



CONFERENCE

FINANCING CAMPUS FACILITIES THROUGH PUBLIC/PRIVATE PARTNERSHIPS

January 18 - 20, 2017

Atlanta, GA



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Learn how to make more informed decisions concerning your capital projects and institutional goals.

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OVERVIEW

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 will highlight a diverse sample of recent campus projects. You will receive practical advice and information for public/private partnerships, including:

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

This program applies to all institutions including large, small, public/private as well as provisions for community college and HBCUs. Included with your registration is a **350 page workbook** to guide your learning at the event.

SITE VISIT TO GEORGIA STATE UNIVERSITY

To allow you to experience a public/private partnership in action, attendees will visit Georgia State University on the second day of the conference to tour two housing projects on campus. This site visit will highlight the key decisions, stakeholder involvement, and communication strategies related to their public/private partnerships. The site visit will conclude with a stakeholder panel discussion.

POST-CONFERENCE WORKSHOP: THE SMART RFP

The quality of your RFP and evaluation process is critical to receiving optimal proposals. During this workshop, you will gain the tools and resources you need to strategically develop your RFP. Learn what you need to include in your RFP, as well as best practices for the public and private sector through each phase of the RFP process. Included are practical group exercises and resources that you can take back to your campus.

[VISIT EVENT PAGE](#)

www.academicimpressions.com/conference/financing-campus-facilities-through-publicprivate-partnerships-january-2017



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.

CONTACT US FOR MORE INFORMATION

Contact Grace C. Spivak, Associate Program Manager at grace@academicimpressions.com or 720-988-1233 if you'd like additional information about the program.

LEARNING OUTCOME

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

CPE CREDITS

Recommended CPE Credits: 15.5 for main conference, 3.0 for workshop

Program Field of Study: Specialized Knowledge and Applications

Delivery Method: Group-Live

Prerequisites: None

Program Level: Basic

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



AGENDA

Day 1 - Charting Your Course

WEDNESDAY, JANUARY 18, 2017

12:00 - 12:30 p.m.

Registration

12:30 - 12:45 p.m.

Introductions

12:45 - 1:45 p.m.

Public/Private Partnerships in Today's Context

This introductory session will walk you the current context of public/private partnerships. This presentation will provide an overview of the key players involved both on and off campus, as well as the necessary terminology needed to approach conversations in the public/private partnership arena. Our speaker will walk you through key considerations and distinctions between:

- Deal structures
- Financial parameters
- Ground leases and operating agreements

1:45- 3:00 p.m.

Deal Structures: Key Considerations across the Spectrum

Now that you've been introduced to the basic terminology and various deal structures, this session will go into greater detail highlighting strategies for debt, equity, and concessionaire models. You will learn the pros and cons as they may or may not align with your strategic plan. This session will also provide real examples of recent projects across the deal spectrum.

3:00 - 3:15 p.m.

Break

3:15 - 4:30 p.m.

Understanding the Rating Agency Perspective

Rating agencies evaluate the credit impact that any given public/private partnership 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 forming public/private partnerships.

4:30 - 5:00 p.m.

Q&A and Discussion

5:00 - 6:00 p.m.

Networking reception (included in registration fee)



AGENDA

Day 2 - Navigating the Landscape

THURSDAY, JANUARY 19, 2017

8:30 - 9:00 a.m.

Continental breakfast (included in registration fee)

9:00 - 10:00 a.m.

Best Practices for Operating Agreements

The long-term nature of a public/private partnership relationship, spanning many decades, is why it is critical to understand how operating agreements may or may not support the strategic vision of your campus. This session will provide you with an overview of best practices for developing sound operating agreements for your projects. Our instructor will include a breakdown of the benefits and obstacles of various types of operating agreements such as:

- Real Estate
- Affiliation
- Management
- Joint Venture
- Concession agreements

This in-depth view will support your ability to approach these topics with more confidence should you take on a public/private partnership project.

10:00 - 10:15 a.m.

Break

10:15 - 11:15 a.m.

Breakout Discussions: Creative Opportunities in Public/Private Partnerships

Monetizing of Non-Core Service Assets/Operations

Case Study: Emory Genetics Laboratory

This session will highlight recent innovations in public/private partnerships around non-core research, service or testing assets and facilities. Some examples are diagnostic laboratories, core laboratories, research services organizations, contract research organizations, and other areas worth exploring for future consideration. You will learn the strategic context and range of applications for this focus area including a case study on a joint venture in human genetic diagnostic testing entity.

Special Incentives for Unique Institutions

Given the current economic climate and recent provisions for specific types of institutions, this session will address the needs of the new wave of options available to a broad range of institutional types. Topics may include:

- Community colleges
- HBCUs
- Department of Agriculture subsidies
- And other relevant topics based on attendees needs



AGENDA

THURSDAY, JANUARY 19, 2017 (CONTINUED)

11:15 a.m. - 12:15 p.m.

University System of Georgia's Public/Private Partnership Initiative

Learn how Georgia's board of regents' decision to allow privatization created nine campus partnerships across the state, including a broad range of institutions with diverse missions and needs. This session will highlight their approach to privatization from a systems level. Through this session, you will explore:

- Motivating factors for the public private partnership initiative
- Key criteria for selecting a partner
- Structure of the service concession and operating agreement
- Case study examples and a resource to support your own analysis

12:15 - 1:15 p.m.

Lunch (included in registration fee)

1:30 - 3:30 p.m.

Site Visit to Georgia State University

Whatever type of public/private partnership project you are interested in, this site visit highlights the key decisions, campus involvement, and communication strategies possible for a public/private partnership. Tour highlights include two housing projects, *Piedmont Central*, the freshman hall, as well as *University Commons* that shows the upperclassmen and community kitchens. Both projects highlight various room types and decisions to support their campus community.

3:30 - 4:30 p.m.

Stakeholder Panel Discussion

Following the tour, join us for an open discussion that walks through the partnership choices considered, challenges overcome, and opportunities created for Georgia State University through their campus housing re-development project. Included in the panel will be relevant campus personnel involved in the project to highlight their key decisions and lessons learned.

4:30 p.m.

Bus returns to hotel



AGENDA

Day 3 –Actualizing Your Project

FRIDAY, JANUARY 20, 2017

8:30 - 9:00 a.m.

Continental breakfast (included in registration fee)

9:00 - 10:00 a.m.

P3 Case Study: Bio-Medical Facility

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

10:00 - 10:15 a.m.

Break

10:15 - 11:15 a.m.

P3 Process Case Study: Campus Facilities

As the nature of public/private partnerships is unique to each deal. It's important to walk through a wide-range of real projects in order to uncover the nuances that may work for your own campus projects. This session will focus on the process and structures of public/private partnership projects from an array of institutions across the country with a particular focus on campus housing and athletic facilities.

11:15 a.m. - 12:15 p.m.

Consulting Time: Communicating Your Value in a High-Risk Environment

Given the high-risk environment of public/private partnerships, it is important to approach conversations with potential developers with clarity around what you hope to accomplish. This session will provide you with proven strategies for entering those conversations in a focused and productive manner. You will also receive a consultative session designed to provide you with time to discuss your specific P3 projects with experts in your interest area.

P3 project consultation could include:

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

12:15 - 12:30 p.m.

Action Planning and Final Wrap-Up

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 public/private partnership 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.



INSTRUCTORS

Jenifer Huestis Boss, Manager, Alvarez and Marsal

Jenifer has 10+ years of public sector and advisory experience for local, state, and federal entities. She specializes in identifying efficiencies, capturing value, and repositioning assets through public-private partnerships. In addition, Jenifer has experience with the intersection of technology and economic development.

Currently, Jenifer is coordinating a Program Management Office for Howard University's real estate development office. The university was seeking to deploy and reposition a 1.7 million square foot portfolio of assets. Initially, Jenifer completed a valuation of the assets and helped the University to define ideal transaction and financing structures. Now, she is assisting with project execution, which will result in public-private transactions.

Jenifer has also advised federal and local agencies with public-private transactions, including a 1.7 acre courthouse project for Travis County, Texas as well as strategic property acquisitions for Fairfax County, Virginia. In addition, she assisted federal clients—including the Office of the Secretary of Defense—to monitor the Military Housing Privatization Initiative's (MHPI) portfolio of 200,000 homes. Prior to A&M, Jenifer was the Director of Business Development for the District of Columbia. She led business attraction and retention efforts through public incentives arrangements, economic impact analyses, and economic strategic plans. In an attempt to generate tax revenue and create jobs, Jenifer executed 52 strategic economic development initiatives. In addition, she administered the District of Columbia's citywide performance management program for over 70 agencies aimed at reducing costs and improving outcomes.

Jared Everett, MBA, Vice President of University Partnerships, EdR

Formerly Treasurer and Executive Director of Real Estate and Business Development at Boise State University, Jared has approximately 20 years' experience in higher education. Jared has presented at numerous conferences, and has published many articles on various topics, including public/private partnerships. Jared has been involved in numerous P3 projects for several years, including two recent projects, one opening in 2016 and one in 2017, that will add almost 300,000 square feet of facilities using the P3 model. Facilities uses included student housing, dining, offices and classroom spaces. Jared has a bachelor's degree in supply chain management from Arizona State University and masters of business administration from Boise State University.

John Finke, President, Public Facilities Group

John Finke has more than 35 years' experience in local government, nonprofit management, private sector development, and financing public private partnerships. John pioneered the American Model Approach and has used that model to finance and develop more than 1,600,000 square feet of government and university offices, 750,000 square feet of medical offices, 400,000 square feet 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.

Dennis Gephardt, Vice President - Senior Credit Officer, Moody's Higher Education and Not-for-Profit Team

Dennis is the lead analyst for a diverse portfolio of colleges and universities as well as a variety of not-for-profit organizations. He serves on Moody's liquidity and charter school task force groups. Dennis was the lead author for the several rating methodologies, including the one for Not-for-Profit Organizations (other than Healthcare and Higher Education). He has authored publications on various higher education topics including liquidity, the credit challenges of small colleges, and mergers within the sector.

Dennis graduated from the Fuqua School of Business at Duke University with an MBA. Dennis holds a BA and an MA in History from the New College of Florida and the College of William and Mary, respectively.



INSTRUCTORS

Terrence M. Gilbride, Partner, Public/Private Partnerships Leader, Hodgson Russ LLP

Terry focuses his practice on large, multifaceted commercial real estate development projects. He co-leads the firm's college & university and public/private partnership practices, and has significant experience in student housing development, construction and financing, hotel acquisition and financing transactions, public/private partnerships, nonprofit-sponsored real estate development projects, sports facility leasing and development, industrial development agency projects, commercial real estate financing transactions, and commercial leasing. Terry also devotes a substantial portion of his practice to construction law matters, regularly representing owners and developers in construction and architect contract negotiations.

Jonathan Lucia, P3 Portfolio Manager, University System of Georgia

Jonathan was appointed to oversee the University System of Georgia's Public Private Partnership program in student housing in December of 2014. The P3 program includes 9,928 bed spaces across nine USG institutions. Jonathan has thirteen years of experience in higher education at various types of institutions, public and private. Jonathan's areas of focus include public private partnership transition, operative agreements, mediation, performance standards, student accounts, housing information systems, and occupancy management.

Jonathan attended Spring Hill College where he obtained his bachelor's degree in Psychology and Appalachian State University where he obtained his master's degree in Clinical Psychology.

Charles Johnson, President and CEO, Johnson Consulting

Charles H. Johnson is the founder of Johnson Consulting and a nationally recognized real estate consultant with over 30 years of experience focused on mixed-use, conference centers and hotels, sports, and consulting fields. He has led the work on over 2,000 real estate consulting assignments in the U.S. and abroad, including work for several university clients and government clients.

Charles' participation in various aspects of real estate development has enabled him to develop an extensive knowledge of the market and demand requirements for appropriate substantiation for funding and operations of a wide array of projects, including a focus in campus-edge developments. This work typically entails determining the most appropriate financing and delivery method that includes public-private-partnership advisory services. His widespread experiences provide him with knowledge of industry best practices as well as case studies to draw from when analyzing projected market performance and holistic returns from developer solicitations for university, government and private market sectors. This has earned him an international reputation among colleges and universities, not-for-profits, associations, government entities, and developers. Charles led all of the work that is included in this response and is currently leading a similar engagement at Central Washington University. He also recently advised Temple University on their downtown campus.

Michael J. Mandl, President and CEO, Mandl & Co., LLC

Mike Mandl is President and CEO of Mandl & Co., LLC, a firm that partners with universities and medical centers to find and unlock economic assets - from real estate to know-how and intellectual property - creating net new resources to help clients thrive in increasingly challenging financial environments. By focusing on research and academic missions first, Mandl & Co. optimizes business models and creates partnerships to help institutions benefit from the potential of their underutilized assets.

Mike's career has been focused on financial engagement and management of some of the leading universities in the U.S. including University of Pennsylvania, Duke University and Emory University. Prior to co-founding Mandl & Co., Mike served as Emory's Executive Vice President and enterprise-wide Chief Business Officer, overseeing the finance, investments, human resources, campus planning/facilities, information technology, real estate and internal audit divisions. While at Emory, Mike built a track record of successful and productive endeavors to benefit both Emory and those who work, study and live on and around its campus.



INSTRUCTORS

Julie Skolnicki, AIA, LEED AP, Senior Vice President of University Partnerships, EdR

Julie is responsible for overseeing all on-campus development for EdR's public private partnerships (P3) including third-party structures and equity investment under EdR's ONE Plan. Julie has focused her career on creating innovative partnerships to support the development of dynamic student life environments driven by institutional objectives. She came to EdR in 2013 with 15 years of higher education planning and implementation experience at Brailsford & Dunlavey (B&D), the University of Cincinnati and Turner Construction. She has managed the planning and implementation of more than 100 student life facilities on more than 50 campuses resulting in over \$2 billion in development. Julie received her B.A. in architecture from the University of Cincinnati. She is an Ohio registered architect and a Leadership in Energy and Environmental Design (LEED) Accredited Professional, and is an active member of The Society for College and University Planning, The Association of College and University Housing Officers-International, The National Association of College Auxiliary Services and The National Association of College and University Business Officers.

Jack Tillman, Co-Founder and Managing Director, Mandl & Co., LLC

Jack leads the asset management practice at Mandl & Co., LLC in corporate and real estate development and strategic project execution. Mandl & Co. partners with institutional executives to identify and inventory non-core assets, develop cogent plans, and provide execution support to unlock their economic value.

Prior to co-founding Mandl & Co. Jack was Associate Vice President for Corporate Development at Emory University and played key project executive roles with Mike Mandl in developing Drug Innovation Ventures at Emory, Emory Innovations, Emory Genetics Laboratory, Emory Sports Medicine Complex, and most recently Emory's \$50.9-million acquisition of 60 acres at Executive Park in Brookhaven, Georgia.

Jack has held leadership and governance roles with Emory-affiliated public-private entities, including EGL Genetic Diagnostics, LLC; Emory Innovations, Inc.; EmTech, Inc. and T3 Labs, Inc. Under his leadership, each of these companies has engaged in non-traditional and non-academic enterprises with missions to support and enhance the broader goals of Emory and Georgia Tech (in the case of EmTech).

Kim Wright, Director of Advisory Services, The Scion Group

Kim Wright has more than fifteen years of experience directing and performing market analysis, financial analysis, and strategic planning for clients in the public, private and nonprofit sectors. Her more recent engagements have entailed student housing master plans and feasibility analyses for on- and off-campus housing, strategic planning for institutions that are considering first-time on-campus housing or an expansion of existing housing, institutions in housing markets with high barriers to entry, and public-private partnership advisory services. An area of focus for Ms. Wright is community colleges where she has assisted a significant number of clients, performed extensive research, and presented at industry events and conferences. She directs Scion's west coast office.

She has an extensive national and international background in general real estate, including multifamily and mixed-use housing, transit-oriented development, and retail. This includes creating innovative development and revitalization strategies for real estate investors, developers, public agencies, universities, business improvement districts, and non-profit organizations

Kim is a member of the Association of College and University Housing Officers International (ACUHO-I), Community College Business Officers (CCBO), and the National Association of College and University Business Officers (NACUBO). Ms. Wright's most recent speaking engagement includes the Community College Business Officers (CCBO) annual conference.

Ms. Wright earned a Bachelor of Arts degree in Political Science and Urban Policy from Canisius College in Buffalo, New York. As part of her undergraduate studies, Ms. Wright studied at the University of North London in the England. She earned a Master of Public Management with a specialization in Public Sector Financial Management from the University of Maryland at College Park.



OTHERS	VS	ACADEMIC IMPRESSIONS
Typically large annual event		Intimate, workshop-style event with personalized attention
Many concurrent sessions; forcing choice		One focused learning track
Uneven sessions and less outcome-focused, driven by an open call for proposals		Needs-driven and meticulously planned with practical outcomes <ul style="list-style-type: none"> Action plans and next steps to use upon returning to campus Carefully-vetted expert instructors that are also practitioners in the field
Lecture-based		Learner-centric and designed for interaction and collaboration
Large networking events with vendors		Small-scale opportunity to truly connect with colleagues in the same position at other institutions
Some slide presentations posted online after the event		200+ page workbooks with references, worksheets, articles, templates, exercises, and planning documents

96%
of past attendees would recommend an AI conference to a colleague

250+
and growing of AI member institutions (AI Pro)

15,000+
higher ed professionals served

AI Conference Experiences

Academic Impressions provides valuable exploration of timely and pragmatic challenges to higher education institutions. The combination of impassioned subject matter experts as presenters and means of engaging conference attendees was potent.

- C. Tennent, Associate VP of Facilities Management, University of Saskatchewan

This conference was the complete package: relevant topics, philosophical and practical applications, fantastic speakers, fantastic location. One of the BEST conferences I've ever attended. It is what a conference should be! Full of collaboration, networking and solutions.

- M. Lowe, Associate Professor and General Reference Librarian University of Louisiana at Monroe



LOCATION

January 18 - 20, 2017 :: Atlanta, GA

HOTEL:

Atlanta Marriott Northwest at Galleria
200 Interstate N Circle SE
Atlanta, GA 30339

To reserve your room, please call 770.952.7900. Please indicate that you are with the Academic Impressions group to receive the group rate

ROOM RATE:

The rate is \$149 for single or double occupancy, plus applicable tax.

ROOM BLOCK DATES:

A room block has been reserved for the nights of January 17, 18 and 19, 2017.

RATE AVAILABLE UNTIL:

Make your reservations prior to January 1, 2017. There are a limited number of rooms available at the conference rate. Please make your reservations early. Rooms are subject to hotel availability.

ADDITIONAL INFORMATION:

The Atlanta Marriott Northwest at Galleria boasts recently renovated spaces that perfect the art of meeting, dining, and relaxing. Staying the night at the hotel affords visitors well-appointed rooms with high-speed wireless Internet access, HDTVs and plug-in panels. During downtime, the connected indoor/outdoor pool and state-of-the-art fitness center can provide great relief after a long day.

TRANSPORTATION:

The hotel is approximately 24 miles from Hartsfield-Jackson Atlanta International Airport (ATL).

- Windy Hill Airport Shuttle: \$35.00 one way (reservations required)
- Taxi: estimated fare is \$55.00 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, access to the networking reception on Wednesday, breakfast and lunch on Thursday, and breakfast on Friday, as well as refreshments and snacks throughout the conference.

Bring your team!

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

A \$500.00 surcharge applies to registrants from corporations.

BEST VALUE	CONFERENCE	WORKSHOP
Conference + Post-Conference Workshop	Conference only	Post-Conference Workshop only
\$1,795	\$1,495	\$395

EARLY BIRD PRICING

Postmarked on or before January 2, 2017. For registrations postmarked after January 2, 2017, 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

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Billing City

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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

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RECORDINGS, ON-DEMAND DOWNLOADS, MONOGRAPHS AND OTHER PUBLICATIONS

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