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The H.I.V.E

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DESIGN THINKING TO MEET REAL WORLD NEEDS

In collaboration with the GVSU Meijer Holland Campus



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LIB 323/HNR 313

Abstract:

Design Thinking is a methodology used by designers, deep thinkers, and problem solvers alike to brainstorm solutions for issues big and small. To truly embrace the methodology and achieve great results, users must dive into the problem they are solving with an open mind and desire for change. This compilation walks through our group's semester long journey of solving one problem: What is the role of a satellite campus in a community? We were able to apply this question to the Grand Valley State University Meijer campus located in Holland, Michigan. This process yields a variety of results that are unimaginable at the beginning stages. Through defining, empathizing, re-defining, ideating, prototyping, and testing, Team 3 was able to come up with the idea for the H.I.V.E., The Hub for Innovation and Valued Entrepreneurship, to be implemented at the Meijer Campus in Holland. It is our hope that this compilation will provide inspiration to anyone preparing to undertake the challenge of finding solutions to wicked problems in our world through Design Thinking

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Design Brief

The History:

In the 1980's Grand Valley State University (GVSU) was working with the Holland community to provide professional development classes along with credit earning courses intended to support degree completion goals for Holland residents. By the 1990's, many of these courses were being held in the evening at local Holland high schools to accommodate the mostly adult and non-traditional students that were taking these classes. Given the need for more of such opportunities in the community and a lack of useable space, a Holland-based GVSU campus was imagined. In 1996, Frederik Meijer donated land to GVSU for sitting president Arend Lubbers to build a six million dollar building designed to address these problems. The campus was designed to serve specific goals: provide a venue for the Holland community to attain their associate's degree, create a pathway to the GVSU main campus, offer general credit courses for students finishing degrees, and offer workforce development programming, rekindling the role that GVSU played in the 1980's.

There were high hopes that the campus would help build and reinforce the GVSU presence on the west coast of Michigan. In fact, it was not originally meant to be just another satellite campus. Part of the long-term plans for the building was to become part of the main GVSU community, with as much of a presence as the Allendale and downtown Grand Rapids campuses. When the Meijer campus officially opened, it had 1800 students enrolled and the future looked bright. As time progressed, enrollment gradually declined and the mission of turning the Meijer campus into a main branch of Grand Valley was lost, especially when President Lubbers, the main supporter of the campus, retired in 2001. By 2005, Grand Rapids Community College (GRCC) entered the Holland area, siphoning students from the GVSU campus. In 2010, the Meijer campus began designating space for GRCC to utilize for students, due to low enrollment numbers. The initial hope—that the campus would be as prevalent as the Allendale or Grand Rapids campuses—faded, and GVSU began outsourcing Meijer campus space to various organizations to hold meetings, workshops, and other similar activities in the vacant rooms.

Today:

As of the fall 2016, there are only a few Grand Valley courses offered at the Meijer campus with about 45 GVSU students are enrolled in courses hosted there. In addition, Muskegon Community College and the Ottawa Area Independent School District (MCC/OAISD) started an early college program for high school students to take classes at the campus, hosting about 200 students. As previously stated, there are many professional development workshops and community events that take place on site. In addition, the campus is committed to and known for its sustainability efforts and community outreach. The campus partners with many local groups and volunteering organizations to better include the community in the curriculum. Some of the programs include the Holland Area Beekeepers Association, the Applied Global Innovation Initiative, and the Michigan Small Business Development Center.

With this overview in mind, we conclude the Meijer campus is full of potential: for future students, the surrounding community, and Grand Valley as a whole; but the way it is being utilized is entirely inefficient compared to the possibilities it could offer. We believe the community could benefit from the assets within the Holland campus and that GVSU can benefit from reinvigorating these connections.

Problem Statement:

We will cultivate programs at the Holland campus by bringing established programs back to life and building stronger connections within the community. The Holland campus has fallen from its original purpose (a place to receive an associate's degree and advanced training), and is now serving as a host for a variety of activities: classes, organizations, and community events. While our intentions are not to convert the building back to the original plan or take away from what is currently happening, we want to re-establish the sense of purpose it once had. The Meijer campus could transform from an underutilized space to a place of learning, community engagement, and continuous activity.

Ecosystem:

In order to best address the inefficiencies and lack of identity at the Meijer campus, it is evident that identifying and empathizing with stakeholders is crucial to developing validated solutions. After all, these are the people that are currently affected by the campus or could be in the future based on our solutions. In looking at the stakeholders most affected by our future innovations, we can better understand the needs of the community and revise our own plans to best meet the needs of those involved. We came up with several major groups of people that were greatly affected by the Holland campus:

1. The immediate Holland community- students, parents, local high schools, non-traditional students, and the local Holland government.
2. Grand Valley State University- all of the students and prospective students at all campuses, as well as faculty and administration of the university.
3. External donors and local businesses.
4. Other universities that are currently impacted by the campus or could be in the future.

The immediate Holland community shares a vital stake in the role of the Holland campus because it sits in their backyard. They have the easiest access to the campus in terms of location

and can take part in many activities that happen there including classes, organization meetings, and community events. Local high schools also play a role in the Meijer campus, such as the Ottawa Area Intermediate School District, which hosts the early college program on campus. Grand Valley Students would be greatly affected by new programs at the Holland campus because it opens even more opportunities for students to immerse themselves in the Holland community by attending classes at a different site and being a member of another community aside from Allendale. Likewise, GVSU faculty are affected because it could open up new employment opportunities and new areas to expand on GVSU projects. There are also many local businesses that benefit from the programs and certifications offered at the campus. Aside from those affiliated with Grand Valley and Holland directly, the campus also has an impact on other universities. The Holland campus hosts many classes from Grand Rapids Community College and Muskegon Community College, which could cause a drop in enrollment at other nearby colleges. While there are even more groups affected by the Holland campus, these groups seem to be impacted the most and thus, will be the focus of our research.

Research Methods:

By conducting dialogues with the Meijer campus' stakeholders, using secondary sources to further our background knowledge, ecosystem observation, and immersion in the Holland community, we gained the insights needed to address and answer our problem statement. Our primary outreach was conducted by weekly dialogues with those listed on our stakeholder map. Specifically, we contacted the Holland community, external donors, the power mobility group, surrounding residents, other universities, and GVSU as a whole. As the dialogues took place, we were able to add more stakeholders to our map as we developed our problem statement and gained more insight on what direction we want to head with the project. These dialogues were in person or over Skype and were led by at least two team members: one to conduct the dialogue and one to take notes. Through active listening, we were able to extract the most out of our dialogues and conversations, mitigating the possibility of making assumptions based off what we thought we heard.

Our secondary research methods of gaining insight through research bibliographies and literary reviews helped us gain vital background knowledge of the campus and the Holland area. The new information allowed us to ask better questions of those we spoke with and gave us more of an insight on the best routes to take for our project. After speaking directly to stakeholders, observing what takes place at the campus, immersing ourselves in its activities and empathizing with our end users, we gained vital information to help us address our problem statement and propose a working solution to the Grand Valley community.

Below are the following constraints that were naturally put on us or that we put on ourselves to force us to be innovate and increase our effectiveness:

Constraints:

- The solution has to benefit the Holland community;
- We need to keep current staff at the Holland campus;
- We cannot change the structure of the building;
- The solution has to provide an educational experience for the students;
- The solution has to benefit GVSU;
- The location of the Holland campus cannot change;
- There has to be a consensus between all stakeholders.

We have focused on these constraints because the Holland campus is an entity of Grand Valley State University. We are looking to eventually propose a workable solution for the existing building, the people that work there, and the University that owns it because we were asked to do so by GVSU administration. Our constraints include that the proposed solution must directly benefit these parties because they initiated this project in the first place. Another constraint we have is that everyone must agree with the solution. We feel that this is a valid constraint because if a consensus cannot be reached, a solution cannot be implemented.

Outcomes:

Overall, our goal is to propose a workable and practical plan for the Meijer campus, Grand Valley as a whole, the Holland Community, and all of the other stakeholders that are impacted by this space using design thinking methodology. We will utilize our research methods to propose a solution that cultivates current programs at the campus, as well as make stronger connections within the surrounding communities to raise awareness about the Holland campus. We will be able to determine what needs to be done through conducting research and speaking with those who are affected by the Holland campus first hand, those who are unaware of the campus' existence, and those who fall in between. In order to deliver the most effective results we ultimately plan to share and test our findings in the community and on the Holland campus.

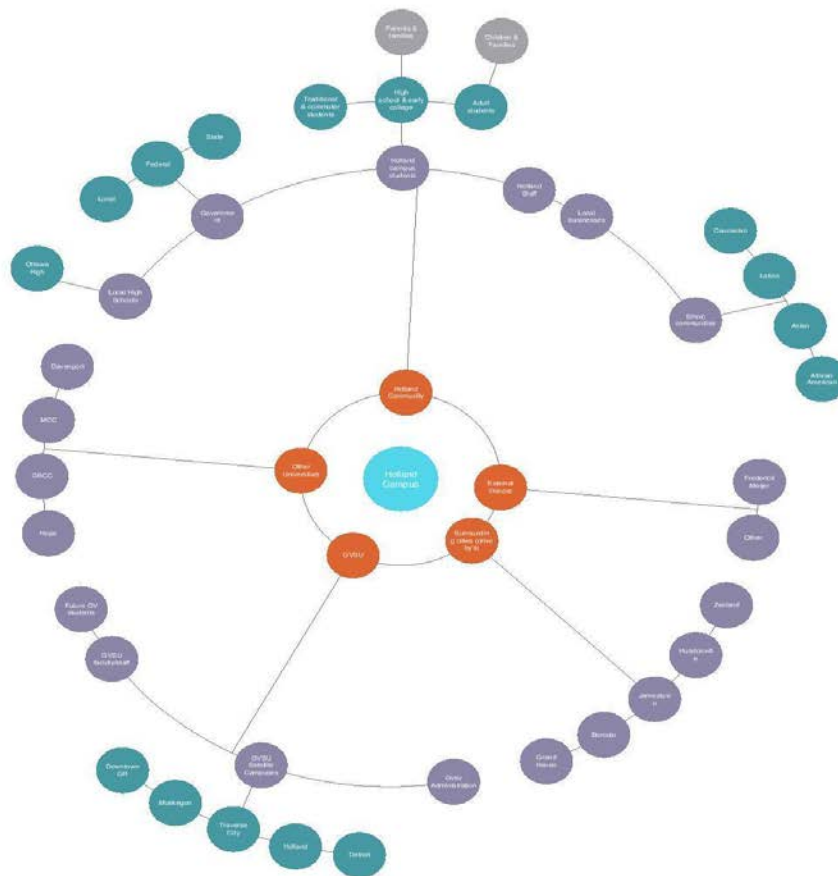
Ideally, we want to propose a solution that fully utilizes the campus to the utmost needs of the community. Our solution will be built on collaboration with stakeholders who are affected by the campus, those who have ideas on how it can better serve their lives, and the community as a whole. The campus will then be a thriving and lively place, where people go by choice and not by requirement. Stakeholders from all areas will be aware of the Meijer campus and will want to take part in all it has to offer.

The Stakeholder Map:

In order to gain a better understanding of the systems and people involved in our project we crafted and recrafted a stakeholder map. This map outlines the people potentially impacted by the current situation. By defining all sectors of the community, this map acts as a guide to conducting outreach and dialogues. As our problem statement evolved and we learned more about the process, we updated our map.

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Holland Campus



Insights (affinity) Map:

The affinity map is a continuous project that stems from all of the insights gleaned from primary and secondary research completed over the course of the semester. The map contains key themes and insights uncovered through primary and secondary research. The insights gathered emerged from interviews and bibliographies and were themed into groups. For example, this map documented insights about the Holland community and ideas about what the campus should be from the eyes of stakeholders.



What Holland Campus should be

Campus should be well-known

Holland needs a draw factor -> Landmark

Holland - GVSU needs the Holland Community + this

Close, accessible, safe

Use Holland campus as connector/HUB

Close to campus school

Holland doesn't have to serve current GVSU students!!

Can be a pipeline for high school students

GVSU should actively lead the Holland Campus

The Holland GVSU partnership should take risks

Satellite campuses can help focus interest in certain placements

Holland can be a hub for exchanging ideas

Should feel like a complete campus

Use as Christ class

Holland Campus should be a hub

Monetary incentives for students to attend GVSU

Think Holland when thinking GVSU, vice-versa

Space should be utilized to create great work spaces to connect

connects & supports LP leaders for engagement

Should feel like GR campus

Students are in need of learning soft skills

Administrators use it as a retreat

Needs high interaction between faculty and students

Computer student degree

My parents want me to get the dorm experience.

Some times used for the Hispanic Center

If I could have my three year classes here, I would leave Holland

Distance Learning

GVSU, local businesses, other schools, etc need a center to collaborate

a landmark there would bring more visitors

Possible summer workshop opportunities

Ready to set up the campus to be more collaborative

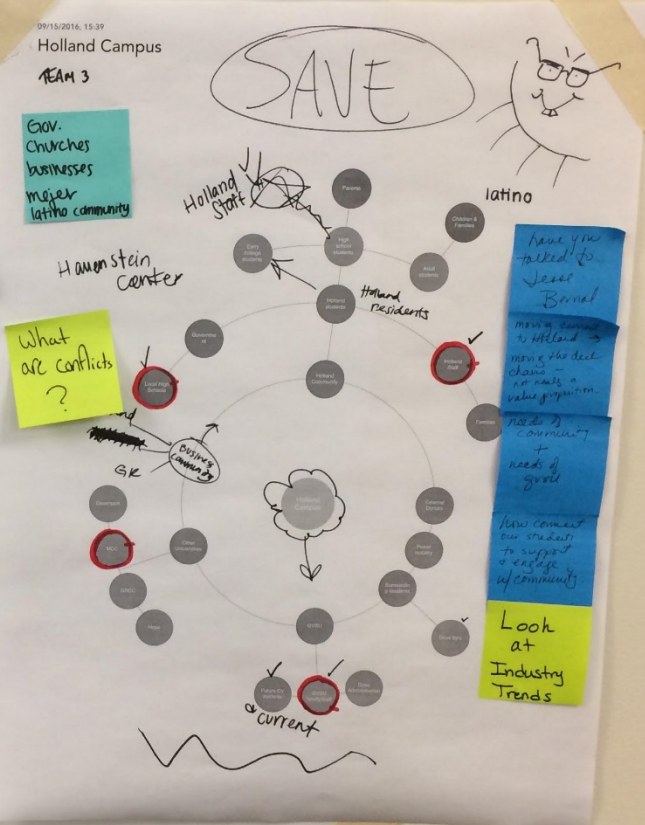
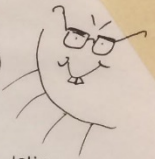
Holland needs some thing unique to draw students

WG Will cultivate current programs @ into H campus & build stronger connections within the community

Holland Campus TEAM 3

Gov. Churches businesses major latino community

SAVE



Have you talked to Jesse Bernal

meeting with Holland -> moving the deck chairs -> not a value proposition

needs a community + needs of goods

How can we support a culture of community

Look at Industry Trends

Holland campus is very attractive to non traditional students

Holland is very conservative and not inclusive

About Holland

FIN IN MAT

About Holland Campus

Lack of awareness among students & staff

Lack of awareness in GVSU community about satellite

Hope has a better reputation than GVSU in Holland

Holland has a large demographic that is focused on religion

Disparity between rich and poor in Holland

You don't think of Holland as a college town even though Hope is right there

Allendale has college, but no "college things to do" where Holland has both but why isn't Holland GVSU acknowledged

Holland is generally friendly and Hope seems to embody this, give more credit

People want a reason to go to Holland

I have no reason to go there if my classes aren't offered there

Holland campus is perceived as boring and uninviting

Collaboration @ Holland has impacted how Jason sees community

BORING - uninviting - it should have a landmark - community connection

It was a smart move on GVSU to have a campus in Holland

No one takes a class there on purpose, it must be an accident

Stigma about Holland campus being "super far away"

Environment does not meet needs of today's campus

The space is being underutilized

There's no bus system to get to the Holland campus (transportation)

Holland campus is lacking vibrancy

Holland should exist

Gen-Ed Program
Sustainability

Holland needs something that distinguishes itself

Holland needs to adapt to the community

Top 5 Innovations

1. Degree Completion / Certification Campus

Based on our stakeholder dialogues there seems to be a need and a demand for programs involving nontraditional students at the Meijer campus. Specifically, programs that allow students to finish out and **complete degrees**. This would give the adult population of Holland a convenient and relatively inexpensive way to get any remaining credits that they need to finish their degrees.

Along with this idea, **professional and skill development workshops** in fast-moving fields such as tech and manufacturing could make the Meijer campus more of a necessity to Holland residents. Because there is a relatively low level of unemployment in Holland, these workshops could act to bolster resumes of the already employed, and act as way for current employees to distinguish themselves. Additionally, offering more certification programs could help facilitate the process of earning professional certifications. Many corporations want to teach new skills to a large percentage of their employees at one time, and thus, need a way to streamline that process. The Holland campus could work with these companies and could be a host for these programs and skill building workshops, giving the companies an easier way to train their employees, as well as properly utilize the space that the campus offers.

At the very least, the Meijer campus could act as an **information hub** for non-traditional students, a place where you could learn about programs going on in the area and somewhere where local business can advertise opportunities that they have. While some programs like this have been tried in the past, an increase in **marketing** and having a higher level of devotion and focus could potentially provide the programs a better chance at success. There are many ways that the Meijer campus can use its resources and space as a campus designed specifically for non-traditional students.



2. Online Learning Hub

The Meijer campus has a lot of underutilized space, which could be transformed into a hub for online learning. In the past few years, the demand for hybrid and online courses has increased. Many students have busy schedules with work and family obligations, which make taking traditional classes a challenge with transportation requirements and set meeting times. With online courses, students are given more freedom to do their coursework when and where they please. However, online and hybrid courses often still have some meeting obligations with group projects and student collaboration for upcoming tests and quizzes. While the main education would be online, these students could gather at the Meijer campus to meet up with classmates and professors to work on these projects and get help in the course.

If the Holland campus were a designated space for online collaboration, it would give students more of a reason to include Holland classes in their schedule, especially if they do not have to go there every week. Grand Valley does not have a dedicated space for online students to come together. This solution would fill this void.

Furthermore, an online focused learning initiative could branch off into many directions such as specialized certification courses, early college for high schoolers, and maybe online programs could be designed that focus on variable and special topics that are important to the community at any given time. This would give the campus a distinct purpose, but also give it the freedom to expand and be adaptable in the future.



3. Campus for Academic Success

The lack of utilization of the Meijer campus is a disservice to those who truly need it. Many students at Grand Valley are enrolled in academic success strategies courses; these courses provide students with a little extra help learning, often due to learning disabilities. Currently the courses offered to these students are limited: available only to students enrolled in the traditional model of college (i.e., those taking classes at the main Grand Valley campus. Many students are not ready to take the leap to a university environment, or their grades do not allow for admissions.

By transforming the Meijer campus into a place devoted to academic success, students could utilize the campus as a stepping-stone from high school to college and build upon their skills before they experience the “large campus” environment. The Meijer campus’ focus would be on retaining students with learning challenges who may not succeed in the traditional college setting. We could provide them with the unique advantage of having a much smaller campus, more one on one interaction with professors and students with similar struggles, as well a larger variety of courses tailored specifically to their needs. Additionally, we could ensure that they have a support system of the same faculty and staff always available to them to provide guidance and academic aide. These students will then see the same classmates and faculty on a regular basis, giving them the feel of a learning community, which research has shown to improve the chances of retaining students, giving them a better chance at success. Students could spend a semester or a year at this learning campus, until they felt comfortable moving to the larger Allendale campus. New tutoring resources can be made available to them and more intimate relationships can be built. These students will be given a campus dedicated to their success. We could use this campus, if we include career services and planning, to build the base and foundation that will be required of them for the rest of their life.



4. Entrepreneurship Campus

The Meijer campus has both a disadvantage and advantage by being separated from the main Grand Valley campus in Allendale because it is virtually unknown at GVSU and in the greater Holland community. However, with this lack of knowledge of the Meijer campus comes the unique ability to reshape its image. By giving the Meijer campus a program it can completely own and be proud of, there can be better marketability and infusion into the community.

By transforming the campus into a place dedicated to **entrepreneurship**, GVSU has the opportunity to connect local business owners and visionaries to one another and build upon Holland's love of innovation. The Meijer campus can be crafted to have **maker spaces**- spaces known for their flexibility and ability to spur innovation- as well as have an increased technological presence. People can go there to not only be connected to like-minded individuals but to take classes that encourage interdisciplinary work and collaboration. There are many non-profits and organizations in the area that have similar goals, and having a space where they can come together to meet and collaborate could give them the chance to combine their resources and achieve their goals more efficiently.

We can also make more specific resources geared toward the start-up business owner and host events like the **5x5**, growing the presence of the campus in the community. The increased technological presence could translate into the hosting of a larger technological showcase, like that in the Mary Idema Pew Library, or even be a hub for 3-D printing in the community.

The Meijer campus has the potential to be widely known as **the innovation campus** where the Grand Valley community can go to learn and experience new challenges alongside the greater Holland community.



5. Campus with a Social Space

The Meijer campus lacks space for students to eat, hangout, and socialize. Many stakeholders have mentioned that there is not a space in the building that serves this purpose. By integrating some type of place that serves food on campus, GVSU Holland becomes more welcoming and inviting to the community. Currently, the only sources of nutrition are vending machines, not providing as many healthy options for the people that desire them.

We believe the best cure to this problem is to designate a cafeteria space designed just for eating. This way there is a specific space that serves a definitive purpose with plenty of seating, giving students the opportunity to socialize, hang out, and be true users of the Meijer campus. Along with a cafeteria space, we have heard that students and faculty would love some sort of vendor to root themselves in the building. Whether this is a coffee shop, sandwich shop, or rotating food truck schedule, these vendors could build their business through serving the students that spend their days on the campus.

There could also be some type of campaign to advertise this new vendor to try and make it more financially viable. Perhaps a very special type of food, or a signature dish could provide students and the community a reason to get the word out about the campus. This also provides the chance for the Meijer campus to better integrate itself into the community if local businesses are given the chance to immerse themselves within the university. This gives people a reason to stick around the campus because they have somewhere to grab a bite to eat and socialize with their fellow classmates. In addition, non- traditional students, such as those in the early college program, would be provided opportunity to socialize and collaborate with students from other backgrounds.



Collaborator Debriefs

The collaborator debriefs took place on October 19, November 2, and November 16. At this point, stakeholders came into the classroom to listen to our findings, provide feedback, and answer questions. These debriefs were vital to our process because they provided essential insights needed to move to next step innovations.

Debrief One

Debrief Preparation Articulating and Revising the Initial Vision	
Design Challenge Debrief	<p>Current problem statement</p> <p><i>We will cultivate current programs at the Holland campus by bringing established programs back to life and building stronger connections within the community through informing and involving those possibly impacted.</i></p> <p>3+ key insights from research</p> <ol style="list-style-type: none"> 1. People do not know that the Holland campus exists. 2. The campus is not offering things in students’ programs so they have no reason to go there. 3. There is no bus route to get there / nothing significant about campus so they are not going. <p>3+ barriers your team is facing</p> <ol style="list-style-type: none"> 1. Timing interviews in Holland is difficult with conflicting schedules of team and interviewees. 2. Lack of transportation / distance to Holland makes going there an “event”. 3. Events we were counting on to immerse ourselves in the campus get canceled / no longer include us.
Summary Illustration	<p>The campus has no special meaning, therefore people get there and nothing is keeping them there.</p>

Questions for the Collaborators	<ol style="list-style-type: none"> 1. In what ways can we better address the evolving needs of the Holland community when starting to ideate and eventually prototype? 2. What do you suggest we do to better understand the Holland community and those who live there, aside from interviewing and immersing? 3. How can we ask more applicable questions and get deeper insights from our stakeholders?
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<p style="text-align: center;">Debrief Feedback</p> <p style="text-align: center;">Capture What's Meaningful to Advance Effective Innovation</p>	
Instructor (Lake and Chamberlain)	<ul style="list-style-type: none"> - The programming at the Holland campus is for specialization and fast paced degree completion (19 month cohort program) - What are the costs of introducing these programs? Is the cost the reason behind few programs being offered?
Class (Students)	<ul style="list-style-type: none"> - Minority students are not being encouraged to excel and advance in their education like majority students, but rather encouraged to settle into a non-college degree lifestyle. This is a nationwide problem. How do we begin to change this and empower minority students?
Collaborator	<ul style="list-style-type: none"> - There are biases in public schools for minority students. These minority students have said that they do not feel like they were being given the opportunities to advance because they are a minority student. Advancement could be fostered through intentional structural support: scholarships, job opportunities, etc. - GVSU as an institution has resources. How can we uncover where these resources are and then utilize these to their full potential? - How can we link students of this area with internships at local Holland businesses? The Meijer campus could be an internship hub; however, it does not have an innovation space.

	<ul style="list-style-type: none"> - Classes offered at the Meijer campus have great networking abilities, especially the adult classes with individuals already in their careers. - Holland could be a “networking hub” to get early college students to attend GVSU the next year. This has great potential, however is not being capitalized on. - The Holland campus does not get the same advertising as the other GVSU campuses do.
<p>Other Stakeholder(s)</p>	<ul style="list-style-type: none"> - Engage Local High schools: We should examine the population and speak to more high school students and staff in the area as well as the manufacturing community. The target audience for Holland programs is non-traditional students or older students. This is not a bad thing; it lets GVSU extend its influence beyond the typical 20-year-old college students, giving it a broader impact on the community. - No Degree: Holland is a place to get a couple years in; it is not a place you get a degree from. - GV should come to the business community: Bringing a professor to these students (manufacturing example), could be a great way to get the Holland and GV name out there! The classes were taught in the factories because the workers there could not move up one level in their company without finishing their degree/ obtaining additional schooling. - Specialize: Holland is trying to establish an industry cluster of Lithium ion battery manufacturing. The GVSU Holland campus could create a specialty program just for this technology. We could go to these companies and ask them “what do your folks need to know how to do,” then create curriculum from that. - Engage Local Industry: Young Fang employs 3000 people in Holland. Look at industries there: What are their needs for education? How can we solve these demands?

Post-Debrief Reflections

Integrate the Feedback & Ideate Next Steps

<p>DIVERGE: How did the feedback provided <i>deviate</i> from your team's current insights?</p>	<ol style="list-style-type: none"> 1. We were initially focusing on a way to get more traditional GVSU courses offered in Holland; however, the feedback given was based on expanding non-traditional courses for older students and early college students. 2. We were thinking that if GVSU professors were interested in offering courses in Holland, then we could take a role in making that happen. We learned that the cost is greater than the benefit in this case. There aren't classes there for a reason: they don't get filled. The specific colleges make the decisions on what classes are offered, however these decisions are not made with the other schools in mind. If the schools could collaborate of the courses offered, there could be a better outcome. 3. We neglected to think about how it may be the case that minority students in the area are not being pushed to attend a university; through listening to stakeholders we learned how pertinent an issue this was! 4. We did not take into account all of the industry in Holland that could take a role in future students advancing their degrees. We knew about the non-traditional students, just not about how we could tap into the industry that is so close. 5. We learned about the opportunity to tailor curriculums to local workers looking to advance in their careers. We could speak with specific companies about bringing classes to them, which we did not initially consider.
<p>CONVERGE: How did the feedback <i>align</i> with and enhance the team's current insights?</p>	<ol style="list-style-type: none"> 1. GVSU is an institution with many resources that aren't being utilized to their full potential (local businesses aren't as involved as much as they could be, along with cultural organizations and the church community). 2. Early college students aren't being pushed the next step to check out GVSU as much as they could be. We are doing them a disservice. 3. The Holland campus played a key role in providing courses for early college students and non-traditional students, opposed to the multitude of standard courses offered in Allendale.

	<ol style="list-style-type: none"> 4. Many things are happening at the Meijer campus; however, many people just do not know about the campus or the events occurring. 5. Holland is not a place you get a degree from. 6. Holland programming is specialized and runs at a quick pace.
<p>APPLY: How can you <i>use</i> the feedback provided?</p>	<ol style="list-style-type: none"> 1. <u>Outreach:</u> We could reach out to local businesses and speak to them regarding the minority students and the possibilities of scholarships to bring those students to next level education. 2. <u>Uncover Unmet Needs:</u> We could gather insight on what the manufacturing and industry communities think about extended degree courses / what courses they need. 3. <u>Future Insight:</u> We can see what the early college students feel that they are missing while attending a GVSU satellite campus. What attracts them to the satellite opposed to the main campus? 4. <u>Additional Research:</u> We can use these insights to complete more research bibliographies about industry and continuing education.
<p>ACT: What are your next steps?</p>	<ol style="list-style-type: none"> 1. We will speak to the local businesses and inquire about their possible involvement with GVSU Holland. 2. We will reach out to the non-traditional students from the industry sector and see what kind of courses they need. 3. We will talk to churches about the possibility of involvement with the Meijer campus and what their limits are regarding GVSU's secular stance. 4. We will look into why the Holland campus does not get advertising.

Debrief Two

Debrief Preparation Telling the Story	
Design Challenge Debrief	<p>Problem Statement:</p> <p>We will cultivate current programs at the Holland campus by bringing established programs back to life and building stronger connections within the community through informing and involving those possibly impacted.</p> <p>“Needs” statements:</p> <ol style="list-style-type: none">1. The GV main campus (Allendale) needs to need the Holland campus2. The Holland campus needs a reason for people to use the space3. The Holland campus needs to adapt to the community <p>“From: To” Statements:</p> <ol style="list-style-type: none">1. The Holland Campus needs to go from having an under-utilized role in the community to a place that engages and serves the needs of the community.2. The Holland Campus needs to go from being an unknown building to a place where people want to connect with their community and spend their time. <p>Barriers:</p> <ol style="list-style-type: none">1. The campus is not being marketed / has little marketability compared to the other GVSU campuses.2. GVSU administration are not engaged in the campus, making the opportunity for change very limited.3. The Meijer Campus faculty are not a part of Holland (it is just a job and ends there)

Questions for the Collaborators	<ol style="list-style-type: none"> 1. What is the biggest hurdle of the Holland community? 2. In what ways can we accurately gauge community involvement of the Holland Campus? 3. How do you think the Meijer Campus could be best utilized to fit your needs?
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<p style="text-align: center;">Debrief Feedback</p> <p style="text-align: center;">Capture What’s Meaningful to Advance Effective Innovation</p>	
Instructor	<ul style="list-style-type: none"> · The Holland campus can be used as a public good, but it is not a public service. · Sustainability is built on the ability to break even. · Holland can be a safe landing space for students with learning disabilities, giving these students an opportunity for a smoother transition to college. · Some students do not want a big college experience and cannot get into Grand Valley based on GPA... making Holland a possible great spot for them; however, this could segregate them even more.
Class	<ul style="list-style-type: none"> · If you are moving from high school to the Holland campus to Allendale, you are gradually taking on the “large campus feel” opposed to going from high school to Allendale to Holland. · Does Holland have to be “what GVSU is” opposed to something else that could possibly fulfill the need more efficiently? · One credit classes may be highly valued.
Collaborator	<ul style="list-style-type: none"> · Classes need to have typically 15 students enrolled to be a viable financial option. · Many people are requesting hybrid courses. · There is an even split between daytime and evening classes on the Holland campus.

	<ul style="list-style-type: none"> · We aren't doing a good job at educating migrant workers... how could we improve this with programs that directly benefit them? · The current structure for reporting is through the Brooks College. · We should think about how current populations are consuming college and how they will in the future. · Many students do not want to take out loans... so what does this look like? Living at home? Taking a smaller course load to work full time? · What if GV worked on introducing an inverted baccalaureate program allowing students to bring technical credit in and provide a general education?
<p>Other Stakeholder(s)</p>	<ul style="list-style-type: none"> · 30% of the workforce is tied to manufacturing in Holland, we should focus on the manufacturing demographics... how can we help them? · The Michigan Smart Coast is working on growing the intern populations (Haworth and Herman Miller). · Are there other ways of generating income for the campus other than classes? Do classes need to be held here? · Near peer mentoring is one of the best ways to get students who would not normally attend college to do so... how do we start a peer mentoring program within the community? · The Holland campus needs to be able to evolve within the community as new things become popular and new needs arise. · When considering solutions, we should focus on desirability, then feasibility, then viability. · A Smart Zone to help grow entrepreneurship endeavors in the area would be an asset to the community. · A hang out space would open up the doors to make the campus a place where people want to spend their time. · What if we opened up the doors to make the campus more accessible to community?

- Holland does not have a great **community space** (a go to place for community events to come together around community issues).
- How do you **educate migrant children** who are in and out of the area?
- There are many energetic and vibrant community members that want to **solve Holland problems**.
- Jim Brooks and Matt Haworth **drive Holland**.
- The biggest challenge is when **private and public systems** go different ways.
- Holland could serve as a “**junior college**” for students with learning disabilities, acting as a starter for those who are not quite ready for the big campus environment.
- **Entrepreneurship skills** are a great mix with design thinking. How could we bring this mindset to Holland?
- It’s going to take some people a really long time to find a job while others nothing... how can we **connect k-12 with a career**?
- How can the Meijer campus be **flexible** enough to connect the needs and talents in the area to Holland students?
- A **vocational-tech center** is a major need in the area. How can we develop a program and connect with alumni?
- There are many things that Grand Valley has to offer, but it does not have to be a **4-year degree** track. What are the best programs that we offer for those who aren’t on this track?
- GVSU is built on **sustainability**, however it does not want to be an agricultural school and compete with MSU.
- The Holland campus has beautiful **surroundings** like a prairie, ponds, and a marsh. How can we focus on this untouched potential?
- The K-12 schools are looking for an **outdoor education** space

Post-Debrief Reflections

Integrate the Feedback & Ideate Next Steps

<p>DIVERGE: How did the feedback provided <i>deviate</i> from your team's current insights?</p>	<ol style="list-style-type: none"> 1. We initially thought that classes have to be held in Holland to generate income; however, there are other possibilities to bring in revenue aside from traditional courses. 2. Implementing a near peer mentorship program between faculty at Holland and high school students would be a great way to introduce the students to GVSU and possibly get them to attend in future years. 3. Private and public systems can diverge in thinking, creating problems within the community, which we did not realize was an issue. 4. We initially thought that there was some type of community space in Holland; however, we learned that there is not a go to place for community events to come together around community issues. 5. There are many wonderful programs GVSU has to offer, but they do not have to be for students on a 4-year track.
<p>CONVERGE: How did the feedback provided <i>align</i> with and enhance the team's current insights?</p>	<ol style="list-style-type: none"> 1. There is a significant manufacturing community in the area that needs to be tapped. 2. GVSU is known for its sustainability practices. 3. Some students do not want the "big college" experience right away, making the Holland campus a perfect bridge between high school and attending college in Allendale. 4. An internship hub would be a great way to connect students looking for jobs with the local Holland community. 5. GVSU is recognized for its sustainability; however, it does not want to be an agricultural school.
<p>APPLY: How can you <i>use</i> the feedback provided?</p>	<ol style="list-style-type: none"> 1. Outreach: We can reach out to the manufacturing community and see what they are looking for regarding courses / academic programs.

	<p>2. <u>Insight:</u> We can speak with professors that teach the programs for students with learning disabilities and gather further insights on what the needs are in Holland.</p> <p>3. <u>Exploration:</u> We can look into other revenue generating possibilities in Holland aside from offering courses.</p> <p>4. <u>Research:</u> We will do more research on the agricultural desire in the community and compare to what is currently offered to see what additions need to be made.</p>
<p>ACT: What are your next steps?</p>	<p>1. We will speak to the manufacturing community regarding courses they would like offered.</p> <p>2. We will reach out to professors and programs that play a direct role in helping students with learning disabilities.</p> <p>3. We will look into other revenue generating possibilities for the space.</p> <p>4. We will research the agricultural interest in the area and see what courses could be of interest to surrounding community members.</p>

Debrief Three

Debrief Preparation Envisioning the Future	
Design Challenge Debrief	<p>Priorities from ideation (“From: To:” statements)</p> <ol style="list-style-type: none"> 1. The campus needs to go from having an underutilized role in the community to a place that engages and serves the needs of the community. 2. The campus needs to go from an unknown building to a place where people want to connect with their community and spend their time. 3. This campus will go from having unexplored surroundings to a place that educates the community about the agriculture and environment of the area. <p><i>Visualization of top two prototype concepts</i></p> <ol style="list-style-type: none"> 1. The Hive 2. Outdoor Education Zone <p>3+ key insights from prototype(s) review with stakeholders</p> <ol style="list-style-type: none"> 1. Not all parts of the community might be eager to get involved. Some might have trust issues, being mindful of this is being honest about the HIVE collaboration 2. We need to provide a distinguishing factor to bring community members out of their own domain. Ex: Businesses will want to hold meetings in their own area. 3. The Meijer campus is made for students; community members do not feel welcome in the area. <p>Barriers</p> <ol style="list-style-type: none"> 1. Envisioning learning opportunities for outdoor education space (bees are closed for season) 2. Moving a focus from the bees to other outlets that learners could be interested in 3. Who is going to be in charge of the hub, is it free form or do we have some type of committee?
Summary Illustration	<p>The Hive- This is an illustration of how the H.I.V.E. works. The community would come to the H.I.V.E. with problems that it wants to solve, and work in teams similar to our own to come up with innovative solutions and solve their problems. “Community” refers to</p>

	<p>anyone who wants to use the H.I.V.E., we had in mind Holland area residents and local businesses and schools.</p> <p>Outdoor education Space- This illustration depicts a group of students and a teacher using the outdoor space at the Holland campus as an outdoor classroom. Ideally, there would be benches or chairs set up in areas meant to be used as classrooms so that students have space do either do work or put books and supplies without them being dirtied. This space is a great opportunity to put non-traditional classroom ideas to work.</p>
Questions for the Collaborators	<ol style="list-style-type: none"> 1. What can we do to initially educate the community about a collaboration space in order to build a group of people that regularly go there? 2. How can we target K-12 and older groups to take part in an outdoor education space because of different interests/ educational histories? 3. What resources can we offer students in both of these spaces that do not already exist at Grand Valley?

Debrief Feedback Capture What's Meaningful to Advance your Prototypes	
Instructor	<ul style="list-style-type: none"> - You need to leverage the vision and an awareness that people already have about Holland (a clear vision around which people can rally) - We still need a simple clear vision that draws all of the stakeholders in. - People like this bee stuff.
Collaborator	<ul style="list-style-type: none"> - I like the idea of people coming together and learning together, talking about problems. - GV is focused on sustainability and has a beautiful outdoor space - The Meijer campus is connected to a trail that runs up against the property that GV owns.

- We wanted an **accelerated program** in Holland and we were building it out of something the provost wanted to happen.
- You need to keep this a learning space but a **pipeline** pathway program for students, formal and informal.
- Make sure all of the stakeholders have a really good sense of what **value** it's adding to multiple constituents, allowing different avenues to expand and grow.
- **Sustainable education** could grow from the HIVE because it could be a space where people learn collectively, bringing multiple voices to the table.
- Getting out into a different space and bringing in different people can **change your mindset** when you want to solve a problem.
- The idea for this collaboration is basically **interdependent community consulting**.
- This is a meet up space for the **gnarly problems** that everyone is dealing with.
- Look into the **Ready for School initiative**. Its local businesses getting 3-5 year olds ready for kindergarten because they are the workforce of the future of tomorrow.
- What if we make **community based courses** dedicated to being relevant to the current topic? If the topic is homelessness, then the usual sociology class on homelessness that is offered in Allendale could be brought to Holland.
- You would need a unique skillset to run the HIVE... can it be **staffed from interns** at the high school and college level?
- Through the community foundation there's a **youth advisory council** which picks a topic every year on an issue they want to focus on, that might be a marry with the Holland campus.
- Look into the **lakeshore nonprofit alliance and the community foundation**.
- Talk with places like Herman Miller who have a **vested interest** in the community, as well as university development.

<p>Other Stakeholder(s)</p>	<ul style="list-style-type: none"> - What kinds of people do we anticipate coming? Is it a smaller group of the same people with great frequency, or larger group with less frequency? You have to cater to these people. - How could we get business leaders from workforce to mentor school-aged children in the area? - Entrepreneurship is often a lonely activity so building a place for people to go and continue to develop their work is a unique idea. - Where is the money going to come from? Do the participants pay? To whoever is writing the check- what do they get back? - We could focus on the Hive being a pipeline for future students from the local community. - We have all kinds of biology courses with students in and out of the ravines, which does not make us an agricultural school. - Focus on the people who do want to come to the space and make it something great for them. - Businesses often hold strategic retreats for top managers. They need to get off the site in order to have a fresh perspective. If the space could provide food service and a private but easy to get to space, this could be vital in the community. - There are some classrooms there but they are not very versatile. - If you bring in K-12 students, you should get their parents to come as well. Parents are often a main influence of where the student goes to college. - What if this became a rentable workspace? - Look up the Holland & Zeeland model communities' initiative. - Only the top people in Holland end up being invited to the model communities' initiative. If you have insights but you're not at that level, your voice really is not heard. How can we make sure everyone's voice is heard at the hive? - I wonder if you had major donors pay for the process and then everyone is invited to be at the campus or the HIVE. - What if the focus problem at the HIVE only exists for a limited period of time such as 6 months or a year?
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	<ul style="list-style-type: none"> - You could have a problem solver in residence, whether that is someone from the community who has solved that issue before or a faculty member who could be part of a leadership team full of people who have an extensive background with the issue. - We have the biggest hearts in Holland and as evidence, we have more nonprofits than in any other parts of the community. How could these nonprofits play a role in the Hive? - What if you have HIVE Prize that the community would be voting on. The issue with the most votes is the issue that is worked on for the next 6 months, or year etc. - There could be a HIVE Prize for strictly high school students. More than anything, most high school kids want to be able to solve real problems that are not fictitious.
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Post-Debrief Reflections Integrate the Feedback & Decide on Your Best Solution	
<p>DIVERGE: How did the feedback provided <i>deviate</i> from your team's current insights?</p>	<ol style="list-style-type: none"> 1. We wanted multiple issues to be hosted at the HIVE at one time, however many collaborators suggested that we focus on a single issue for a specific period of time. 2. We were focused on finding a way that the HIVE could make money for the university; however, it does not have to be revenue generating. 3. We didn't think about getting business leaders from the area to come in and mentor high school aged children who are working on the same problem at the HIVE. 4. There could be a HIVE Prize, where suggestions of problems are brought together and voted on, to choose one that the community is most interested in. 5. If there is not a revenue generating model, we could focus on how this space could be a pipeline into Grand Valley.

<p>CONVERGE: How did the feedback provided <i>align</i> with and enhance the team's current insights?</p>	<ol style="list-style-type: none"> 1. There are so many nonprofits in Holland that want to focus on specific issues. We want to make sure that these stakeholders are involved. 2. The community is interested in working with the bees and that is an identity of the Holland campus. 3. There could be some type of internship opportunity at the HIVE for local high school students or college kids. 4. Hosting a different “problem solver in residence” for each topic would be a great source of insight.
<p>APPLY: How can you <i>use</i> the feedback provided?</p>	<ol style="list-style-type: none"> 1. Focus: We are going to focus on having a single problem hosted at the Hive at a time. 2. Pipeline: We are not going to think about how the HIVE can generate money, but rather how it can act as a pipeline into Grand Valley. 3. Expert Insight: We are going to have a “problem solver in residence” who is an expert on the issue that is at hand. 4. HIVE Prize: There will be a HIVE Prize at the high school and adult level that votes on what problem is most important to the community and what needs to be solved next.
<p>ACT: What are your next steps?</p>	<ol style="list-style-type: none"> 1. We are going to look into the model communities’ initiative and see how that is applicable to our project. 2. We are going to work on bringing a mentorship program between businesses leaders and high school students working on the same problem at the HIVE. 3. We are going to collaborate on how a HIVE Prize would be ran and how feasible it would be to have a high school level and a community level “idea pitch.” 4. We will look into the role of a “problem solver in residence” and how they could benefit the problems being worked on.

Top 2 Design Prototypes

The HIVE

Overview:

Our prototype concept is to create the HIVE, which will be *THE* creative collaboration hub in Holland. The HIVE will turn the GVSU Meijer Campus into the main meeting place for all sectors in the Holland community to collaborate; local businesses, non-profits, K-12 students, churches, entrepreneurs, etc.

With an emphasis on creative collaboration, the space will host networking and showcase events, informational meetings, design thinking workshops, collaborative solution sessions, and more. The HIVE is a place people will want to be, where they can meet and interact with others, and where they can easily communicate with their community over a productive platform.

The furniture and interior will be simple but also dynamic; designed in a way that promotes conversation and interaction -- the “water cooler effect.” The adaptation of the campus will put a focus on the ease of maintenance as well as enough space to house 50-100 people with breakout rooms. There will also be a snapchat filter for recognition of the communal meeting place; this will focus on bringing awareness to the rest of the community through social media. The HIVE will take the GVSU Meijer Campus from an underutilized space, to a significant landmark in the Holland community.

Organization:

It will be necessary to have a designated project and events manager dedicated to scheduling and hosting events on Holland’s campus. The HIVE will utilize the community for running operations, i.e., volunteer club, internships offered to high schoolers, community service cleaning support, etc.

In announcing and promoting the HIVE, there will be an interactive art piece that the community will collaborate to make, which will serve as a landmark, and also a symbol for what the HIVE embodies; this art piece will serve as the first event to raise community awareness. Such activities will be mindful of the different needs that the various sectors of Holland have. This will allow us to attract all parts of the community and make sure that all parties that share a vested interest in Holland’s growth, as well as the Meijer campus’s success are accounted for.

Outdoor Learning Space

Overview:

An Untapped Resource: The natural environment around the Meijer Campus is an untapped resource that could provide many opportunities as an outdoor learning space for the community. This is a resource that cannot be recreated anywhere else, and therefore differentiates the facility and grounds from other institutions in the region. The Holland community and the GVSU community could benefit greatly from a dedicated space specialized for outdoor learning.

A Small Leap: There is already a small, but growing sustainability effort at the campus, as well as a rather large apiary program; making the leap to creating programs that complement the current nature of the campus would not be very difficult. We must keep in mind the winter that the Holland region is known for. There will need to be a focus on the diverse nature at Holland no matter the season, turning lake effect snow into a true Laker Effect!

Set Up:

By designing spaces around the campus that are dedicated to the appreciation and knowledge of the wildlife and local flora, as well as the beauty of the area; the natural ecosystem itself could provide the community a chance to truly experience the campus. Outdoor learning will bring people together, by giving parents a positive, fun, and convenient area to bring their families. Many students enjoy studying outside, so, incorporating benches, tables, and other structures that promote relaxation and appreciation could help the campus get more people to the area, and give them a reason to remain.

We could turn a part of the woods area into a reflection of a classroom: an actual outdoor classroom. There could be design embellishments made, such as a fountain or an elaborate garden display, making the surrounding area even more appealing while giving the campus more features to set it apart from other outdoor environments in the region. Educational programming designed to complement the outdoor experience will encourage the community to learn while they enjoy the environment.

Organization:

Creating learning programs designed for local schools and younger students could provide positive and knowledgeable experiences about nature, while also familiarizing them with the GVSU brand. Changes to the campus do not need to be very costly. Something as simple as creating a snapchat filter emphasizing nature could not only market the campus, but would also translate the message that the Meijer campus is *THE* outdoor learning space in the Holland area. Specializing the Meijer campus as a hub for natural and environmental knowledge taps into a resource that is already present and a deep part of the GVSU culture. It could give the campus an edge over any other similar institution. The importance will be in distinguishing this from other outdoor venues, as well as making it an area of pride for the community.

Final Prototype Concept:

Overview:

Our prototype concept is to create the HIVE, which will be ***THE Hub for Innovation and Valued Entrepreneurship*** in Holland. This creative collaboration hub will turn the GVSU Meijer Campus into the main meeting place for all sectors in the Holland community to collaborate; local businesses, nonprofits, K-12 students, churches, entrepreneurs, etc. With an emphasis on creative collaboration, the space will host networking and showcase events, informational meetings, design thinking workshops, collaborative solution sessions, and more. The HIVE is a place that people will want to be, where they can meet and interact with others, and where they can easily communicate with their community over a productive platform.

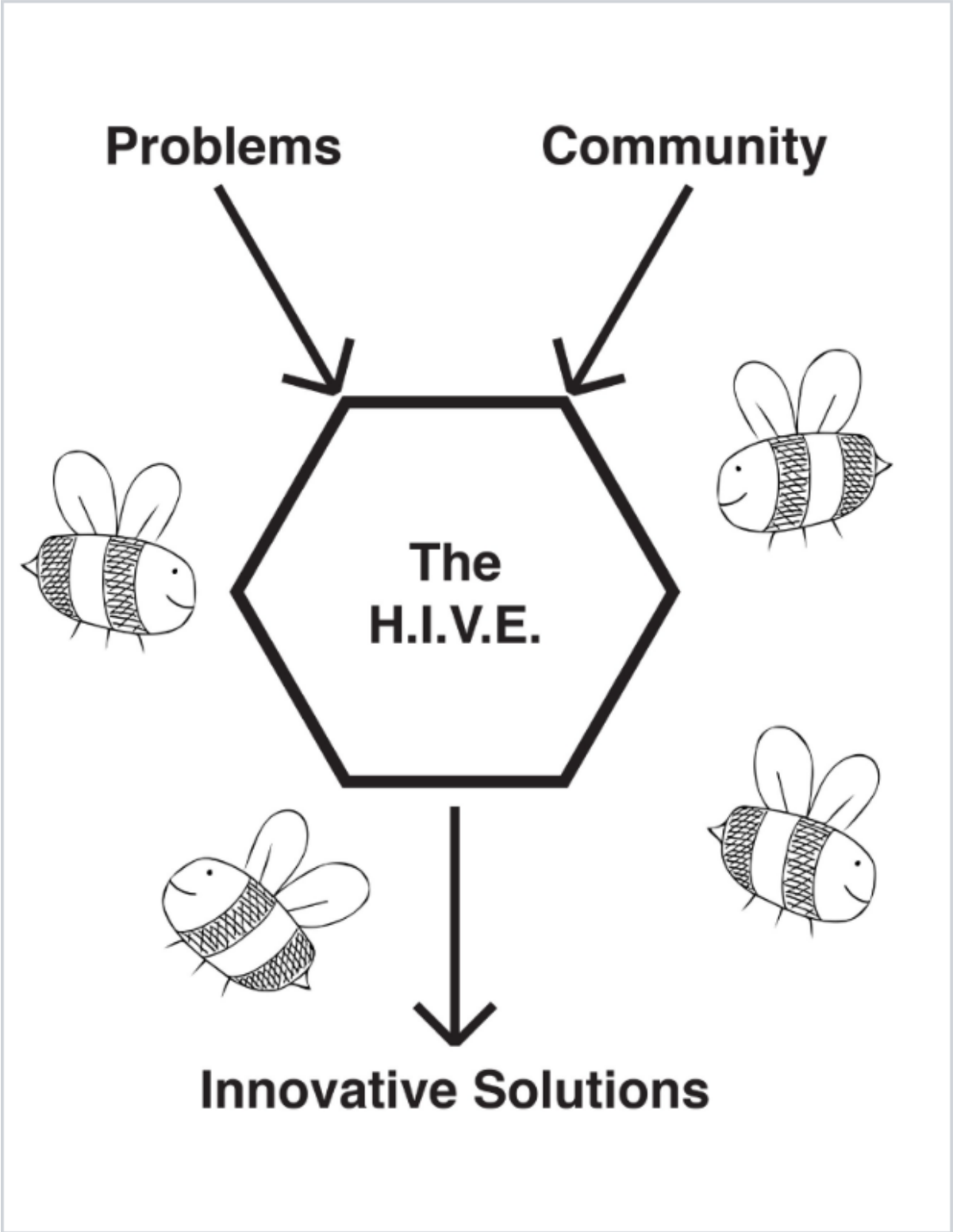
The HIVE will host problem-solving workshops focused around a single issue, pertinent to the community over the course of the year. While workshops will be held for different parts of the community (local high schools and churches, etc.) there will also be open time for the community to use the space to collaborate.

Through a “HIVE Prize,” community members will submit ideas of issues that they think need to be addressed. The main idea that will be worked on at the HIVE will be voted on by those participating. The problem to be solved will only last for a specific period of time such as six months or a year. After that time, another HIVE Prize will determine a new focus for the community.

In order to assist Holland residents with their focused issue, the HIVE will host a problem solver in residence. This person will be an expert on the issue at hand and be able to provide valuable insights through their past work with said issue. The HIVE will utilize local high school and college students within the community as interns to help run all facilitations at the HIVE, gaining real world experience, professional networking opportunities, and problem solving skills. These interns will act as designated project and events managers for all HIVE events.

The furniture and interior will be simple but also dynamic; designed in a way that promotes conversation and interaction -- the “water cooler effect.” The adaptation of the campus will put a focus on the ease of maintenance as well as enough space to house 50-100 people with breakout rooms to work on problem solving the current issue. There will also be a snapchat filter for recognition of the communal meeting place; this will focus on bringing awareness to the rest of the community through social media.

The HIVE will take the GVSU Meijer Campus from an underutilized space, to a significant landmark in the Holland community.



Innovation Symposium Presentation:

Everyone (PEZ): Hey everyone! Thank you for coming tonight. We are team 3. Our names are Ellerie, Ashley, Christian, Adam and my name is Pez. We are excited to share with you what we have been doing this semester. To start, we would like to show you a little video we made to give you some background on our project.



Team 3 Presents: The HIVE

—
By Ellerie, Ashley, Christian, Adam, and Pez

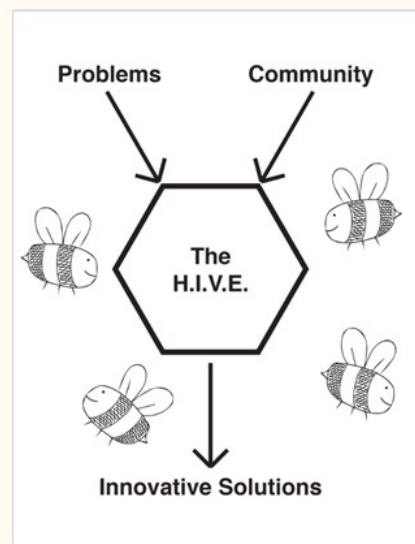
Pez: As you saw, our prototype is to create the HIVE, which will be THE Hub for Innovation and Valued Entrepreneurship in Holland. This creative collaboration hub will turn the GVSU Meijer Campus into the main meeting area for every sector in the Holland community to collaborate. This includes local businesses, nonprofits, K-12 students, churches, entrepreneurs. You name it!

With an emphasis on creative collaboration, the space will host networking and showcase events, informational meetings, design thinking workshops, collaborative solution sessions, and more. The HIVE is an area that people will not only want to be but where they can meet and interact with others as well as easily communicate with their community over a productive platform.

The HIVE:

THE Hub for Innovation and Valued Entrepreneurship in Holland

For all sectors such as:
local businesses, nonprofits, K-12,
churches, and entrepreneurs to
collaborate!



Ellerie: We endeavored to solve this problem. We started off with the idea that we are not the experts, you are. We made a chart of every person we thought could be affected by the Holland campus and our potential solution, so we ventured out to talk to as many people from different areas on the chart as possible. In conducting almost 30 dialogues, we began to observe in those conversations that Holland already does a good job of working together cross-sectionally.

Our secondary research portion was where we researched best practices for community engagement we realized that communities who work on solving problems together are more harmonious and sustainable. In light of our conversations and research we envision the HIVE to be a meeting place for the community to come together to tackle their own issues as a unit. Think of it as interdependent community advising.

Instead of hiring a consulting firm, or paying a large sum for a company to assess and suggest solutions, the community will have a framework for understanding their own power together but also to do that for themselves.

Background Research

- Conducted interviews with stakeholders
- Conversation/Observation
- Conducted secondary research of pre-existing information



The HIVE is by the community, for the community

Interdependent community advising

Ashley: We were able to leave our comfort zone and travel into the community through the testing process. We were able to speak with students and faculty of Grand Valley and Hope College, Holland residents, and various other stakeholder groups, asking each stakeholder the same set of questions but adapting it to their role within the campus. We were able to come up with the following insights:

- Struggling students don't have a campus
- Entrepreneurship needs to be fostered
- There is not a place to solve local problems
- Community involvement needs to be cultivated
- The nature on campus is underutilized

Overall, we would not have been able to work through the design thinking process without immersing ourselves in the lives of the stakeholders to come up with these insights.

Insights from empathy

Stepped out of our comfort zone to listen to stakeholders thoughts.

Gathered insights directly from the ideas, thoughts, and opinions of the stakeholders



Insights from Empathy

Top Insights:

Struggling students don't have a campus

Entrepreneurship needs to be fostered

No place to solve local problems

Community involvement needs to be cultivated

Underutilized natural presence on campus



Christian: Through gathering these insights and empathizing with the **TRUE** needs of the community, we saw that there were many large issues that the Holland area was dealing with, but wasn't *dealing* with. Because of the nature of these types of problems, it is necessary to include collaboration from all sectors of the community to best arrive at solutions that are not only successful, but also meaningful to Holland. Enter the HIVE, a community hub specifically designed for innovation and collaboration on these types of big, hairy problems.

The main concept of the HIVE is the "HIVE Prize". Community members will submit issues that they think need to be addressed. The people of Holland then will have the opportunity to vote on which idea the HIVE would focus on. The issue with the most votes will be given the HIVE Prize and will be the issue that the HIVE will try to solve and understand.

Our Idea: The HIVE

There are many large issues that the Holland area is dealing with "HIVE Prize" where community members will submit issues that they think need to be addressed.

After voting on one of the issues, the HIVE will have its next problem to solve!



Adam: While our prototype is focused on solving problems, we have yet to discover what kind of problems need to be solved in the Holland community. By getting a better sense of what changes need to be made, we can adapt our vision of the HIVE to best suit the needs of those wanting to make the local changes.

In order to assist Holland residents with their chosen issue, the HIVE will host a problem solver in residence. This person will be an expert on the issue at hand and be able to provide valuable insights through their past work with said issue. The HIVE will utilize local high school and college students within the community as interns to help conduct research on the problem; gaining real world experience, professional networking opportunities, and problem solving skills.

Problem Solver in Residence & Interns

Expert on the issue at hand

Provides valuable insights from past experience

Local high school and college interns

Conduct research on the problem



Pez: “Without you, the HIVE doesn’t thrive.”

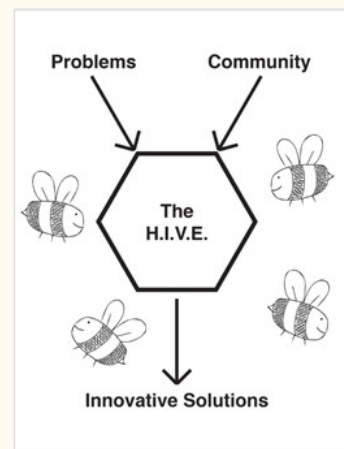
Yes, that’s pretty cheesy but, it’s true. The HIVE is designed for every one of us in community to have a valued voice and bring us one-step closer to solving the deep-rooted problems in Holland. We will begin to understand that we do have a role to play in creating the type of community that we want to live in. Businesses and nonprofits will discover what is working and what isn’t working. There is no HIVE without the bees, they make it what it is, they are the very fabric of it, and that is what we are to Holland. We are the bees of Holland. Let us make Holland thrive.

Without you, the HIVE does not thrive!

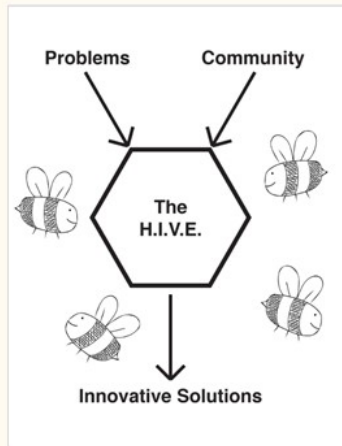
All sectors of the community will
have a valued voice

Residents will have a role in
creating the type of community
they want to live in

Businesses and nonprofits can get
feedback



Let's Make Holland Thrive



Video Link:

Team three as put together a video that explains our concept of The HIVE. The video can be accessed here:

[The H.I.V.E.](#)

Innovation Symposium Findings

Call to Action Envisioning the Future	
Information Provided to Stakeholders	Top Innovation The H.I.V.E.
Call to Action	Without you, the HIVE does not thrive. Yes, that’s pretty cheesy but, it’s true. The HIVE is designed for every one of us in community to have a valued voice and bring us one-step closer to solving the deep-rooted problems in Holland. We will begin to understand that we do have a role to play in creating the type of community that we want to live in. Businesses and nonprofits will discover what’s working and what isn’t working. There is no HIVE without the bees, they make it what it is, they are the very fabric of it, and that is what we are to Holland. We are the bees of Holland. Let us make Holland thrive.
Information requested from stakeholders	<ol style="list-style-type: none"> 1. What is our concept of the HIVE lacking? 2. What improvements could we make that would better assist you in problem solving?

Innovation Symposium Feedback Capture What’s Meaningful to Advance your Innovation	
Verbal “Feedback”	<ul style="list-style-type: none"> ● How can we connect GVSU coursework topically (think revenue stream)? ● I like the concept of a hub for the community to come together around big challenges. ● Spend more time and focus on solutions: light so far – keep going.

	<ul style="list-style-type: none"> ● Having prizes is a positive incentive. What does it take to win? Did you look into other gathering places in Holland (coffee shops)? ● I love the entrepreneur idea because it provides structured framework with all kinds of room for untapped creativity within the Holland community. ● I like the interactive framework for community-based problem identifying and solving.
<p>Written Feedback</p>	<p>“HIVE PRIZE! Yes!”</p> <ul style="list-style-type: none"> ● “<3 The HIVE” ● “-Create GRANT proposal for Gates Foundation to fund development” ● “What if... Create a learning center for online, GRCC, Hope College, GVSU, etc.- education collaboration space” ● “Startup focus is good. Non-profit spin” ● “Incorporate, ‘reverse tutoring’ use GVSU students, bring older commuter in for technology workshops for cell phones, lap tops pictures, word docs, google night, etc.” ● “Work with Holland Chamber of Commerce & Lakeshore Advantage” ● “Have you looked at the Muskegon Innovation Hub” ● “It would be helpful to hear your perspective on how groups gather and work through a typical problem” ● “Love the idea... how would it be structured, run, promoted want details” ● “Wouldn’t it be cool if the community picked the topic and GVSU committed to offering all related classes at this campus” ● “Idea fills a need and current service that exists in GR & Muskegon but not so much in Holland. Did you talk to Lakeshore Advantage or Holland Smartzone” ● A great marketing effort, clever but missing substance” ● “Who facilitates the HIVE? -Expertise -Talents -Skills” ● “Can you take the HIVE concept out to the community in addition to people coming to the HIVE” ● “Connect with Newell brands and NewNorth alumni”

	<ul style="list-style-type: none"> ● “Sounds more like a community center than a college campus feel- staying true to GVSU name” ● “Re-design classrooms to be more collaborative spaces” ● “How does the HIVE compare to the Muskegon Innovation Hub? What are chances for success in comparison”
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Post-Symposium Reflections Integrate the Feedback & Offer Final Recommendations	
<p>DIVERGE: How did the feedback provided <i>deviate</i> from your team’s current recommendations?</p>	<p>We ignored the idea of having some type of revenue stream with the HIVE and we were told to integrate GVSU coursework to generate revenue.</p> <p>Focus on solutions that will come out of the HIVE</p> <p>Look into grants to get funding</p> <p>Incorporate reverse tutoring where young people help adults with technology.</p> <p>We should collaborate with online learning and make this a collaboration space.</p>
<p>CONVERGE: How did the feedback provided <i>align</i> with and enhance the team’s innovation?</p>	<p>Many people liked the idea for a place where the community can come together to solve problems.</p> <p>Having prizes is a positive incentive.</p> <p>The focus on entrepreneurship provides structured framework with room for untapped creativity within the Holland community.</p> <p>The interactive framework for community-based problem identifying and solving is very important to the structure of the HIVE.</p> <p>The startup focus of the HIVE is excellent, especially with a spin of nonprofits to include the plethora in the Holland area.</p>
<p>SYNTHESIZE: How can others <i>use</i></p>	<p>Work with the Chamber of Commerce and Lakeshore Advantage.</p>

<p>the feedback provided?</p>	<p>Include non-profits as a large contributor; they are often neglected and not “at the table.”</p> <p>Look for grants and local community donors to fund The HIVE.</p> <p>Figure out a way that The HIVE can generate other streams of revenue.</p>
<p>RECOMMEND: What next steps does your team recommend to stakeholders?</p>	<p>Gather community members to host a “HIVE Prize” to figure out the problems the area wants solved.</p> <p>Physically change the space so it will have furniture that promotes collaboration.</p> <p>Get funding from grants or local donors to allow the space to happen.</p> <p>Find interns from college and local high schools to do research and help run the HIVE.</p>

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