



CONFERENCE

PUBLIC/PRIVATE PARTNERSHIPS INSTITUTE: A ROADMAP FOR SUCCESS

January 16 - 17, 2019

New Orleans, LA





You don't know what you don't know - empower your team to make informed decisions that align your efforts with your goals.

OVERVIEW

This intensive public/private partnership training program will empower you and your team prior to embarking on a campus facilities P3 project to reduce risk and get it right from the start. Our experts will guide you through the key milestones and challenges from pre-development all the way through construction, so you are prepared to define and execute a project for your institution. Through carefully selected in-depth content, working sessions, and consulting time, you will be prepared to enter into discussions related to public-private partnerships with internal stakeholders, external consultants, and private development partners.

You will learn:

- When this model is right and when it is not
- Process and timeline for approval and implementation
- Expected returns and risks across deal structures
- Range of financial operations and their impact
- Types of common operating agreements and knowing what to look for
- Ways to establish appropriate governance and oversight

Included with your registration is a **350-page workbook** to guide your learning at the event.

WHO SHOULD ATTEND

This program is designed 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. This program applies to all institutions, including large, small, public, private, and Canadian, as well as offering provisions for community colleges and HBCUs.

If you have questions about this content or its fit for you and your team, please reach out to [Grace Royal](#).

[VISIT EVENT PAGE](#)

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



THE CASE FOR THIS PROGRAM - A NOTE FROM OUR PROGRAM MANAGER

Unraveling whether P3 is right for your institution is a heavy responsibility and a complex decision. Our consultants and attendees tell me this training is the best starting point for a one-stop shop on P3 education. This iteration in particular has been revamped to support the full spectrum of P3 preparation. We have hand-selected our speakers and case studies to highlight each phase of the process from start to finish. This will be my fourth year, and The reason I remain so engaged in the P3 training after four years is that the attendees continue to express to me how much this training and the one-on-one consulting session gives them the confidence to approach P3 conversations from an informed position.

Grace Royal, Program Manager, Academic Impressions



AGENDA

DAY 1 – JANUARY 16, 2019

Understanding the Value of a P3 Project

Registration and Breakfast (included in registration fee)

8:30 - 9:00 a.m.

Opening Remarks and Introductions

9:00 - 9:30 a.m.

What is the Value Proposition of Public-Private Partnerships for Your Campus?

9:30 - 10:30 a.m.

This is the starting point for our training. You will work through a short assessment followed by a discussion with your peers and our experts to better understand your institutional landscape. You will review what is driving you to seek alternative financing and learn how to get the most from this workshop.

Morning Break

10:30 - 10:45 a.m.

Project Valuation and Industry Best Practices Across Deal Structures and Projects

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

You will dive deeper into the various deal structures from a risk/reward tradeoff perspective. This session will go into greater detail, highlighting financial 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 detailing risk and reward.

Lunch (included in your registration)

12:00 - 1:00 p.m.

Understanding the Rating Agency Perspective

1:00 - 2:15 p.m.

Rating agencies evaluate the credit impact that any given public/private partnership project will have on the affiliated university. In this hour, 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.

Afternoon Break

2:15 - 2:30 p.m.

Pre-Development Due Diligence

P3 Process Case Study: Competitive Market Analysis to Get Students Back on Campus

2:30 - 3:45 p.m.

Learn how early master planning efforts coupled with a robust retention strategy drove Shepherd University's decision to enter a public/private partnership model for a new housing/dining facility. Our speaker will highlight their extensive due diligence and market analysis to mitigate institutional risk, counter off-campus housing competition, and attract students to enroll at Shepherd and live on campus. You will also hear about some creative elements they used to approach their financing and how they successfully managed this project under an extremely compressed timeline.



AGENDA

DAY 1 (CONTINUED)

Working Session: Financial Evaluation and Market Analysis

3:45 - 4:15 p.m.

You will have an opportunity to take what you've learned today and reflect on your institution's capacity to conduct the financial and market analysis necessary before deciding on a P3 model.

Day 1 Wrap-Up

4:15 - 4:30 p.m.

Networking Reception (included in registration fee)

4:30 - 5:30 p.m.

DAY 2 - JANUARY 17, 2019

Pre-Development Due Diligence (Continued)

Continental Breakfast (included in registration fee)

9:00 - 9:30 a.m.

Process Case Study: Pre-Development Analysis

9:30 - 10:30 a.m.

Cornell University faces an affordable housing crunch. They completed a comprehensive analysis and determined a new residence and community center would best support the vibrant international and graduate student community. They also determined after careful study the public/private partnership model would be the best way to accomplish this. You will learn why they chose a public/private partnership model and what made this successful.

Morning Break and Q&A

10:30 - 11:00 a.m.

Working Session: Determining Your Capacity for Pre-Development Analysis

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

Based on the key success factors from the previous session, you will discuss your own institution's capacity for pre-development financial analysis. Who will you involve in this phase, or who do you need to recruit to ensure you have arrived at the appropriate level of information and analysis that you can feel comfortable acting on?

Lunch (included in registration fee)

12:00 - 1:00 p.m.



AGENDA

DAY 2 (CONTINUED)

Preparing for the Legal Landscape

Best Practices for Operating Agreements (Hodgson & Russ)

1:00 - 2:00 p.m.

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 hour 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

Working Session: P3 Operating Agreements

2:00 - 3:00 p.m.

During this interactive session you will have an opportunity to review selected sections of various operating agreements. You will work with teams and our experts to better understand the nature and implications of these 30+ year binding agreements through this familiarization exercise. This session will provide you the language and understanding you need to be more confident in your conversations with internal and external stakeholders.

Afternoon Break

3:00 - 3:15 p.m.

Development Phase

P3 Process Case Study: Development to Post-Occupancy

3:15 - 4:15 p.m.

This case study will investigate the public/private partnerships process once the project is underway to prepare you for the range of challenges during the construction phase. Our expert will highlight the phases and their lessons learned from a contractual and tactical perspective.

Consulting Time: Communicating Your Value in a High-Risk Environment (partners and institutional attendees only)

4:15 - 5:15 p.m.

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. This session is closed for institutional attendees only.

Wrap-Up

5:15 - 5:30 P.M.



INSTRUCTORS

Jenifer Huestis Boss, Director at Alvarez and Marsal- Public Sector Real Estate

Jenifer has over 10 years of public sector and advisory experience for higher education and local, state, and federal entities. Currently, Jenifer is coordinating a Program Management Office for Howard University's real estate development office as they execute a strategy to deploy and reposition a 1.7 million square foot portfolio of assets. She has supported Howard's P3 transaction for a variety of projects, including market rate housing, mixed-use urban development, institutional uses, student housing, and master plan development. Jenifer is also assisting Dartmouth College to develop graduate student housing through an alternative delivery mechanism. 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.

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 23 years of public sector and real estate experience, Mr. Brown has performed and overseen numerous public-private transactions and asset repositioning strategies to help public sector clients generate revenue, reduce costs, and create jobs. Mr. Brown is an active participant in several public-private real estate associations, including the Urban Land Institute's (ULI) Public Development & Infrastructure Council, the Association of Defense Communities (ADC), National Council for Public-Private Partnerships (NCPPP), and the Federal Real Property Association (FRPA).

Terrence M. Gilbride, Partner, Hodgson Russ LLP

Mr. Gilbride has significant experience in public/private partnerships. As our legal instructor, he guides campus leaders through complex P3 operating agreements. He 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.

Jeffrey Resetco, Vice President, Real Estate Development and Construction, 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 20 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, and The University of South Carolina.



INSTRUCTORS

Ted Risher, Director, Alvarez & Marsal

Mr. Risher 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.

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

James has over 27 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 16 - 17, 2019 :: New Orleans, LA

HOTEL:

Renaissance Pere Marquette
817 Common Street
New Orleans, LA 70112

504.525.1111

Room Rate: \$139, + tax

Room Block Dates: The nights of January 15 and 16, 2019.

Rate Available Until: December 17, 2018.. There are a limited number of rooms available at the conference rate. Please make your reservations early

Reserve Your Room: Call 504.525.1111. Please indicate that you are with the Academic Impressions group to receive the group rate.