INTRODUCTION | ABOUT PERKINS EASTMAN

Healthcare
student health, wellness centers

Science & Technology
teaching labs, research labs

Civic/Cultural
courthouses, museums, performing arts

Higher Education
higher education, K-12

Hospitality
hotels, retail, mixed-use, housing

Office/Mixed-Use
institutional, banking, headquarters, non-profit

Housing
market-rate, affordable, student housing, senior living, luxury

Urban Planning
master planning, regional planning, community planning

INTRODUCTION | HIGHER EDUCATION CLIENTS

Albert Einstein College of Medicine
Baruch College
Bronx Community College
Broome Community College
Cannondale College
Carlow College
Central Connecticut State University
Central Piedmont Community College
City University of New York
Clarkson College of Technology
College of Coastal Georgia
College of Mount Saint Vincent
Columbia University
Columbia University Medical Center
Community College of Allegheny County
Cornell University
Cornell University Medical College
Duke University
Dutchess Community College
Fairleigh Dickinson University
Framingham State University
George Washington University
George Mason University
Guilford Technical Community College
Harvard University
Hebrew Union College
High Point University
Holmes Community College
Housatonic Community College
Indian School of Business
Indiana University of Pennsylvania
Johns Hopkins University
LaGuardia Community College
Lassell College

Manhattan College
Mohawk Valley Community College
Monroe Community College
Montgomery College
Norwegian University
New Jersey City University
New York City College of Technology
New York Institute of Technology
New York University
New York University School of Law
New York University Steinhardt School of Culture, Education, and Human Development
New York University Stern School of Business
Niagara County Community College
Ningbo University
North Carolina State University
Northern Virginia Community College
Pennsylvania State University
Plymouth State University
Pratt Institute
Queens College
Rutgers University
Sarah Lawrence College
Smith College
St. Petersburg College
St. John’s College
St. John’s University
Suffolk County Community College
SUNY Binghamton University
SUNY Canton
SUNY Cobleskill
SUNY College at Old Westbury
SUNY College at Oswego
SUNY College of Optometry

SUNY College of Environmental Science & Forestry
SUNY Downstate Medical College
SUNY Farmingdale State College
SUNY Maritime College
SUNY Nassau Community College
SUNY New Paltz
SUNY Plattsburgh
SUNY Purchase College
SUNY Stony Brook
SUNY University at Albany
Susquehanna University
The New York School for Medical and Dental Assistants
United States Military Academy at West Point
University of Alabama
University of Alabama at Birmingham
University of Arkansas
University of Colorado
University of Connecticut
University of North Carolina at Charlotte
University of North Carolina at Wilmington
University of North Carolina Chapel Hill
University of Pennsylvania
University of Pittsburgh
University of Richmond
University of Richmond
University of Utah
University of Virginia
Walden University
Wesleyan University
Western Connecticut State University
Winston-Salem State University
Winthrop University

Guilford Technical College

23-May-12
INTRODUCTION

BGSU is...

- A residential liberal arts university with a strong legacy of faculty/student interaction.

- A place where students have historically grown through enduring relationships with faculty; a place where faculty come to engage with students.

- A national leader in integrating Learning Communities into the educational experience; an emerging leader in active learning through the Center for Teaching and Learning

- A place where first-generation college attendees find inclusion, fellowship and opportunity.
INTRODUCTION

The 2020 BGSU Campus is...

- A regenerated teaching and learning platform.
- A nationally recognized model for liberal arts teaching and learning.
- An energized, interactive campus that transitions respectfully and seamlessly from its early 20th century roots to a future enabled by technology, discovery and collaboration.
- The result of a smart, judicious and strategic use of precious capital resources that maximizes the impact on the greatest number of students.
- The result of focused and collective efforts of students, faculty, administrators, board members, alumni and community leaders facilitated by nationally accomplished planners, designers and visionaries.

TODAY’S AGENDA

Today’s Agenda

1. Project Organization & Execution
2. Teaching and Learning in the Next Generation Now
3. The Opportunity
This project is about broad transformation of the BGSU teaching and learning experience.
**ORGANIZATION & EXECUTION | ALIGNING STRATEGY AND SCOPE**

1. West Hall, Family Consumer Sciences, Administration
   - Very high remediation to replacement cost.
2. Education Building
   - Very high remediation to replacement cost. Consider relocation as part of investment in adjacent academic core bldgs.
3. Memorial Hall
   - Defers near term investment until justified by growth of enrollment and revenue.
   - Defers big investment until justified by growth and revenue by moving selected academic program to traditions buildings; continue targeted upgrades where needed.
5. Traditions Buildings
   - Use investment in traditions buildings to improve academic space inventory and avoid cost in other buildings.
6. Academic “engine” buildings
   - Invest in collaborative teaching and learning environment in these heavily used buildings.

**Multiple sets of Projects:**

- Traditions Buildings
- Mosely Hall
- Eppler/Olscamp/ CBA
- New College of Business Admin.
- Site Presence & Placemaking
- Landscape Strategy
- Campus Infrastructure Improvements
- Remediation of remainder of buildings
- Relocations & space re-allocation
- Building Demolition

**Executive Architect/Engineer Role:**

1. Facilitate Education Transformation visioning process
2. Lead workgroup-based Planning, Programming & Concept Design process
3. Establish & maintain Scope and Budget alignment
4. Establish project definition and Phasing strategy; monitor execution
ORGANIZATION & EXECUTION | ALIGNING STRATEGY AND SCOPE

**Vision Workgroup:**
- BGSU faculty, students, admin
- Exec A/E leadership
- National thought leaders

Assess/confirm cost benefit & strategic priority

Teaching and Learning objectives, models, priorities

**Scope Definition**
- Traditions
- Mosely
- CBA
- North Core
- Site

**Project Workgroups:**
- Programming
- Planning
- Concept Design

**Visual Educational Transformation**

**Budget Management**
- Projects
- Phasing Strategy

 Scope/Budget Alignment Team:
- Executive CM
- Executive Architect/Engineer
- Program Manager
- BGSU Leadership

![Organizational Diagram](image)

ORGANIZATION & EXECUTION | EXECUTIVE MANAGEMENT

<table>
<thead>
<tr>
<th>Management Task</th>
<th>Executive Architect</th>
<th>Budget Manager</th>
<th>Executive Engineer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Schedule</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Establish master schedule, coordinate consultant teams and owner groups</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Align decision &amp; approval process with master schedule</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Assist owner in coordination, establishment of owner costs</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>o Assist in establishment of project escalation and contingencies</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>o Align budget and scope</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Vision</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Champion BGSU’s Strategic Priorities</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>o Establish/enforce standards for consistent quality of design</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Decisions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Assess phasing alternatives</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>o Evaluate/recommend procurement strategies for projects</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>o Cost/benefit analyses for project alternatives</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Selection</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Assist in establishment of selection criteria &amp; production of RFP’s</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>o Assist in evaluation of proposals</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Successful execution will hinge on the ability to establish and maintain alignment between strategic goals, scope and budget.

Understanding the relationship between cost and strategic benefit

- Continuous benchmarking
  - 40 years of national data, adjusted for time & location
  - Structured by program as well as construction means
- Analysis and reporting
- Budget accuracy
  - Concept and Schematic documents are necessarily incomplete – require numerous assumptions on part of estimator
  - How do we know these assumptions are correct?
ORGANIZATION & EXECUTION | ALIGNING SCOPE AND BUDGET

What is a Benchmark? What makes it accurate?

It is a similar project and is accurate if it is comparable in multiple ways:

1. **Programmatic match**
   - Mix of classrooms, offices, labs
   - Intensity of technology

2. **Construction match**
   - Building envelope
   - Building size, quality of construction
   - Energy characteristics

3. **Local and economic conditions match**
   - Cost escalation climate
   - Competition for trades

---

**Budget Process: Building Systems/Construction Elements**

<table>
<thead>
<tr>
<th>Element $/sf</th>
<th>U. Chicago Chicag. Illinois</th>
<th>Ekal Massachusetts</th>
<th>U. Penn Pennsylvania</th>
<th>Syracuse Central New York</th>
<th>Weighted Average*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure</td>
<td>$45</td>
<td>$41</td>
<td>$57</td>
<td>$46</td>
<td>$47</td>
</tr>
<tr>
<td>Entrance</td>
<td>$50</td>
<td>$70</td>
<td>$59</td>
<td>$51</td>
<td>$54</td>
</tr>
<tr>
<td>Interiors</td>
<td>$38</td>
<td>$48</td>
<td>$41</td>
<td>$46</td>
<td>$43</td>
</tr>
<tr>
<td>Fittings</td>
<td>$37</td>
<td>$33</td>
<td>$59</td>
<td>$48</td>
<td>$42</td>
</tr>
<tr>
<td>Mechanical</td>
<td><strong>$127</strong></td>
<td><strong>$191</strong></td>
<td><strong>$143</strong></td>
<td><strong>$85</strong></td>
<td><strong>$114</strong></td>
</tr>
<tr>
<td>Electrical</td>
<td>$42</td>
<td>$26</td>
<td>$59</td>
<td>$39</td>
<td>$41</td>
</tr>
<tr>
<td>Site</td>
<td>$12</td>
<td>$26</td>
<td>$26</td>
<td>$7</td>
<td>$15</td>
</tr>
<tr>
<td>Markups</td>
<td>$35</td>
<td>$38</td>
<td>$59</td>
<td>$54</td>
<td>$42</td>
</tr>
<tr>
<td>Total</td>
<td><strong>$386</strong></td>
<td><strong>$385</strong></td>
<td><strong>$478</strong></td>
<td><strong>$379</strong></td>
<td><strong>$388</strong></td>
</tr>
</tbody>
</table>

*Final construction cost, based on May 2008 dollars
*Weighted by national average
## ORGANIZATION & EXECUTION | ALIGNING SCOPE AND BUDGET

### Example: Collaborative cost estimation

<table>
<thead>
<tr>
<th>Code Group</th>
<th>VCC</th>
<th>OM</th>
<th>OM-VCC</th>
<th>VCC</th>
<th>OM</th>
<th>OM-VCC</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 Allowances</td>
<td>$1,156,805</td>
<td>$2,622,380</td>
<td>$1,265,575</td>
<td>$2,651,790</td>
<td>$2,672,730</td>
<td>$20,940</td>
</tr>
<tr>
<td>02 Site Work</td>
<td>$2,666,610</td>
<td>$3,177,428</td>
<td>$1,136,618</td>
<td>$2,918,155</td>
<td>$2,882,279</td>
<td>($35,876)</td>
</tr>
<tr>
<td>03 Concrete</td>
<td>$5,483,270</td>
<td>$5,065,081</td>
<td>($775,190)</td>
<td>$5,065,361</td>
<td>$5,065,081</td>
<td>($280)</td>
</tr>
<tr>
<td>04 Masonry</td>
<td>$1,047,241</td>
<td>$1,707,285</td>
<td>$230,244</td>
<td>$1,615,326</td>
<td>$1,609,385</td>
<td>($5,940)</td>
</tr>
<tr>
<td>05 Metals</td>
<td>$17,945,452</td>
<td>$17,804,383</td>
<td>($141,069)</td>
<td>$15,675,089</td>
<td>$15,577,004</td>
<td>($98,085)</td>
</tr>
<tr>
<td>06 Wood/Plastic</td>
<td>$3,172,732</td>
<td>$3,831,671</td>
<td>$658,939</td>
<td>$3,694,276</td>
<td>$3,605,081</td>
<td>($93,277)</td>
</tr>
<tr>
<td>07 Thermal/Moisture Protection</td>
<td>$15,903,951</td>
<td>$3,046,873</td>
<td>$142,922</td>
<td>$3,099,398</td>
<td>$3,086,080</td>
<td>($13,319)</td>
</tr>
<tr>
<td>08 Doors/Windows</td>
<td>$17,218,666</td>
<td>$15,756,579</td>
<td>($1,463,087)</td>
<td>$15,214,307</td>
<td>$15,299,926</td>
<td>($85,619)</td>
</tr>
<tr>
<td>09 Finishes</td>
<td>$9,195,770</td>
<td>$9,062,224</td>
<td>($233,546)</td>
<td>$9,099,398</td>
<td>$9,099,398</td>
<td>($13)</td>
</tr>
<tr>
<td>10 Specialties</td>
<td>$1,335,983</td>
<td>$1,163,012</td>
<td>($172,971)</td>
<td>$1,410,825</td>
<td>$1,418,709</td>
<td>($7,884)</td>
</tr>
<tr>
<td>12 Electrical</td>
<td>$16,455,608</td>
<td>$17,003,727</td>
<td>($5,548,119)</td>
<td>$16,476,313</td>
<td>$16,476,313</td>
<td>($2,000)</td>
</tr>
<tr>
<td>13 Special Construction</td>
<td>$18,846,472</td>
<td>$14,102,030</td>
<td>($2,744,442)</td>
<td>$15,048,472</td>
<td>$15,048,472</td>
<td>($92,570)</td>
</tr>
<tr>
<td>14 Conveying Systems</td>
<td>$22,704,456</td>
<td>$22,704,458</td>
<td>$29,250</td>
<td>$22,704,456</td>
<td>$22,704,458</td>
<td>($29,250)</td>
</tr>
<tr>
<td>16 Permits &amp; Fees</td>
<td>$19,075,543</td>
<td>$20,452,111</td>
<td>$1,376,568</td>
<td>$20,043,336</td>
<td>$20,051,467</td>
<td>($8,130)</td>
</tr>
<tr>
<td>17 Contingencies</td>
<td>$16,841,672</td>
<td>$14,102,030</td>
<td>($2,744,442)</td>
<td>$15,048,472</td>
<td>$15,048,472</td>
<td>($12,704)</td>
</tr>
<tr>
<td>18 Dealing</td>
<td>$22,704,456</td>
<td>$22,704,458</td>
<td>$29,250</td>
<td>$22,704,456</td>
<td>$22,704,458</td>
<td>($29,250)</td>
</tr>
<tr>
<td>19 Total Construction Costs</td>
<td>$173,488,558</td>
<td>$182,737,674</td>
<td>($9,249,116)</td>
<td>$173,881,696</td>
<td>$174,156,616</td>
<td>($274,920)</td>
</tr>
</tbody>
</table>

## ORGANIZATION & EXECUTION | MAKING SMARTER DECISIONS

Half of the capital investment may go into site and building infrastructure ~ $100M
Technology and Infrastructure

Technology enables new thinking about campus infrastructure and its impact on energy efficiency and cost

- Development of University Standards
- Audit existing Facility Buildings to establish a real Base Line
- Set new goals
- Establish Performance Criteria for “right sizing” infrastructure
- Consider establishing total Building Energy budgets. Keep track.
- Investigate on a LCC basis Central Utility Services (generation and distribution)

Case Study: Centralized v Decentralized Campus Plant

- 4M SF Medical School/Medical Center Campus

<table>
<thead>
<tr>
<th></th>
<th>358,000 $/yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy Base</td>
<td>244,000 $/yr</td>
</tr>
<tr>
<td>Maintenance Base</td>
<td>114,000 $/yr</td>
</tr>
</tbody>
</table>

Total Savings $358,000

Efficiency

- 67% (includes distribution)
- 94% (Hot Water Condensing Boilers)

Premium Cost

- Base + 1,350,000

Simple Payback

Less than 3 years
Building Performance is more than ever a strategic opportunity.

Case Study: What MIT learned from the Sloan School of Management Project

1. Aggressive energy targets
2. Cost impact and pay-back
3. Realizing the savings
   • Post-occupancy monitoring & adjustment

Agenda
Bowling Green State University (BGSU) aspires to be a premier learning community, and a national model, for developing individuals and shaping the future through learning, discovery, collaboration and personal growth.

70 Jobs for 2030
LEARNING OUTCOMES

Critical areas of knowledge, skill & abilities

- Intellectual and Practical Skills
  - Critical and Constructive Thinking—Inquiry, Examining Values, Solving Problems Creatively
  - Communication—Writing, Presenting
  - Engaging Others in Action—Participating, Leading
- General and Specialized Knowledge
- Personal and Social Responsibility
- Integrate, Apply and Reflect

STRATEGIES

Distinctive and major approaches

- Redesign the Baccalaureate Experience
- When implemented, this would become BGSU’s signature identity in terms of recruiting undergraduate students
“Everything looks just the same as it did when I was a student”

Eva Marie Saint, 2001

WHAT NEXT GENERATION LEARNING ENVIRONMENTS WILL SUPPORT BGSU’s VISION, LEARNING OUTCOMES AND STRATEGIES?
**NEXT GENERATION | SUPPORT FULL SPECTRUM OF LEARNING**

**Blended Learning:**

*Optimizing achievement of learning objectives by applying the “right” learning technologies to match the “right” personal learning style*

- Focus on learning objective vs. delivery method
- Supports many different personal learning styles
- Offers “just-what-I-need” learning...“just-in-time”
Active Learning: Principles of a research-based, learning environment

- Flexibility
- Technology
- Comfortable Context for Learning
- Potential to Evolve
- Accessibility
- Supports Multiple Fluencies
- Enables Student Engagement
- Fosters Professional Development

“Making the Case for Space”
University of Minnesota

Where...
NEXT GENERATION | SUPPORT FULL SPECTRUM OF LEARNING

Lecture  Interactive  Project Based  Simulation Labs

(passive)  (active)  

LEARNING CONTINUUM

NEXT GENERATION | SUPPORT FULL SPECTRUM OF LEARNING

INTERACTIVE CLASSROOM  PROJECT BASED LEARNING

SIMULATION LAB
NEXT GENERATION | SUPPORT FULL SPECTRUM OF LEARNING

LEARNING COMMONS

DIVERSE STUDY AREAS

GROUP STUDY ROOMS

24 seats
1,070 sf
45 sf/seat

24 seats
1,554 sf
65 sf/seat
What...

A vision of what students, as learners, should come to know, be able to do and become as a result of their experience

A vision for what spaces will enable the community to be, to do, to become, now and into the future

A vision for institutional culture to ensure physical learning environments enables the community
THE FIRST 90-DAYS

THE FIRST 90-DAYS

MOVE FAST AND BREAK THINGS

WHAT WOULD YOU DO IF YOU WEREN’T AFRAID?

FAIL HARDER

THE FIRST 90-DAYS
A Learning “Black-Box”
Learning Spaces
- What do students think existing campus spaces? Where do they feel most creative and comfortable as learners?
- What do faculty think of existing campus spaces? Can current space enable robust learning for all students?

Peer Models/Best Practices
- Best examples of model spaces that enable active, next generation learning. Set schedule for visits

Peer Leaders Resources
- Who has been through this process and can offer peer-level guidance and advise.

Plan for Success
- Create criteria to assess new BGSU learning spaces.
**NEXT GENERATION | 90-DAY BUILD THE TEAM**

**Build the Team**

- Perkins Eastman
- The Sextant Group
- Faculty
- Administration
- Library/Information Commons
- BGSU Technology Support
- Students
- Center for Teaching & Learning
- Program Manager

**NEXT GENERATION | 90-DAY BUILD THE TEAM**

**Design the Process**

- Learning Goals
- Pedagogical Approach
- Technology Tools
- Assesment/Feedback
- Design
- Feedback
Stimulate innovative thinking around the core concepts that will drive the BGSU transformation

- **Technology Visioning**: present emerging technologies in audio, video, displays, computing, telecommunications, personal computing and others that will impact the future of education.

- **Virtual Benchmarking**: where we will show dozens of photos, sketches and floor plans from various institutions with similar program elements and facilitate a group discussion around the attributes of the various spaces that are desired for your project.

- **Pedagogical Visioning**: where we will share the latest trends, best practices, research, space layouts and faculty roles for the various pedagogical strategies to be employed at BGSU.

---

Rollins College: One Room, Multiple Uses
NEXT GENERATION | CREATE A “MARKETPLACE” FOR LEARNING SPACES

Plan + Build Pilot Space

Duke University: The Link
NEXT GENERATION | CREATE A "MARKETPLACE" FOR LEARNING SPACES

- Create a flexible, interdisciplinary learning environment
- Promote collaborative, authentic, project-based learning
- Support intensive and interactive technology use
- Support the complete learning process, within and beyond class time

Duke University: The Link

NEXT GENERATION | 90-DAY PILOT SPACE
**NEXT GENERATION | 90-DAY PILOT WORKSHOPS**

- **Who:** Faculty, Students, Train the Trainer program
- **What:** Model active learning pedagogical approaches.
- **Goals:** Excite and empower end users

---

**NEXT GENERATION | 90-DAY PILOT SPACE**

**Important to Get the Planning Right**

**Process = $ saved**

*Effectively indefinite*
Inform Program + Design

“"I skate to where the puck is going to be, not where it has been.”"

Wayne Gretzky
Agenda

Organization & Execution
Next Generation Teaching and Learning
The Opportunity

THE OPPORTUNITY | REALIZING A TRANSFORMED CAMPUS
**Academic Commons**

- Organized to support curriculum delivery and facilitated learning
- Pulse-format learning
- Roving faculty
- On-demand space
- Paired with classrooms
THE OPPORTUNITY | TRADITIONS CORE & UNIVERSITY HALL

THE OPPORTUNITY | TRADITIONS CORE & UNIVERSITY HALL
THE OPPORTUNITY | IMPROVED FIRST IMPRESSION AND ARRIVAL

BGSU

THE OPPORTUNITY | IMPROVED FIRST IMPRESSION AND ARRIVAL

BGSU

Duke
THE OPPORTUNITY | ALLÉE AND WOOSTER STREET GATE

THE OPPORTUNITY | BUILD ON “TRADITIONS”
THE OPPORTUNITY | GREAT PLACES ON CAMPUS

College Town/ East Gate

Wooster Street Gate

The Crossroads

"Arrival Allee"

"College Town"

"East Gate"

"The Crossroads"

"Library Quad"

"Wooster St Gate"

E Wooster St

E Court St

Ridge St

Thurber Ave

THE OPPORTUNITY | GREAT PLACES ON CAMPUS

College Town/ East Gate

Wooster Street Gate

The Crossroads

"Arrival Allee"

"College Town"

"East Gate"

"The Crossroads"

"Library Quad"

"Wooster St Gate"

E Wooster St

E Court St

Ridge St

Thurber Ave

THE OPPORTUNITY | GREAT PLACES ON CAMPUS

College Town/ East Gate

Wooster Street Gate

The Crossroads

"Arrival Allee"

"College Town"

"East Gate"

"The Crossroads"

"Library Quad"

"Wooster St Gate"

E Wooster St

E Court St

Ridge St

Thurber Ave
THE OPPORTUNITY | GREAT PLACES ON CAMPUS

East Campus Gate and College Town

THE OPPORTUNITY | EAST GATE AND THE COLLEGE TOWN

Precedent: South Campus Gateway: OSU
THE OPPORTUNITY | EAST GATE AND THE COLLEGE TOWN

Precedent: South Campus Gateway: OSU
- We understand the BGSU culture and aspirations
- Our team is led by Principal-level experts in key areas of responsibility
- We are very familiar with the Master Plan
- We know the campus and can engage the process immediately
- Strong multi-disciplinary team – vision, planning & design, management
- Our team combines the best of local and national expertise in higher education planning and design
- …we’re not afraid to break things