



CONFERENCE

FINANCING CAMPUS FACILITIES THROUGH PUBLIC/PRIVATE PARTNERSHIPS

January 26 - 27, 2015
San Diego, CA



us.jll.com/united-states/en-us/

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thesciongroup.com



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National Development Council
HEDC Public-Private Partnerships

nationaldevelopmentcouncil.org

Balfour Beatty
Campus Solutions

bbcampussolutions.com

Hodgson Russ LLP
ATTORNEYS

hodgsonruss.com

EdR

edrtrust.com



ACADEMIC
IMPRESSIONS



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

OVERVIEW

Declining appropriations and continued strain on most revenue sources 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 San Diego 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.

BRING YOUR TEAM

This interactive conference was designed specifically for business officers, directors of capital planning, and real estate management professionals. Its design also takes institutional leaders with facilities, finance, or planning responsibilities into consideration. 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

After participating in this conference, you will be able to make more informed decisions concerning your capital projects and institutional goals.

CLICK HERE TO REGISTER

<http://www.academicimpressions.com/conference/financing-campus-facilities-through-publicprivate-partnerships-january-2015>



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
- Advice on structuring your project with well-established financial and operational parameters
- 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 a post-conference workshop titled “The Smart RFP.” See the complete agenda for details.

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**, 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.



AGENDA

MONDAY, JANUARY 26, 2015

- 7:30 - 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.** 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 specific how to identify, communicate with, and include internal and external stakeholders in the planning of public/private partnership projects.
- 9:15 - 10:30 a.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.
- 10:30 - 11:00 a.m.** Morning break
- 11:00 a.m. - 12:00 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.
- 12:00 - 1:00 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.
- 1:00 - 2:00 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.
- 2:00 - 3:00 p.m.** Best Practices for Operating Agreements
Your project is planned, financed, built and ready to open, but who will operate it? This session will provide you with an overview of best practices for developing sound operating agreements for your projects.
- 3:00 - 3:30 p.m.** Afternoon break



AGENDA

MONDAY, JANUARY 26, 2015 (CONTINUED)

- 3:30 - 5:00 p.m.** Breakout Sessions: Challenges to Structuring Your Campus P3
- Each public/private partnership carries a host of consequential decisions. The impact of one structural decision, be it financial or operational, could have sincere repercussions to the nature of your arrangement for students and administration. This session will be an opportunity for you to sit in on conversation about tips and best practice considerations pertaining to:
- Terms of Lease
 - Financial Parameters
 - Operation, Maintenance, and Institutional Control
- 5:00 - 6:00 p.m.** Networking reception (included in registration fee)

TUESDAY, JANUARY 27, 2015

- 8:00 - 8:30 a.m.** Continental breakfast (included in registration fee)
- 8:30 - 9:30 a.m.** P3 Process Case Study: Navigating Institutional Obstacles
- Of course, no major capital project on campus is complete without navigating obstacles and negotiating trade-offs. The added politics, legal issues, and image concerns that a P3 structure brings, however, make these capital projects uniquely challenging. Hear how one institution addressed these cultural and operational obstacles en route to a successful public/private partnership.
- 9:30 - 10:30 a.m.** P3 Process Case Study: Campus Housing 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 housing.
- 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 could include academic, athletic, or other student recreational facilities.
- 12:00 - 12:30 p.m.** Closing comments
- Post-Conference Workshop: The Smart RFP



AGENDA

TUESDAY, JANUARY 27, 2015 (CONTINUED)

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

1:30 - 4:30 p.m. 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.

[CLICK HERE TO REGISTER](#)

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INSTRUCTORS



EVA H. BOGATY / Vice President

Moody's Higher Education and Not-for-Profit Team

Eva is a vice president on Moody's Higher Education and Not-for-Profit Team. She covers the ratings of higher education and not-for-profit institutions across the US, particularly in the western states. Eva has authored multiple publications including Moody's higher education annual outlook and special comments on the topics of Title IX, sequestration, student loans, philanthropic giving and the impact of need-blind admissions.

Prior to joining Moody's, Eva held positions at Empire State Development Corporation, managing economic development financial incentives to New York State businesses and major institutions, and at New York University. Eva holds an A.B. from Middlebury College and an M.B.A. from New York University with a concentration in economics and management.



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).



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JOHN FINKE / Senior Director and Team Leader, HEDC Public-Private Partnerships

National Development Council

John Finke has more than 35 years' experience in local government, nonprofit management, private sector development, and financing public private partnerships. John has used tax exempt 63-20 and 501(c)(3) bonds to finance and develop more than 1,600,000 sq ft of government and university offices, 750,000 sq ft of medical offices, 400,000 sq ft of research laboratories, 2,500 spaces of structured parking facilities for public institutions and 1,100 units of student housing. These award-winning projects total more than \$2 Billion in direct development costs.



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.



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JEFF GRAHAM / Senior Vice President

JLL

Mr. Graham joined JLL in March 2014 as a Senior Vice President with the Public Institutions group. Located in San Diego, CA, he provides real estate, development and neighborhood revitalization advisory services to public sector and higher education clients in the western United States. He is currently managing a strategic engagement for the Port of San Diego in the redevelopment of its 530-acre waterfront master plan in the City of Chula Vista, which is anticipated to encompass thousands of hotel rooms, a convention center, and hundreds of thousands of square feet of retail and office space, parks and promenades, and a fire station. Other current assignments include a campus financing and development strategy for California State University Channel Islands and a downtown revitalization and implementation strategy for the City of Lynnwood, Washington.



BOB HUNT / Managing Director

JLL

Mr. Hunt is a member of JLL's Public Institutions group located in Seattle, WA and is responsible for representing the team in the Western United States. His core focus is to help organizations link their real estate and facilities strategy to their overall business strategy. He is skilled at translating organizational needs into business cases and actionable performance criteria to support the planning, implementation and measurement of real estate and workplace strategies.



STEVEN PARFENIUK / Vice-President of Finance and Administration

Sheridan College

Steven Parfeniuk is the Vice-President of Finance and Administration at Sheridan College. Steven holds a Bachelor of Commerce from McMaster University and a Masters of Arts in Educational Leadership from Royal Roads University. Steven also is a Certified Public Accountant and a Certified Management Accountant. Steven will begin a doctoral program at Royal Road University in the Winter of 2014. Steven has held senior leadership positions in education for more than 20 years and has been at Sheridan College Institute of Technology and Advanced Learning since 2010. Over the past 20 years Steven has been responsible for negotiating public private partnerships in several Ontario communities including Thunder Bay, Burlington, Mississauga, and Brampton. Steven is an avid triathlete and a four-time ironman finisher.



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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.



JULIE SKOLNICKI, AIA, LEED AP / Senior Vice President, University Partnerships

EdR

Julie Skolnicki, EdR's senior vice president of university partnerships, is responsible for overseeing day-to-day details of the entire development process for on-campus collegiate housing facilities. She is the primary point of contact between the university and all other development team members. Ms. Skolnicki is directly responsible for evaluating market demand, working with operations to prepare operating pro formas and working with the architect and contractor in concert with the university to design the project to meet the needs of the students and the university stakeholders. She also works with the appointed investment bankers or financier to provide needed input to arrange project financing. Upon the bond and/or financing closing, Ms. Skolnicki helps oversee the construction process, coordinating with Wally Wilcox, senior vice president of construction, to ensure a smooth transition of the completed property to university operations or EdR's operations department, depending on the financing/ownership model ultimately selected.

Ms. Skolnicki is a nationally recognized industry leader, lecturing and writing extensively on team development, planning, financing, procurement, and management of collegiate housing development projects. She came to EdR after a 14-year career with Brailsford & Dunlavey (B&D), advancing to vice president.



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JASON A. TAYLOR / Vice President for Advisory 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.



NICHOLAS VASKOV / System Counsel and Director of Real Estate Planning

Nevada System of Higher Education (NSHE)

Nicholas Vaskov serves as System Counsel and Director of Real Estate Planning for the Nevada System of Higher Education (NSHE) - a unitary system composed of two universities, a state college, four community colleges, and a research institution that serves over 100,000 students. Prior to joining NSHE in 2013, Nicholas was in private practice with a major southwest regional law firm. Prior to that, he served as Assistant City Attorney, and later the appointed City Attorney, for the City of North Las Vegas focusing on land use and development during a period in which the city was one of the fastest growing in the country.



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JOHN YAUN / Director, Housing and Residence Life*Marshall University*

Over the past six years, John has been responsible for developing various aspects of the public private partnership with Marshall University and Capstone on-Campus Management. Prior to joining Marshall University, John held senior leadership positions at the University of Massachusetts, Louisiana State University, and the University of Miami and has been at Marshall University since 2009. He has collaborated on manuscripts for ACUHO-I, NASPA, and the American Association of Community Colleges. John holds a Master of Arts from Louisiana State University and recently completed his doctorate in Educational Leadership from Marshall University in 2013.



HOTEL RESERVATIONS

The conference will be held at:

San Diego Marriott La Jolla
4240 La Jolla Village Dr.
La Jolla, CA 92037



To reserve your room, call 858.587.1414. Please indicate that you are with the Academic Impressions group to receive the room rate of \$189 for single or double occupancy, plus applicable tax.

A room block has been reserved for the nights of January 25 and 26, 2015. Reservations must be made by January 5, 2015. There are a limited number of rooms available at the conference rate. Please make your reservations early.

San Diego Marriott La Jolla is located in San Diego's Golden Triangle. The hotel is near the University of California at San Diego and Scripps Research Institute. The hotel offers convenient access to La Jolla Shores, with its boutique shopping, art galleries, and restaurants all overlooking the La Jolla Cove. Just a short distance away, guests can use the skywalk to reach neighboring University Towne Centre, which features shopping, dining, and even an ice rink. Guests also have several on-site eateries to choose from during their stay.

The hotel is approximately 15 miles from San Diego International Airport (SAN).

Transportation options from SAN to San Diego Marriott La Jolla include:

- Super Shuttle: 800-974-8885; fee is approximately \$20 (one way)
- Estimated taxi fare: \$43 (one way)



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

Your 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 + Post Conference
Workshop - \$1395 USD
(\$400 Corporate Surcharge)
 __ # of attendees

Total _____

Conference

Conference only - \$1095 USD
(\$400 Corporate Surcharge)
 __ # of attendees

Total _____

Workshop

Pre-Conference workshop
only - \$395 USD
 __ # of attendees

Total _____



ATTEND AS A TEAM - remember, when 2 members of the same institution register, a 3rd registration is 50% off.

EARLY BIRD PRICING

Postmarked on or before January 9, 2015. For registrations postmarked after January 9, 2015, an additional \$100 fee per registrant applies.

Visit our website to register online:

<http://www.academicimpressions.com/conference/financing-campus-facilities-through-publicprivate-partnerships-january-2015>



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CONFERENCE REGISTRATION INFORMATION

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Job Title

Institution/Organization

What name do you prefer on your name badge?

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City

State/Province

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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, ACPA, 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



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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:
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- HEI: Weekly Scan** - the week's most critical news, with analysis of top stories and trends, sent on Fridays
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List the names of the registrants you'd like to sign up:

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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.

ONLINE TRAININGS CONSISTING OF AT LEAST ONE LIVE TRAINING DATE

You will receive a full refund (less a \$75 service charge) if you cancel 8 weeks or more prior to the first live training date. If you cancel within 8 weeks of the first live training date, you are not entitled to a refund. But as a courtesy, we will apply your payment (less a \$75 service charge) towards a future purchase within one year from the date you cancel. Your payment is transferable to another person from your institution if you wish. You may name a substitute primary participant free of charge at any time prior to the first live training date. If available, you may switch the live training format to a self-paced format (such as a CD-ROM Recording or On-Demand Download) free of charge. (Shipping charges will apply to CD-ROM Recording orders outside the U.S. or Canada.)

ONLINE TRAININGS WHICH ARE PURELY SELF-PACED

All sales are final. No cancellations or refunds are provided.

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