

June 15, 2009

[Name]
[Company]
[Street Address]
[City], [ST] [ZIP]

Dear [Sir Name]:

Northwood University is soliciting formal proposals from firms for student housing development projects on both its Midland, Michigan and Cedar Hill, Texas campuses. Proposals may be submitted for either of the campus developments or both, with both being strongly encouraged. The Developer will be responsible for the design, construction, financing and ownership of the buildings. Management and operation of the buildings will be determined as mutually agreed between the University and the Developer. Ownership of the Projects will revert to the University when the term of the debt financing has been completed, or as otherwise agreed between the University and Developer(s).

The University is seeking solutions that will best meet the University's objectives based on creative ideas from the successful Developer. Developers are encouraged to submit proposals demonstrating innovation in construction processes, materials, and products which result in energy and environmental savings, sustainability and lowered operating costs.

The Request for Proposal is enclosed, and has also been sent to you via email. Questions regarding this RFP and related projects must be sent via email according the directions provided in the RFP document. Additionally, the University will be hosting a pre-bid phone conference on Thursday, July 9 at 2:30 pm ET, where you will be able to ask questions directly to the University's management. While not required, Developers wishing to submit proposals are strongly encouraged to participate in this phone conference. Details regarding the phone conference are provided in the RFP document.

Developers who intend to respond to this RFP with a proposal are requested to affirm this by responding via email to silva@northwood.edu.

Thank you for your consideration of this important project for Northwood University; I look forward to receiving your proposal.

Sincerely,

W. Karl Stephan
Assistant Vice President, Finance

Enclosures