originally constructed in 1971, Knauss Hall is currently offline and requires substantial modernization to address aging building systems, accessibility deficiencies, and limitations in instructional functionality.

The proposed project, with an identified total project cost of $39 million, will modernize existing instructional space and provide additional facilities supporting academic instruction, integrated student services, and student collaboration.

The current State authorization allows the project to proceed through planning and schematic design activities. Full construction authorization and associated funding remain subject to subsequent additional state approvals.

Alignment with the FY2028–FY2032 Five-Year Capital Outlay Plan
The Knauss Hall project directly supports the University's Five-Year Capital Outlay Plan and the priorities established in the Campus Master Plan 2025 and Beyond.

The project advances several institutional objectives:

- **Academic Modernization:** Providing flexible, technology-enabled instructional environments that support contemporary teaching and learning.
- **Capital Renewal:** Addressing aging infrastructure, building deficiencies, and long-term maintenance requirements.
- **Student Success:** Improving access to academic advising, learning assistance, and other student-support services.
- **Energy Efficiency:** Incorporating modern building systems and energy-efficient technologies to improve long-term operational performance.
- **Space Optimization:** Supporting more effective utilization and consolidation of existing academic and student-support facilities.

During the FY2028–FY2032 planning period, WMU will coordinate project development, design, construction authorization, and anticipated occupancy with its broader capital renewal program, subject to available funding and required approvals.

The University will continue working with the State Budget Office, Department of Technology, Management and Budget (DTMB), and State Building Authority, as applicable, to ensure that project implementation aligns with State capital outlay requirements and institutional priorities.

The advancement of Knauss Hall represents a significant step toward modernizing WMU's academic infrastructure while supporting responsible stewardship of existing facilities and the University's long-term financial sustainability.

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;

Western Michigan University (WMU) evaluates proposed capital investments based on their anticipated financial, operational, academic, and long-term institutional benefits. While many University capital projects do not generate direct revenue, investments in building modernization, infrastructure renewal, energy efficiency, and space optimization can provide measurable returns through reduced operating expenses, avoided maintenance costs, improved building performance, and extended asset service life.

WMU's capital planning approach emphasizes responsible stewardship of existing facilities and the effective allocation of limited financial resources. Proposed investments are evaluated not only for their immediate academic and programmatic benefits but also for their potential to reduce long-term operating costs and future capital renewal obligations.

Operational Savings and Efficiency Gains
Major capital renewal projects provide opportunities to improve energy efficiency, reduce maintenance requirements, and enhance the reliability of existing building systems.

The following projects illustrate the types of operational and financial benefits considered in WMU's capital investment planning.

Project / Facility	Type of Return	Estimated Annual Savings / ROI	Key Outcomes
Knauss Hall Renovation & Addition (Proposed FY 2027)	Energy and Maintenance	30–35% reduction in utility use, equating to approx. $225,000 per year in avoided energy and maintenance costs	Replaces outdated systems, eliminates $4.9M deferred maintenance, extends facility life 40+ years
Dunbar Hall Modernization (Completed FY 2023)	Energy and Instructional Efficiency	$150,000/year in energy savings;	Serves 12,000+ students annually in flexible, technology-rich environments
Lighting & Controls Upgrade Initiative (Ongoing)	Campus-Wide Energy Management	20% reduction in lighting energy use, saving $300,000 annually	LED retrofit with smart metering and daylight sensors across academic core

The financial benefits associated with individual projects will be quantified where sufficient engineering, utility consumption, maintenance, and operating cost information is available.

Energy Efficiency and Utility Savings
Energy efficiency represents an important opportunity for operational savings within WMU's existing building portfolio.

Modernization of mechanical and electrical systems, improvements to building automation controls, lighting upgrades, and building envelope improvements can reduce energy consumption and improve overall building performance.

Potential energy savings will be evaluated using historical utility consumption, equipment performance, engineering estimates, and anticipated operating conditions.

For major capital projects, including the Knauss Hall Renovation and Addition, energy performance objectives and projected operating savings will be refined during the planning and design process.

Maintenance Avoidance and Infrastructure Reliability
Aging building systems frequently require increased maintenance, replacement components, and emergency repairs as they approach the end of their useful service lives. Replacing deteriorated infrastructure through planned capital projects can reduce these costs while improving the reliability of essential campus operations.

Capital renewal also provides opportunities to coordinate related building improvements, reduce repeated construction activities, and limit disruption to academic programs. WMU will evaluate these benefits through available maintenance records, facility condition assessments, and lifecycle cost considerations.

Space Utilization and Building Portfolio Optimization
Improving the utilization of existing facilities is a central component of WMU's long-term capital strategy. Strategic renovation, consolidation of complementary functions, and reassignment of underutilized space can reduce the need for additional construction and improve the efficiency of existing building operations.

Where facility consolidation allows the University to reduce or eliminate operating responsibilities for selected buildings, potential savings may include utilities, custodial services, routine maintenance, security, and future capital renewal expenditures. These benefits will be evaluated in conjunction with the University's space management initiatives and building portfolio planning process.

Academic and Institutional Returns
In addition to measurable financial benefits, capital investments provide important academic and institutional returns that contribute to the University's mission. Modern instructional environments support contemporary teaching methods, technology integration, accessibility, and flexibility in academic scheduling. Improved laboratories, research facilities, and specialized instructional spaces support academic programs and workforce development in fields such as engineering, health sciences, business, and aviation.

Investments in student-facing facilities, academic support services, and collaborative learning environments can also enhance the student experience and support institutional retention and student success initiatives. Although these benefits may contribute to long-term institutional effectiveness, they are distinguished from direct financial returns unless supported by measurable outcomes.

Evaluation of Financial Return
Where appropriate, WMU will evaluate the financial performance of capital investments using established measures, including:

- Annual utility cost savings.
- Reduced operating and maintenance expenditures.
- Avoided emergency repairs and equipment replacement costs.
- Extended building and equipment service life.
- Simple payback periods for energy conservation measures.
- Lifecycle cost analysis and net present value.
- Reduced operating costs per gross square foot.
- Savings associated with building consolidation or decommissioning.

The selection of financial performance measures will depend on project scope, available data, anticipated service life, and the nature of the proposed improvements.

Five-Year Implementation and Performance Monitoring
During FY2028–FY2032, WMU will continue integrating operational cost considerations into capital project development and prioritization.

As projects advance through planning and design, the University will refine anticipated financial benefits using available engineering assessments, utility data, maintenance records, and lifecycle cost evaluations.

Where feasible, completed projects will be evaluated against established operating baselines to determine whether anticipated energy and maintenance savings have been achieved.

This approach will help inform future capital investment decisions and strengthen the University's ability to demonstrate the long-term financial value of facility modernization.

Summary
Western Michigan University's capital investment strategy seeks to achieve both financial and institutional returns through targeted modernization, infrastructure renewal, energy efficiency, and improved utilization of existing facilities.

The principal financial benefits include reduced utility expenditures, lower maintenance requirements, avoided emergency repairs, extended asset service life, and potential operating savings associated with building consolidation.

Academic and institutional benefits include improved instructional environments, greater operational reliability, enhanced accessibility, and stronger support for student success.

WMU will continue evaluating and quantifying these benefits as project scopes, engineering assessments, and implementation schedules are developed.

This approach supports responsible stewardship of University and State resources while ensuring that capital investments advance the University's academic mission and long-term financial sustainability.

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

Western Michigan University (WMU) evaluates alternatives to new construction as an integral component of its long-range capital planning and facilities management strategy. Consistent with the University's *Campus Master Plan 2025 and Beyond*, WMU emphasizes the effective utilization of existing facilities, modernization, adaptive reuse, instructional flexibility, and technology-enabled learning before pursuing additional building infrastructure.

This approach recognizes that changing enrollment patterns, evolving academic programs, new instructional technologies, and shifting student service needs require a more flexible and efficient use of the University's existing building portfolio. Rather than relying primarily on physical expansion, WMU seeks to optimize existing facilities, consolidate complementary functions, and strategically reinvest in infrastructure that supports its academic mission.

These efforts help limit unnecessary capital expenditures, reduce long-term operating and maintenance obligations, and ensure that State and University resources are directed toward facilities that provide the greatest institutional value.

Distance Learning and Instructional Flexibility
WMU continues to expand and refine online, hybrid, and technology-enhanced instructional opportunities that extend educational access beyond traditional classroom settings.

Distance learning allows the University to serve students whose geographic location, employment commitments, or personal circumstances may limit their ability to participate in conventional campus-based instruction. Hybrid delivery and flexible scheduling also provide opportunities to accommodate changing instructional needs within existing classroom capacity.

Technology-enabled learning environments support greater flexibility in course delivery, collaboration, and access to instructional resources. These approaches can reduce pressure for additional general-purpose classroom space while allowing the University to respond to changes in enrollment and academic programming.

WMU recognizes that certain disciplines, including engineering, aviation, health sciences, and laboratory-based programs, require specialized facilities and hands-on instructional environments that cannot be fully replaced through distance learning.

Accordingly, the University evaluates instructional delivery alternatives based on academic requirements, student outcomes, facility utilization, and the suitability of existing space.

Space Reallocation and Adaptive Reuse
A central component of WMU's facilities strategy is the reassignment and modernization of existing space to accommodate changing academic and institutional needs.

Through its space planning and allocation processes, the University evaluates opportunities to consolidate related functions, repurpose underutilized facilities, and improve the functionality of existing instructional and student-support environments.

These initiatives include:

- Reallocating underutilized office, administrative, and support space to higher-priority academic and student-facing functions.
- Consolidating complementary academic support services to improve accessibility, visibility, and operational efficiency.
- Reconfiguring existing classrooms and instructional spaces to support contemporary teaching methods and technology requirements.
- Evaluating building utilization, facility condition, and programmatic needs before advancing major renovation or new construction projects.
- Considering building consolidation, hibernation, or decommissioning where continued capital investment is not justified by long-term institutional priorities.

This approach supports improved space utilization while reducing the need to expand the University's overall building inventory.

Demonstrated Success: Writing Center Relocation
The relocation of WMU's Writing Center from Ellsworth Hall to Sangren Hall provides a compelling example of how strategic space reallocation can significantly improve student access and utilization of academic support services without constructing a new facility.

Following the relocation, Writing Center utilization increased tenfold (10X), representing approximately a 900% increase over its previous level of use.

By positioning the Writing Center within a more accessible academic environment, WMU improved the visibility and integration of this important student-support resource within the daily activities of students.

The substantial increase in utilization demonstrates that the location, accessibility, and integration of student services can have a meaningful impact on program effectiveness.

Importantly, this improvement was achieved through the reassignment and use of existing University space rather than construction of an additional building.

The Writing Center initiative illustrates the value of evaluating not only the amount of space available but also its location, functionality, relationship to other academic activities, and ability to support student engagement.

This experience provides a model for future space planning initiatives, particularly as WMU considers opportunities to coordinate advising, tutoring, writing assistance, and other student-success services within existing academic facilities.

Modernization of Existing Academic Facilities

The Knauss Hall Renovation and Addition further demonstrates WMU's commitment to reinvesting in existing academic infrastructure rather than relying exclusively on new standalone facilities.

Originally constructed in 1971, Knauss Hall requires substantial modernization to address aging building systems, accessibility limitations, and changing instructional requirements.

The proposed project will renovate approximately 26,000 square feet of existing space and provide an approximately 22,000-square-foot addition to support modern instructional environments and integrated academic support functions.

The project has received State authorization to advance into the planning and design phase.

Although the project includes additional square footage, its primary purpose is to modernize and extend the useful life of an existing academic asset while improving the functionality and integration of instructional and student-support services.

This approach allows WMU to capitalize on its existing campus infrastructure, improve the utilization of strategically located academic space, and address identified facility deficiencies through coordinated capital investment.

Similar considerations will guide future evaluations of facilities such as Friedmann Hall, Kohrman Hall, Waldo Library, and other academic buildings where renovation, modernization, or adaptive reuse may provide greater long-term value than replacement or new construction.

Space Utilization and Institutional Planning

WMU continues to strengthen its space management practices to support more informed capital investment decisions.

The University's Office Space Allocation Guidelines establish a consistent framework for assigning and managing office space, including an 85% occupancy assignment benchmark.

Additionally, WMU is implementing an Annual Space Survey beginning in fall 2026 to improve the accuracy of its space inventory, occupancy information, and utilization reporting.

These initiatives will provide more consistent information regarding how existing facilities are assigned and occupied, helping the University identify opportunities for consolidation, reassignment, and more efficient use of available space.

The resulting information will support future capital planning by identifying areas where existing facilities can accommodate evolving programmatic needs without requiring additional construction.

The University will continue evaluating classroom utilization, space assignments, academic program requirements, and building condition as part of its long-range facilities planning process.

Measuring Outcomes and Capital Cost Avoidance

WMU recognizes that alternatives to new construction should be evaluated not only by the amount of space reassigned but also by their measurable academic, operational, and financial outcomes.

The University will continue developing performance measures to assess the effectiveness of space optimization, adaptive reuse, and alternative instructional delivery initiatives.

Performance Indicator	Result / Impact
Writing Center Relocation	Utilization has increased by Tenfold (10X) following relocation from Ellsworth Hall to Sangren Hall
Annual Office Space Survey	Benchmark of 85% occupancy
Instructional Space Utilization	Benchmark of 70% utilization (General Purpose)
Space Savings Achieved	Avoided ≈ 40,000 GSF of new construction (≈ $20–25 million capital cost avoidance)

The Writing Center relocation provides an example of a measurable programmatic benefit achieved through strategic space reassignment.

As additional utilization and financial data become available, WMU will seek to quantify the operating savings, avoided capital expenditures, and improved service outcomes associated with similar initiatives.

Integration With the Five-Year Capital Outlay Plan
During FY2028–FY2032, WMU will continue evaluating alternatives to new construction as part of its capital project review and prioritization process.

Proposed investments will be assessed in relation to academic and programmatic requirements, enrollment trends, existing space availability, building condition, utilization, operational costs, and long-term campus planning objectives.

Where feasible, WMU will prioritize the modernization, reconfiguration, consolidation, and adaptive reuse of existing facilities before pursuing additional construction.

New construction will be considered when existing facilities cannot reasonably accommodate the required academic or operational functions, or when renovation and reuse are not financially or operationally appropriate.

The University will also consider opportunities to reduce its long-term building portfolio obligations through consolidation, restricted capital investment, hibernation, or decommissioning of facilities that no longer support institutional priorities.

This approach aligns capital investment decisions with WMU's academic mission while recognizing the financial responsibilities associated with maintaining an extensive and aging building portfolio.

Summary
Western Michigan University's approach to capital planning emphasizes the effective utilization of existing facilities as a preferred alternative to unnecessary new construction.

Distance learning, instructional flexibility, space reallocation, adaptive reuse, and building portfolio optimization provide opportunities to respond to changing academic needs while limiting additional capital and operating obligations.

The relocation of the Writing Center from Ellsworth Hall to Sangren Hall, resulting in a tenfold increase in utilization, demonstrates the measurable programmatic benefits that can be achieved through strategic space planning without constructing a new facility.

Similarly, the proposed modernization of Knauss Hall illustrates the University's emphasis on reinvesting in existing academic infrastructure while improving instructional functionality and student-support services.

Through continued implementation of its space allocation guidelines, Annual Space Survey, and coordinated capital planning processes, WMU will strengthen its ability to identify underutilized space, measure outcomes, and evaluate alternatives to physical expansion.

These initiatives support the University's *Campus Master Plan 2025 and Beyond* and reinforce its commitment to academic excellence, fiscal responsibility, and sustainable stewardship of State and University facilities.

f. Identify a maintenance schedule for major maintenance items in excess of $1,000,000 for FY 2027 – FY 2031.

Western Michigan University (WMU) maintains an ongoing deferred maintenance and capital renewal program to preserve existing facilities, address critical infrastructure deficiencies, improve operational reliability, and support academic and institutional priorities.

The University's current Gordian facility condition assessment identifies approximately $931.6 million in capital needs across 99 assessed buildings, including existing deficiencies and anticipated lifecycle renewal requirements. These findings reinforce the need for a coordinated, multiyear investment strategy.

WMU's deferred maintenance planning process incorporates annual project prioritization with a five-year capital renewal outlook. This approach identifies major maintenance needs, anticipated costs, funding status, and future investment requirements while supporting long-term financial planning.

Major Deferred Maintenance Projects — FY2028–FY2032
The following projects are identified in WMU's Capital Project & Major Maintenance Planning schedule for FY2028–FY2032, approved by the Board of Trustees on October 29, 2026.

Major Deferred Maintenance Projects	Cost/Funding Status
Electrical K Feeder Replacement	$1.9M/Funded
Parking Ramps (10 Year Plan)	$1.1M/Not Funded
Floyd Hall Roof Replacement	$1.8M/Not Funded
CHHS Chiller Replacement	$1.1M/Not Funded
Lot 13 and Ring Road Enhancement	$2M/Not Funded

These five projects represent the University's currently identified major deferred maintenance priorities exceeding $1 million. Estimated costs are preliminary and

subject to refinement through engineering evaluations, project development, and funding decisions.

The schedule identifies projects within the FY2028–FY2032 planning period but does not establish specific implementation years for each project.

Major Maintenance Prioritization
WMU evaluates major deferred maintenance investments using facility condition assessments, operational requirements, and long-term institutional priorities.

Primary considerations include:

- **Health and Safety:** Addressing structural deficiencies, critical infrastructure, and conditions affecting occupant safety.
- **System Reliability:** Prioritizing aging mechanical, electrical, roofing, and other systems with elevated failure risks.
- **Facility Condition:** Utilizing Gordian assessment findings, Net Asset Value (NAV), and remaining system service life.
- **Academic and Operational Importance:** Protecting facilities supporting instruction, research, student services, and essential operations.
- **Financial Sustainability:** Considering project costs, funding availability, energy performance, and long-term maintenance obligations.
- **Capital Planning Coordination:** Aligning deferred maintenance with major renovations, building utilization, and portfolio management decisions.

These criteria help direct limited resources toward projects with the greatest operational and institutional importance.

The identified $7.9 million in major maintenance projects provides an initial basis for five-year planning. Additional projects may be incorporated as facility assessments, engineering studies, and annual deferred maintenance reviews identify emerging needs.

Annual Funding and Capital Planning Coordination
WMU's annual deferred maintenance process evaluates building and infrastructure needs, develops funding recommendations, and identifies projects requiring immediate or future investment.

The University will coordinate annual maintenance allocations with its five-year capital renewal schedule to improve project sequencing, anticipate major system replacements, and reduce the likelihood of unexpected equipment failures.

Deferred maintenance investments will also be evaluated alongside the Five-Year Capital Outlay Plan and *Campus Master Plan 2025 and Beyond*.

Particular consideration will be given to buildings identified for major renovation, consolidation, restricted capital investment, hibernation, or decommissioning. This

coordination helps avoid unnecessary reinvestment in facilities with limited long-term institutional use.

Annual Review and Schedule Updates
WMU will review the five-year major maintenance schedule annually to reflect completed work, updated facility condition data, revised cost estimates, funding decisions, and changes in academic or operational requirements.

Projects may be added, deferred, accelerated, or removed based on system condition, institutional priorities, and available resources.

This rolling approach will allow the University to maintain a forward-looking capital renewal program while responding to immediate maintenance and infrastructure needs.

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

Western Michigan University (WMU) maintains a comprehensive, multi-tiered facilities maintenance program that distinguishes routine operating maintenance (preventive and custodial) from non-routine maintenance (major system repair, replacement and renewal activities that extend asset life or address unanticipated failures).

Annually, WMU budgets $15-18 million in routine maintenance expenditures. These funds are targeted toward operational system renewals, infrastructure repairs and life-cycle replacements identified in the University's Facility Condition Index (FCI) database.

Funding Sources
Non-routine maintenance at WMU is financed through a combination of:

- **Deferred Maintenance Reserve Account:** Centrally managed fund within Facilities Management for large-scale renewal projects.
- **Energy Savings Reinvestment Fund:** Funded from verified savings under WMU's Energy Management Strategic Plan.
- **Infrastructure Renewal Program:** Utility system replacement fund supported by campus service charges.
- **Auxiliary and Self-Supporting Units:** Housing and Dining, Athletics and Research Centers contribute proportionally for non-academic assets.
- **General Fund Allocations and Restricted Reserves:** Used for life-safety and code-compliance items ineligible for auxiliary funding.

Summary

WMU's annual non-routine maintenance program emphasizes sustainability, reliability and deferred-maintenance reduction.

Each funded project supports at least one of the following institutional objectives:

- Extending facility life cycles through system modernization and component replacement.
- Reducing energy consumption and operational costs through efficiency upgrades (estimated utility savings of $450,000 annually).
- Maintaining regulatory compliance with ADA, life-safety and environmental codes.
- Preserving the academic mission by ensuring availability of critical teaching and research facilities.

WMU will continue to align non-routine maintenance investments with the Facility Life-Cycle Design Guidelines (2024) and the WMU Campus Master Plan 2025 and Beyond, ensuring that capital renewal decisions support the state's goals for efficient, sustainable asset management.

APPENDIX

Western Michigan University
Fall 2026 Student Credit Hours
by Delivery Type

COLLEGE	DEPARTMENT NAME	Total SCH	Blended Learning Semester	External Studies Course	On Line Semester	Study Abroad	Traditional
Arts & Sciences	Arts & Sciences	480	108			237	135
Arts & Sciences	Biological Sciences	6,354	560		901		4,893
Arts & Sciences	Chemistry	4,087	276		200		3,611
Arts & Sciences	Communication, School of	4,529	516		1,884		2,129
Arts & Sciences	Economics	2,757			867	48	1,842
Arts & Sciences	English	5,498			735		4,763
Arts & Sciences	Envirn, Geog, & Sustainability	3,100	441		580	117	1,962
Arts & Sciences	Evaluation Center	15					15
Arts & Sciences	Geological & Environmental Sci	3,176		11	2,431		734
Arts & Sciences	History	1,918		3	573		1,342
Arts & Sciences	Inst Intercult & Anth Studies	1,340	137		846		357
Arts & Sciences	Mathematics	6,250		3	342		5,905
Arts & Sciences	Medieval Institute	129			72		57
Arts & Sciences	Philosophy	2,224			1,270		954
Arts & Sciences	Physics	2,628			456		2,172
Arts & Sciences	Political Science	1,668	48		256		1,364
Arts & Sciences	Psychology	5,793		3	1,888		3,902
Arts & Sciences	Public Affairs&Adm, School of	515	36		354		125
Arts & Sciences	Science Education	548			230		318
Arts & Sciences	Sociology	4,033	213		2,177		1,643
Arts & Sciences	Spanish	2,648			30	36	2,582
Arts & Sciences	Statistics	2,157			447		1,710
Arts & Sciences	World Languages & Literatures	2,433				162	2,271
Arts & Sciences	World Religions and Cultures	1,936	102		1,593		241
Aviation	Aviation Sciences	10,249	590		3,015		6,644
Education & Human Development	College of Educ & Human Dvlpmt	24				24	
Education & Human Development	Counselor Educ/Counselng Psych	1,588	93	2	1,026		467

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Source: Banner ODS Census Extracts

Appendix A

Western Michigan University
Fall 2026 Student Credit Hours
by Delivery Type

COLLEGE	DEPARTMENT NAME	Total SCH	Blended Learning Semester	External Studies Course	On Line Semester	Study Abroad	Traditional
Education & Human Development	Ed Leadership, Research & Tech	2,330	297	3	1,729	3	298
Education & Human Development	Family & Consumer Sciences	5,121	351		3,271		1,499
Education & Human Development	Human Performance & Health Edu	4,546	100		1,312		3,134
Education & Human Development	Interdisciplinary-COE	467					467
Education & Human Development	Special Ed & Literacy Studies	4,297			2,444		1,853
Education & Human Development	Teaching, Learning, Ed Studies	4,841	519	174	880		3,268
Engineering & Applied Sciences	Chemical and Paper Engineering	2,017			150		1,867
Engineering & Applied Sciences	Civil/Const Eng	1,017					1,017
Engineering & Applied Sciences	Computer Science	2,252		2	286		1,964
Engineering & Applied Sciences	Electrical & Computer Engr	1,660					1,660
Engineering & Applied Sciences	Engineering	340					340
Engineering & Applied Sciences	Engineering Design and Mfg.	1,824					1,824
Engineering & Applied Sciences	Ind & Entrep Engr & Engr Mgmt	1,816	93				1,723
Engineering & Applied Sciences	Mechanical & Aerospace Engr	4,370	33				4,337
Fine Arts	Art, Gwen Frostic School of	4,825	424		1,407		2,994
Fine Arts	Music, Gilmore School of	8,501	28		3,646		4,827
Fine Arts	Richmond Inst Design Innov	1,366	370				996
Fine Arts	Theatre and Dance, School of	3,997	252		334		3,411
Haworth College of Business	Accountancy	5,046		2	69		4,975
Haworth College of Business	Business	5,621	90		1,757	30	3,744
Haworth College of Business	Business Information Systems	6,174	1,317		714		4,143
Haworth College of Business	Finance & Commercial Law	6,628			460		6,168
Haworth College of Business	Interdisciplinary-HCOB	849			465		384
Haworth College of Business	Management	2,644	111		136		2,397
Haworth College of Business	Marketing	5,517	846	18	636		4,017
Haworth College of Business	Military Science & Leadership	154					154
Health & Human Services	Blindness & Low Vision Studies	1,008	4		860		144

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Source: Banner ODS Census Extracts

Appendix A

Western Michigan University
Fall 2026 Student Credit Hours
by Delivery Type

COLLEGE	DEPARTMENT NAME	Total SCH	Blended Learning Semester	External Studies Course	On Line Semester	Study Abroad	Traditional
Health & Human Services	Health & Human Services	118	3		76		39
Health & Human Services	Intrdis Health Prog, School of	7,733	105	340	4,327		2,961
Health & Human Services	Nursing, Bronson School of	3,032			435		2,597
Health & Human Services	Occupational Therapy	2,138			69		2,069
Health & Human Services	Physical Therapy	1,353					1,353
Health & Human Services	Physician Assistant	1,617			281		1,336
Health & Human Services	Social Work, School of	4,141	225		2,360		1,556
Health & Human Services	Speech, Language & Hearing Sci	2,427	114		306		2,007
Merze Tate College	Interdisciplinary-MTC	914					914
Merze Tate College	University Curriculum	83			4		79
Other	Honors College	754	7		62	45	640
Total		**191,615**	**8,409**	**561**	**50,649**	**702**	**131,294**

Undergraduate Enrollments by Department
Fall 2021 and Fall 2026

College	Department Name	Fall 2021	Fall 2026
College of Arts and Sciences	Biological Sciences	626	506
College of Arts and Sciences	Chemistry	89	95
College of Arts and Sciences	Communication, School of	428	265
College of Arts and Sciences	Economics	57	37
College of Arts and Sciences	English	209	127
College of Arts and Sciences	Envirn, Geog, & Sustainability	215	129
College of Arts and Sciences	Gender and Women's Studies	5	
College of Arts and Sciences	Geological & Environmental Sci	68	56
College of Arts and Sciences	History	123	64
College of Arts and Sciences	Inst Intercult & Anth Studies	40	42
College of Arts and Sciences	Interdisciplinary-A&S	53	118
College of Arts and Sciences	Mathematics	59	35
College of Arts and Sciences	Philosophy	17	17
College of Arts and Sciences	Physics	39	16
College of Arts and Sciences	Political Science	152	120
College of Arts and Sciences	Psychology	685	586
College of Arts and Sciences	Public Affairs&Adm, School of	6	17
College of Arts and Sciences	Sociology	400	237
College of Arts and Sciences	Spanish	32	17
College of Arts and Sciences	Statistics	43	43
College of Arts and Sciences	World Languages & Literatures	31	17
College of Arts and Sciences	World Religions and Cultures	10	9
College of Aviation	Aviation Sciences	1,153	1,270
College of Education and Human Development	Family & Consumer Sciences	508	233
College of Education and Human Development	Human Performance & Health Edu	526	487
College of Education and Human Development	Interdisciplinary-COE	11	16
College of Education and Human Development	Special Ed & Literacy Studies	112	82
College of Education and Human Development	Teaching, Learning, Ed Studies	403	460
College of Engineering and Applied Sciences	Chemical and Paper Engineering	253	189
College of Engineering and Applied Sciences	Civil/Const Eng	156	168
College of Engineering and Applied Sciences	Computer Science	310	233
College of Engineering and Applied Sciences	Electrical & Computer Engr	241	175
College of Engineering and Applied Sciences	Engineering Design and Mfg.	126	88
College of Engineering and Applied Sciences	Ind & Entrep Engr & Engr Mgmt	125	83
College of Engineering and Applied Sciences	Interdisciplinary-CEAS	122	52
College of Engineering and Applied Sciences	Mechanical & Aerospace Engr	682	626
College of Fine Arts	Art, Gwen Frostic School of	267	322
College of Fine Arts	Dance	97	
College of Fine Arts	Music, Gilmore School of	429	426
College of Fine Arts	Richmond Inst Design Innov	88	190
College of Fine Arts	School of Theatre and Dance		329
College of Fine Arts	Theatre	199	
College of Health and Human Services	Interdisciplinary-HHS	3	
College of Health and Human Services	Intrdis Health Prog, School of	443	246
College of Health and Human Services	Nursing, Bronson School of	531	540
College of Health and Human Services	Occupational Therapy	1	104
College of Health and Human Services	Social Work, School of	259	280
College of Health and Human Services	Speech, Language & Hearing Sci	116	92
Haworth College of Business	Accountancy	332	340

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Source: Banner ODS Census Extracts

Appendix A

Undergraduate Enrollments by Department
Fall 2021 and Fall 2026

College	Department Name	Fall 2021	Fall 2026
Haworth College of Business	Business Information Systems	178	169
Haworth College of Business	Finance & Commercial Law	502	483
Haworth College of Business	Interdisciplinary-HCOB	886	270
Haworth College of Business	Management	275	186
Haworth College of Business	Marketing	876	888
Merze Tate College	Interdisciplinary-MTC	15	903
Other	Interdisciplinary-Other	1,467	760
	University Undergraduate Student Total:	15,079	13,243

Office of Institutional Research
Task #2

10/14/26
Source: Banner ODS Census Extracts

Appendix A

Western Michigan University
Instructional Staff/ Student Ratio and Adminsitrative Staff/Student Ratio

Actual 2026

	Arts & Sciences**	Business	Education	Fine Arts	Health & Human Services	Aviation	Engineering
Total FTE Fall 2026	2,837	2,392	2,061	1,245	1,768	1,201	1,638

	Arts & Sciences**	Business	Education	Fine Arts	Health & Human Services	Aviation	Engineering
Instructional FTE	415.6	95.8	125.9	101.0	129.6	34.4	100.2
Student/Instructional Staff Ratio	6.8	25.0	16.4	12.3	13.6	34.9	16.4
Departmental Administrative Staff FTE	61.7	44.7	56.1	28.3	44.9	43.6	33.4
Student/Departmental Administrative Staff	46.0	53.6	36.7	44.0	39.4	27.5	49.1

The above figures do not include the 2,248 students who have a major in the Graduate College or Merze Tate College; or who have not declared a major.
Aviation FTE counts do not reflect the FTE in funds other than Fund 11.

Office of Institutional Research
Task #2

10/8/2025
Source: Banner ODS Census Extracts
PeopleSoft HR

Appendix A

Graduate Enrollments by Department
Fall 2021 and Fall 2026

College	Department Name	Fall 2021	Fall 2026
College of Arts and Sciences	Biological Sciences	66	53
College of Arts and Sciences	Chemistry	28	21
College of Arts and Sciences	Communication, School of	21	25
College of Arts and Sciences	Economics	30	24
College of Arts and Sciences	English	48	52
College of Arts and Sciences	Envirn, Geog, & Sustainability	22	17
College of Arts and Sciences	Geological & Environmental Sci	49	33
College of Arts and Sciences	History	32	17
College of Arts and Sciences	Inst Intercult & Anth Studies	2	
College of Arts and Sciences	Interdisciplinary-A&S	65	14
College of Arts and Sciences	Mathematics	28	37
College of Arts and Sciences	Medieval Institute		9
College of Arts and Sciences	Philosophy	15	17
College of Arts and Sciences	Physics	23	25
College of Arts and Sciences	Political Science	39	25
College of Arts and Sciences	Psychology	126	111
College of Arts and Sciences	Public Affairs&Adm, School of	40	56
College of Arts and Sciences	Science Education		49
College of Arts and Sciences	Sociology	29	26
College of Arts and Sciences	Spanish	16	19
College of Arts and Sciences	Statistics	70	35
College of Arts and Sciences	World Religions and Cultures	17	10
College of Aviation	Aviation Sciences		2
College of Education and Human Development	Counselor Educ/Counselng Psych	348	245
College of Education and Human Development	Ed Leadership, Research & Tech	261	290
College of Education and Human Development	Family & Consumer Sciences	75	60
College of Education and Human Development	Human Performance & Health Edu	71	42
College of Education and Human Development	Interdisciplinary-COE	66	102
College of Education and Human Development	Special Ed & Literacy Studies	162	365
College of Education and Human Development	Teaching, Learning, Ed Studies	49	50
College of Engineering and Applied Sciences	Chemical and Paper Engineering	17	18
College of Engineering and Applied Sciences	Civil/Const Eng	36	23
College of Engineering and Applied Sciences	Computer Science	63	58
College of Engineering and Applied Sciences	Electrical & Computer Engr	39	28
College of Engineering and Applied Sciences	Engineering Design and Mfg.	3	4
College of Engineering and Applied Sciences	Ind & Entrep Engr & Engr Mgmt	89	34
College of Engineering and Applied Sciences	Interdisciplinary-CEAS	19	5
College of Engineering and Applied Sciences	Mechanical & Aerospace Engr	72	42
College of Fine Arts	Art, Gwen Frostic School of	1	5
College of Fine Arts	Music, Gilmore School of	55	50
College of Health and Human Services	Blindness & Low Vision Studies	69	75
College of Health and Human Services	Interdisciplinary-HHS	35	40
College of Health and Human Services	Intrdis Health Prog, School of	48	8
College of Health and Human Services	Nursing, Bronson School of	18	

Office of Institutional Research 10/14/26
Task #2 Source: Banner ODS Census Extracts

Appendix A

Graduate Enrollments by Department
Fall 2021 and Fall 2026

College	Department Name	Fall 2021	Fall 2026
College of Health and Human Services	Occupational Therapy	166	116
College of Health and Human Services	Physical Therapy	89	92
College of Health and Human Services	Physician Assistant	79	79
College of Health and Human Services	Social Work, School of	271	223
College of Health and Human Services	Speech, Language & Hearing Sci	74	59
Graduate College	Graduate College	10	3
Graduate College	Interdisciplinary-Grad	402	412
Haworth College of Business	Accountancy	43	29
Haworth College of Business	Business Information Systems	10	25
Haworth College of Business	Finance & Commercial Law		3
Haworth College of Business	Interdisciplinary-HCOB	223	172
	University Graduate Student Total:	3,729	3,434

Office of Institutional Research
Task #2

10/14/26
Source: Banner ODS Census Extracts

Appendix A

Average Class Size
Fall 2026 and Projected Fall 2031

Undergraduate and Graduate Classes Fall 2026

Average Class Size	22.0

Percent of classes with enrollment under 1-10	26.7%
Percent of classes with enrollments 11-25	45.0%
Percent of classes with enrollments 26-50	22.6%
Percent of classes with enrollments 51-75	3.4%
Percent of classes with enrollments 76-100	0.9%
Percent of classes with enrollments over 100	1.3%
Total	100.0%

Note:
Lab sections are removed
All 7000 level courses are removed
Independent Study and Practicum courses are removed
Main campus courses only

Projected Undergraduate and Graduate Classes Fall 2031

Average Class Size	22.0

Percent of classes with enrollment under 1-10	26.7%
Percent of classes with enrollments 11-25	45.0%
Percent of classes with enrollments 26-50	22.6%
Percent of classes with enrollments 51-75	3.4%
Percent of classes with enrollments 76-100	0.9%
Percent of classes with enrollments over 100	1.3%
Total	100.0%

2026 Facility Assessment Report Update

Executive Summary

Western Michigan University (WMU), in partnership with The Gordian Group, utilizes its Strategic Capital Planning assessment to evaluate facility conditions, deferred maintenance, and long-term capital renewal requirements. The assessment supports data-driven investment decisions aligned with academic priorities, operational reliability, and financial sustainability.

Facility Assessment Scope

WMU maintains approximately 7.8 million gross square feet (GSF) of academic, research, residential, athletic, administrative, and student-support facilities. The current Gordian assessment encompasses 99 buildings totaling 6.53 million GSF, representing approximately 84% of the University's facilities portfolio. The remaining 1.27 million GSF (16%) falls outside the assessment and may have additional capital renewal requirements.

The assessment identifies 5,313 capital renewal projects, with approximately $912.8 million in combined existing deferred maintenance and projected ten-year capital renewal needs. The assessed portfolio has an overall Net Asset Value (NAV) of 76%.

Deferred Maintenance and Ten-Year Capital Needs

Capital Need Category	Estimated Cost	Share
Existing Deferred Maintenance Backlog	$495.0 million	54%
Timeframe A (1–3 Years)	$100.3 million	11%
Timeframe B (4–7 Years)	$172.8 million	19%
Timeframe C (8–10 Years)	$144.7 million	16%
Total Ten-Year Capital Needs	$912.8 million	100%

Approximately $495 million represents existing deferred maintenance, while $417.8 million reflects anticipated capital renewal requirements over the next ten years. These needs emphasize the importance of sustained reinvestment and coordinated long-term infrastructure planning.

Facility Condition and Renewal Priorities

Much of WMU's building inventory dates to campus expansion between the 1950s and 1980s, resulting in significant lifecycle replacement requirements.

APPENDIX B

Major deficiencies involve heating, ventilation and air conditioning (HVAC), electrical distribution, plumbing, roofing, building envelopes, life-safety systems, and supporting infrastructure.

Capital renewal priorities emphasize:

- Health and Safety: Address critical deficiencies and regulatory requirements.
- Infrastructure Reliability: Renew aging mechanical, electrical, and essential building systems.
- Energy Efficiency: Improve equipment performance and reduce long-term operating costs.
- Academic and Student Success: Maintain safe, accessible, and adaptable instructional, research, residential, and student-support facilities.
- Portfolio Optimization: Align reinvestment with facility utilization, academic requirements, and long-term institutional needs.
- Financial Sustainability: Prioritize projects based on condition, operational risk, lifecycle costs, and available funding.

Capital Planning and Long-Term Strategy

WMU will integrate Gordian assessment findings into its FY2028–FY2032 Five-Year Capital Outlay Plan, annual deferred maintenance prioritization, and *Campus Master Plan 2025 and Beyond*.

The University will evaluate facilities for continued investment, modernization, consolidation, restricted capital investment, hibernation, or decommissioning. This approach supports responsible stewardship by directing limited resources toward facilities that provide the greatest long-term institutional value.

Conclusion

The 2026 Gordian assessment identifies $912.8 million in ten-year capital needs, including a $495 million existing deferred maintenance backlog, across 99 assessed buildings.

These findings reinforce WMU's commitment to strategic capital reinvestment, infrastructure reliability, efficient space utilization, and maintaining safe, functional, and financially sustainable campus facilities.

APPENDIX B

WMU Facility Use Types

Building Name	Year Built	Gross Area (GSF)	Primary Function Type	Type of Mixed Use	% of Usage	Net-to-Gross Midpoint (%)	Weighted Average Ratio	Typical Net to Gross Ratio Range per DTMB
Brown Hall	2006	69,600	Classroom	Classrooms - 100%	100%	62.5	62.5%	
							62.5%	Average
Chemstry Building	2006	83,331	Laboratory	Classrooms	20%	62.5	12.5%	
				Labs	75%	57.5	43.1%	
				Offices	5%	67.5	3.4%	
							59.0%	Average
College of Health & Human	2005	240,000	Classroom	Labs	20%	57.5	11.5%	
				Offices	30%	67.5	20.3%	
				Classrooms	50%	62.5	31.3%	
							63.0%	Average
Dalton Center	1982	163,842	Classroom	Offices	20%	67.5	13.5%	
				Classroom	80%	67.5	54.0%	
							67.5%	Good
Dunbar Hall	2023	88,216	Classroom	Classrooms	100%	62.5	**62.5%**	Average
Ernest Wilbur Building	1956/2018	35,697	Classroom	Leased space	25%	62.5	15.6%	
				Offices	25%	67.5	16.9%	
				Classrooms	50%	62.5	31.3%	
							63.8%	Average
Floyd Hall	2003	302,585	Classroom	Labs	50%	57.5	28.8%	
				Offices	25%	67.5	16.9%	
				Classrooms	25%	62.5	15.6%	
							61.3%	Average
Gilmore Theatre Complex	1994	94,460	Performing Arts	Office	10%	67.5	6.8%	
				Auditorium	30%	62.5	18.8%	
				Labs	60%	57.5	34.5%	
							60.0%	Average
Haenicke Hall	1999	108,586	Research	Labs	100%	57.5	**57.5%**	Average

WMU Facility Use Types

Building Name	Year Built	Gross Area (GSF)	Primary Function Type	Type of Mixed Use	% of Usage	Net-to-Gross Midpoint (%)	Weighted Average Ratio	Typical Net to Gross Ratio Range per DTMB
Knauss Hall	1971	25,924	Classroom	Classrooms	100%	62.5	**62.5%**	Average
Kohrman Hall	1966	214,970	Classroom	Classroom	40%	62.5	25.0%	
				Labs	50%	57.5	28.8%	
				Offices	10%	67.5	6.8%	
							60.5%	Average
Lawson Ice Arena	1974	108,342	Recreation	Recreation	90%	62.5	56.3%	
				Offices	10%	67.5	6.8%	
							63.0%	Average
Lee Honors College	1990	9,716	Classroom	Classrooms	60%	62.5	37.5%	
				Offices	40%	67.5	27.0%	
							64.5%	Average
Moore Hall	1962	66,356	Office	Classroom	20%	62.5	12.5%	
				Offices	80%	67.5	54.0%	
							66.5%	Average
RCVA	2006	52,517	Performing Arts	Offices	25%	67.5	16.9%	
				Lab	50%	57.5	28.8%	
				Classrooms	25%	62.5	15.6%	
							61.3%	Average
Rood Hall	1971	124,257	Classroom	Classroom	80%	62.5	50.0%	
				Offices	20%	67.5	13.5%	
							63.5%	Average
Sangren Hall	2012	231,296	Classroom	Classrooms	70%	62.5	43.8%	
				Offices	30%	67.5	20.3%	
							64.0%	Average
Schneider Hall	1990	180,377	Classroom	Classroom	50%	62.5	31.3%	
				Lab	20%	57.5	11.5%	
				Offices	30%	67.5	20.3%	
							63.0%	Average

WMU Facility Use Types

Building Name	Year Built	Gross Area (GSF)	Primary Function Type	Type of Mixed Use	% of Usage	Net-to-Gross Midpoint (%)	Weighted Average Ratio	Typical Net to Gross Ratio Range per DTMB
Student Recreation Center	1995	252,300	Recreation	Office	10%	67.5	6.8%	
				Recreation	80%	57.5	46.0%	
				Classrooms	10%	62.5	6.3%	
							59.0%	Average
Trimpe Building	1966	14,845	Office	Office	70%	67.5	47.3%	
				Union	30%	57.5	17.3%	
							64.5%	Average
Waldo Library	1990	261,858	Library	Office	10%	67.5	6.8%	
				Library	90%	62.5	56.3%	
							63.0%	Average
Wood Hall	1996	174,907	Classroom	Offices	30%	67.5	20.3%	
				Classrooms	60%	62.5	37.5%	
				Labs	10%	57.5	5.8%	
							63.5%	Average
Zhang Legacy	2013	16,373	Library	Library	70%	62.5	43.8%	
				Offices	30%	67.5	20.3%	
							64.0%	Average
Adult Wellness Program	2017	5,300	Health Facility	Clinic	100%	57.5	**57.5%**	Average
Campus Services Building	1987	44,148	Office	Offices	40%	67.5	27.0%	
				Warehouse	60%	62.5	37.5%	
							64.5%	Average
Heritage Hall	2015	53,079	Office	Offices	100%	67.5	**67.5%**	Average
Energy Resource Center	2002	12,192	Facilities	Facilities	100%	N/A	**N/A**	N/A
Ellsworth Hall	1956	89,925	Office	Offices	100%	67.5	**67.5%**	Average
Everett Tower	1971	30,417	Office	Offices	100%	67.5	**67.5%**	Average
Faunce Student Services	1970	56,584	Office	Offices	100%	67.5	**67.5%**	Average

WMU Facility Use Types

Building Name	Year Built	Gross Area (GSF)	Primary Function Type	Type of Mixed Use	% of Usage	Net-to-Gross Midpoint (%)	Weighted Average Ratio	Typical Net to Gross Ratio Range per DTMB
Fetzer Center	1983	46,779	Conference	Conference Center	100%	62.5	**62.5%**	Average
Friedmann Hall	1971	67,187	Office	Offices	100%	67.5	**67.5%**	Average
Gilmore House	1925	15,993	Private	Residence	100%	N/A	**N/A**	N/A
Kanley Chapel	1951	12,590	Chapel	Worship	100%	N/A	**N/A**	N/A
Little Theatre	1942	13,606	Performing Arts	Auditorium	100%	62.5	**62.5%**	Average
Miller Auditorium	1967	134,155	Performing Arts	Auditorium	100%	62.5	**62.5%**	Average
Montague House	1961	5,917	Office	Offices	100%	67.5	**67.5%**	Average
Oaklands Residence	1869	7,259	Private	Residence	100%	N/A	**N/A**	N/A
Paper Coating Pilot Plant	2002	55,215	Research	Offices	10%	67.5	6.8%	
				Research	90%	57.5	51.8%	
							58.5%	Average
Parking Services	1995	2,938	Office	Offices	100%	67.5	**67.5%**	Average
Physical Plant	1921	44,795	Office	Offices	100%	67.5	**67.5%**	Average
Power Plant	1994	28,000	Facilities	Facilities	100%	N/A	**N/A**	N/A
Residence	1974	7,832	Private	Residence	100%	N/A	**N/A**	N/A
Public Safety	1991	15,375	Office	Offices	100%	67.5	**67.5%**	Average
Seelye Indoor Practice Facility	2003	120,950	Recreation	Recreation	90%	57.5	51.8%	
				Offices	10%	67.5	6.8%	
							58.5%	Average

WMU Facility Use Types

Building Name	Year Built	Gross Area (GSF)	Primary Function Type	Type of Mixed Use	% of Usage	Net-to-Gross Midpoint (%)	Weighted Average Ratio	Typical Net to Gross Ratio Range per DTMB
Sindecuse Health Center	1969	56,200	Health Facility	Counseling and Testing	20%	57.5	11.5%	
				Health Center	70%	57.5	40.3%	
				Offices	10%	67.5	6.8%	
							58.5%	Average
Siebert Administration Building	1952	84,700	Office	Offices	100%	67.5	**67.5%**	Average
Sprau Tower	1967	39,097	Office	Offices	100%	67.5	**67.5%**	Average
Office for Sustainability	2001	7,095	Office	Offices	100%	67.5	**67.5%**	Average
University Computer Center	1991	62,606	Office	Offices	60%	67.5	40.5%	
				Data Center	40%	67.5	27.0%	
							67.5%	Average
University Fieldhouse	1992	114,900	Recreation	Offices	20%	67.5	13.5%	
				Rerceation	80%	57.5	46.0%	
							59.5%	Average
Upholstery Shop	1914	6,660	Office	Facilities	100%	N/A	**N/A**	N/A
Waldo Stadium	1939	88,724	Recreation	Recreation	100%	57.5	**57.5%**	Average
Walwood Union	1992	63,237	Office	Offices	100%	67.5	**67.5%**	Average
Aviation Classroom	1968	21,144	Classroom	Classroom	10%	62.5	6.3%	
				Lab	90%	57.5	51.8%	
							58.0%	Average
Autism Center	2015	4,901	Health Facility	Health Center	100%	57.5	**57.5%**	Average
Aviation Storage Facility	NA	4,018	Facilities	Facilities	100%	N/A	**N/A**	N/A
Aviation Center Administration & Flight Operations	2000	9,600	Classroom	Classroom	100%	62.5	**62.5%**	Average

WMU Facility Use Types

Building Name	Year Built	Gross Area (GSF)	Primary Function Type	Type of Mixed Use	% of Usage	Net-to-Gross Midpoint (%)	Weighted Average Ratio	Typical Net to Gross Ratio Range per DTMB
Aviation Center Education Center	2021	69,645	Classroom	Classrooms	80%	62.5	50.0%	
				Offices	20%	67.5	13.5%	
							63.5%	Average
Aircraft Maintenance Center	2000	75,000	Classroom	Lab	100%	57.5	**57.5%**	Average
Flight Simulator Building	2000	14,000	Classroom	Lab	100%	57.5	**57.5%**	Average
Grand Rapids Downtown	2003	75,688	Classroom	Classrooms	80%	62.5	50.0%	
				Offices	20%	67.5	13.5%	
							63.5%	Average
Michigan Basin Core Research Lab	2005	30,786	Research	Research	90%	57.5	51.8%	
				Offices	10%	67.5	6.8%	
							58.5%	Average
Ranson Street Building (Surplus Sales)	2016	14,567	Facilities	Facilities	100%	N/A	**N/A**	N/A
West Hills Athletic Club	1998	114,740	Recreation	Recreation	90%	67.5	60.8%	
				Offices	10%	67.5	6.8%	
							67.5%	Average
Aviation Test Cell	1971	1,050	Research	Research	100%	57.5	**57.5%**	Average
Bill Brown Alumni Center	1998	75,007	Recreation	Recreation	100%	57.5	**57.5%**	Average
CEAS East Parking Deck	2003	232,066	Parking	Parking	100%	92.5	**92.5%**	Average
CEAS West Parking Deck	2003	152,802	Parking	Parking	100%	92.5	**92.5%**	Average
Eaton Hanger	2015	9,469	Facilities	Facilities	100%	N/A	**N/A**	N/A
Ebert Field	1980	1,456	Recreation	Recreation	100%	57.5	**57.5%**	Average

WMU Facility Use Types

Building Name	Year Built	Gross Area (GSF)	Primary Function Type	Type of Mixed Use	% of Usage	Net-to-Gross Midpoint (%)	Weighted Average Ratio	Typical Net to Gross Ratio Range per DTMB
Gibbs Farm	1953	2,100	Private	Residence	100%	N/A	**N/A**	N/A
Hill Top Parking	2024	124,400	Parking	Parking	100%	92.5	**92.5%**	Average
Kanley Track Building	1992	5,077	Recreation	Recreation	100%	57.5	**57.5%**	Average
Parking Structure 2	1993	403,589	Parking	Parking	100%	92.5	**92.5%**	Average
Bobb Stadium	1939	5,338	Recreation	Recreation	100%	57.5	**57.5%**	Average
South Korhman	2008	91,358	Classroom	Offices	20%	67.5	13.5%	
				Labs	80%	57.5	46.0%	
							59.5%	Average
Antenna Farm	1990	1,291	Facilities	Facilities	100%	N/A	**N/A**	N/A
Varsity Soccer Press Box	2017	200	Recreation	Recreation	100%	57.5	57.5%	Average
WMUK Transmitter	1993	1,200	Facilities	Facilities	100%	N/A	**N/A**	N/A
Spindler Hall	1940	47,931	Student Housing	Student Housing	100%	62.5	62.5%	Average
Stadium Drive	1972	55,143	Student Housing	Student Housing	100%	62.5	62.5%	Average
Henry Hall	1957	86,200	Student Housing	Student Housing	100%	62.5	62.5%	Average
Valley 2 Complex	1964	281,023	Student Housing	Student Housing	100%	62.5	62.5%	Average
Valley 1 Complex	1963	324,464	Student Housing	Student Housing	100%	62.5	62.5%	Average
Student Center	2022	161,746	Student Center	Student Center	100%	62.5	62.5%	Average
Valley Dining Center	2016	62,921	Dining	Dining	N/A	N/A	**N/A**	N/A
Hall Archer Pickard West	2015	97,940	Student Housing	Student Housing	100%	62.5	62.5%	Average
Valley Oaks	2026	261,737	Student Housing	Student Housing	100%	62.5	62.5%	Average

WMU Facility Use Types

Building Name	Year Built	Gross Area (GSF)	Primary Function Type	Type of Mixed Use	% of Usage	Net-to-Gross Midpoint (%)	Weighted Average Ratio	Typical Net to Gross Ratio Range per DTMB
3300 Research Way	2026	57,412	Offices	Offices	100%	62.5	62.5%	Average
Hall Archer Pickard East	2015	97,940	Student Housing	Student Housing	100%	62.5	62.5%	Average
Western View Complex	2011/2013	195,802	Student Housing	Student Housing	100%	62.5	62.5%	Average

CAPITAL OUTLAY MAJOR PROJECT

Planning Authorization Granted per Public Act 21 of 2026

Institution Name: Western Michigan University

Project Title: IF1 Knauss Hall Renovation and Addition

Project Focus: Academic

Type of Project: Renovation with an Addition

Approximate Square Footage: 26,000 square feet renovation / 22,000 square feet addition

Total Estimated Cost: $39 M project budget

Estimated Duration of Project:

September 2026 – Design process begins
May 2028 – Proposed construction start
August 2029 – Target completion deadline

Is the Five-year Plan posted on the department's public internet site? Yes

Is the requested project included in the Five-year Capital Outlay Plan? Yes

Project Purpose:

The purpose of the Knauss Hall project is to **revitalize a central campus facility that is essential to WMU's academic mission, student support services, and long-term operational efficiency**. Built in 1971 as part of the Instructional Facility Complex-1 (IF-1), Knauss Hall has surpassed its useful life and is no longer able to meet the needs of modern pedagogies, inclusive learning, or accessible student support. An external assessment by Gordian estimated a **net asset value of 63%, indicating the facility is at the systematic renovation stage**, and identified a deferred maintenance backlog of **$4.9million**. Its aging infrastructure, outdated systems, and deferred maintenance pose operational, safety, and accessibility challenges that limit student success and campus functionality.

This project is designed to **transform Knauss Hall into a modern, flexible, and sustainable academic and student support facility**. Through adaptive reuse, it will provide **active learning classrooms, collaborative instructional spaces, and centrally-located student support areas** that integrate academic advising, tutoring, peer mentoring, and specialized programs for our entire student population. By co-locating these functions, the project directly supports **student engagement, retention, and success**, aligning with the University's strategic priorities.

The project also addresses **long-standing infrastructure needs** while building on prior investments, including the recent **$42 million renovation of Dunbar Hall**, which upgraded shared utility systems to support Knauss Hall. Renovating Knauss Hall will **eliminate the deferred maintenance backlog**, improve accessibility, and reduce energy use by **30–35%.**

Appendix D

Strategically located in the **core of campus**, Knauss Hall will serve as a central hub for instruction and student services, enhancing access, connectivity, and overall campus efficiency. This project supports the **University 2025 Master Plan**, emphasizing adaptive reuse, operational sustainability, and minimizing campus footprint expansion.

Ultimately, the Knauss Hall project is **critical to providing safe, modern, and inclusive learning environments**, while supporting student success, advancing sustainability goals, and ensuring the long-term operational and financial stewardship of the University's central campus facilities.

Scope of the Project:

The proposed project will encompass a **complete renovation of Knauss Hall** and the construction of an **addition**, transforming a 50-year-old building that no longer meets modern academic, accessibility, or student support standards. The current building features four very large lecture halls with fixed, tiered seating designed for traditional "sage on the stage" instruction, which cannot accommodate **active learning, HyFlex (combined virtual/in-person attendance), or inclusive pedagogies**. Additionally, these lecture halls do not meet current codes and standards and cannot realistically be updated without a major renovation.

The renovation will create **flexible, modern instructional spaces** designed to enhance the **student learning experience**. These include **small classrooms (20–30 seats) with movable furniture and integrated technology** to support active learning, collaborative projects, and HyFlex instruction. Students will benefit from **informal learning spaces**, including study areas, small group rooms, and breakout areas, which promote peer interaction and collaborative problem-solving. **Student support services**, including academic advising, tutoring, the writing center, and peer mentoring, will be co-located with instructional spaces to provide **wrap-around support** that increases accessibility, engagement, and success for all students. Thoughtfully designed spaces will ensure an inclusive campus environment that meets the diverse needs of the student body.

In addition to architectural improvements, the project will **upgrade all major building infrastructure**, enhancing both safety and student comfort:

- **Electrical System:** A new building electrical system will be installed, including a main substation and emergency generator in coordination with the Dunbar Hall project.
- **Fire Alarm:** A new annunciator, devices, and wiring will be installed in Knauss Hall while maintaining the primary panels in Friedmann Hall, ensuring compliance with current codes.
- **Mechanical System:** The entire mechanical system and infrastructure serving Knauss Hall will be replaced, including steam piping extended 5' outside the building.
- **Fire Suppression:** The existing self-contained system will be completely replaced.
- **Chilled Water:** A new distribution system will be installed, with chilled water supplied via a new chiller and cooling tower piped from the central plant.
- **Snowmelt System:** Snowmelt will be added at both main entrances for safety and accessibility.
- **Rooftop Solar:** Solar panels will be installed to support **LEED Silver certification** and WMU's goal of **carbon neutrality by 2050** under the Michigan Healthy Climate Plan.
- **Water Efficiency:** Low-flow plumbing fixtures, mechanical equipment, and potential water recycling strategies (stormwater and graywater) will reduce overall water consumption and promote sustainability.
- **Stormwater Management:** Renovations will integrate stormwater management consistent with MS4 requirements in the Portage-Arcadia Creek basin, promoting biodiversity, reducing environmental impacts, and protecting infrastructure.
- **Indoor Environment:** The project will improve **air quality, thermal comfort, and lighting** through modern air handling systems, low-emitting materials, increased daylight, occupancy sensors, and LED lighting—directly enhancing student comfort, focus, and well-being.

- **Bridges:** The existing bridge to Friedmann Hall will be renovated or replaced, and a new bridge will connect Knauss Hall to the Chemistry Building, linking **six academic buildings totaling 550,000 SF** to create a more accessible and integrated campus experience for students.

Overall, the project will **modernize Knauss Hall**, create **safe, accessible, and engaging learning and support environments**, optimize shared infrastructure, advance sustainability, and **significantly enhance the overall student experience**, supporting both academic success and personal development.

Program Focus of Occupants:

The final program for Knauss Hall will be developed during the formal programming phase in close consultation with faculty, students, and administrative staff to ensure the building fully aligns with institutional priorities and community needs. The facility will address the university's critical shortage of modern instructional space, with particular emphasis on general classrooms that support a broad range of academic disciplines.

Knauss Hall will build upon the proven success of Dunbar Hall, one of the most heavily utilized general classroom facilities on campus. Dunbar has consistently demonstrated the demand for flexible, technology-rich teaching environments that can adapt to evolving pedagogies. The new facility will replicate and expand this model, providing sufficient high-quality classrooms and student-focused learning environments to meet growing instructional demand.

In addition to instructional spaces, Knauss Hall will strategically relocate several key Student Services functions to create a true hub for academic success, including:

- **The Writing Center** – providing tutoring and workshops to strengthen communication and research skills across all disciplines.
- **Academic Advising** – guiding students in degree pathways, course selection, and academic planning.
- **Career Services** – connecting students with internships, career coaching, and employer engagement.
- **Tutoring and Success Coaching** – offering peer and professional tutoring, mentoring, and academic skills development.
- **WMU Success Navigator Program** – providing proactive, personalized guidance to help students connect with the right resources at the right time, supporting retention, persistence, and overall student well-being.
- **First-Year and Transfer Student Programs** – providing transition support and engagement opportunities for new students.

Based on current WMU enrollment (~17,600 students), it is anticipated that 8**,000–10,000 students per term** will use Knauss Hall for classroom instruction, tutoring, advising, workshops, and other support services. Over a full academic year, the building is projected to serve 10**,000–12,000 distinct students**, reflecting both class enrollment and student support interactions. For example, when the Writing Center was relocated to the Swain Library, student usage increased by **63% in its first year**, demonstrating the positive impact of placing services in central, accessible, and highly visible locations.

The consolidation of student services and instructional spaces in Knauss Hall directly supports WMU's strategic goal of increasing **first- and second-year retention rates**, with a **five-year target of 86%**. Importantly, WMU has recently achieved the **highest first- and second-year retention rates in its history**, demonstrating the effectiveness of current student success initiatives. By integrating classrooms, tutoring, advising, the Success Navigator Program, and the Writing Center in one facility, students will have seamless access to high-impact support at the point of need, further improving engagement, persistence, and academic success.

Appendix D

By investing in Knauss Hall, the university will ensure that core academic programs have the space and resources necessary to accommodate enrollment growth, enhance instructional delivery, and strengthen student success. The project provides equitable access to modern learning environments and integrated student support services that sustain achievement, retention, and degree completion, positioning WMU to meet its long-term strategic objectives.

Additional Information:

How does the project support Michigan's talent enhancement, job creation and economic growth initiatives on a local, regional and/or statewide basis?

The Knauss Hall renovation directly supports **Michigan's workforce development and economic growth priorities** by providing students with modern, flexible learning environments that prepare them to enter high-demand fields. Upgraded **HyFlex and active learning classrooms** will enable students to gain **collaboration, critical thinking, and technology skills**, supporting industries such as **STEM, healthcare, education, and advanced manufacturing**. For example, students in engineering, health sciences, and data analytics programs will benefit from integrated technology and flexible instructional spaces that simulate real-world problem-solving scenarios.

The project's **student support services**, including tutoring, academic advising, and specialized spaces will enhance **retention and graduation rates**, increasing the number of graduates entering the workforce each year. Co-locating these services with instructional spaces ensures that students are **better prepared for careers**, directly contributing to the state's talent pipeline.

WMU's **Strategic Plan 2022–32 explains that:**

> *"As a premier, comprehensive, doctoral high-research university that is driven by our core principle, 'so that all may learn,' Western Michigan University guides our students to pursue their purpose, thrive in a life well-lived, and prosper in a meaningful career. Our top-tier faculty and dynamic, committed staff are the foundations that support our high-quality University. Western's holistic education environments, along with exceptional learning and experience-based opportunities, empower our graduates to become leaders in an ever-changing world."*

WMU's experiential learning programs further enhance students' career readiness and Michigan's talent pipeline. **These programs include funded internships, service-learning, the Cold Case Program collaboration with the Michigan State Police, and the Political Science Capital Internship Program in Lansing**, among others. Combined with the hands-on, collaborative environments created in Knauss Hall, these opportunities equip students with the **skills, knowledge, and professional experience** needed to succeed in high-demand careers and contribute directly to Michigan's workforce.

We are particularly proud of the **success of our graduates**: more than **90% are employed in full-time work or continuing education within a few months of graduation**. According to WMU News, **77% of those employed full-time are working in Michigan**, contributing directly to the state's college-educated workforce. This demonstrates that WMU not only prepares students for meaningful careers but also **supports Michigan's local and statewide economic vitality**.

The project also stimulates **local and regional economic growth** through construction-related activity. The renovation will create **temporary construction and trade jobs** in Kalamazoo and engage local contractors, architects, engineers, and suppliers, generating economic activity and supporting small businesses. In the long term, graduates trained in modern, collaborative learning environments contribute to **workforce innovation, entrepreneurial ventures, and regional business development**, further supporting Michigan's economy.

Additionally, sustainability and energy efficiency upgrades, such as **rooftop solar, water efficiency systems, and LEED Silver design**, help align WMU with **Michigan's Green Jobs and Clean Energy initiatives**, preparing students for emerging careers in renewable energy and sustainability sectors.

Through these combined efforts—modernized learning environments, experiential learning programs, enhanced student success, construction and trade job creation, and sustainability initiatives—Knauss Hall directly supports **Michigan's talent enhancement, job creation, and economic growth objectives** at the local, regional, and statewide levels.

How does the project enhance the core academic and/or research mission of the institution?

The Knauss Hall renovation project directly strengthens WMU's **core academic and research mission** by transforming an aging facility into a **modern, flexible, and technology-enabled learning environment**. The building's outdated lecture halls and infrastructure currently limit the ability to deliver **active, collaborative, and HyFlex learning experiences**, which are essential for engaging students in today's dynamic educational landscape. Renovated classrooms with flexible furniture, integrated technology, and small-group configurations will support **inclusive pedagogy, experiential learning, and project-based instruction**, allowing faculty to implement innovative teaching methods that enhance student learning outcomes.

The project also provides **centrally-located student support services** and informal learning spaces co-located with instructional areas, creating a **holistic academic environment** that promotes student success, retention, and persistence. Thoughtfully designed spaces will ensure equitable access to learning opportunities, reinforcing WMU's commitment to **inclusive excellence**.

Importantly, Knauss Hall will **enhance faculty and student research opportunities**. Modernized classrooms and collaborative spaces are designed to support **faculty-led research projects, undergraduate research, and interdisciplinary initiatives**, while student support and experiential learning programs, such as the Cold Case Program with the Michigan State Police and the Political Science Capital Internship Program in Lansing, provide practical research experiences. By integrating teaching, research, and experiential learning in one centrally located facility, the project **strengthens WMU's capacity to generate new knowledge, support scholarly inquiry, and prepare students for research-driven careers**.

By modernizing both the **physical environment and infrastructure**, including improved air quality, daylighting, energy efficiency, and technology integration, Knauss Hall ensures that WMU can **deliver high-quality instruction, advance research, and foster student engagement**, directly contributing to the University's mission to provide **inclusive, innovative, and research-rich education**

Describe how the project will address, incorporate, or enhance the efforts, policies, or goals to grow and expand opportunities for enrollment for the academic programs within the scope of the project or as a component of your institution and campus at large?

The proposed capital project directly advances the institution's strategic priority to grow enrollment and expand academic opportunities in alignment with statewide higher education goals. By modernizing and expanding academic space, the project will increase instructional capacity, allow for the launch of high-demand academic programs, and strengthen pathways that prepare students to meet workforce and economic development needs across the state.

The investment will create purpose-built facilities that support enrollment growth by:

- **Expanding capacity in high-demand programs** where current space constraints limit enrollment.

- **Modernizing instructional and laboratory space** to ensure academic offerings remain competitive and aligned with industry standards, attracting both traditional and non-traditional students.
- **Supporting innovative delivery methods** (including hybrid and technology-enhanced instruction) that broaden access for working adults, transfer students, and underserved regions.
- **Strengthening recruitment and retention** by providing students with modern, flexible learning environments that promote persistence to graduation.

This project is a critical component of the institution's long-term enrollment strategy and will serve as a catalyst for program expansion, student success, and degree completion. By aligning infrastructure with state workforce priorities, the project ensures that capital investment translates into measurable enrollment growth, expanded opportunity for students, and greater return on investment for the state.

Is the requested project focused on a single, stand-alone facility? If no, please explain.

The requested project is **not a completely stand-alone facility**. Knauss Hall is part of the **IF-1 complex**, which also includes Friedmann and Dunbar Halls. These buildings share utility infrastructure, are physically connected via bridges, and are located around a central campus plaza, creating an integrated academic hub.

The renovation of Knauss Hall is **closely coordinated with Dunbar Hall's recent $42M renovation**, which upgraded shared mechanical, electrical, and fire systems. This prior investment reduces the remaining infrastructure work required in Knauss Hall, improves project efficiency, and ensures continuity of campus services during construction.

Additionally, the project includes the renovation of the existing bridge to Friedmann Hall and the addition of a new bridge to the Chemistry Building, connecting six academic buildings totaling approximately 550,000 square feet. These improvements enhance **campus connectivity, access, and the overall functionality of the academic complex**, supporting both student and faculty needs.

By integrating Knauss Hall with surrounding facilities, the project maximizes the **value of existing infrastructure**, promotes efficient use of space, and strengthens the broader academic environment on WMU's main campus.

How does the project support investment in or adaptive re-purposing of existing facilities and infrastructure?

The proposed project strongly supports investment in and adaptive re-purposing of existing facilities and infrastructure. Rather than relying solely on new construction, the project focuses on modernizing, reconfiguring, and enhancing underutilized spaces to meet current and future programmatic needs. This strategy ensures that state resources are directed toward the renewal of existing assets, extending their life cycle and preserving the value of prior capital investments. Currently, more than **60% of campus facilities are over 30 years old**, underscoring the critical need for reinvestment and modernization.

Adaptive re-purposing provides measurable benefits in terms of cost efficiency, sustainability, and program alignment. Renovations and targeted upgrades typically cost **35-45**% **less than new construction** and can be completed on shorter timelines, minimizing disruption to ongoing operations. By revitalizing existing infrastructure, the project reduces the institution's deferred maintenance backlog, which currently totals **$450 million**, while lowering long-term utility costs through the integration of modern energy-efficient systems. This approach also advances the state's

sustainability goals by extending building life cycles, reducing construction waste, and lowering carbon emissions associated with demolition and new builds.

This investment directly strengthens the institution's capacity to serve students and the broader community. Updated facilities will support flexible learning environments, accommodate new technologies, and enable the growth of high-demand academic programs. For example, repurposed laboratories and classrooms can support the effort to **increase utilization rates from the current 38**% **to our goal of 70%**, ensuring that space is used more efficiently across the academic year. Similarly, upgrades to shared student spaces are projected to serve **1,000 students annually**, enhancing engagement and retention.

In summary, the project advances the stewardship of state capital resources by maximizing the utility of existing facilities, reducing long-term operating and maintenance costs by an estimated **30-35%**, and ensuring infrastructure remains responsive to future demands. This strategy represents a fiscally responsible, sustainable, and mission-driven investment in the continued vitality of the institution and its service to the state.

Does the project address or mitigate any current health/safety deficiencies relative to existing facilities? If yes, please explain.

Yes, the project directly addresses and mitigates several current health and safety deficiencies present in existing facilities. Many of the affected buildings were constructed prior to modern building codes and no longer meet current standards for accessibility, life safety, and environmental health. Specific deficiencies include outdated fire suppression and alarm systems, aging HVAC equipment that cannot adequately maintain indoor air quality, and non-compliant accessibility features that limit safe use for individuals with disabilities.

The project will remedy these conditions through comprehensive upgrades that bring facilities into compliance with current state codes and federal design standards. Planned improvements include installation of new fire protection systems, modernization of electrical and emergency lighting, replacement of HVAC and ventilation systems to improve indoor air quality, and renovation of entrances, restrooms, and circulation paths to meet ADA standards for accessible design. These upgrades will significantly reduce the risk of fire, environmental hazards, and injury while improving equitable access for all students, employees, and visitors.

In addition to addressing code and safety requirements, the project will incorporate universal design strategies that enhance overall health and wellbeing. The existing facility has limited natural daylight and poor window-to-space ratios, contributing to low occupant comfort, eye strain, and reduced productivity. Renovations will introduce expanded glazing, interior glass partitions, and daylighting strategies that bring natural light deeper into instructional and student spaces. Research consistently demonstrates that access to daylight improves mental health, reduces stress, and supports better learning outcomes. By providing brighter, more open, and healthier spaces, the project advances both safety and wellbeing in a holistic manner.

By proactively addressing these deficiencies, the project reduces liability exposure for the institution and the state while ensuring a safe, healthy, and supportive learning environment. Modernized facilities will not only comply with safety codes, but will also promote wellness, resilience, and the long-term vitality of the campus community.

How does the institution measure utilization of its existing facilities, and how does it compare relative to established benchmarks for educational facilities? How does the project help to improve the utilization of existing space and infrastructure, or conversely, how does current utilization support the need for additional space and infrastructure?

The institution measures utilization of existing facilities through a combination of classroom and laboratory scheduling analysis, space assignment data, and annual facilities utilization studies. Standard metrics includes **classroom/lab utilization percentages** compared against state and national benchmarks for higher education facilities.

What these statistics tell us is that while the institution has a sizable physical footprint, many existing spaces are **functionally obsolete** or lack the flexibility and technology required to support modern instructional methods. As a result, demand for updated and appropriately configured facilities exceeds the utility of current inventory, lowering overall efficiency. For instance, instructional programs in high-demand areas such as health sciences and information technology report near-capacity enrollment but are constrained by outdated space layouts that prevent full scheduling and higher occupancy.

The proposed project directly improves space utilization by **modernizing, reconfiguring, and consolidating underutilized facilities**. Renovations will create more flexible instructional environments capable of supporting multiple disciplines, thereby increasing scheduling capacity and raising average utilization rates. This project will specifically support improved classroom utilization and help shift current utilization in alignment with benchmarks.

By improving the efficiency and adaptability of existing infrastructure, the project ensures that more students can be served within the current campus footprint, reducing the immediate need for additional new construction. At the same time, utilization data demonstrates that certain specialized program areas already operate at or above capacity, reinforcing the need for targeted investment in modernized space. Together, these strategies represent a balanced and evidence-based approach to campus space management, ensuring that state resources are used responsibly while meeting future academic demand.

How does the institution intend to integrate sustainable design principles to enhance the efficiency and operations of the facility?

The institution is committed to integrating sustainable design principles into the proposed project to enhance facility efficiency, operations, and environmental performance, while supporting its long-term goal of **achieving carbon neutrality by 2050**. The project is being designed to achieve **LEED Silver certification**, ensuring that all major systems, materials, and operations align with best practices for high-performance, resilient, and environmentally responsible facilities.

Energy efficiency measures will include **high-performance HVAC systems, LED lighting, energy recovery ventilation, and advanced building automation controls**, projected to reduce energy consumption by approximately **25–30%** compared to baseline code-compliant systems. Daylighting strategies, including expanded glazing, interior glass partitions, and automated lighting controls, will further reduce electricity demand while improving occupant comfort, productivity, and wellbeing.

To support long-term carbon reduction goals, the project will explore on-site **renewable energy generation options**, such as **solar photovoltaic panels, rooftop solar hot water systems, or small-scale wind turbines**, as feasible. Integration of renewable generation could offset a portion of the facility's energy consumption, reduce greenhouse gas emissions, and contribute directly to the institution's strategy for **carbon neutrality by 2050**. These systems would complement grid-supplied renewable energy and further enhance operational sustainability.

Water conservation will be achieved through **low-flow plumbing fixtures, water-efficient irrigation, and stormwater capture systems**, reducing potable water use by an estimated **20%**. Construction materials will prioritize **low-VOC, recycled-content, and regionally sourced**

products, contributing to healthier indoor air quality and minimizing environmental impact. Construction and demolition waste diversion strategies are expected to achieve **at least 75% recycling**, further supporting sustainability goals.

Operational efficiency will be enhanced by **flexible, multi-purpose space layouts** that maximize utilization rates, reduce the need for future expansions, and lower annual operating costs by approximately **15–20%**. Combined with potential on-site renewable generation, these strategies improve resilience, reduce emissions, and advance the institution's long-term decarbonization objectives.

By pursuing LEED Silver certification, integrating renewable energy options, and embedding sustainable design and operational strategies, the project demonstrates responsible stewardship of state resources, reduces environmental impacts, enhances occupant health and performance, and contributes to the institution's overarching goal of **carbon neutrality by 2050**. This project positions the facility as a model of environmentally conscious, energy-efficient, and future-ready campus infrastructure.

Are match resources currently available for the project? If yes, what is the source of the match resources? If no, identify the intended source and the estimated timeline for securing said resources.

Yes, match resources are currently available for the project. These resources are derived from a combination of **institutional reserves, existing facility renewal funds, and philanthropic contributions** specifically designated for capital projects.

Institutional reserves have been allocated through the approved operating budget, ensuring that funds are immediately available upon approval of the state capital outlay request. The combination of state funding and committed match resources is structured to fully finance the project **without necessitating increases in tuition or student fees.**

In the event that additional match resources are needed, the institution has identified **internal reallocation of auxiliary funds and targeted fundraising initiatives** as the intended sources. These supplemental resources are expected to be secured within **12–18 months** following state approval, aligning with the anticipated construction schedule and ensuring the project remains fully funded without impacting student costs.

The availability of committed match resources demonstrates the institution's strong financial readiness and ability to leverage state investment efficiently. By combining state funds with institutional and philanthropic contributions, the project ensures full funding for completion while supporting long-term operational sustainability and maintaining affordability for students.

If authorized for construction, the State typically provides a maximum of 75% of the total cost for university projects and 50% of the total cost for community college projects. Does the institution intend to commit additional resources that would reduce the state share from the amounts indicated? If so, by what amount?

The university does not have the ability to contribute additional resources beyond 25% to reduce the state's maximum share for this project. However, the institution has already invested approximately **$4.2 million** in prior infrastructure support projects that directly benefit the proposed facility. These investments include upgrades to utilities, site improvements, and building systems that enhance the readiness and operational efficiency of the project.

Appendix D

By having completed these critical infrastructure improvements, the university has effectively leveraged state resources and prepared the site and existing facilities for construction. While the university cannot reduce the state share for this project, these prior investments demonstrate proactive financial stewardship and ensure that state funds are used efficiently and effectively.

Will the completed project increase operating costs to the institution? If yes, please provide an estimated cost (annually, and over a five-year period) and indicate whether the institution has identified available funds to support the additional cost.

The completed project is expected to **significantly reduce annual operating costs** for the institution while improving the performance and longevity of existing facilities. Through modernization and reconfiguration, the project will achieve an estimated **30–35% reduction in energy usage**, resulting in a decrease in annual utility costs of approximately **$22,500 per year**. Over a five-year period, this translates to total utility savings of approximately **$112,500**. These savings will be realized through high-efficiency HVAC systems, LED lighting, improved insulation, and advanced building automation controls.

In addition to energy savings, the project will **eliminate a deferred maintenance backlog of approximately $4.9million**, addressing critical infrastructure needs such as roofing, building systems, and utility upgrades. Resolving these deferred maintenance issues will reduce ongoing repair costs, improve facility reliability, and extend the useful life of campus assets.
These combined measures will enhance operational efficiency, improve safety and occupant comfort, and ensure the long-term sustainability of the facility. The institution has confirmed that the savings and efficiency gains will be realized through **existing operating budgets**, allowing resources to be redirected toward academic programs, student services, and other priorities without impacting tuition or fees.

What impact, if any, will the project have on tuition costs?

The proposed project is not expected to have any negative impact on tuition costs for students.
By improving the quality and functionality of campus facilities without increasing tuition costs, the project directly supports the institution's mission to provide high-quality, accessible education while maintaining affordability for all students.

If this project is not authorized, what are the impacts to the institution and its students?

If this project is not authorized, the building—which has already been taken offline due to accessibility issues and functional obsolescence—will remain offline, fully limiting access to instructional and student support spaces.

What alternatives to this project were considered? Why is the requested project preferable to those alternatives?

We used a decision matrix to evaluate multiple criteria along with options to identify the best course of action that is cost effective and have the desired ROI