



CONFERENCE

PUBLIC/PRIVATE PARTNERSHIPS FOR HIGHER EDUCATION FACILITIES

January 17 - 18, 2018
Anaheim, CA



www.edrtrust.com



www.hodgsonruss.com



www.alvarezandmarsal.com



**ai ACADEMIC
IMPRESSIONS**



Gain an understanding of this financing model, determine if it's right for your campus, and learn best practices for a successful partnership.

OVERVIEW

Join us for a two-day intensive training on public/private partnerships (P3). This program is designed to help you make smarter decisions regarding this financing option by informing you of the wide range of benefits and drawbacks that come with pursuing the model. Through a combination of working sessions and panels, you will explore a diverse set of case studies that illustrate the full spectrum of possible financial models and delivery methods and when to use each. You will learn:

- Pros and cons of debt, equity, and/or concessionaire financing models
- Effective strategies for working with rating agencies
- Best practices in developing legally sound operating agreements
- How to assess your own capacity for a public/private partnership
- Canadian/American specific legal terms and deal structures

This year we have updated this program to appeal to U.S. and Canadian institutions that are large, small, public, private, community colleges, and HBCUs. In addition to our conference sessions, you will have the opportunity to participate in an interactive consultation session that will support you as you evaluate this option for your campus facilities development.

BREAKOUT SESSIONS FOR CANADIAN INSTITUTIONS

New this year we have added break-out sessions on the second day that focus on the regulatory challenges and policies unique to the Canadian P3 landscape. Our expert, Steven Parfeniuk, has been involved in several partnership projects at Sheridan College, Campus Living Centers, and the Halton District School Board in Canada. Steven has worked on a number of U.S. and Canadian P3 projects and is looking forward to showing you how U.S. deal structures can be adapted for Canadian institutions.

[VISIT EVENT PAGE](#)

www.academicimpressions.com/publicprivate-partnerships-for-higher-education-facilities



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. When you register two people from your institution, a third can attend for 50% off.

LEARNING OUTCOME

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

CPE CREDIT AVAILABLE

Recommended CPE Credits: 17 for main conference

Program Field of Study: Specialized Knowledge and Applications

Delivery Method: Group-Live

Prerequisites: None

Program Level: Basic



AGENDA

DAY 1 - NAVIGATING THE LANDSCAPE

8:00 - 8:30 a.m.

Registration

8:30 - 9:00 a.m.

Continental Breakfast (included in registration fee)

9:00 - 9:15 a.m.

Opening Remarks

9:15 - 9:45 a.m.

Why Public/Private Partnership and Why Now?

In our opening session, you will hear from the institutional speakers and attendees on the current state of their institutions and why they are exploring public/private partnerships on their campus. We will chart some of the challenges and needs based on the audience so we can better tailor our sessions to your needs.

9:45 - 10:45 a.m.

What you Need to Know to Navigate the Public/Private Partnership Landscape for Higher Education Projects

Following our opening session, we will focus in on the information, terminology, relationships, and roles that you need to understand when entering a typical public/private partnership (P3) project within higher education. We will use examples from real P3 projects throughout this presentation to help contextualize the range of possibilities for different institutional types and sizes.

10:45 - 11:00 a.m.

Break

11:00 a.m. - 12:00 p.m.

Deal Structures: Key Considerations Across the Spectrum

Now that we have a baseline understanding of P3 projects, we will dive deeper into the risks and rewards associated with various deal structures. You will understand in greater detail the strategies that you can use within debt, equity, and concessionaire P3 models. This is an opportunity for you to determine which model may be right for your institution given its unique context. Case-study examples will be used throughout to illustrate your options.

12:00 - 1:00 p.m.

Lunch (included in registration fee)

1:00 - 2:00 p.m.

University Foundation Perspective: Mixed Use Health and Housing Facilities

Our afternoon begins with a case study from the West Chester University detailing how they have strategically renewed their campus residence portfolio through a series of projects that include public/private partnerships. From a foundation's perspective, you will learn how the university navigated the many market thresholds and incentivized contractors in ways that would not be possible through traditional contracts. We will also discuss WCU's process for due diligence as well as management and intervention strategies they have used.



AGENDA

DAY 1 (CONTINUED)

2:00 - 3:00 p.m.

Getting Students Back on Campus Amidst a Challenging Financial Environment and Strong Regional and Local Competition

Learn how master planning efforts and retention strategy informed Shepherd University's decision to enter a P3 project for their new housing and dining facilities. Our speaker will highlight the extensive due diligence and market analysis the institution used to mitigate institutional risk, better compete with off-campus housing, and attract Shepherd students to live on campus. We will also discuss creative elements they used to approach their financing and how they managed this project under a compressed timeline.

3:00 - 3:15p.m.

Break

3:15 - 4:00 p.m.

Case Study Panel Discussion and Q&A

During this session, attendees will have the opportunity to ask case study presenters from the previous two sessions any questions that did not get answered during the sessions themselves. Questions will be followed by a robust discussion

4:00 - 5:00 p.m.

Working Session: Exploring your Institutional Capacity for P3

There is a lot of internal work that needs to be completed to ensure that your organization has the capacity to fully vet potential P3 projects and see them through to completion. This interactive session will provide you with the opportunity to explore your institution's capacity for entering into P3 agreements. During this session, you will work through key questions that need to be asked and answered in order to explore your current capacity and identify areas for improvement.

5:00 - 6:00 p.m.

Networking Reception (included in registration fee)

DAY 2 – SHARPENING YOUR FOCUS

8:30 - 9:00 a.m.

Continental Breakfast (included in registration fee)

9:00 - 10:30 a.m.

Understanding the Rating Agency Perspective

All P3 projects have an impact on your institution's credit. In the first session of day two, you will learn how Moody's analyzes the credit risks associated with P3 projects, including the effect they have on an institution's credit profile and debt capacity. You will leave with strategies for working more effectively with rating agencies as you pursue public/private partnerships.

10:30 - 10:45 a.m.

Break



AGENDA

DAY 2 (CONTINUED)

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

Concurrent Sessions

Best Practices for Operating Agreements

It is critical to understand how operating agreements may or may not support the strategic vision of your campus as these relationships can span many decades. In this breakout session, you will gain best practices for developing sound operating agreements for your projects. You will walk through the benefits and drawbacks of operating agreements such as:

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

Canadian Public/Private Partnerships Operating Agreements

In this breakout session, you will gain best practices for developing sound operating agreements for your Canadian projects. The Canadian experience with P3s includes both government oversight with public sector/private sector partnerships, as well as non-government oversight. You will walk through the benefits and drawbacks of operating agreements as listed above.

12:00 - 1:00 p.m.

Lunch (included in registration fee)

1:00 - 2:00 p.m.

Keys to Phasing Your Public/Private Partnership Project

Using real project examples, this session will emphasize the phases and related processes from start to finish. The focus will be on housing projects that are applicable to both US and Canadian institutions. You will learn a process that can be scaled and replicated for your P3 projects regardless of your institution type, size.

2:00 - 3:00 p.m.

Concurrent Sessions - Innovative Public/Private Partnership Showcases

Non-Housing Facilities

This time will be dedicated to research, athletic and academic facilities apart from housing. The content will provide you an opportunity to think outside the box and innovate on P3 models that would be a good fit for your campus.

Key Features of Canadian Public/Private Partnerships

Through several project examples, our expert presenter will show you how P3 projects can be approached with your specific needs in mind. We will highlight challenges specific to the Canadian higher ed landscape, including the regulatory process and multiple levels of governance. We will also explore the competitive market analysis given Canadian tuition rate thresholds and limited access to revenue. You will leave with enterprising strategies for leveraging your land to generate revenue streams that benefit both your institution and the government.



AGENDA

DAY 2 (CONTINUED)

3:00 - 3:15 p.m.

Break

3:15 - 4:15 p.m.

Consulting Time: Communicating your Value in a High-Risk Environment (Institutional Attendees Only)

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 have the opportunity to participate in a consultative session designed to provide you with time to discuss your specific P3 projects with experts in your interest area. This session is closed for institutional attendees only.

4:15 - 5:00 p.m.

Panel Discussion: Key Strategies to Support your Next Steps

Based on the attendee needs, in this final session, you will hear from our speakers one last time as they provide key strategies to support your next steps during the pre-development phase. You will also have an opportunity to share on some action items for when you return to campus to support your pre-development phase. Resources will be provided to support your planning.



INSTRUCTORS

Jenifer Huestis Boss, Director, Public Sector Real Estate, Alvarez & Marsal

Jenifer has over ten years of public sector and advisory experience in 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 and a strategic property acquisitions for Fairfax County, Virginia. Additionally, she assisted federal clients—including the Office of the Secretary of Defense—in monitoring 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.

Jay Brown, Managing Director and National Practice Leader, 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 twenty-three 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. Jay 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).

Dennis Gephardt, Vice President and Senior Analyst, Moody's

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. He holds a BA and an MA in History from the New College of Florida and the College of William and Mary, respectively.

Terrence 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.

Steven Parfeniuk, Interim CFO, Services and Housing in the Province (SHIP)

Steven recently retired as the Senior Vice President of Finance and Administration at Sheridan College Institute of Technology and Advanced Learning. Steven's expertise includes decision-making in complex environments, reviewing business processes and fixed costs, investing for a sustainable future, and implementing public/private partnerships. He holds a Bachelor of Commerce from McMaster University and a Master of Arts in Educational Leadership from Royal Roads University. He is a Certified Public Accountant, a Certified Management Accountant, and a doctoral candidate at Royal Roads University.



INSTRUCTORS

Richard T. Przywara, CFRE, Executive Director, WCU Foundation & University Student Housing

Rich Przywara was responsible for managing the RFP process and development for the 15-year Housing Renewal Initiative at West Chester University (a member of the PA State System). Working in a public/private partnership, USH built a combination of high-rise and apartment-style suites. Rich was responsible for the design, construction, financing, and the interfacing with the university staff and systems. He worked closely with the architects to design a housing product that was affordable and was integrated with the university architecture. Building on state-owned property gives Rich a unique insight to ground leases and revenue sharing with the university client. Rich led the original financing, which included variable and fixed rate, industrial development funding, private bank funding, and USDA funding. USH also moved from 3rd party management to self-management on campus. Rich holds a Master's Degree in Administration and has experience operating the Public Works Department for New Castle County, DE.

Jeffrey Resetco, Vice President, EdR

Jeffrey Resetco is responsible for managing the development, design, and construction of collegiate housing properties, coordinating closely with the financing and management teams. With twenty years of construction and development experience, including high- and mid-rise residential, mixed-use, and hotel facilities, he is responsible for evaluating and hiring the architect and contractor for new projects. In close association with the development team, he works with the university committee, architect, and contractor to design the new facility. He has both a Bachelor's and Master's degree in architecture. His recent projects include tax exempt and equity financing for on and off campus housing for both public and private institutions. He has overseen P3 projects at Cornell University, University of Connecticut, West Chester University, East Stroudsburg University, Johns Hopkins University, Shepherd University and The University of South Carolina.

Ted Risher, Director, Alvarez & Marsal

Mr. Risher has twenty 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 seek 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, D.C., where he oversaw the city's development portfolio, and is a past member of the American Planning Association.

James Vigil, rpk Group, Former Vice President for Administration at Shepherd University

James has over twenty-seven years of experience in higher education. In his role at Shepherd University, James provided oversight and operational management for auxiliary enterprises, information technology, public safety, facilities management, planning, and construction. His recent projects include leading a successful public/private partnership initiative to modernize Shepherd's housing inventory, the construction of a soccer complex, and the design, business plan development, construction, and financing for a campus recreation center and a satellite campus. James received his bachelor's degree in business administration from St. Thomas University and a Master of Arts in organizational and corporate communications from West Virginia University.



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 17 - 18, 2018 :: Anaheim, CA

HOTEL:

Anaheim Marriott Suites
12015 Harbor Blvd
Garden Grove, CA 92840

Room Rate: \$135, + tax

Room Block Dates: January 16, and 17, 2018

Rate Available Until: December 26, 2017. There are a limited number of rooms available at the conference rate. Please make your reservations early

Reserve Your Room: Call 714-750-1000. Please indicate that you are with the Academic Impressions group to receive the group rate.



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.

Bring your team!

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

A \$1,000 surcharge applies to registrants from corporations.

HIGHER ED	CORPORATIONS
Main Conference for Higher Ed Attendees	Main Conference for Corporate Attendees
\$1,495	\$2,495

EARLY BIRD PRICING

Postmarked on or before January 5, 2018. For registrations postmarked after January 5, 2018, an additional \$100 fee per registrant applies.

REGISTER ONLINE or on the next page.



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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.

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 _____



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

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

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