

REQUEST FOR PROPOSAL
RFP# 939580

ISPM Planning Services

RFP Timeline	
RFP Issue Date:	June 22, 2026
Deadline for Respondent Questions to MSU:	July 2, 2026
RFP Response Due Date:	July 22, 2026, 3:00 pm Eastern
Estimated Contract Award	August/September 2026

RFP Contact	
Name:	Lisa True
Unit:	MSU Procurement
Email:	truelisa@msu.edu

DESCRIPTION: Michigan State University (the “**University**” or “**MSU**”) is soliciting proposals through this Request for Proposal (“**RFP**”) for the purpose of institutional space planning consulting. The requested services are more thoroughly described under the Scope of Work Section of this RFP. Firms intending to respond to this RFP are referred to herein as a “**Respondent**” or “**Supplier**.”

PROPOSAL INSTRUCTIONS

- PROPOSAL PREPARATION.** The University recommends reading all RFP materials prior to preparing a proposal, particularly these Proposal Instructions. Respondents must follow these Proposal Instructions and provide a complete response to the items indicated in the table below. References and links to websites or external sources may not be used in lieu of providing the information requested in the RFP within the proposal. Include the Respondent's company name in the header of all documents submitted with your proposal.

Document	Description	Response Instructions
Cover Page	Provides RFP title and number, important dates, and contact information for MSU	Informational
Proposal Instructions	Provides RFP instructions to Respondents	Informational
Respondent Information Sheet	Company and Contact Information, and Experience	Respondent must complete and submit by proposal deadline
Scope of Work	Describes the intended scope of work for the RFP	Respondent must complete and submit by proposal deadline
Pricing	Pricing for goods and services sought by the University through this RFP	Respondent must complete and submit by proposal deadline
Master Service Agreement	Provides legal terms for a contract awarded through this RFP	Deemed accepted by Respondent unless information required in Section 9, Master Service Agreement is submitted by proposal deadline

- EXPECTED RFP TIMELINE.**

Activity	Date
RFP Issue Date:	June 22, 2026
Deadline for Respondent Questions to MSU:	July 2, 2026
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- CONTACT INFORMATION FOR THE UNIVERSITY.** The sole point of contact for the University concerning this RFP is listed on the Cover Page. Contacting any other University personnel, agent, consultant, or representative about this RFP may result in Respondent disqualification.
- QUESTIONS.** Respondent questions about this RFP must be submitted electronically by email to the contact listed on the cover page of this RFP. In the interest of transparency, only written questions are accepted. Answers to all questions will be sent to Respondents via email. Submit questions by

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referencing the following: (i) Question Number, (ii) Document Name, (iii) Page Number, and (iv) Respondent Question. Please refer to **Section 2** above for the deadline to submit questions.

5. **MODIFICATIONS.** The University may modify this RFP at any time. Modifications will be sent via email. This is the only method by which the RFP may be modified.
6. **DELIVERY OF PROPOSAL.** The Respondent must submit its proposal, all attachments, and any modifications or withdrawals electronically via email to the contact listed on the cover page of this RFP. **The price proposal should be saved separately from all other proposal documents and should be sent as a separate attachment from the other proposal documents.** The Respondent should submit all documents in a PDF format. Respondent's failure to submit a proposal as required may result in disqualification. The proposal and attachments must be fully uploaded and submitted prior to the proposal deadline. **Do not wait until the last minute to submit a proposal.** The University **may not** allow a proposal to be submitted after the proposal deadline identified in the Cover Page, even if a portion of the proposal was already submitted.
7. **MANDATORY MINIMUM REQUIREMENTS.** The RFP may contain minimum qualifications, which will be identified as "**Mandatory Minimum Requirements**" in the Scope of Work Section of this RFP. If the RFP does contain mandatory minimum requirements, any proposal not meeting these minimum requirements **will be deemed non-qualified and will not be considered.** All proposals meeting these mandatory minimum requirements will proceed for review and evaluation consistent with **Section 8, Evaluation Process.**
8. **EVALUATION PROCESS.** The University will convene a team of individuals from various Departments within MSU to evaluate each proposal based on each Respondent's ability to provide the required services, taking into consideration the overall cost to the University. The University may require an oral presentation of the Respondent's proposal; conduct interviews, research, reference checks, and background checks; and request additional price concessions at any point during the evaluation process. The following criteria will be used to evaluate each proposal:

Criteria	Weight
Qualifications and Experience of the Firm	[30]%
Project Approach and Methodology	[25]%
Understanding of Scope	[25]%
Pricing Proposal	[20]%
	100%

9. **MASTER SERVICE AGREEMENT.** The University strongly encourages strict adherence to the terms and conditions set forth in the Master Service Agreement. The University reserves the right to deem a proposal non-responsive for failure to accept the Master Service Agreement. Nevertheless, the Respondent may submit proposed changes to the Master Service Agreement in track changes (i.e., visible edits) with an explanation of the Respondent's need for each proposed change. Failure to include track changes with an explanation of the Respondent's need for the proposed change constitutes the Respondent's acceptance of the Master Service Agreement. General statements, such as "the Respondent reserves the right to negotiate the terms and conditions," may be considered non-responsive.
10. **CLARIFICATION REQUEST.** The University reserves the right to issue a Clarification Request to a Respondent to clarify its proposal if the University determines the proposal is not clear. Failure to respond to a Clarification Request timely may be cause for disqualification.
11. **RESERVATIONS.** The University reserves the right to:

- a. Disqualify a Respondent for failure to follow these instructions.
- b. Discontinue the RFP process at any time for any or no reason. The issuance of an RFP, your preparation and submission of a proposal, and the University's subsequent receipt and evaluation of your proposal does not commit the University to award a contract to you or anyone, even if all the requirements in the RFP are met.
- c. Consider late proposals if: (i) no other proposals are received; (ii) no complete proposals are received; (iii) the University received complete proposals, but the proposals did not meet mandatory minimum requirements or technical criteria; or (iv) the award process fails to result in an award.
- d. Consider an otherwise disqualified proposal, if no other proposals are received.
- e. Disqualify a proposal based on: (i) information provided by the Respondent in response to this RFP; or (ii) if it is determined that a Respondent purposely or willfully submitted false or misleading information in response to the RFP.
- f. Consider prior performance with the University in making its award decision.
- g. Consider total-cost-of-ownership factors (e.g., transition and training costs) when evaluating proposal pricing and in the final award.
- h. Refuse to award a contract to any Respondent that has outstanding debt with the University or has a legal dispute with the University.
- i. Require all Respondents to participate in a Best and Final Offer round of the RFP.
- j. Enter into negotiations with one or more Respondents on price, terms, technical requirements, or other deliverables.
- k. Award multiple, optional-use contracts, or award by type of service or good.
- l. Evaluate the proposal outside the scope identified in **Section 8, Evaluation Process**, if the University receives only one proposal.
- m. Obtain and consider information from other sources concerning a Respondent, such as the Respondent's capability and performance under other contracts, the qualifications of any subcontractor identified in the Proposal, the Respondent's financial stability, past or pending litigation, and other publicly available information.
- n. Utilize third parties to assist in the evaluation process, provided such parties are subject to confidentiality requirements.

12. AWARD RECOMMENDATION. The contract will be awarded to the responsive and responsible Respondent who offers the best value to the University, as determined by the University. Best value will be determined by the Respondent meeting any mandatory minimum requirements and offering the best combination of the factors in **Section 8, Evaluation Process**, and price, as demonstrated by the proposal. The University will email a **Notice of Award** to all Respondents. A Notice of Award does not constitute a contract, as the parties must reach final agreement on a signed contract before any services can be provided. The awarded Respondent is prohibited from partnering with losing bidders unless the RFP specifically allows for such arrangement, and any violation of this prohibition may result in disqualification of the awarded Respondent.

13. GENERAL CONDITIONS. The University will not be liable for any costs, expenses, or damages incurred by a Respondent participating in this solicitation. The Respondent agrees that its proposal will be considered an offer to do business with the University in accordance with its proposal, including the Master Service Agreement, and that its proposal will be irrevocable and binding for a period of 180 calendar days from date of submission. If a contract is awarded to the Respondent, the University may, at its option, incorporate any part of the Respondent's proposal into the contract. This RFP is not an offer to enter into a contract. This RFP may not provide a complete statement of the University's needs, or contain all matters upon which agreement must be reached. Proposals submitted via email are the University's property.

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14. **FREEDOM OF INFORMATION ACT.** Respondent acknowledges that any responses, materials, correspondence or documents provided to the University may be subject to the State of Michigan Freedom of Information Act ("FOIA"), Michigan Compiled Law 15.231 *et seq.*, and may be released to third parties in compliance with FOIA or any other law. Questions about the Respondent's own performance can be directed to the RFP Contact indicated on page 1 of this document. Questions about the overall evaluation and any other post-award inquiries must be submitted via a formal FOIA request to the [Michigan State University FOIA office](#).

RESPONDENT INFORMATION SHEET

Please complete the following Information Sheet in the space provided:

Information Sought	Response
Contact Information	
Respondent's sole contact person during the RFP process. Include name, title, address, email, and phone number.	
Person authorized to receive and sign a resulting contract. Include name, title, address, email, and phone number.	
Respondent Background Information	
Legal business name and address. Include business entity designation, e.g., sole proprietor, Inc., LLC, or LLP.	
What state was the company formed in?	
Main phone number	
Website address	
DUNS# AND/OR CCR# (if applicable):	
Number of years in business and number of employees	
Legal business name and address of parent company, if any	
Has your company (or any affiliates) been a party to litigation against Michigan State University? If the answer is yes, then state the date of initial filing, case name and court number, and jurisdiction.	
Experience	
Describe relevant experiences from the last 5 years supporting your ability to successfully manage a contract of similar size and scope for the services described in this RFP.	
Experience 1	
Company name Contact name Contact role at time of project Contact phone Contact email	
1. Project name and description of the scope of the project 2. What role did your company play? 3. How is this project experience relevant to the subject of this RFP?	
Start and end date (mm/yy – mm/yy)	
Status (completed, live, other – specify phase)	
Experience 2	
Company name Contact name Contact role at time of project Contact phone	

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Contact email	
1. Project name and description of the scope of the project 2. What role did your company play? 3. How is this project experience relevant to the subject of this RFP?	
Start and end date (mm/yy – mm/yy)	
Status (completed, live, other – specify phase)	
Experience 3	
Company name Contact name Contact role at time of project Contact phone Contact email	
1. Project name and description of the scope of the project 2. What role did your company play? 3. How is this project experience relevant to the subject of this RFP?	
Start and end date (mm/yy – mm/yy)	
Status (completed, live, other – specify phase)	

SCOPE OF WORK

1. Background.

Institutional Space Planning and Management (ISPM) is seeking proposals to establish a multi-award agreement with qualified firms. ISPM serves as MSU's central resource for strategic space planning, space utilization analysis, programming, and institutional space decision-making. The office works across academic, research, administrative, and student-facing units to assess current and future space needs, evaluate utilization and alignment, develop planning scenarios, and support leadership decisions related to the effective use of university facilities. ISPM manages a broad and ongoing portfolio of work ranging from small scale, near-term space assessments, office and unit relocations, and conceptual test-fits to larger building, neighborhood, and portfolio-level planning efforts that inform capital planning, occupancy strategy, and long-term stewardship of campus space.

Three packages have been designed to match common higher education planning needs in these areas:

- Instructional Space Planning
- Research Space Strategic Planning
- General Space Utilization and Organizational Alignment

The awarded agreement(s) will establish a consistent, streamlined framework for issuing subsequent task orders over a multi-year contract term (3-year initial term, plus an optional 2-year renewal). An awarded agreement(s) does not constitute a guarantee of work, exclusivity, or funding. Task orders will be issued at the sole discretion of the institution based on need and project availability.

All services described below are limited to strategic space planning, programming, utilization analysis, and conceptual planning studies (including Tier A unit/building studies and Tier B multi-building/neighborhood studies) and are intended to inform institutional-level decision-making. The scope of services is not intended to include architectural design, engineering design, construction documentation, permitting, code compliance analysis, or construction administration services under this agreement. Any diagrams, test-fits, or layouts produced are conceptual and non-dimensioned, and are not suitable for construction. Any design or construction project delivery work would be scoped and procured separately through the established processes.

2. RFP Response Format

Firms should include the following in their bid response and should directly address and clearly indicate the specific package(s) being bid on.

- **Executive Summary:** A brief letter introducing the firm and explicitly identifying which of the three service packages you are bidding on.
- **Firm Qualifications & Experience:** A brief company profile and three (3) case studies of similar higher education space planning projects completed within the past five years.
- **Project Approach & Methodology:** An overview of your framework for space planning, data analytics tools/software utilized, and your approach to institutional stakeholder engagement.
- **Key Personnel & Resumes:** An organizational chart and professional resumes for the core team (Project Directors, Planners, Analysts) who handle subsequent task orders.
- **Sample Work Products:** Excerpts or examples of final reports, dashboards, or planning studies that demonstrate the quality of your deliverables. A full study is preferred.
- **Pricing Proposal-** see page 15 for details.

3. Scope of Work.

Package 1 – Instructional Space Planning Studies

Purpose

This package supports strategic planning, programming, and utilization analysis of instructional and academic-support environments within higher education settings. Services focus on optimizing teaching and learning spaces to improve capacity, efficiency, scheduling performance, and alignment with evolving pedagogical models, and may also include department- or unit-level studies where the primary driver is teaching/learning delivery and student-facing academic support (not research-intensive lab programming).

Work performed under this package is limited to space planning, programming, and utilization analysis. It does not include architectural design or construction documentation.

Scale Tiers

- Tier A - Unit/Building Study: Department, college, or building-level instructional and academic-support environments.
- Tier B - Multi-Building Study: Instructional spaces across multiple buildings with utilization-driven scenarios and sequencing.

Typical Services may include:

- Classroom utilization analysis (seat fill rates, scheduling efficiency, peak/off-peak analysis)
- Instructional capacity modeling and forecasting
- Functional space-to-program alignment assessment
- Active learning and classroom typology assessment
- Departmental instructional footprint analysis
- Space standards and allocation benchmarking
- Conceptual test-fitting
- Conceptual rendering(s) (as applicable)
- Identification of underutilized instructional spaces
- Scenario development for reallocation or renovation concepts (planning level only)
- Phasing and sequencing recommendations
- High-level, order-of-magnitude funding implications (planning purposes only)
- Department- or unit-level programming (faculty/staff offices, advising, student study/collaboration, shared support areas) - planning level only
- Teaching lab, studio, and instructional support space planning (planning level only)
- Student-facing academic support and service functions (conceptual adjacencies and visibility, as applicable)

Typical Deliverables:

- Instructional utilization reports
- Capacity and performance dashboards (as appropriate)
- Conceptual planning diagrams
- Conceptual Renderings (as applicable)
- Multiple planning scenarios and comparison matrices
- Departmental or unit-level space program and adjacency diagram (as applicable)
- Executive summary suitable for academic leadership

Consultant Profile

Firms selected under this package should demonstrate:

- Expertise in classroom utilization analytics and data interpretation
- Familiarity with pedagogical trends and active learning environments

- Ability to translate data into actionable institutional strategies

Consultant Mandatory Minimum Requirements

At minimum, firms selected under this package should have:

- A minimum of 10 years of demonstrated experience providing instructional space planning, academic space programming, and/or utilization analysis services for higher education institutions.
- Demonstrated experience completing at least three instructional space planning studies for colleges, universities or comparable institutional clients within the past ten years.
- Demonstrated experience developing instructional space programs, planning scenarios, or recommendations that support institutional decision-making around teaching and learning environments.
- Familiarity with current and emerging pedagogical models, including active learning environments, flexible classrooms, teaching laboratories, studios, student collaboration spaces, or other instructional support settings.
- Demonstrated ability to translate quantitative and qualitative planning data into clear, actionable recommendations for academic leadership.
- Capacity to mobilize and initiate work within 30 calendar days of task order authorization.

Package 2 – Research Space Strategic Planning Studies

Purpose

This package supports strategic planning and conceptual programming for research-intensive and specialized technical environments in higher education. Services focus on aligning facilities with research priorities, modern laboratory models, interdisciplinary collaboration, and long-term capital strategy, and can be applied at the unit/building level or across a multi-building research neighborhood (e.g., consolidation, backfill, phased renovation pathways). Relevant environments may include wet/dry labs, core facilities, shared support spaces, pilot/scale-up and high-bay/fabrication areas, and other specialized research infrastructure.

Work performed under this package is limited to strategic planning, programming, and conceptual space planning studies. It does not include architectural design, engineering analysis, or construction documentation.

Scale Tiers

Tier A - Unit/Building Study: Single building or academic unit focused scope

(programming, options, sequencing) within a research facility.

Tier B - Multi-Building/Neighborhood Study: Multiple buildings or a research neighborhood with consolidation/backfill scenarios, phased renovation pathways, and adjacency strategy.

Typical Services may include:

- Research space inventory and utilization analysis
- Functional space-to-program alignment assessment
- Laboratory typology assessment (wet, dry, computational, core facilities, etc.)
- Departmental consolidation and adjacency modeling
- Shared laboratory and support space planning (conceptual level)
- Density benchmarking and equipment centralization strategies
- Multi-building or neighborhood-level rebalancing scenarios
- Renovation pathway modeling (conceptual only)
- Phased implementation sequencing
- Infrastructure feasibility considerations (high-level planning assessment only)
- Order-of-magnitude cost modeling (planning purposes only)
- Single-building modernization or expansion option analysis (e.g., renovation vs addition vs replacement) - planning level only
- Program grossing and lab module planning using MSU and peer planning standards (planning level only)
- Shared support space and equipment strategy (e.g., tissue culture, cold storage, freezers, centrifuges) - planning level only
- Conceptual rendering(s) (as applicable)

Typical Deliverables:

- Program Schedule – program statement and requirements
- High-level space program assumptions and program summary (planning level) and concept evaluation matrix
- Strategic research facilities planning report
- Conceptual neighborhood or building diagrams
- Conceptual Renderings (as applicable)
- Test-fit diagrams (conceptual level, non-construction)
- Phasing roadmap (short- and long-term time horizons)
- Planning Scenario(s)
- Multiple planning scenarios and comparison matrices

- Executive briefing materials

Consultant Profile

Firms selected under this package should demonstrate:

- Ability to operate at building and multi-building scales
- Experience aligning research strategy with facilities planning

Consultant Mandatory Minimum Requirements

At minimum, firms selected under this package should have:

- A minimum of 10 years of demonstrated experience providing higher education research facilities planning, research space strategic planning, and/or research-focused space programming services.
- A minimum of 5 years of demonstrated experience providing conceptual laboratory programming for research-intensive environments, including wet labs, dry labs, computational research environments, core facilities, shared laboratory support spaces, and/or specialized technical research infrastructure.
- Demonstrated experience completing at least three research space planning or conceptual laboratory programming studies for colleges, universities, academic medical centers, research institutes, or comparable institutional clients within the past ten years.
- Demonstrated ability to prepare planning-level deliverables such as research facilities planning reports, conceptual space programs, laboratory typology assessments, test-fit diagrams, scenario comparison matrices, phasing roadmaps, and executive briefing materials.
- Demonstrated ability to mobilize an appropriately qualified multi-disciplinary planning team, which may include research planners, laboratory planners, higher education strategists, utilization analysts, cost planners, or other relevant specialists.
- Capacity to mobilize and initiate work within 30 calendar days of task order authorization.

Package 3 – General Space Utilization and Organizational Alignment Studies

Purpose

This package supports higher education space governance, administrative consolidation, and organizational alignment efforts (including student-facing service organizations).

Services focus on improving efficiency, responsiveness, visibility, and alignment of units within existing facilities through planning-level analysis and scenario development,

typically with quicker turnaround and lower complexity than research- or instruction-driven studies. This package is not intended for research laboratory programming or campus-wide instructional capacity analytics, which should be scoped under Packages 2 and 1, respectively.

Work performed under this package is limited to space planning, space utilization analysis, organizational alignment planning, and conceptual test-fitting and space planning. It does not include architectural design or construction documentation.

Scale Tiers

Tier A - Unit/Building Study: One building or organizational unit (e.g., academic department, or academic support unit) focused utilization and co-location scenarios.

Tier B - Multi-Building/Portfolio Study: Multiple buildings or a portfolio of administrative/service functions with consolidation and governance scenarios.

Typical Services may include:

- Administrative office utilization analysis
- Departmental co-location and consolidation modeling
- Functional space-to-program alignment assessment
- Student-facing services realignment planning
- Hybrid and flexible workplace modeling (as applicable)
- Identification of underutilized or redundant spaces
- Space governance framework development
- Conceptual test-fitting within existing footprints
- Opportunity sequencing and short-term relocation strategies
- Wayfinding and visibility considerations (conceptual level)
- Development of processes for space release and reassignment
- Cost-efficiency and footprint target modeling (planning level, as applicable)
- Space performance dashboards (as applicable)

Typical Deliverables:

- Program Schedule – program statement and requirements
- Space utilization and alignment report
- Conceptual adjacency diagrams
- Test-fit layouts (planning level only)
- Planning Scenario(s) (as applicable)

- Multiple planning scenarios and comparison matrices (as applicable)
- Implementation sequencing recommendations
- Space governance/decision-making model and process map (as applicable)
- Space performance dashboard template (as applicable)
- Executive summary for leadership
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Consultant Profile

Firms selected under this package should demonstrate:

- Familiarity with institutional space governance practices
- Ability to mobilize quickly and work under ISPM direction
- Demonstrated cost-efficiency and responsiveness

Consultant Mandatory Minimum Requirements

At minimum, firms selected under this package should have:

- At least 5 years of relevant professional experience in space planning, workplace planning, facilities planning, programming, interior planning, or related planning services for higher education, public-sector, institutional, nonprofit, corporate, or similarly complex clients.
- Demonstrated ability to support administrative, academic support, student service, or office-based planning studies, including co-location, consolidation, space reassignment, utilization, or organizational alignment efforts.
- Demonstrated ability to prepare planning-level deliverables such as existing-condition summaries, utilization findings, adjacency diagrams, conceptual test-fits, planning scenarios, comparison matrices, implementation sequencing recommendations, and executive summaries.
- Demonstrated ability to conduct information gathering sessions, including in-person stakeholder engagement activities, workshops, walkthroughs, or meetings with campus units or administrative/service teams.
- Demonstrated ability to mobilize and initiate work within 30 calendar days of task order authorization.

PRICING

Please include a Pricing proposal as identified below. Firms may bid on more than one package. Each package should have a separate page for the pricing proposal.

Hourly Rates by Classification/Tier for the Contract Term.

At minimum should include:

Labor Classification	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate	Year 4 (Opt.)	Year 5 (Opt.)
Principal / Principal-in-Charge	\$	\$	\$	\$	\$
Project Director / Lead Strategist	\$	\$	\$	\$	\$
Senior Space Planner	\$	\$	\$	\$	\$
Space Planner / Facility Analyst	\$	\$	\$	\$	\$
Data Analyst	\$	\$	\$	\$	\$
Junior Planner / Support Staff	\$	\$	\$	\$	\$

Classification Descriptions (For Vendor Guidance)

To ensure an accurate comparison, vendors should map their internal titles to these definitions:

- Principal / Principal-in-Charge: Executive oversight, contract compliance, and final quality assurance. Typically involved only at major project milestones.
- Project Director / Lead Strategist: The primary point of contact managing the contract. Leads institutional stakeholder workshops, executive-level presentations, and high-level strategic alignment.
- Senior Space Planner: Leads the technical scope of work, programming, and utilization analysis. Deep expertise in higher education space guidelines (e.g., FICM standards), classroom sizing, and research space metrics.
- Space Planner / Facility Analyst: Conducts physical field verification, building walkthroughs, and detailed space allocation mapping.
- Data Analyst: Manages quantitative data, facilities inventory databases, and creates visual dashboards/mapping.
- Junior Planner / Support Staff: Assists with meeting documentation, data entry, and report formatting.

Classifications are not limited to what is listed above. If additional classifications are being submitted, please also include a brief description of the primary function of the classification.



MASTER SERVICE AGREEMENT

(attached)

Please refer to Section 9 of the RFP Instructions when reviewing the Master Services Agreement terms and conditions.

Contract red lines should be minimal. Excessive redlines may impact on the supplier's evaluation score and overall competitiveness in the selection process.