



CONFERENCE

FINANCING CAMPUS FACILITIES THROUGH PUBLIC/PRIVATE PARTNERSHIPS

January 20 - 22, 2016
Denver, CO





Are public/private partnerships the right option for your campus?

OVERVIEW

Join us in Denver 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. You will get practical advice and information, including:

- 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

FULL DAY POST-CONFERENCE WORKSHOP: CONNECTING ACADEMIC PROGRAMMING AND FACILITIES GOALS THROUGH PUBLIC-PRIVATE PARTNERSHIP—AN IN-DEPTH CASE STUDY

This 1-day workshop, led by MSU-Denver leaders and P3 partners, provides an in-depth exploration of the strategic steps and lessons learned in undertaking this effort.

[VISIT EVENT PAGE](#)

<http://www.academicimpressions.com/conference/financing-campus-facilities-through-publicprivate-partnerships-january-2016>



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 earlier 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.

CONTACT US FOR MORE INFORMATION

Contact Erin E. Swietlik, Senior Conference Director at erin@academicimpressions.com or 720-988-1236 if you'd like additional information about the program.



AGENDA

WEDNESDAY, JANUARY 20, 2016

7:00 - 8:00 a.m.

Main Conference Registration

7:30 - 8:00 a.m.

Continental Breakfast (included in registration fee)

8:00 - 8:15 a.m.

Introduction and Opening Comments

8:15 - 11:45 a.m. (includes break)

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 morning session, 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 conference, you'll receive a reading list of sample higher education RFPs to help you develop more detailed questions. Following the session, you'll be able to incorporate key components into your RFP into the achievement of project and institutional goals.

11:45 a.m. - 12:45 p.m.

Lunch (included in registration fee)

12:45 - 1:45 p.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; these constituencies should ultimately collaborate in the planning and integration of projects. In this session, you will learn specific ways to identify, communicate with, and include internal and external stakeholders in the planning of public/private partnership projects.

1:45 - 2:45 p.m.

Overview of Equity Financing Options within Your Public/Private Partnership

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.

2:45 - 3:15 p.m.

Break

3:15 - 4:15 p.m.

Best Practices for Operating Agreements

Your project is planned, financed, built, and ready to open, but who will operate it? This afternoon session will provide you with an overview of best practices for developing sound operating agreements for your projects.



AGENDA

WEDNESDAY, JANUARY 20, 2016

4:15 - 5:30 p.m.

P3 Process Case Study: Transforming Campus

Public/Private partnerships have opened the door for many campuses to think well beyond single facility revitalization. In this final session of the day, we will hear from one institution that expanded the scope of P3 possibility to revitalize the on-campus experience of all constituents. Included will be discussion of strategic and financial planning considerations, as well as design, implementation, and occupation of various P3 projects.

5:30 - 6:30 p.m.

Networking Reception (included in registration fee)

THURSDAY, JANUARY 21, 2016

7:30 - 8:00 a.m.

Continental Breakfast (included in registration fee)

8:00 - 9:30 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.

9:30 - 10:00 a.m.

Break

10:00 - 11:30 a.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 repercussions for the nature of your arrangement for students and administration. This session will be an opportunity for you to sit in on a conversation pertaining to tips and best practice considerations pertaining to:

- Terms of Lease
- Financial Parameters
- Operation, Maintenance, and Institutional Control

11:30 a.m. - 12:30 p.m.

Lunch (included in registration fee)



AGENDA

THURSDAY, JANUARY 21, 2016 (CONTINUED)

12:30 - 2:00 p.m.

Consultation on Your P3 Projects

This 90-minute consultative session is designed to provide you with focused time to discuss your specific P3 projects. Arranged by project types, this collaborative session will ensure that your front-end questions are addressed and that your team leaves with tailored guidance for your campus project. P3 project consultation could include:

- Housing projects
- Mixed-use facilities
- Utilities arrangements
- Academic facilities
- Auxiliary considerations

2:00 - 2:15 p.m.

Break

2:15 - 3:30 p.m.

P3 Process Case Study: Campus Facilities Example

The first case study of the afternoon 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.

3:30 - 4:45 p.m.

P3 Process Case Study: Bio-Medical Facility

This final case study will focus on the development of bio-medical facilities through innovative P3 structures. It will focus advantages and challenges of this model to help inform your institution's exploration.

4:45 - 5:00 p.m.

Closing Comments



AGENDA

FRIDAY, JANUARY 22, 2016

Full-Day, Post-Conference Workshop: Connecting Academic Programming and Facilities Goals through Public-Private Partnership—An In-Depth Case Study

Overview

For Metropolitan State University-Denver, P3s were not just a means to finance facilities. Rather, MSU-Denver sought opportunities that would produce revenue streams, support academic programs and student services, and connect more closely with the surrounding urban community.

This one-day workshop, led by MSU-Denver leaders and P3 partners, provides an in-depth exploration of the strategic steps and lessons learned in undertaking this effort. Included will be discussions of their successful Hospitality Learning Center and Aerospace and Engineering Sciences Initiative, both of which have resulted in new directions for academic programming and campus facilities.

Learning Outcome

After participating in this workshop, you will be able to better identify opportunities and pitfalls in utilizing public/private partnerships to strengthen academic programs.

8:30 - 9:00 a.m.

Registration and Continental Breakfast (included in workshop registration fee)

9:00 - 9:15 a.m.

Welcome and Introductions

9:15 - 10:30 a.m.

Uncovering and Capitalizing on Opportunities - The Story of MSU-Denver

This opening session, led by President Stephen M. Jordan, will walk through the ways in which MSU-Denver identified and moved forward with strategic P3 opportunities in relation to specific programs. Included in this introductory session will be:

- Why they felt the time was right for this opportunity
- How they analyzed existing academic programs and identified institutional opportunities
- Who they prioritized as potential partners for this partnership
- Where on campus they would place facilities to best support their program
- How they researched other institutional programs before designing one to fit their context

10:30 - 10:45 a.m.

Break

10:45 a.m. - 12:00 p.m.

Digging in: Hotel and Hospitality Learning Center

The first of two in-depth sessions provides your team with an exploration of MSU-Denver's Hospitality Learning Center. Included will be discussion as to how MSU-Denver established a P3 partnership with Sage hospitality, enhanced their existing academic curriculum, and positioned their students within a newly built Springhill Suites hotel.

12:00 - 1:00 p.m.

Lunch (included in workshop registration fee)



AGENDA

FRIDAY, JANUARY 22, 2016 (CONTINUED)

1:00 - 2:00 p.m.

Site Visit and Stakeholder Panel

Here, your team will be given an opportunity to tour the joint hotel/classroom space afforded by the Springhill Suites. In addition, you will have a chance for Q&A with students and key stakeholders of the Hospitality Learning Center.

2:00 - 3:15 p.m.

Digging in: Advanced Manufacturing Science Initiative

The second in-depth session provides your team with an exploration of the interdisciplinary Aerospace and Engineering Sciences Initiative. Here, your team will learn how MSU-Denver built new academic programming in conjunction with both state and private funding to fuel a future advanced manufacturing workforce. In addition, we will discuss related academic facility planning within the overall partnership.

3:15 - 3:30 p.m.

Break

3:30 - 4:00 p.m.

Looking to the Future—MSU's Ongoing Opportunities

Here, we will hear from key MSU-Denver leaders as they discuss future opportunities they have identified and how they will build upon lessons learned in strengthening future partnerships.

Final Q&A

4:00 - 4:30 p.m.



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.

William E. Culton, Jr., General Counsel, Corvias Group

As General Counsel of Corvias Group, Bill is known for his insatiable appetite for knowledge and keen focus on providing legal services and support to help our businesses grow and improve. Bill joined Corvias in 2001 and leads the company's in-house and outside teams responsible for legal oversight of business strategy, transactions, operations and litigation. Overall, Bill has more than 20 years of experience in the field working with publicly traded and private companies. One thing Bill loves most about his role is helping others make business decisions that contribute to the success of Corvias and its institutional partners. He's also a big fan of embracing and promoting superior collaboration. Bill is a member of the Rhode Island and Massachusetts Bar Associations and the Association of Corporate Counsel. In 2015, he was honored as an In-House Leader in the Law by New England In-House and Lawyers Weekly (Rhode Island and Massachusetts). In the community, Bill is a member of the board of directors for the John P. Burke Memorial Fund, which provides college scholarships to workers at golf clubs throughout Rhode Island. He also serves as Secretary and Co-Chair of the Alumni Committee. He holds a Bachelor of Science in Business Administration from the University of Rhode Island and a Juris Doctor from Western New England University, School of Law.

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

Greg Gotthardt, Managing Director, Alvarez & Marsal

Greg Gotthardt leads Alvarez & Marsal's West Coast real estate practice. With more than thirty years of real estate experience, Mr. Gotthardt has broad experience with owners, users, and capital providers involving asset and transaction strategies, workouts and restructurings, acquisitions and dispositions, investment due diligence, development planning, underwriting, and valuation issues. Since 1996, Mr. Gotthardt has performed and overseen numerous P3 initiatives and transactions for a wide variety of public sector clients, including colleges and universities. He has advised on P3 transactions for a variety of project types including office, retail, housing, renewable energy, mixed-use, and special-use facilities.

Mr. Gotthardt serves as a board member for the University of Southern California's Lusk Center for Real Estate. He is a full member of the Urban Land Institute, and he holds a variety of real estate professional designations and certifications including: designated member of the Appraisal Institute (MAI); fellow of the Royal Institute of Chartered Surveyors (FRICS); member of Counselors of Real Estate (CRE); and certified project management professional (PMP) of the Project Management Institute.

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.

Stephen M. Jordan, Ph.D., President, Metropolitan State University of Denver

Since 2005 Stephen Jordan has positioned MSU Denver to become the preeminent public urban university in the nation. Under his leadership, MSU Denver has achieved university status, launched its first master's degree programs, developed innovative public-private partnerships and seen plans for a Hotel and Hospitality Learning Center, Student Success Building and Athletics Complex come to fruition.

His courageous leadership in creating a nonresident tuition rate evened the playing field for undocumented students in Colorado and heralded the ultimate passage of the ASSET bill.

Jordan is the incoming board chair of the American Association of State Colleges and Universities and serves on the Downtown Denver Partnership board. He has received the Latin American Educational Foundation's Sol Trujillo National Lifetime Leadership Award, the Anti-Defamation League's 2014 Civil Rights Award and a Martin Luther King, Jr. Business Award from the Denver business community.

Jordan holds a bachelor's degree from the University of Northern Colorado and a master's degree in public affairs and a doctorate from the University of Colorado Denver.



INSTRUCTORS

Jim Kennedy, Deputy General Counsel, Corvias Campus Living

Mr. Kennedy has more than 14 years of experience providing complex corporate and real estate finance, securitization, financial services, mortgage banking and commercial real estate transactions. As Deputy General Counsel for Corvias Group, Mr. Kennedy provides legal support to both Corvias Campus Living and Corvias Solutions on business development, deal structuring, transactions and operations. With an in-depth knowledge of federal, state, municipal, and local regulations, Mr. Kennedy advises on all legal matters.

Mr. Kennedy has represented clients involved in various student housing projects and in various public-private partnerships, including all three branches of the United States military. Mr. Kennedy has personally supervised an interdisciplinary team of attorneys, investment bankers, and consultants in connection with the acquisition, development and financing of numerous student housing projects, as well as the privatization and subsequent redevelopment, management, construction, and renovation of military family housing facilities at various military installations throughout the continental United States. Mr. Kennedy personally supervised the negotiation and closing of many sophisticated acquisitions, sales, joint ventures, mergers, and financing transactions for a real estate company that owns and operates a large portfolio of real estate investments, particularly multifamily residential apartments and student housing, as well as a mortgage bank and a private equity group with diversified holdings.

Daniel Marsh, East Team Leader and President, NDC Housing and Economic Development Corporation, National Development Council

Daniel Marsh's work in the field of economic and community development has spanned 35 years in the public, private and non-profit sectors and includes all aspects of community development. At the National Development Council (NDC), where he has served since 1986, Marsh is the head of NDC's East Team, supervising and managing the work of six development professionals and providing services to public and non-profit community partners in the eastern United States and Puerto Rico. This work includes the creation and implementation of housing and community development strategies and economic development systems, real estate negotiations, financial analyses and creative deal structuring, and identification and procurement of financing. Familiarity with public resources and understanding public processes (HUD, SBA, EDA, etc.) is a key part of this practice. Marsh is also the President of the NDC Housing and Economic Development Corporation, NDC's development and financing arm, and created its nationally recognized program using tax-exempt financing for public facility development.

Mark Miller, Director of Student Housing Operations, Corvias Campus Living

Mark Miller delivers a diversity of experience having begun his career in student housing as a Residence Hall Director and holding positions on university campuses including Director of Housing and Assistant VP of Operations. Moving off-campus, he has supervised operations at the portfolio level in both student and traditional multifamily housing including staffing, marketing and leasing, residence life, rent collections, maintenance systems, capital improvements, property takeover, stabilization, and repositioning. This combination of experience enables him to combine the best of what on and off campus living has to offer into a program that lends itself to a positive resident experience for both students and parents and effective institutional partnerships.

Mark currently supports student housing operations for the 65-year, \$550 million public-private partnership with the University System of Georgia (USG) where Corvias will construct and manage 3,753 new beds, as well as 6,195 existing beds, totaling over 3 million square feet across nine of the USG's 29 campuses



INSTRUCTORS

Andrew T. Phillips, Vice President, Jones Lang LaSalle

Mr. Phillips joined JLL in May 2015 as a Vice President with the Public Institutions group. Located in San Diego, CA, he provides real estate development, financial and market analysis, and neighborhood revitalization advisory services to public sector and higher education clients in the western United States. He currently performs analysis on alternative public and private financing mechanisms, assists in the solicitation of development partners, negotiates public-private partnerships, reviews and analyzes legal documents, financial reports and operating plans. Mr. Phillips is currently assisting on an engagement for the Port of San Diego in the development of 530-acres of waterfront development in the City of Chula Vista, which is anticipated to encompass thousands of hotel rooms, convention space, hundreds of thousands of square feet of retail and commercial space as well as parks and promenades. Other assignments include a campus financing and development strategy for California State University Channel Island. His work with the University explores public-private partnerships to maximize land value and create revenues and capital funding to quickly develop new or expand existing university facilities. Mr. Phillips is also working with the City Napa, CA to help the City manage and consolidate their government buildings and lease excess land for a hotel development.

Ted Risher, Director, Alvarez & Marsal

Mr. Risher, a Director at Alvarez and Marsal, has 20 years of experience in advising public, institutional and educational clients on all matters related to real estate development, financing and transactional structuring. Mr. Risher has worked with domestic and foreign military agencies on large-scale public-private transactions for housing and infrastructure, universities who are seeking to recapitalize aging assets or who otherwise need to generate value for new capital initiatives, and private developers who seeking to develop partnerships with public sector entities. In all cases, Mr. Risher's primary goals for the client are value generation, risk mitigation and long-term control over critical decisions. Prior to his tenure with A&M, Mr. Risher held multiple positions with quasi-public real estate agencies, including the National Capital Revitalization Corporation in Washington, DC, where he oversaw the city's development portfolio, and is a past member of the American Planning Association.

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

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.

James R. Tucker, Senior Vice President, Administrative and Business Services, Drexel University

With over thirty-eight years' experience in facilities, real estate, and development in higher education, James R. Tucker has overseen a total of nearly \$2 billion in construction and development at the University of Cincinnati and Drexel University in Philadelphia, including third-party development deals for student housing, retail, dining, and hospitality valued at over \$600 million in assets and ground rents for Drexel. He has previously served as a consultant for U.S. Army Corps of Engineers, Procter & Gamble and the city of Cincinnati's Facilities Task Force, among others. His areas of expertise include: third-party/public-private development partnerships and negotiations, strategic acquisitions, facilities planning and management. Tucker received the Distinguished Business Officer Award from the National Association of College and University Business Officers (NACUBO) in 2012 and the Ohio Governor's Award for Excellence (Ohio Malcolm Baldrige Award) in 2003. He was also named Energy Executive of the Year (1999) by the Association of Energy Engineers.

Tucker was appointed senior vice president of administrative and business services at Drexel University in March 2007. As senior vice president, he oversees the largest non-academic administrative division at Drexel, which includes the combined operations of 27 departments with over 1,600 university, student, contract, and union employees. He oversees the planning and maintenance of over 7.4 million square feet located on more than 100 acres on three campuses in Philadelphia. Tucker also serves as vice chairman and president/chief operating officer of Academic Properties, Inc. (API), vice chair for the University City District, vice chair for the Schuylkill River Development Corporation, principal of Drexel University City Development, LLC, and a member of the March of Dimes Transportation, Building, & Construction Awards luncheon executive board.

Joshua Wilson, Vice President of Real Estate Development, EdR

Mr. Wilson is 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 is the primary point of contact between the client and all other development team members. Mr. Wilson 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 school officials. Mr. Wilson also works with the appointed investment bankers or financier to provide needed input to arrange project financing. Upon the bond and/or financing closing, Mr. Wilson helps oversee the construction process, coordinating with Wally Wilcox, senior vice president of construction, to ensure a smooth transition of the completed property to EdR's operations department.



LOCATION

January 20 - 22, 2016 :: Denver, Colorado

HOTEL:

SpringHill Suites Denver Downtown at MSU Denver
1190 Auraria Parkway
Denver, CO 80204

To reserve your room, please call 303.705.7300. Please indicate that you are with the Academic Impressions group to receive the group rate.

ROOM RATE:

The rate is \$169 for single or double occupancy, plus applicable tax.

ROOM BLOCK DATES:

A room block has been reserved for the nights of January 19, 20 and 21, 2016

RATE AVAILABLE UNTIL:

Make your reservations prior to December 29, 2015. There are a limited number of rooms available at the conference rate. Please make your reservations early.

ADDITIONAL INFORMATION:

Stylish, functional, and contemporary, SpringHill Suites Denver Downtown provides the perfect backdrop for business trips and fun family vacations. Located in the vibrant LoDo section of Denver - near the Pepsi Center, Elitch Gardens, and Larimer Square - you can explore the city on foot, or take advantage of the area shuttle to discover popular Denver attractions. The boutique suites boast 25% more space than comparable hotel rooms, and free Wi-Fi access throughout the hotel enables you to stay focused and connected whenever you want. Rooms contain plush bedding and amenities including an in-suite mini-fridge and microwave that add comfort and flexibility to your stay. Fuel up with a delicious free breakfast before starting your workday or exploring Downtown Denver, or enjoy a workout in the state-of-the-art fitness center.

Transportation: The hotel is approximately 25 miles SW of Denver International Airport (DEN)

SuperShuttle; fee: 26 USD (one way); on request Bus service, fee: 7 USD (one way) Estimated taxi fare: 55 USD (one way)



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

PRICING (CIRCLE ONE)

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

For every two people you register from your institution, receive a third registration at 50% off of the registration price.

BEST VALUE	CONFERENCE	WORKSHOP	WITH AI PRO MEMBERSHIP
Conference + Post-Conference Workshop (\$500 corporate surcharge)	Conference only (\$500 corporate surcharge)	Post-Conference Workshop only	Get \$100 OFF with your AI Pro Membership
\$1995	\$1495	\$895	Learn More \$100 OFF

EARLY BIRD PRICING

Postmarked on or before January 8, 2016. For registrations postmarked after January 8, 2016, an additional \$100 fee per registrant applies.

[REGISTER ONLINE](#) or on the next page.



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 | State/Province | 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.

Empty space for dietary or accessibility needs.

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

ADDITIONAL CONTACT INFORMATION

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

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)

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)

HIGHER ED IMPACT

Delivered free to your inbox, Higher Ed Impact provides you with a full tool kit to help you monitor and assess the trends and strategic challenges likely to have an impact on your institution's health and competitiveness. (Check the boxes for the editions you would like to sign up for)

DAILY PULSE - Scan current events, timely research, and notable practices at other institutions.

WEEKLY SCAN - Review the week's most significant events and the most timely research in higher education, with key takeaways suggested by higher education's leading experts.

DIAGNOSTIC - Get an enterprise-wide and in-depth look at a current, strategic challenge; identify steps to take and critical questions to address.

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

Learn more or sign up to receive Higher Ed Impact at: www.academicimpressions.com/news-sign-up

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



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.

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.

RECORDINGS, ON-DEMAND DOWNLOADS, MONOGRAPHS AND OTHER PUBLICATIONS

All sales are final. No cancellations or refunds provided.