



CONFERENCE

FINANCING CAMPUS FACILITIES THROUGH PUBLIC/PRIVATE PARTNERSHIPS

January 27 - 28, 2014
Milwaukee, WI


Hodgson Russ
ATTORNEYS

<http://www.hodgsonruss.com>

 **Crews & Associates**
Investment Bankers

<http://www.crewsfs.com>

Balfour Beatty
Campus Solutions

<http://www.bbcampussolutions.com>

EdR

<http://www.edrtrust.com>


A
&
M

<http://www.alvarezandmarsal.com>

scion
THE SCION GROUP LLC

<http://thesciongroup.com>

 **ACADEMIC
IMPRESSIONS**



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 in Milwaukee 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 a variety of financing models and delivery methods and highlight a diverse sample of recent campus projects.

LEARNING OUTCOME

After attending this conference, you will be able to make more informed decisions concerning your project and institutional goals.

WHO SHOULD ATTEND

This interactive conference was designed specifically for business officers, directors of capital planning, and real estate management professionals, as well as institutional leaders with facilities, finance, or planning responsibilities. 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.

WHAT YOU WILL LEARN

Our team of expert instructors will present practical advice and information on the following:

- Tips for identifying goals, resources, and key players for a potential P3 project
- Strategies for working with rating agencies
- How to build a collaborative spirit among on- and off-campus constituencies
- An overview of financing and traditional bond options
- Best practices in developing legally sound operating agreements

There is also an optional post-conference workshop titled "The Smart RFP." See the complete agenda for details.

Are public/private partnerships the right choice for financing your campus projects and new facilities?



Attend as a Team and Save!

We know that critical issues and challenges require the input and support of many campus stakeholders. To help make it possible for your team to attend, for every two registrants, the third is 1/2 off!



CONTRIBUTE TO THIS EVENT

Interested in contributing your expertise to this program? There are still opportunities available to facilitate and sponsor select sessions and networking breaks throughout this conference. Contact Patrick Cain, assistant conference director, at 720.988.1263 or patrick@academicimpressions.com to learn more.

CPE CREDITS

Academic Impressions is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North Suite 700, Nashville, TN, 37219-2417. Website: www.nasba.org

Recommended CPE Credits: 12.0 for main conference, 3.5 for workshop

Program Field of Study: Specialized Knowledge and Applications

Delivery Method: Group-Live

Prerequisites: None

Program Level: Basic

Upon successful completion of this event, program participants interested in receiving CPE credits will receive a certificate of completion.

TESTIMONIALS

“This conference gives an in-depth understanding of the processes included in public private partnerships and the way forward for academic institutions to finance their campus facilities.”

-Carmen Facey, University of Technology, Jamaica

“A very informative conference that was able to offer valuable insights from multiple P3 perspectives.”

-Jim McCurdy, Director of Finance, Corvias Campus Living



AGENDA

MONDAY, JANUARY 27, 2014

- 7:00 - 8:00 a.m.** Continental breakfast (included in registration fee) and registration
- 8:00 - 8:15 a.m.** Opening comments and introductions
- 8:15 - 9:15 a.m.** Public/Private Partnerships in Today's Context
The opening lecture session on the first day of the conference will define public/private partnership structures and provide an historical context for the 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 public/private partnerships are beneficial to the institution, which projects are most amenable to this method, and how the economic climate has changed processes and projects.
- 9:15 - 10:15 a.m.** Preparing for Public/Private Partnerships On and Off Campus
Preparing for P3 projects includes identifying goals, resources, and, perhaps most importantly, key players. It is imperative that campuses include both on- and off-campus constituencies as part of this project-planning process, and these constituencies should ultimately collaborate in the planning and integration of projects. In this session, you will learn how to identify, communicate with, and include internal and external stakeholders in the planning of public/private partnership projects.
- 10:15 - 10:45 a.m.** Morning break
- 10:45 a.m. - 12:15 p.m.** Understanding the Rating Agency's 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.
- 12:15 - 1:30 p.m.** Lunch roundtable discussions (included in registration fee)
During these lunch roundtable discussions, you will have the opportunity to discuss questions specific to your projects with the program facilitator of your choice.



AGENDA

MONDAY, JANUARY 27, 2014 (CONTINUED)

- 1:30 - 2:30 p.m.** Overview of Financing Options: Debt
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 financing trends and how the current economic conditions may affect your bond issue.
- 2:30 - 3:30 p.m.** Overview of Financing Options: Equity
Building on the content of the previous lecture session, this session will focus exclusively on equity financing options. You will leave this session with an understanding of the benefits and drawbacks of equity financing.
- 3:30 - 4:00 p.m.** Afternoon break
- 4:00 - 5:00 p.m.** Best Practices for Operating Agreements
Your project is planned, financed, built, and ready to open, but who will operate it? The final session of the afternoon will provide you with an overview of best practices for developing sound operating agreements for your projects.
- 5:00 - 6:00 p.m.** Networking reception (included in registration fee)

TUESDAY, JANUARY 28, 2014

- 7:30 - 8:30 a.m.** Continental breakfast (included in registration fee)
- 8:30 - 9:30 a.m.** P3 Process Case Study: An Institutional Perspective
The initial process case study on the morning of day two will showcase one institution's recently completed public/private partnership project. Taking a step-by-step approach through their decision-making and project-completion process, the facilitators will also share why the public/private partnership model was right for their institution.
- 9:30 - 10:30 a.m.** P3 Process Case Study: Campus Services Perspective
The second process case studies on the morning of day two will highlight various public/private partnership projects from institutions across the country with a particular focus on campus services, such as parking or dining.



AGENDA

TUESDAY, JANUARY 28, 2014 (CONTINUED)

10:30 - 11:00 a.m. Morning break and hotel check-out

11:00 a.m. - 12:00 p.m. P3 Process Case Study: Campus Facilities Example

The final case study of the morning will investigate the public/private partnerships process and structures for projects beyond the scope of housing facilities. Examples will include academic, athletic, and other student recreational facilities.

12:00 - 12:30 p.m. Closing comments

OPTIONAL POST-CONFERENCE WORKSHOP: THE SMART RFP

12:30 - 1:30 p.m. Lunch for post-conference attendees (included in post-conference registration fee)

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 emerging trends in public/private partnership agreements and how these trends should impact your RFP.

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.

4:30 - 5:00 p.m. Post conference Q&A and closing comments



INSTRUCTORS



SARAH BLOUCH / President*CampusParc LP*

Sarah Blouch presides over CampusParc LP, the entity formed to manage university parking concessions—including the transaction recently closed at The Ohio State University. Prior to moving to CampusParc in September, Sarah was the executive director of Transportation and Parking Services at The Ohio State University for 17 years. In this role, Sarah oversaw the development and implementation of the long- and short-term campus transportation network, including campus traffic patterns, traffic signals, wayfinding signage, and the development, promotion, and operation of alternative transportation options.

During her years at OSU, new parking programs were developed and implemented; campus transit doubled; and six new garages were designed and built incorporating new design techniques and operating ideas. She has been working in the parking and transit industry since 1980.



JAY BROWN / Managing Director, Public Sector Real Estate Services*Alvarez & Marsal*

Jay Brown leads the Public Sector Real Estate Services practice specializing in strategic, transactional, and public/private real estate services to government and quasi-government entities. With over 23 years of public sector and real estate experience, Mr. Brown has performed and overseen numerous public-private transactions and asset repositioning strategies to help public sector clients generate revenue, reduce costs, and create jobs.

Mr. Brown is an active participant in several public-private real estate associations, including the Urban Land Institute's (ULI) Public Development & Infrastructure Council, the Association of Defense Communities (ADC), National Council for Public-Private Partnerships (NCPPP), and the Federal Real Property Association (FRPA).



INSTRUCTORS



DENNIS GEPHARDT / Vice President, Higher Education/Not-for Profit Ratings

Moody's Investors Service

Dennis is a member of rating committee for the higher education, not-for-profit, healthcare, and states rating teams and has direct analytical responsibility for a diverse portfolio of institutions, including large public university systems, complex academic medical centers, and nationally prominent not-for-profit organizations throughout the United States.

Dennis has authored several publications including those on donor support for higher education, tuition pricing, and liquidity as well as the rating methodology for not-for-profit cultural institutions.



JIM G. SHORT / Senior Vice President

Balfour Beatty Campus Solutions

Jim G. Short is responsible for providing public/private solutions to colleges and universities nationwide. In this role, Mr. Short presents capital and structuring expertise to the higher education market for a variety of on-campus development projects including student housing, parking facilities, classroom and administrative buildings, and other infrastructure needs.

Prior to joining Balfour Beatty Campus Solutions, Mr. Short served as the US division president and board chairman for Campus Living Villages, a national leader in the privatized management and development of on-campus student housing, part of a global student housing network spanning the United States, Australia, the United Kingdom, and New Zealand. In this role, he was responsible for company integration following mergers, assembly of business development teams, overseeing two new developments and six acquisitions, and growth of the company from \$36 million in revenue from fiscal 2006 to \$81 million in revenue for fiscal 2011.



INSTRUCTORS



MARK GRAMBERGS, JD / Vice President of Real Estate Development*EdR*

Mark Grambergs is a vice president of real estate development for EdR with more than 25 years' experience in commercial mixed-use development. He is EdR's development lead on the transformation of the University of Kentucky's student housing program, which will redevelop up to 9,000 beds on Kentucky's campus over five years at an investment of approximately \$500 million. He came to EdR in 2010 from a career in the retail development world that comprised more than 5 million square feet of commercial space valued at more than \$1 billion. He has served as a real estate attorney for JC Penny, and as a development vice president and partner at CBL & Associates and Poag & McEwen, respectively. He received his Juris Doctor from the University of Georgia School of Law and received his B.A. from Georgia State University.



JASON A. TAYLOR / Vice President for Consulting Services*The Scion Group*

Jason Taylor has more than a dozen years combined experience in consulting, project management, and marketing communications – all focused on campus housing. He has worked with more than 70 educational institutions, not-for-profit foundations, and private developers on issues related to demand and feasibility, program development, financial modeling, and other aspects of planning and operations.

Mr. Taylor has participated in numerous presentations, symposia, and panel discussions at regional and national conferences of organizations for student housing and higher-education professionals in the United States and Canada. He has authored an opinion article on changes in the rating agency view of affiliated student housing projects and co-authored a white paper on non-traditional student housing partnerships.

Earlier, as a public affairs and marketing advisor for University Housing at the University of Michigan, Mr. Taylor coordinated the marketing and public relations efforts of the sixth-largest campus housing system in the United States. He also directed student move-in for over 9,000 student residents.



INSTRUCTORS



JOSHUA WILSON / Vice President of Real Estate Development*EdR*

Mr. Wilson is a vice president of real estate development, responsible for overseeing day-to-day details of the entire development process for collegiate housing facilities, including projects for clients and EdR's own portfolio. He formerly was responsible for all financial analysis required for development projects. Mr. Wilson began his career with EdR in 2005 as a leasing manager. He also has experience as a commercial loan credit analyst with a subsidiary bank of First Merchants Corp., where he analyzed financial statements to create cash-flow and debt-servicing schedules for borrowers and guarantors in order to mitigate bank risk.



TERRENCE M. GILBRIDE / Partner*Hodgson Russ LLP*

Mr. Gilbride focuses his practice on large, multifaceted commercial real estate development projects. He co-chairs Hodgson Russ's College & University Practice Group and has significant experience in public/private partnerships, student housing development, construction and financing, hotel acquisition and financing transactions, nonprofit-sponsored real estate development projects, sports facility leasing and development, industrial development agency projects, commercial real estate financing transactions, and commercial leasing. Mr. Gilbride also devotes a portion of his practice to construction law matters, regularly representing owners and developers in construction and architect contract negotiations.

Mr. Gilbride is a member of the National Association of College and University Attorneys. He recently authored "P3 Development at Public Colleges and Universities: A Big Picture Perspective" for a National Association of College and University Attorneys conference.



INSTRUCTORS



EDMOND HURST / Senior Managing Director

Crews & Associates, Inc.

Edmond Hurst has extensive experience structuring and funding higher education transactions for both public universities and private colleges, including assisting in evaluating economic considerations of P3 financing alternatives.

Edmond develops and implements securities transactions throughout the country to provide funding for a variety of project types and sizes. He has served Crews clients for more than 20 years. Edmond's primary focus is public finance where he provides municipal bond underwriting and lease financing services to state and local municipalities and non-profit corporations.



CAROL DOLLARD / Energy Engineer & Sustainability Facilitator

Colorado State University

Carol Dollard is an Energy Engineer & Sustainability Facilitator at Colorado State University. In her nearly 15 years there, she has helped to help make University operations more sustainable. These efforts include: seven photovoltaic installations totaling over 5,500 kW, a biomass plant that burns wood chips, 11 LEED Gold buildings with more pending, and a wide variety of energy & water efficiency projects. She has implemented projects through a broad spectrum of funding models ranging from direct allocations to third party partnerships with power purchase agreements. In addition to working on implementing projects on campus, she leads a team that conducts the University's annual greenhouse gas inventory and produces biannual updates to the CSU Climate Action Plan. Carol received her MSME from Colorado State in 1990. She is a licensed Professional Engineer and a LEED AP.



INSTRUCTORS



NEIL CALFEE / Director of Real Estate Development

Arizona State University

Neil Calfee has over 15 years of experience in development and management of complex development projects involving partnerships between one or more government entities and the private sector. Whether located in a downtown or the heart of campus, these projects have dramatically changed their environments and served as catalysts for new growth and revitalization. Neil is currently Director of Real Estate Development for Arizona State University (ASU), and previously served as the Redevelopment and Revitalization Manager for the City of Tempe, Arizona.

At ASU, Neil has directed the creation of new public/private partnerships which resulted in the development of over 2,000 beds of student housing across three separate ASU campuses, as well as the development of two dining facilities through those same partnerships. Notable within these projects was the renovation of a 1960's era high-rise residence hall which revitalized a dormant campus icon and delivered much-needed bed capacity to the ASU Tempe Campus.



HOTEL RESERVATIONS

The conference will be held at:

Hyatt Regency Milwaukee
333 W. Kilbourn Avenue
Milwaukee, WI 53203

To reserve your room, call 414-276-1234 or 888-421-1442. Please indicate that you are with the Academic Impressions group to receive the room rate of \$119 for single or double occupancy, plus applicable tax.

A room block has been reserved for the nights of January 26 and 27, 2014. Reservations must be made by January 5, 2014. There are a limited number of rooms available at the conference rate. Please make your reservations early.

Hyatt Regency Milwaukee is located in the heart of downtown, within steps of the Frontier Airlines Center, U.S. Cellular Arena, Milwaukee Theatre, and the BMO Harris Bradley Center. It is also a short walk away from shops, art galleries, restaurants, the Shops at Grand Avenue, and more. Guests can stroll down our new Riverwalk and see the best of Milwaukee! Plenty of off-site dining, nightlife, and entertainment are only steps away. Unwind with a visit to our complimentary 24-hour fitness center.

General Mitchell International Airport is a brief 15 minute drive (8 miles) from our door. Either shuttle service provided through GO Riteway or transportation by taxi can be easily arranged, and both are reasonably priced.





PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

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

Registration Fee Includes: Full access to all conference sessions and materials, breakfast, lunch, and access to the networking reception on Monday, breakfast on Tuesday, as well as refreshments and snacks throughout the conference.

Best Values	Conference	Workshop
Conference + post-conference workshop - \$1395 USD <input type="checkbox"/> __ # of attendees	Conference only - \$1095 USD <input type="checkbox"/> __ # of attendees	Post-conference workshop only - \$395 USD <input type="checkbox"/> __ # of attendees
Total _____	Total _____	Total _____



ATTEND AS A TEAM - remember, for every two registrants, the third is 1/2 off.

EARLY BIRD PRICING

Postmarked on or before January 10, 2014. For registrations postmarked after January 10, 2014, an additional \$100 fee per registrant applies.

REFUND/CANCELLATION POLICY

Refunds will be issued only if cancellations are received in writing by November 1, 2013. A \$100 processing fee will be assessed. After November 1, 2013 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.

By submitting this registration form, you agree to the terms and conditions of the above cancellation policy.

Visit our website to register online:

<http://www.academicimpressions.com/conference/financing-campus-facilities-through-publicprivate-partnerships-jan-2014>



ACADEMIC IMPRESSIONS CANCELLATION AND REFUND POLICIES



SATISFACTION PROMISE

We want you to be satisfied with your Academic Impressions learning experience. If the program you purchased fails to meet your expectations, please contact us within 30 days and let us know. We'll credit the full amount you paid toward another AI program that may better fit your needs.

CONFERENCES

For in-person conferences, substitute registrants are welcome and may be named free of charge at any time. If you cancel 8 weeks or more prior to the first date of the conference, you will receive a full refund, less a \$100.00 service charge per attendee.

If you cancel within 8 weeks of the first date of the conference, you are not entitled to a refund. However, as a courtesy, we will allow you to apply your payment, less the service charge, toward a future purchase within one year from the date you cancel. Your payment is transferable to another person from your institution if you wish.

Please note that if you do not attend and you do not contact us in advance to cancel as described above, you are responsible for the entire payment. In case this event is cancelled, Academic Impressions' liability is limited to a refund of the registration fee only.

WEBCASTS AND ONLINE COURSES

For webcasts and online courses, substitute registrants are welcome and may be named free of charge at any time prior to the day of the webcast. When available, you may also switch your webcast or online course order from a live connection to an on-demand download or CD recording (and vice versa) at no additional cost (shipping charges will apply to CD Recording orders outside the U.S. or Canada).

If you cancel 8 weeks or more prior to the webcast or online course date, you will receive a full refund, less a \$75.00 service charge. If you cancel within 8 weeks of the webcast or online course date, you are not entitled to a refund. However, as a courtesy, we will allow you to apply your payment, less the service charge, toward a future purchase within one year from the date you cancel. Your payment is transferable to another person from your institution if you wish.

Please note that if you do not login to view the webcast or online course and you do not contact us in advance to cancel as described above, you are responsible for the entire payment. In case this event is cancelled, Academic Impressions' liability is limited to a refund of the registration fee only.

RECORDINGS, ON-DEMAND DOWNLOADS, MONOGRAPHS AND OTHER PUBLICATIONS

All sales are final. No cancellations or refunds provided.



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

CONFERENCE REGISTRATION INFORMATION

Print Name

Job Title

Institution/Organization

What name do you prefer on your name badge?

Address

City

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Zip/Postal Code

Country

Telephone

Email

IF THIS CONFERENCE PARTICIPANT HAS ANY DIETARY OR ACCESSIBILITY NEEDS, PLEASE LIST THEM IN THE SPACE BELOW. WE WILL DO OUR BEST TO ACCOMMODATE THESE NEEDS.

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

If you would like us to send a copy of your registration confirmation or receipt to someone else, please complete this section

ADDITIONAL CONTACT INFORMATION

Additional Contact Name

Contact Phone

Additional Contact Email

Additional Contact Title

EMERGENCY CONTACT INFORMATION

Emergency Contact Name

Emergency Contact Phone



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PAYMENT METHOD

We accept Visa, MasterCard, and American Express 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

CREDIT CARD



Name on Card		Account Number	
Billing Address		Billing City	Billing State
Billing Zip Code/Postal Code	Exp. Date	Security Code (last 3 digits on the back of Visa and MC or 4 digits on front of AmEx)	



Remember, for every two registrants, the third is 1/2 off.

AMOUNT TO CHARGE: _____

CHECK/INVOICE

- My check is included and covers _____ registration(s) Check # _____
- Please invoice me, Purchase Order # _____ (PO # not required to receive invoice)



FREE HIGHER ED NEWS AND ANALYSIS

Each conference registration includes a subscription to *Higher Ed Impact*, a free industry scan of news, trends, and research on higher education, delivered in an easy-to-scan email. *Higher Ed Impact* (HEI) includes:
(Check the boxes for the editions you would like to sign up for)

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

List the names of the registrants you'd like to sign up:

Note if you do not provide any names in the above space, all attendees will be signed up for the options selected.