

**MICHIGAN STATE**  
**U N I V E R S I T Y**

**MICHIGAN STATE UNIVERSITY**

**REQUEST FOR PROPOSAL**

**Strategic Space and Facilities Feasibility Study  
and Precinct Plan for the  
Future of Veterinary Education, Research,  
Clinical Services, and Outreach**

**CP# 25038**

**Issue Date:** August 22, 2025

**Due Date:** September 12, 2025 (3pm EDT)

**Real Estate & Capital Planning  
Design & Construction**

**Infrastructure Planning and Facilities  
1147 Chestnut, Room 101  
East Lansing, MI 48824-1215**

**Project Manager  
Alan Vanderstelt, [vande832@msu.edu](mailto:vande832@msu.edu)**

**Principal Architect & Planner  
Maura Donnelly, [donne168@msu.edu](mailto:donne168@msu.edu)**

## Project Overview

Michigan State University (MSU) seeks professional qualifications and proposals for design services for the project listed above. The following outlines the project and submission requirements.

## Project Description and Scope

See **Attachment A** for the full project description, schedule, and background information.

Services shall be rendered in accordance with MSU's *Design Professional Services Agreement*, provided with this RFP.

MSU seeks the most qualified team to support this project. Submittals will be evaluated based on:

- Demonstrated experience.
- Knowledge of comparable higher education framework and precinct planning types
- Ability to collaborate effectively with stakeholders.
- Commitment to meeting the project schedule.

### Supporting Documents:

- Attachment A – Project Background & Objectives, including schedule
- Attachment B – Team Matrix Fillable Form
- MSU Modified Short-Form A/E Agreement

## Proposal Requirements

Submit the first four section requirements using a condensed A3 format to the best extent possible. The required information is listed below in the Submission Guidelines.

Provide responses in PDF format no later than 3:00 pm (EST) on the RFP due date. Late proposals will not be considered. Submit responses through MSU's Oracle Primavera Unifier Bid Manager. This **system** requires prior registration.

Please submit registration at least 7 days before responses are due. For instructions on registration, see <https://ipf.msu.edu/construction/partners/prospective-partners>.

MSU is not responsible for any expenses incurred in the preparation of any proposal or presentation, nor does Michigan State University assume any contractual obligation by issuing this RFP.

# SUBMISSION GUIDELINES

## SECTION 1 - GENERAL INFORMATION

### a) Contact Information

1. Firm Name and Address (if multiple offices, list all offices that will develop the project)
2. Company Structure (e.g., partnership, publicly held corporation, etc.)
3. Is the firm a minority-owned, women-owned, or other disadvantaged business? (If yes, please specify)
4. Point of contact communications related to this RFP. Include name, title, phone, and email.

### b) Firm History

Provide an overview of your firm. Identify any relevant specialty studios within your firm.

### c) Professional Staff

Current personnel by discipline for each firm that is part of the overall proposing team, including MEP, Site/Civil, if they are part of your firm. Provide separate columns for each firm with a material role on your team.

Discipline	Total	Licensed/Registered
Architects		
Mechanical Engineers		
Electrical Engineers		
Civil Engineers		
Structural Engineers		
Other Engineers		
Landscape Architects		
Interior Designers		
Other Designers		
Specification Writers		
Support, including accounting, legal, network, and risk management		

## SECTION 2 – TEAM ORGANIZATIONAL CHART

Graphically show the individual members of the team, the services, disciplines, and responsibilities they will provide and how they relate to each other. Verify that the individuals and disciplines shown correspond to the individuals and disciplines indicated in all other parts of the submission guidelines. Graphic representation may be an organizational chart or another representation that best expresses individuals, discipline, responsibilities, and relationships.

## SECTION 3 – PROJECT PLAN

- A. Provide a detailed project plan that aligns with **Appendix A**. The plan should account for university review and decision-making timelines. If you believe the proposed schedule is insufficient, please suggest alternative scheduling scenarios for consideration.
- B. After reviewing the information provided, identify the key issues for a successful project. Provide examples where you have successfully addressed these issues in other projects. Include previous planning timelines.

## SECTION 4 – RELEVANT EXPERIENCE

Submit up to **five (5)** relevant veterinary medicine facilities designed and or previous higher education precinct | master planning | projects within the last fifteen years. Include these in your Team Matrix.

**One project per page** (up to 5 pages total).

For each project or planning exercise, include:

- Project Name and Owner
- Project Status
- Current Planning or Design Phase or Year of Completion
- Delivery Method
- Proposed Team Members Involved
- Building Information:
  - Program description
  - Gross square footage (and grossing factor if available)
  - Construction cost and cost/SF + Total project cost and cost/SF
  - New construction, addition, or renovation
  - Sustainability certifications (LEED, Net-Zero, WELL, etc.)
- Design Team
- Constructor/Contractor (if applicable)
- Owner and Constructor Contact Information
- Other relevant information or links

Identify how the proposed team participated in the projects listed in **Relevant Experience**. If an individual did not contribute to these projects, describe their experience with similar projects.

*Submit a separate file containing half-page résumés for each key team member.*

### **Partnering**

If your proposal involves multiple firms as part of the same discipline, outline each firm's specific responsibilities in:

- Project Management
- Administration
- Technical Disciplines
- Construction Cost Estimating
- Market Studies
- MEP analysis

## SECTION 5 – TEAM MATRIX

**Firm Information** -Indicate firm name and city. List each office separately if the firm has multiple locations.

**Team Member Information:** List all key personnel expected to participate, under the office from which they will provide services. Limit to personnel with major project responsibilities. Add rows if needed.

**Project Discipline / Role** - Use the following keys:

### Discipline Key

A	Architect
C	Civil Engineer
E	Electrical Eng.
FP	Fire Prot. Eng.
LA	Landscape Arch.
M	Mechanical Eng.
P	Plumbing Eng.
S	Structural Eng.

### Role Key

PIC – Principal in Charge
PM – Project Manager
PA – Project Architect
DA or E – Design Engineer/Architect
CA – Construction Admin.
ID – Interior Designer

Indicate everyone's role and discipline for the project lifecycle. If a role or discipline is not listed, type it directly on the form.

**Years with Firm:** Indicate everyone's years with the current firm vs. years with other firms.

### Team Members Experience & Role for Similar and Other Projects:

- Project title
- Construction cost
- Square footage
- Year of substantial completion
- Role of each staff member

Each team can include up to **four additional projects** demonstrating previous collaboration (these should not be described elsewhere in your proposal).

### Team Members Project Experience While at Another A/E firm:

If an individual currently employed by the proposing firm is claiming experience while employed with another A/E firm, the individual's name, the former employing firm of the individual and location of the former firm must be called out in **Section 4 Relevant Experience** and be listed in the Team Matrix form in the **Firm Information** and under the **Team Member Project Experience & Role for Similar Projects** columns.

## SAMPLE TEAM MATRIX

Firm Information	Team Member Information			Team Member Project Experience & Role for Similar Projects					Team Member Project Experience & Role for Other Projects			
	Staff Name and Registration Credential	Project Discipline / Role for this Project (see keys, instructions for filing)	Years with Current Firm / Years with Other Firms	1. Western State University Student Union, \$90M, 150k SF, 2022	2. Eastern U, Student Success Center Remodeling, \$15M, 35k, SF, 2019	3. Central States College, Ctr for Engagement, 9M, 45,000 SF 2019	4. Acme College Student Center Renovation, \$45M, 214k SF, 2018	5. Bay Community College. Tutor. & Testing Center, \$24M 25k SF, 2023	6. Eastern State University STEM Building Remodeling, \$30M, 2019	7. Midwestern University Classroom Project , \$74M, 350k SF, 2020	8. Private College New Residence Hall, \$150M, 400,000 SF, 2027	9. Detroit Health Care Center Renovation, \$6.2M, 45,000 SF, 2020
Acme Architects Troy, MI	Carol Smith	A	17	X	X	X						X
	RA	PIC	30									
	Bob Chu	A	3	X	X	X						
	NCARB	PM	7									
	Donita Green	A	26	X	X	X			X			
	AIA, LEED AP	DA	30									
	Lee Morrison	A	6	X	X	X						
LEED AP BD+C, EDAC	Utilization	8										
Acme Architects Detroit, MI	Russ Davis	A	10		X	X						
	AIA	PA	25									
	Jason Anderson	IT Design	9	X	X	X			X		X	X
	AIA, NCARB	A	17									
INXS Architects Chicago, IL	Michael Hutchence	Architect	14				X	X		X	X	
	AIA, LEED AP, NCARB	Academic Programmer	25									
	Brian Johnson	Interior Designer	15				X	X		X	X	
	NCIDQ	Interiors	20									
MEP Specialist Grand Rapids, MI	John Jones	SE / EoR	7	X	X	X			X	X	X	X
	PE	PE	10									
	Bridget Murphy	S	2		X	X			X			X
	PE	PM	11									
	Jim Hansen	PE	2	X	X	X			X			X
	PE	MEP	9									
	Amy Larson	PE	6	X	X	X			X			X
PE	EE	18										
Site Design Associates	Russ Davis	Civil	10	X	X	X					X	
	PE	PE	25									
	Jason Anderson	Landscape	9	X	X						X	
	LA	LA	17									

## SECTION 5 – FEE STRUCTURE & HOURLY RATE INFORMATION

As part of your proposal submission, please provide a schedule of hourly rates for all staff classifications that may be assigned to this project (e.g., Principal, Project Manager, Architect, Engineer, Intern, Administrative, etc.). Please submit this as a separate document. The University understands that actual staffing may vary; however, this information will be used for evaluating potential additional services and/or scope changes.

Please include:

- A rate sheet identifying each staff classification and corresponding hourly rate.
- An indication of the effective period for these rates (e.g., calendar year, fiscal year).
- Confirmation whether rates are inclusive of overhead and profit.

Cost proposals will be reviewed **after** technical evaluation but will factor in selection.

## SUBMISSION INSTRUCTIONS

- Submit responses in PDF format **by 3:00 PM on the due date listed in the front of this RFP.**
- Late proposals will not be considered.
- Submit via **MSU's Oracle Primavera Unifier Bid Manager.**
- Registration is required:
  - Complete the Registration Form for Electronic Bidding for Capital Projects
  - Email it to: [IPF.SA.CPMShelp@msu.edu](mailto:IPF.SA.CPMShelp@msu.edu)
  - Only one email per company may be registered (use a centrally monitored account)
  - Details: <https://ipf.msu.edu/construction/partners/prospective-partners>

## CLARIFICATIONS AND INTERPRETATIONS

Any clarifications or interpretations that could materially affect requirements may be issued by MSU as addenda.

Respondents are responsible for obtaining and acknowledging all addenda and incorporating them into proposals.

End of RFP

## Attachment A: Project Background & Objectives (PBO)

**Owner:** Michigan State University College of Veterinary Medicine (CVM)

**Project Name:** CVM Precinct Plan & Feasibility Study

**Project Type:** Precinct Plan | Feasibility Study

**Project Location:** Various

**Target Completion:** 9-10 months from contract award

### 1. Schedule

<b>A/E RFP Issued</b>	<b>August 22, 2025</b>
<i>Proposals Due (3 weeks)</i>	<i>September 12, 2025</i>
<i>Selection Committee Review Meeting</i>	<i>September 19, 2025</i>
<i>A/E Team Notification</i>	<i>September 22, 2025</i>
<i>A/E Team Kickoff Meeting (In-Person)</i>	<i>October 2, 2025 (9:00am)</i>
<i>Contract Proposal</i>	<i>Mid-October 2025</i>
<i>Study Begins</i>	<i>Late-October 2025</i>
<i>Draft Plan</i>	<i>June 2026</i>
<i>Final Report</i>	<i>August 2026</i>

### 2. Background

The Michigan State University [College of Veterinary Medicine](#), established in 1910, has evolved over more than a century to meet the changing needs of the profession. As veterinary medicine continues to advance in scope, complexity, and societal importance, the demands on our educational, clinical, and research facilities have grown accordingly. At MSU and nationwide, veterinary medicine stands at the intersection of innovation and urgency. To ensure our facilities meet current and future needs, Michigan State University is initiating a feasibility study to evaluate options for either modernizing and expanding our [existing veterinary medical facilities](#) or constructing a new, state-of-the-art veterinary teaching hospital. This effort will align physical infrastructure with the College's strategic priorities, programmatic goals, and the broader vision outlined in the MSU 2030 Strategic Plan.

Infrastructure Planning and Facilities (IPF) has completed comprehensive campus-wide facility condition assessments in collaboration with third-party consultant ISES Corporation. As part of this initiative, the Veterinary Medical Center was specifically assessed in 2019, providing valuable data to inform future planning and investment.

The planning process will be guided by a data-driven, flexible, and sustainable framework that supports the College’s teaching, clinical service, research, and outreach missions. Our goal is to create a transformative environment that positions MSU as a global leader in veterinary medical education and innovation.

We envision a future-ready veterinary college—where advanced clinical care, immersive learning, innovative research, and interdisciplinary collaboration converge. This vision includes integrated primary care centers, specialty and emergency hospitals, high-tech simulation labs, and adaptive research spaces designed to foster growth, flexibility, and impact at local, national, and global scales.

The Michigan State University College of Veterinary Medicine (MSU CVM) is the state’s only veterinary college and a national leader in veterinary education, research, and clinical care. Guided by the mission to Learn, Discover, Heal, Protect, the College advances animal and human health through innovative teaching, groundbreaking research, and service to communities across Michigan and beyond. The College’s mission is well-aligned with the campus wide One Team One Health initiative that fosters collaboration across disciplines to address challenges at the interface of human, animal, and environmental health.

The College comprises the Office of the Dean, three clinical departments, two basic science departments, the Veterinary Nursing Program, and two major service units: the Veterinary Diagnostic Laboratory (VDL) and the Veterinary Medical Center (VMC). The VMC includes two hospitals and is supported by teams responsible for administration, operations, quality assurance, compliance, billing, and clinical support.

### **Veterinary Medical Center**

A cornerstone of the College’s mission, the VMC serves as its primary teaching hospital. Each year, it supports hands-on clinical education for approximately 115 Doctor of Veterinary Medicine (DVM) students and more than 50 Veterinary Nursing (VN) or Licensed Veterinary Technician (LVT) students, while delivering advanced care to over 30,000 animal patients. The VMC also plays a vital role in clinical and translational research, contributing to medical advancements that benefit both animals and people.

Within the VMC, 19 clinical service areas collaborate to provide exceptional patient care while supporting the College’s educational and research goals.

Entity	Description
Anesthesia and Pain Management	Our Anesthesia and Analgesia service collaborates with all other services to provide anesthesia and pain management for large and small animals, local and regional anesthesia and analgesia, injectable and inhalant anesthesia, mechanical ventilation, and sedation for complex standing surgeries for large animals.
Community Medicine	Our Community Medicine connects veterinary students with shelters and animal welfare organizations across Michigan, providing much-needed veterinary services, including spay/neuter, through a mobile clinic. This hands-on experience enhances student training while expanding access to care.
Camelid and Farm Animal Services	Cows, pigs, sheep, goats, camels, alpacas, llamas, and more are welcome at our Large Animal Clinic for the best in animal health and welfare. We offer emergency and surgical treatments, as well as disease diagnostics, treatment, and prevention.
Cardiology	The Cardiology Service at the MSU Veterinary Medical Center focuses on the diagnosis and treatment of heart and vascular disorders in companion animals. The service provides medical cardiology and cardiovascular surgery, as well as minimally invasive transvenous procedures and those done via thoracoscopic exams. We also provide consulting services for large animals.
Dermatology	The Dermatology Service focuses on the diagnosis and management of skin-

	related problems for your animal. Patients typically visit us for acute and chronic ear infections, tumors, and masses, atopic dermatitis, autoimmune skin diseases, cancer of the skin, cysts, and other tumors of the skin, chronic bacterial and fungal skin diseases, congenital skin diseases, drug reactions of the skin, environmental allergies, food allergies, hair loss disorders, hormonal skin diseases, insect hypersensitivities, nail disorders, parasitic skin diseases, and skin manifestations of systemic disease.
Diagnostic Imaging/Radiology	The Diagnostic Imaging Service at the MSU Veterinary Medical Center provides consultation and imaging services for our specialists at Michigan State. Our diagnostic imaging services support surgical and therapeutic procedures, including interventional radiology.
Equine Services	The MSU Equine Service is a leader in equine disease research and application of research findings in the clinical setting to improve the lives of horses. The MSU Large Animal Clinic is equipped with full-service triage facilities, radiography, MRI, CT, ultrasonography, endoscopy/gastrosocopy, arthroscopy and 4 operating rooms with induction and recovery suites.
Internal Medicine	Internists specialize in managing patients with disorders complicated to diagnose or treat, multi-system disease processes, or conditions not responding to treatment as expected. Our patients may be seriously ill and require hospitalization. This team works closely with all other VMC services and the MSU Veterinary Diagnostic Laboratory to provide our patients with the highest quality of care.
Interventional Radiology	The Interventional Radiology (IR) Service at the MSU Veterinary Medical Center uses advanced imaging techniques including ultrasound, fluoroscopy, CT, and MRI to guide the delivery of materials for diagnostic and therapeutic purposes. This minimally invasive approach to treatment facilitates shorter hospital stays, decreased pain, and a more rapid return to function. The MSU IR program is one of only two formal IR services in the country.
Neurology Service	The Neurology Service at the MSU Veterinary Medical Center offers a multidisciplinary approach to the diagnosis and treatment of neurological conditions that affect the brain, spinal cord, inner ear, and vertebrae, as well as muscles and nerves. The Veterinary Medical Center has a state-of-the-art neurosurgical suite and advanced surgical equipment. Common Disorders treated by the Neurology Service include: Congenital diseases (e.g., atlantoaxial subluxation, hydrocephalus, Chiari-like malformation), degenerative disc disease (intervertebral disc herniation/"slipped disc"), encephalitis (infectious and non-infectious), seizure disorders, spinal and brain cancers/tumors, traumatic spinal and brain injuries, vascular conditions (ischemic infarcts or "strokes").
Oncology	The Oncology Service collaborates with owners and their veterinarians to diagnose and treat pets with cancer. We offer the most advanced oncologic treatments for your pet, including but not limited to, immunotherapy, nuclear therapy (I131), radiation therapy, and target chemotherapy.
Ophthalmology	The Comparative Ophthalmology Service at the MSU Veterinary Medical Center is dedicated to research, education, and clinical practice for large, small, domestic, wild, and zoo animals. Our hospital service is run by three board-certified clinicians and supported by our three residents and licensed veterinary technicians. Our team uses the most advanced equipment to diagnose and treat regular, unique, and emergency eye conditions.
Orthopedic Surgery	The Orthopedic Surgery Service at the MSU Veterinary Medical Center is made up of world-renowned surgeons who employ the best treatments and technologies to serve our patients through our Trauma, Revision and Joint Replacement Centers. As the only academic institution in the United States that offers comprehensive total joint replacement for all major joints — hip, elbow, knee, and ankle — we provide the highest quality of service and care

	while closely collaborating with our Emergency, Anesthesia, Diagnostic Imaging, and Rehabilitation Services.
Pharmacy	Our services are provided to meet the unique needs of our animal patients; the treatment requirements of the clinical faculty – including interns, residents, and fellows; and the educational needs of the Doctor of Veterinary Medicine and Veterinary Nursing students at the College of Veterinary Medicine.
Primary Care	The Primary Care Service provides routine health care, including physical examinations, wellness care for all life stages, vaccinations, and treatment of minor injuries or illnesses. Services offered through Primary Care include: Wellness care for all life stages, vaccinations, microchipping, diagnosis and primary management of common diseases, treatment of minor injuries and illnesses, health certificates, behavior assessment, nutritional assessment, dental care counseling and referral for dental care, referrals and consultations for surgery, specialty care, or emergency/critical care through the MSU Veterinary Medical Center, and referrals for palliative care.
Rehabilitation Service and Integrative Medicine	Rehabilitation aids in the healing and mobility of pets and athletes through individualized treatment plans. At the Dr. Elwood and Linda Collins Rehab Center, our team focuses on the whole patient while providing personalized care and consideration for any injury, illness, or objective. Our services include Acupuncture, athletic performance enhancement, conditioning, electrical stimulation, geriatric care, hydrotherapy, massage and stretching, neurologic retraining, orthopedic therapy, pain management, surgery prep and recovery, therapeutic laser, weight loss and maintenance. Integrative medicine, including acupuncture, herbal and other integrative treatments can provide pain relief, improve performance, and overall health.
Soft Tissue Surgery	The Soft Tissue Surgery Service consists of a highly trained team of faculty, surgery residents, interns, surgical fellows, and senior students. The team undertakes many different types of surgery, including large tumor removal, advanced airway surgery, all types of hernias, major intestinal and abdominal procedures, attenuation of portosystemic shunts and other vascular anomalies, repair of congenital defects, such as cleft palates, all types of urinary surgeries, extensive wound management, skin flaps, and free skin grafting. We perform several procedures thoracoscopically and laparoscopically, through 1-3 small incisions. These procedures are usually routine spays, removal of retained testes, gastropexies, liver biopsies, and removal of the gallbladder.
Veterinary Social Work	The Veterinary Social Work Service at the MSU Veterinary Medical Center offers emotional support to clients when they need it most. Veterinary social workers provide short-term, one-on-one counseling for a variety of situations, such as: Counseling during difficult treatments, such as chemotherapy, emotional support during complex decisions, support during the euthanasia process. We also provide referrals to resources in our clients' communities.
Zoo and Wildlife Service	The Zoo and Wildlife Service provides care for hundreds of animals across the state of Michigan, both in zoos and in the wild.

### **Veterinary Diagnostic Laboratory**

The Michigan State University Veterinary Diagnostic Laboratory (MSU VDL) is a national leader in animal health diagnostics, providing comprehensive testing services that support veterinarians, animal owners, industry, and government agencies. As a full-service, AAVLD-accredited laboratory, the MSU VDL plays a critical role in disease detection, surveillance, and outbreak response across species. The lab offers a wide range of diagnostic services—from pathology and bacteriology to toxicology and molecular diagnostics—and is a trusted partner for

routine testing and emergency response, including its pivotal role in managing ongoing outbreaks such as highly pathogenic avian influenza.

Housed in a 152,000-square-foot facility just south of MSU's main campus, the MSU VDL includes specialized spaces such as Biosafety Level 3 necropsy and microbiology suites and a dedicated fish pathology center. It also leases space to state agencies including the Michigan Department of Natural Resources and the Michigan Department of Agriculture and Rural Development, strengthening interagency collaboration. The laboratory employs approximately 135 professional, technical, and support staff who collectively perform over 1 million tests annually on 180,000 cases—representing more than 300,000 animals from all 50 states and over 20 countries.

In addition to its diagnostic mission, the MSU VDL is deeply committed to research, teaching, and public service. It plays an integral role in training veterinary students, pathology residents, and future diagnosticians while contributing to research that advances both animal and human health. As part of Michigan State University's College of Veterinary Medicine, the lab supports a One Health approach—bridging animal, human, and environmental health through interdisciplinary collaboration.

Through longstanding partnerships with federal and state agencies, the MSU VDL supports food safety, public health, animal welfare, and disease preparedness at a national scale. Its dedication to quality, innovation, and public service has made it one of the most respected and relied-upon veterinary diagnostic laboratories in the country.

### **3. Project Objectives**

The selected consultant will:

- Assess current veterinary programs and facilities in terms of functionality, growth potential, and strategic fit.
- Identify and evaluate potential scenarios: modernization and expansion on the current site; relocation and new construction; or a combination of modernization on the current site with expansion at a secondary location.
- Compare potential sites for a free-standing spectrum-of-care (primary care) teaching hospital in Detroit versus Lansing, evaluating access, workforce availability, partnerships, and cost.
- Develop a data-driven precinct plan that outlines future academic, clinical, research, and spatial components.
- Conduct market analysis and regional/national benchmarking for primary care, specialty care, specialty hospitals, and ambulatory large-animal veterinary services.
- Perform a comprehensive gap analysis to identify programmatic, spatial, and facility needs.
- Provide high-level capital and facility budget estimates for each scenario utilizing local construction market expertise.
- Coordinate all planning activities with MSU's Institutional Space Planning and Management (ISPM) office and Infrastructure Planning and Facilities (IPF).
- Align development strategies with MSU's strategic goals, including immersive education, interdisciplinary research, expanded access to care, and sustainable, forward-looking design.
- Address key infrastructure gaps, including outdated clinical spaces, insufficient immersive learning environments, and limited advanced technology.
- Incorporate best practices and benchmarks from recent veterinary college expansions (e.g., Auburn, Clemson, Colorado State University, Ohio State University, Purdue, Texas A&M University, University of California-Davis, and University of Wisconsin-Madison).

## 4. Scope of Work

### 4.1 Feasibility & Strategic Options Assessment

- Evaluate the viability of modernizing or expanding current facilities versus building new ones.
- Identify constraints and opportunities related to existing infrastructure, programmatic needs, and operational workflows.
- Review potential development sites aligned with MSU's Vision 2050 Land Use Plan and broader campus planning strategies.

### 4.2 Market Study

- Analyze local and national trends in veterinary education, workforce needs, and service delivery of various species.
- Forecast future demand for academic programs and veterinary care, including specialty and ambulatory services.
- Assess comparative feasibility of locating a primary care hospital in Detroit vs. Lansing.

### 4.3 Gap Analysis

- Identify gaps in MSU's current veterinary medicine offerings relative to peer institutions and regional needs.
- Highlight programmatic, physical, or service-line deficiencies.

### 4.4 Precinct Plan

- Develop a precinct-level plan for each scenario (modernization, expansion, or new construction).
- Integrate proposed facilities into MSU's physical campus, thematic neighborhoods, and interdisciplinary space strategies.

### 5.5 Budget Modeling

- Provide capital and facility operating cost estimates for each proposed scenario.
- Include phasing strategies, cost-benefit analyses, and identification of programmatic and financial risk factors.

### 4.6 Stakeholder Engagement

The consultant will design and lead a comprehensive stakeholder engagement strategy to gather input, validate assumptions, and share findings with internal and external stakeholders. Engagement should be inclusive, iterative, and aligned with MSU's values of transparency and collaboration.

- Methods may include listening sessions, interviews, surveys, town halls, charrettes, and stakeholder workshops. A proposed schedule and format should be included.

## 5. Deliverables

- Strategic Scenario Report
- Precinct Plan Diagrams
- Market Study and Gap Analysis Reports

- Capital and Operational Budget Estimates
- Executive Summary and Presentation Decks (including donor engagement materials for any new construction recommendations)

## **5. Proposal Requirements** (See page three of this document for submittal requirements)

- Firm Overview
- Project Team and Resumes
- Detailed Approach and Methodology (Project Plan)
- Proposed Project Timeline
- Fee Structure & Hourly Rate Structure

## **6. Evaluation Criteria**

- Demonstrated success in programmatic and facilities planning, strategic feasibility studies, district and precinct plans, and capital advisory services.
- Relevant experience with veterinary, academic health, or clinical environments.
- Capability to develop budget models and scenario-based district and/or precinct plans.
- Clarity and strength of proposed approach and work plan.
- Qualifications and experience of the proposed team.
- Overall value and transparency of the fee proposal.

## **7. Links for Reference**

<https://cvm.msu.edu/about>

<https://cvm.msu.edu/about/facilities>

<https://strategicplan.msu.edu/>

<https://campusplan.msu.edu/Report>

**End of Attachment A**