

FINANCING CAMPUS FACILITIES THROUGH PUBLIC/PRIVATE PARTNERSHIPS

January 25-26, 2012
Houston, TX



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OVERVIEW

Increasing demands for capital expansion combined with a continued weak economy make partnerships with private entities an attractive option for financing new campus facilities. But before forming partnerships, an institution must understand various structures and options, as well as possible implications of the partnerships on risk profile, debt capacity, credit rating, and even town-gown relations.

Join us to learn how you can build partnerships with builders, financiers, property managers, and your community that will help minimize your institution's financial risk and bring new opportunities to your physical campus. This program will cover traditional models as well as newer models in which private developers deploy capital for projects.

WHO SHOULD ATTEND

Business officers, directors of capital planning, and real estate management professionals will return to their home institutions equipped with practical tips and strategies for forging partnerships to achieve project and institutional goals. Institutional leaders, including presidents or trustees with facilities, finance, or planning responsibilities, will also benefit.

Institutions that are updating or developing campus master plans, are considering the use of a private partner to fund facilities, or are in the early stages of establishing a private partnership to fund facilities will benefit most from this conference.

LEARNING OUTCOME

Following this conference, attendees will be equipped to make more informed decisions concerning their project and institutional goals.

AGENDA

WEDNESDAY, JANUARY 25, 2012

Day 1: Understanding the Public/Private Partnerships Process

Day 1 will give attendees a comprehensive look at the public/private partnerships process and will set the foundation for the institutional examples and case studies included in Day 2.

- 7:30 – 8:00 a.m. **Registration**
- 8:00 – 8:30 a.m. **Continental Breakfast (included in registration)**
- 8:30 – 8:45 a.m. **Conference Welcome**
- 8:45 – 10:00 a.m. **Public/Private Partnerships in Today's Context**
This session will define public/private partnership structures and provide a historical context for the recent increase in use of these types of projects to fund facilities at colleges and universities. You will leave this session with an understanding of why P3s are beneficial to the institution, which projects are most amenable to this method, and how the economic climate has changed processes and projects.
- 10:00 – 10:15 a.m. **Morning Break**
- 10:15 – 11:30 a.m. **Preparing for Public/Private Partnerships On and Off Campus**
Preparing for P3 projects means identifying goals, resources, and key players. Campuses should include both on- and off-campus constituencies as part of this process, and these constituencies should ultimately collaborate in the planning and integration of projects. In this session, participants will learn specific ways to communicate with and include stakeholders in joint master planning of campus and shadow campus (area surrounding campus) projects. Using specific examples of student housing, market housing, and mixed-use developments with P3 strategies, this session also will include a discussion of the development opportunities off campus and the essential new roles of the campus in addressing current off-campus conditions.

Are public/
private
partnerships the
right choice for
your campus
projects?

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WEDNESDAY, JANUARY 25, 2012

- 11:30 a.m. – 12:45 p.m. **Lunch Roundtable Discussions (lunch included in registration)**
- 12:45 – 2:00 p.m. **Understanding the Rating Agency Perspective**
Rating agencies evaluate the credit impact that any given P3 project will have on the affiliated university. In this session, you will learn how Moody's analyzes credit risks associated with these transactions, including the effect on an institution's credit profile and debt capacity. You will leave this session with strategies for working with rating agencies as you contemplate entering into P3 partnerships.
- 2:00 – 2:15 p.m. **Afternoon Break**
- 2:15 – 4:00 p.m. **Overview of Financing Options**
With every P3 structure and ownership model comes a set of financial alternatives. In this session, you will learn the ramifications associated with basic financing options and traditional bond options. You will also discover the latest trends in P3 equity structures and how the current economic conditions may affect your bond issue.
- 4:00 – 4:30 p.m. **Day 1 Wrap-Up**
- 4:30 – 5:30 p.m. **Networking Reception (included in registration)**

THURSDAY, JANUARY 26, 2012

Day 2: Applying the Public/Private Partnerships Process to Your Institution

Building on the foundational components covered in Day 1, Day 2 will consist of a series of diverse case studies that demonstrate how to garner presidential buy-in, tips for private institutions pursuing public/private partnerships, and opportunities for unique projects such as student centers, parking garages, and other auxiliaries space. Day 2 will conclude with an optional post-conference workshop addressing the "new RFP process."

- 7:30 – 8:30 a.m. **Continental Breakfast Roundtable Discussions (breakfast included in registration)**
- 8:30 – 9:15 a.m. **Presidential Buy-In Case Study: California University of Pennsylvania**
California University of Pennsylvania is a key example of a publicly funded institution facing ever-decreasing state support. Responding to this trend, Cal U faced difficult choices, and successfully turned to traditional P3 solutions to meet the financial challenge of replacing all of its on-campus housing. Looking at how Cal U secured chancellor, presidential, and board support for its P3 plan, this session will help you secure upper-level buy-in at your own institution, and you'll be able to pose your questions about buy-in to Cal U's president.
- 9:15 – 10:30 a.m. **P3 Process Case Study: Private Institution Example**
The second case study on Day 2 will provide insight on managing public/private partnership projects for private institutions. Highlighting key considerations for private institutions and the successes that can be realized in that sector, this session will be a comprehensive look at sample projects from private institutions.
- 10:30 – 10:45 a.m. **Morning Break**

CPE



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Recommended CPE

Credits:

Main Conference: 14.0

Post-Conference

Workshop: 3.5

Specialized Knowledge and

Applications: Group-live

Prerequisites: None

Program Level: Basic

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- 10:45 – 11:30 a.m. **P3 Process Case Study: Campus Facilities Example**
The final case study of the morning will investigate the public/private partnerships process for projects beyond the scope of housing facilities.
- 11:30 a.m. – 12:00 p.m. **Final Q&A and Closing Thoughts**
- 12:00 – 1:30 p.m. **Lunch for Optional Post-Conference Workshop Attendees**
- 1:30 – 4:30 p.m. **Optional Post-Conference Workshop: The Smart RFP**
Organizing a successful P3 project requires the ability to communicate the project to potential partners through the RFP. Designing the document should not be left to the lawyers, even though a lot of required boilerplate language is necessary. In this workshop, we will discuss the key decisions you must make before crafting your RFP, and we will offer a checklist to help you outline an RFP that includes considerations for both on-campus and off-campus projects. We'll also examine institutions' changing notions of "risk tolerance" and "financial contribution" in developing campus facilities, as well as their movement towards "affiliation RFPs" that offer a "relationship agreement" rather than a development contract.
- In advance of the workshop, you'll receive a reading list of sample higher education RFPs to help you develop more detailed questions. Following the workshop, you'll be able to incorporate key components into your RFP into the achievement of project and institutional goals.*

INSTRUCTORS



Angelo Armenti, Jr., President, California University of Pennsylvania

Since Dr. Armenti's arrival at California University in 1992, applications have increased by 90 percent, average SAT scores have increased by 95 points, FTE enrollments have increased by 30 percent, and four-year graduation rates have increased by 80 percent. Many new academic programs have been initiated, including Master of Social Work, Master of Arts in Teaching, Master of Science in Multi-Media Technology, sports management, graphic design, computer engineering technology, criminal justice, and legal studies.

Angelo's leadership has led to other accomplishments as well, including the creation of an athletic hall of fame, completion of the college's first capital campaign, adoption of a university bill of rights, formation of a new governance structure, introduction of a new general education curriculum, and construction of several new institutional buildings.



Michael Baird, RBC Capital Markets

Michael Baird joined RBC Capital Markets in 2003 and is a director in the municipal finance division. He specializes in structuring innovative solutions to meet the specific needs of the company's higher education clients. He has extensive experience financing and refinancing various project-based funding programs, including all types of taxable and tax-exempt fixed- and variable-rate structures. Michael also has developed an expertise in structuring project-specific programs utilizing such techniques as net lease financing and various privatization models. Some of his clients have included the University System of Maryland, the Pennsylvania State System of Higher Education, Cleveland State University, Florida Atlantic University, University of Louisiana System, University of Colorado, and Eastern New Mexico University. Michael has more than 20 years of investment banking experience. He has participated in more than 300 taxable and tax-exempt financings, totaling more than \$15 billion in aggregate principal amount. He has an MBA and a BBA in finance from Loyola College in Maryland. He currently holds his Series 7, Series 53, and Series 63 securities licenses.



Karen Kedem, Vice President, Moody's Investors Service, Higher Education/Not-for-Profit Ratings Team, Public Finance Group

Karen is the vice president, senior analyst, and co-team leader for Moody's U.S. Higher Education and Not-for-Profit Team. She oversees a team of 15 analysts that conducts research and assigns credit ratings to more than 750 colleges, universities, and other not-for-profit organizations in the United States. She has direct analytical responsibility for a diverse portfolio of institutions, including Ivy League universities, large public university systems, complex academic medical centers, and nationally prominent not-for-profit organizations. Karen also helps coordinate the work of credit analysts globally on a growing number of universities, including ratings on universities in Australia, the United Kingdom, Canada, Singapore, and Mexico. Karen has authored publications on topics including governance and management of US universities, the importance of market position to US higher education ratings, and privatized student housing and debt capacity.

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Dale McGirr, Senior Planner, GBBN Architects

Before joining GBBN Architects, Dale served for 29 years at the University of Cincinnati (22 years as a cabinet officer). In addition to leading the traditional financing functions at UC, Dale was responsible for completing the 1989 campus master plan and played an integral role in 20 major building projects. Through a series of nonprofit corporations formed in collaboration with the neighborhood and business associations, Dale established an innovative community development program in the neighborhoods surrounding both UC campuses. This program has stimulated hundreds of millions of new investment in student housing, market housing, retail, and office development, all accomplished using various forms of public/private partnerships to creatively finance projects owned by private entities.



Cecil Phillips, Chairman and CEO, Place Properties

Cecil has financed, developed, and overseen the development of more than 50,000 bedrooms of on-campus and off-campus housing at 30 different campuses. Since 2000, Place Properties has expanded its development and financing to include capital infrastructure projects for colleges, universities, and public school systems across the country. These projects include K-12 public schools, parking decks, classrooms, athletic venues, nursing, and allied health facilities. All of these projects were financed non-recourse with private capital. Prior to chairing Place Properties, Cecil served for four years as special assistant and executive assistant to the governor of Georgia and for eight years as an associate and then partner in the Atlanta law firm of Alston & Bird. Cecil has served on the boards of directors of many publicly held financial institutions.



James E. Wilhelm, III, Executive Vice President, Public/Private Transactions, American Campus Communities

As the executive vice president of public/private partnerships at American Campus Communities, Jamie spearheads the company's American Campus Equity (ACE) program. Since joining ACC in 2007, Jamie has been responsible for overseeing ACC's on-campus business development efforts. During the past four years, the on-campus team has been engaged to develop or has completed 17 on-campus transactions totaling 17,299 beds and nearly 1.65 billion in total development cost. These transactions have been completed as both "third-party" tax-exempt bond finance projects and as ACC direct investments under the ACE program. Jamie joined ACC from RBC's public finance department, where he served as the managing director of the higher education sector. Prior to RBC, he was a managing director with Banc One Capital Markets (currently JPMorgan Capital Markets) and held positions at McDonald & Company Securities (currently KeyBanc Capital Markets) and The Ohio Company (currently Fifth Third Markets).

HOTEL RESERVATIONS

The conference will be held at:
Hyatt Regency Houston
1200 Louisiana St
Houston, TX 77002

To reserve your room, call 713.654.1234. Please indicate that you are with the Academic Impressions group to receive the room rate of \$159 for single or double occupancy, plus applicable tax.

A room block has been reserved for the nights of January 24 & 25, 2012. Reservations must be made by January 3, 2012. There are a limited number of rooms available at the conference rate. Please make your reservations early.

Situated in the heart of downtown's thriving business and entertainment districts, Hyatt Regency Houston is connected to high-end shops, restaurants, and services via the city's famous seven-mile tunnel.



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Attend as a team – remember, if you register as a group, every fourth registrant is free. Questions about the event? Call us at 720.488.6800 to help determine if this event is right for you. **Register online at www.academicimpressions.com**

REGISTRATION FEES

Your registration fee includes: full access to all conference sessions and materials, breakfast, lunch, and access to the networking reception on Wednesday, breakfast on Thursday, as well as refreshments and snacks throughout the conference.

Postmarked on or before January 6, 2012

- Higher ed/nonprofit pricing: Financing Campus Facilities Through Public/Private Partnerships _____ \$995 USD
(For registrations postmarked after January 6, 2012 an additional \$100 fee per registrant applies)
- Corporate participant pricing: Financing Campus Facilities Through Public/Private Partnerships _____ \$1295 USD
- Post-conference workshop: The Smart RFP _____ \$300 USD
- Check here if you have any dietary or accessibility needs. Please list any needs in the space below and we will do our best to accommodate you.

How did you hear about this event? (email from AI, colleague forwarded email, *The Chronicle*, etc.) _____

CONFERENCE REGISTRATION INFORMATION (PLEASE PRINT CLEARLY)

Name _____ Name Preferred for Badge _____
Job Title _____ Institution/Organization _____
Address _____
City _____ State/Province _____ Zip/Postal Code _____ Country _____
Telephone _____ Fax _____ Email _____

For registration confirmations and pre-conference communication. (FOR ADDITIONAL REGISTRANTS, PLEASE COMPLETE ADDITIONAL FORMS.)

Additional Contact Name _____ Additional Contact Phone _____
Additional Contact Title _____ Additional Contact Email _____
Emergency Contact Name _____ Emergency Contact Phone _____
(In case of emergency, we will contact this person on your behalf)

FREE HIGHER ED NEWS AND ANALYSIS

Academic Impressions is happy to offer *Higher Ed Impact*, a free industry scan of news, trends, and fresh research on higher education, delivered in an easy-to-scan email.

- Sign me up for HEI: Daily Pulse** – impactful news, trends, and practices, sent daily
- Sign me up for HEI: Weekly Scan** – the week's most critical news, with analysis of top stories and trends, sent on Fridays
- Sign me up for HEI: Monthly Diagnostic** – practical takeaways addressing a strategic challenge facing institutions of higher ed, sent 9-12 times/year

PAYMENT METHOD

We accept Visa, MC, and AmEx credit cards. To pay by check, include the check with this form or select the "invoice me" option. Fax form to 303.221.2259 or mail form along with payment to: Academic Impressions, 4601 DTC Blvd., Ste. 800, Denver, CO 80237.

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REFUND/CANCELLATION POLICY

Refunds will be issued only if cancellations are received in writing by October 28, 2010. A \$100 processing fee will be assessed. After October 28, 2010 a credit (less \$100 processing fee) will be issued. The credit will be valid for 12 months and can be used toward any future conferences, Web conferences, audio proceedings, or Web conference archives. In case this event is cancelled, Academic Impressions' liability is limited to a refund of this registration fee only.