

REQUEST FOR PROPOSALS

**To Provide Real Estate Development Services
for
Northwood University
Student Housing Projects**

June 15, 2009



Request for Proposals To Provide Real Estate Development Services

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1. Purpose & Overview

Northwood University (the “University” or “Northwood”) is soliciting formal proposals from firms (the “Developer”) for student housing development on both its Michigan and Texas Campuses (the “Projects”) including design, construction and finance. Proposals can be submitted for either of the campus developments or both, with both being strongly encouraged. The Projects will include student housing apartment buildings on the University’s main campus located in Midland, Michigan and on its auxiliary campus in Cedar Hill, Texas. The University is seeking solutions that will best meet the University’s objectives based on creative ideas from the successful Developer.

The University previously engaged the architectural firm of Dow Howell Gilmore Associates, Inc. (“DHG”) to develop preliminary designs for both housing projects. Developers are welcome to submit their own designs, but it should be noted that the design developed by DHG reflects the general requirements of the Projects in terms of the type and quantity of space needed. Developers may wish to contact DHG for further information regarding these design elements. The University is currently neither committed nor opposed to using DHG and/or its proposed design for the Projects. The University will select proposal(s), including the selection of an architectural partner and the Project designs, based on an assessment of their relative merits and what will best serve the University’s objectives. **The University encourages innovation in construction processes, materials, and products which result in energy and environmental savings, sustainability and lowered operating costs.**

The Projects must be ready for full occupancy by the Designated Completion Date. The Designated Completion Date will be one of the three dates indicated below, which will be mutually agreed to by the Developer and the University.

The preferred Designation Date is August 1, 2010. In the event that the Developer cannot assure completion of the project by this date, the Designated Completion Date will be one of the following two dates, based on mutual agreement: December 1, 2010 (prior to the start of the following Spring Semester); or August 1, 2011 (prior to the start of the following Fall semester).

The primary purpose of these projects is to expand the number of resident students on both campuses in order to enhance the perception of the campuses as full-service, residential living/learning environments, as proscribed by the University’s strategic plan. The University has established a goal of at least 50% of all “traditional” undergraduate program students to reside on campus, which will require more than 250 additional beds for the Michigan campus and at least an additional 150 beds for the Texas campus. New residential buildings will be constructed on the two campuses to accommodate these respective student housing needs, as well as a full-service cafeteria and some classroom and meeting room space in each building.

Building sites have been identified for the projects at both campuses. The University will enter into a long-term ground lease with the Developer for these site locations. 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).

Following is information on the University, description of the Projects, RFP submission requirements, and evaluation and selection criteria.

2. The University

Northwood Institute was founded in 1959 when two young men with an idea, a goal, and a pragmatic philosophy to encompass it all broke away from their careers in a traditional college to create a new educational entity. The Northwood Idea became a reality when Dr. R. Gary Stauffer and Dr. Arthur E. Turner enrolled 100 students, using a 19th century mansion as a school building, a small amount of money for operating expenses, and a large amount of determination.

Today Northwood University specializes in managerial and entrepreneurial education at three full-service, residential campuses located in southern Florida, mid-Michigan, and northern Texas. Adult degree programs are available in eight states with many course delivery options including online. The DeVos Graduate School of Management offers full-time and evening master’s degree programs for entrepreneurs and executives in Michigan, Texas and Switzerland. The Alden B. Dow Creativity Center on the Midland, Michigan campus specializes in creative thinking and innovation development. International education is offered through terms abroad and in Program Centers in Switzerland, China, Malaysia, Bahrain and Sri Lanka. Northwood University also operates the Margaret Chase Smith Library Center in Maine. As of October 15, 2008, Northwood University had 5,600 students enrolled in its domestic educational programs and another 920 students enrolled in its international programs.

The following table provides a breakdown of student enrollments by location and type of program:

Fall 2008 Enrollment (Number of Students)

	Full Time	Part Time	Total
Traditional Undergraduate Program:			
Michigan (Midland)	1,889	61	1,950
Florida (West Palm Beach)	605	15	620
Texas (Cedar Hill)	436	25	461
Total Traditional Undergraduate Program	2,930	101	3,031
Adult Degree Program	1,103	1,148	2,251
DeVos Graduate School	61	258	319
Total Domestic Programs	4,094	1,507	5,601
International Program Centers (IPCs):			
Undergraduate:			
Changchun, China (Jilin)	300	-	300
Wuxi, China (Jiangnan)	272	-	272
Sri Lanka	140	-	140
Malaysia	99	-	99
Switzerland	87	-	87



Total IPC Undergraduates	898	-	898
Graduate:			
Switzerland	22	-	22
Total International Programs	920	-	920
Total Northwood Students	5,014	1,507	6,521

An additional breakdown of Traditional Undergraduate Program enrolled students for the Michigan and Texas campuses by class and housing (i.e., resident vs. commuter) is as follows:

**Michigan and Texas Campus Traditional Undergraduate Programs
Fall 2008 Enrollment (Number of Students)
Resident vs. Off-Campus/Commuters**

	Michigan Campus Traditional Program			Texas Campus Traditional Program		
	Resident	Commuter	Total	Resident	Commuter	Total
Freshmen	456	123	579	59	71	130
Sophomore	123	289	412	26	92	118
Junior +	167	789	956	38	181	219
Non-degree		3	3			
Total	746	1,204	1,950	116	344	460

Number of students with home address within 50 miles of campus	507	312
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Northwood University is a private, tax-exempt, independent, accredited, coeducational, business- and management-oriented university actively allied to both business and the arts. It is committed to the most personal attention to prepare students for success in their careers and in their communities; it promotes critical thinking skills and personal effectiveness, a free-enterprise global perspective, and the importance of ethics, individual freedom and responsibility.

With over 33,000 graduates who have passed through the University’s halls and now celebrating its 50th anniversary, The Northwood Idea is alive and well with a bright future unfolding.

Additional Information

More information about Northwood University, its Michigan Campus housing programs and its Texas Campus housing programs can be found on campus web pages:

- <http://www.northwood.edu>
- <http://www.northwood.edu/mi/studentlife/residencelife/>
- <http://www.northwood.edu/tx/studentlife/residencelife/>



3. Project Descriptions & Objectives

The University intends to engage the Developer(s) to develop student housing on both the Michigan and Texas campuses, which in many respects will set the standard for student housing facilities at the University and may lead to additional development opportunities in the future.

The University seeks a comprehensive and quality development of the properties. The proposed scope of work for the Michigan and Texas campuses includes suite-style, single and double occupancy bedrooms with a total bed count of approximately 300 and 160, respectively. The buildings are expected to include a variety of suite unit types ranging from one-room single occupancy units to three-room double occupancy units. All units will include bathrooms with vanity and shower, and most will include a common room. Dining space sufficient to accommodate the students in each Project must also be included. A summary of the space requirements for the two Projects (as provided by the DHG-designed buildings) is provided in Appendix A.

Satellite image maps of the Michigan and Texas campuses that show the proposed location of the building sites for the Projects are provided in Appendix B. Both sites are on undeveloped land owned outright by the University and located within the boundaries of the campus. The Michigan Campus building site currently remains in its natural forested state; the Texas Campus building site has been deforested in anticipation of the student housing Project, but remains otherwise undeveloped.

According to the University's preliminary estimate, the cost of work will be approximately \$18 million and \$10 million, for the Michigan and Texas campus Projects respectively (including hard costs, hard cost contingency, soft costs, soft costs contingency, permits, fees, and insurance). The construction schedule is estimated at 12 months.

The Developer will be expected to work closely with the University in establishing the overall character and quality of the developments. Developers should provide their own Project(s) cost schedule as required in Section 4.

Michigan Campus Student Housing Occupancy

The Michigan Campus has students from areas throughout the state of Michigan as well as many other states and a sizable constituency of international students from across the globe. As a result, the desire for on-campus housing is strong. Based on present demand, external market conditions and the past occupancy levels at existing University housing facilities, the Project units on the Michigan Campus are expected to be able to operate on a nine (9) month occupancy of approximately 90%. No representation is made by the University as to the accuracy or completeness of this information. Proposers are urged to independently verify market conditions.

The current maximum occupancy for the Michigan campus is 826 beds contained in three housing complexes: The Dubois (men's) and Miner Hall (women's) residence halls (capacity = 304 and 184, respectively); the Naegele Village Apartments (5 buildings with a total capacity of 170); and the South Village Apartments (7 building with a capacity of 168). With the exception of the Naegele Village apartments (constructed in 1982), all of these residential facilities were constructed in 1965.



Further information regarding these residential facilities can be found at the following Northwood University website: <http://northwood.edu/mi/studentlife/residencelife/>

It is expected that the new student housing will be perceived by students as much more desirable in comparison to these more dated existing facilities and will be in high demand as a result. To further assure occupancy of the new residential units, the University intends to extend its current requirement for all freshmen to reside on campus to also include all sophomores. (This requirement has certain exceptions; for example, students with homes in proximity to the campus are permitted to commute). Northwood also intends to give priority for occupancy of the Projects by Northwood students above those of other University student housing facilities.

Traditional Undergraduate Program student enrollment was slightly less than 2,000 on the Michigan Campus for fall 2008. Preliminary projections of fall 2009 enrollments for the Michigan Campus Traditional Undergraduate Program anticipate about a 6% decline, reflecting the current economic conditions of the State. On an ongoing basis, the University expects to increase overall Michigan campus enrollment by 3% each year.

Michigan Campus Rental Rates

It is the intention of the University to provide housing at rental rates which are comparable to other local student housing alternatives of similar quality. Currently, the average per unit rental rates for the Michigan Campus, based on a nine (9) month occupancy, are as follows:

Michigan Campus 2009-2010

Room	\$4,095
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The University anticipates rental rates for the new projects will be set at a premium to the existing housing.

Texas Campus Student Housing Occupancy

Similar to the Michigan Campus, the Texas Campus attracts students from within the state and around the country. The Texas Campus location is somewhat secluded from residential areas that would be suitable for student housing, so the desire for on-campus housing is strong. Based on present demand, external market conditions and the past occupancy levels at existing University housing facilities, the units on the Texas Campus are expected to be able to operate on a nine (9) month occupancy of approximately 75%. No representation is made by the University as to the accuracy or completeness of this information. Proposers are urged to independently verify market conditions.

The current maximum occupancy for the Texas campus is 197 beds contained in two housing complexes: The Knight's Row dorms (9 buildings with a capacity of 104); and the Knight's Court Dorms (4 buildings with a total capacity of 93). The Knight's Row dorms were constructed in 1969, and the Knight's Court dorms were constructed in 2003. Further information regarding these residential facilities can be found at the following Northwood University website: <http://northwood.edu/tx/studentlife/residencelife/>



It is expected that the new student housing will be perceived by students as much more desirable in comparison to these more dated existing facilities and will be in high demand as a result. To further assure occupancy of the new residential units, the University intends to extend its current requirement for all freshmen to reside on campus to also include all sophomores. (This requirement has certain exceptions; for example, students with homes in proximity to the campus are permitted to commute).

Traditional Undergraduate Program student enrollment was about 460 on the Texas Campus for fall 2008. These enrollments are projected to increase moderately for fall 2009. On an ongoing basis, the University expects to increase overall Texas campus enrollment by 4% each year.

Texas Campus Rental Rates

It is the intention of the University to provide housing at rental rates which are comparable to other local student housing alternatives of similar quality. Currently, the average per unit rental rates for the Texas Campus, based on a nine (9) month occupancy, are as follows:

Texas Campus 2009-2010

Room	\$4,095
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The University anticipates rental rates for the new projects will be set at a premium to the existing housing.

Financing Considerations

Kraig Consulting has been retained by the University to assist it with the structuring of this project financing. The ultimate responsibility for securing permanent and construction financing (if necessary) rests with the Developer and its banking/financing partner. All viable financial structures will be considered, with a preference for the lower cost tax-exempt bond financing.

When evaluating the financial results of the Projects, the following should be considered:

Summer Revenues:

The University offers summer sessions during the months of June and July. During the summer of 2009 36 students at Michigan and 6 students at Texas are living in on-campus housing during the summer sessions. In addition, an average of 400 and 20 camp and conference attendees will stay in on-campus housing at the Michigan and Texas campuses, respectively. This equates to an approximate 60% economic occupancy during the summer at the Michigan campus and 20% at the Texas campus.

Food Service Revenues:

The University currently has a food service contract with Sodexo to run its existing dining facilities at all three campuses. The existing facilities at the Michigan and Texas campuses are inadequate to service the incremental residential students.



The University retains the portion of these revenues that are in excess of the contractual obligations to Sodexo. It is the University's intent that Sodexo (or other food service provider that may be selected by the University) to also provide food services for the dining facilities located in the Projects. The food service revenues generated by these dining facilities in excess of the obligation to Sodexo (or other food service provider) would be retained by the Developer. Through the University's existing contract with Sodexo, this would represent an estimated additional revenue source of \$1,400 per Michigan campus Project resident and \$1,000 per Texas campus Project resident (or approximately \$290,000 and \$150,000 respectively). Additional revenues may result from food services provided at the Project's facilities for non-student activities, such as summer camps, conferences, banquets, receptions, etc.

Additional Terms and Conditions

The Developer will enter into contracts with contractors, architects, engineers, and other professionals to design, develop and construct the Project(s), and will supervise construction of the Project(s) to ensure its availability to students by Designated Completion Date. The Developer will be subject to liquidated damages in the event of late delivery of the Project(s). These damages will be equal to at least the amount necessary to pay for comparable temporary accommodations and necessary transportation for contracted residents for whom space is not available. While the University shall not be responsible for design or construction management, the University will review and approve the design before it is finalized and observe the progress of construction.

The units must remain affordable to the University students who will occupy the buildings. Affordable means that rental rates are comparable to other local student housing alternatives of similar quality. To ensure their affordability, the University must approve the initial rental rates and any subsequent rental increases.

The Developer, and its various agents including the contractor, architect, and property manager (if applicable), must provide liability, property, and other insurance at levels acceptable to the University over the life of the Project(s). The University must be named as an additional insured on the policies.

The Developer must agree to indemnify and hold the University harmless from all damage or injury to the University, and from all claims against the University by third parties, arising out of the negligent actions or omissions of the Developer or its agents.

By submitting and signing a proposal, the Developer certifies that it understands and accepts the terms and conditions of this solicitation. Any exceptions must be submitted with its proposal. The Developer must specifically cite each clause with which it has an issue and suggest alternate language.

The above requirements are representative but not exhaustive. The University reserves the right to require additional terms and conditions as it deems appropriate to the Project(s).



4. Submission and Evaluation Criteria

In response to this request for proposal, please respond to the following:

Part 1: Qualifications

Respondents to this RFP will provide information that substantiates the qualifications of the Developer for the Projects. This information should include the following:

A. Previous experience. Developers must provide evidence of having undertaken other projects of this type and/or magnitude within the past 10 years. Evidence will include a brief project description; a statement regarding the duration of developers' financial and operational involvement with the project following completion; and the name, address, and telephone number of principal investors, architect, and principal consultants. Additional information to be provided regarding prior projects should include:

- Name and location of institution (if applicable) and/or project
- Cost of project construction and total cost of project
- Ownership structure and method and source of financing.
- Total square footage of project.
- Year of completion.
- Number of beds, units and types.
- Rent ranges.

B. Financial capability to execute the Project. Developers must submit information regarding their financial capability to successfully pursue and complete the Project on a timely basis. The University requires evidence of financial condition including company and personal financial statements, a statement detailing the proposed method of financing, financial and banking references and telephone number of the contact for each of these, together with written authorization permitting the University to solicit the information. The University may request a review of such submissions by a Certified Public Accountant or its external auditors.

Non-profit Developers should indicate bonding capacity and experience with rating agencies, bond underwriters, and bond credit enhancers in working successfully with the Developer, including accepting the Developer's guarantees.

C. Management experience for this type of project or statement of intent to have the property managed by a competent experienced management firm acceptable to the University. The developers must state their commitment to own and manage directly or by contract with a management firm. Developers must provide evidence of their property management experience and expertise or that of their proposed management firm, including experience in renting to college students (if any) and the ability to maintain high standards of maintenance and landlord/tenant relations. Descriptions of other projects currently managed directly or by contract will also be included. If a developer intends to contract with a management firm, prior joint projects and the duration of their previous association must be described. At least three business references, which may be contacted by the University, must be provided.



D. Company information. Developers will provide company name; legal status; company or corporation number; company address; President’s or Chief Officer’s social security number; full names of company officers, their addresses, credit references, and brief biographical summaries. Developers also will provide names and addresses of architects, principal consultants, and financial partners.

Developers must identify any outstanding legal claims against them including the source of such claims, their amount, and status.

E. Proposed staffing plan for Project. Developers will provide a description of the proposed staffing plan for the Project, including the names and titles of all key staff to be assigned to the Project, their roles and responsibilities, their resumes, and an organizational chart illustrating team relationships.

Part 2: Detailed Project Proposal

Respondents to this RFP will provide a detailed description of their proposal for the project, including the following:

1. **Project design.** This aspect of the proposal must address the following:
 - a. **Overall site plan** showing building placement, landscaping, exterior lighting, pedestrian circulation and bicycle/motorized-vehicle circulation and parking, etc.
 - b. **Building design** - showing variation in elevations, construction materials, color selection, etc.
 - c. **Unit characteristics** showing floor plans, quality of materials, sound attenuation features, energy efficiencies, etc.
2. **Financial plan.** The developer must provide a detailed financial plan. This must include a description of the funding source and loan payment plan; an itemized accounting of estimated construction costs by category; a breakdown of operating expenses; any income-generating sources other than rent (e.g., laundry facilities fees). This plan must also include the Developer’s proposed rental rates by apartment type for Lease Years One, Two and Three.
3. **Management plan.** In the event that the developer intends to directly or indirectly manage the operations of the Project, a detailed management plan must be provided. This should include the proposed resident lease term and plan for assigning residents to rooms and apartments; a description of how the developer proposes to provide on-going custodial services and building and landscape maintenance; office staffing; provisions for on-site 24-hour emergency contact; and an organizational chart showing on- and off-site supervisory relationships within the developer’s company.

Part 3: Contact Information. Respondents to this RFP will provide information regarding the contact person at their company, including name, address, phone and fax numbers, and email address.



Part 4: Conflict of Interest Disclosure. Conflicts of interest may occur when a University's vendor or contractor or an immediate family member of said person may be in a position to inappropriately influence the actions of the University which could be detrimental to the University's integrity or financial results. Developers must include a statement in the proposal that describes all relationships between the Developer, their employees, and their immediate family members which may be considered a conflict of interest. If no such relationships exist, a statement to this effect should be included with the proposal.

While the existence of a conflict of interest may not disqualify a Developer from consideration for the projects; failure of a Developer to disclose all potential conflicts of interest will result in rejection of their proposal.

Part 5 (optional): Additional or Alternative Solutions. Developers are welcome to submit additional or alternate solutions that are believed to benefit the Project(s). All solutions should be supported by detailed financial plan.

Review Criteria and Selection Process

The Developer will be selected based on the overall merit of its proposal taking into account:

- a) Demonstrated understanding of and responsiveness to the University's goals for the Project(s).
- b) Prior experience of the Developer.
- c) Organizational capabilities of team.
- d) Financial capacity of the Developer.
- e) The overall cost of the proposal.
- f) Management personnel, conditions, and other aspects of the management plan.
- g) Preliminary scope of Project(s).
- h) Preliminary Project(s) schedule.
- i) Any other terms, conditions, or assumptions identified or proposed by the Developer.

Contract(s) will be awarded to the offer that best meets the requirements of the solicitation and other considerations as stated in the Request for Proposal.

The University reserves the right to make decisions in the best interest of the University.

Upon selection of the preferred Developer, the University will enter into negotiations with that Developer for an appropriate agreement or agreements. These negotiations may not depart substantially from the selected proposal without the University's agreement. If the University and the Developer selected are unable to reach agreement, the University may terminate the negotiations and begin negotiations with another Developer or seek new proposals.



5. RFP Schedule, Process and Procedures

Tentative Project Schedule:

Request for Proposals (RFP) issued	June 15, 2009
Pre-bid phone conference held	July 9, 2009
Deadline for submitting questions via email	July 15, 2009
Proposal submissions due by 4:30 PM EDT	July 20, 2009
Short-listed developers announced	July 27, 2009
Developer presentations	July 30-31 & August 3-4, 2009
Winning developer(s) announced	August 25, 2009
Developer negotiations completed and contract signed	September 10, 2009
Begin construction	September-October, 2009
Occupancy of Projects	August 1, 2010 (preferred)*

* - alternative occupancy dates (subject to mutual agreement): December 1, 2010 or August 1, 2011

Pre-bid Phone Conference

All firms interested in participating in this RFP are strongly encouraged to attend a **pre-bid phone conference to be held on Thursday, July 9 at 2:30 p.m. ET**. To participate in the conference call, **please dial 888.387.8686, enter the following ID# when prompted, 2676845 and then press #**. The University's President, CFO, and the Michigan and Texas Campus Provosts will be available to answer any questions you may have at that time. While attendance is not mandatory, any questions submitted at any other time must be in writing, as indicated below.

Questions

All inquiries before or after the pre-bid phone conference related to the RFP must be submitted electronically via e-mail to silva@northwood.edu. Questions received in this manner after the RFP has been published and prior to 5:00 pm EST on Wednesday, July 15 will be responded to within 48 hours by posting in the "Questions and Answers" section for this RFP at <http://www.northwood.edu/lp/reds/>. Questions received after Wednesday, July 15 will not be answered.

The University has the right to share the question and the answer to the inquiries with other proposers.



Proposal Submission Requirements

Each response to this RFP must contain the items requested and follow the outline enumerated above. Proposals should be in an 8 1/2" x 11" format. Please submit five (5) printed copies and one (1) electronic copy (pdf file via email) of your proposal **by 4:30 PM EDT on Monday, July 20, 2009** to:

Northwood University
Student Housing RFP; c/o Maria Silva
4000 Whiting Drive
Midland, MI 48640-2398
email address: silva@northwood.edu

Proposals must remain valid for a minimum of 90 days from due date, and may be extended at the request of the University with consent by the Developer.

The University is not liable for any cost incurred by the Developer in the preparation and presentation of its proposal.

Any Developer may withdraw or modify its proposal upon written request at any time prior to the date and time proposals are due.



Reservation of Rights by the University

The University expressly reserves the right to:

1. Reject any or all RFP Submittals, amend or supplement the RFP, terminate the RFP process at any time, reissue the RFP, and extend the time for submission of the responses by notification to all parties who have received a copy of the RFP.
2. Request more information from any or all Proposers. Waive or decline to waive irregularities in any Submittal, or in the RFP process.
3. Decline to enter into a contract with any of the applicants.

The successful Developer agrees to make no reference to the University in any literature, promotional material, brochures, sales presentation, press release or the like without express written consent of the University.

It is the University's intent to receive proposals in response to this solicitation at the time and place designated herein. After an award has been made, all information submitted as part of each Developer's response shall become part of the contract. Virtually all documents submitted as part of this process must be considered part of the public record and available for any party's review upon request. All materials submitted in response to this bid, or during the life of the contract, become the property of the University. Selection or rejection of a proposal does not affect that right. If a request is made to view a Developer's proposal, the University will comply according to appropriate Public Disclosure statutes.

SUBMITTALS THAT DO NOT COMPLY WITH THE ABOVE INSTRUCTIONS, AND/OR DO NOT INCLUDE THE REQUIRED QUALIFICATION DATA, MAY BE CONSIDERED NON-RESPONSIVE AND DISQUALIFIED.



Appendix A:

Project Space Requirements

Note: *The space requirements shown in this Appendix are based on the specifications of preliminary proposed designs previously prepared for Northwood University by the architectural firm Dow Howell Gilmore (DHG). They should be viewed as representative of the general space requirements desired by the University, rather than firm specifications.*



Northwood Student Housing Projects "Representative" Space Requirements *

	Michigan Campus Project	Texas Campus Project
Total Square Feet	92,000	61,000
Building Height	3 Stories	2 Stories
Total Beds	299	164
 Space Assortment:		
Resident Quarters:		
6-Person Suites	24	16
4-Person Suites	36	16
Private Advisor Rooms	6	4
 Academic Facilities:		
30-Person Tiered Classrooms	3	2
Meeting Rooms (525 Sq. Ft.)	4	2
Computer Labs (# of Stations)	14	14
 Cafeteria:		
Seating Capacity	150	100
Kitchen Serving Capacity	300	200
Parking Lot	(sufficient to accommodate the needs of the buildings' occupants)	

** - The space requirements shown in this Appendix are based on the specifications of preliminary proposed designs previously prepared for Northwood University by the architectural firm Dow Howell Gilmore (DHG). They should be viewed as representative of the general space requirements desired by the University, rather than firm specifications.*



Appendix B:

Maps of Project Building Sites

