



Creating Communities of
Innovation[™]

ASSOCIATION OF UNIVERSITY RESEARCH PARKS

35 Years Advancing Innovation & Economic Growth

AURP 2021



INNOVATION ELEVATED

Hosted by



THE
UNIVERSITY
OF UTAH[®]

REACHING NEW HEIGHTS

OCT 18-21, 2021 | SALT LAKE CITY, UT

PROGRAM



Creating Communities of
Innovation[™]

ASSOCIATION OF UNIVERSITY RESEARCH PARKS

35 Years Advancing Innovation & Economic Growth

THANK YOU TO OUR ANNUAL SPONSORS

AURP's Annual Sponsors are committed to helping AURP achieve its mission and seeing our communities of innovation thrive. From providing support for key strategic initiatives to helping AURP deliver amazing event experiences, these partners make a sustained and important contribution to AURP's success.

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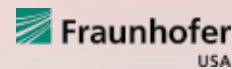
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WELCOME

Friends and Colleagues,

It's been almost two years since our AURP community has united. Now is the time to celebrate Innovation Elevated!



Despite economic, political and resource challenges dominating the news, those of us in the university research, science and technology park community concentrate on innovation and growth – facing forward, embracing change and making positive impacts in our global community of innovation.

Over the coming week, we gather to learn, share, network and grow. While we are focused on the future, we also celebrate the past 35 years of advancing our AURP community of innovation. Plus we encourage our more veteran members to grab an Ambassador Ribbon at the registration desk to assist in welcoming newer members and attendees.

Thank you to our host park, the University of Utah Research Park, for sharing their sunshine and community.

Let's take advantage of all that the 2021 International Conference has to offer and our time together.

Welcome to #AURPIC2021!

Leah Burton

President, AURP Board of Directors

Dear AURP Friends,

Welcome to Salt Lake City – home of the University of Utah Research Park, which is excellent example of a supportive environment in which companies engaged in collaborative research and development excel.



Networking is a crucial component of a successful conference experience—and we have some great networking events planned throughout our time together this year in Salt Lake City. I encourage you to spend time catching up with your AURP peers—and also to take this great opportunity to strengthen our network by making new friends.

The Conference Planning Committee and AURP Team have your safety in mind. Health and safety measures are required for all attendees including vaccinations, mask wearing (while not eating or drinking) plus our social bands. Should you have any concerns throughout the conference, please contact any member of the AURP Team or Board of Directors.

If this is your first AURP conference, we especially welcome you, and look forward to having you become a part of the AURP network.

Let's invent the future together.

Brian Darmody

Chief Executive Officer, AURP

AURP Team

Should you have any questions or need any assistance throughout the conference, please contact an AURP staff member. We will be happy to assist you.



Brian Darmody
Chief Executive
Officer



Vickie Palmer
Director of Operations
& Events



Diana Horn
Meetings &
Membership Manager



Ken Berlack
Communications
& PR

COURTNEY WILLIAMS
Co-Founder,
Imagine Solutions Technology

MIKE HERNANDEZ
Site Operations Manager,
IBM Tucson

YAO SHI
University of Arizona graduate student,
Master of Real Estate

IAM

INNOVATION

GLOBAL

UNIVERSITY

Tech Parks Arizona builds connections between the University of Arizona, industry, and Arizona communities to promote, attract and grow businesses focused on technology innovation and commercialization. We provide business incubation, assistance programs, and state-of-the-art laboratory and office facilities that support job creation and the economic development goals of the University and Southern Arizona.



THE UNIVERSITY OF ARIZONA
**TECH PARKS
ARIZONA**

▶ ▶ ▶ To learn more about Tech Parks Arizona, visit TechParks.Arizona.edu

AURP Welcome Our New Members and First-Time Attendees!

Whether you are a new member or new to AURP conferences, we know you will find this 2021 conference to be enlightening and thought-provoking—fueling ideas and new innovations that will ultimately have great impacts on your regions. We also encourage you to take advantage of the various networking opportunities that our team has made available to you.

New members (since October 2019), we hope you will attend the AURP Reunion Lunch on Tuesday, October 19 at 12 noon. Our new members will be recognized on stage for photo-opportunities with your New Member Certificate. Be welcomed into the AURP community of innovation!

Should you have any questions or concerns, the AURP Staff, Conference Planning Committee and Board of Directors are here to answer any question you may have. If you are a first-time attendee, please be sure to wear your “First Time Attendee” ribbon, so we can identify you and help point you in the right direction.

MEET OUR AURP MEMBER AMBASSADORS:

Look for our teal Ambassador ribbons.

We are so grateful for the AURP members that are sharing their expertise and inspiring other up-and-coming members. We truly believe that our AURP members and the experience and knowledge they bring are invaluable to the organization.

All veteran members are invited to serve as Ambassadors for our new members and first time attendees. SIMPLY PICK UP A RIBBON AT THE REGISTRATION DESK!

This program is designed to strengthen relationships between our current members, especially newer ones, and to provide a more accessible ‘front line contact’ to get answers to questions, stay current on events, training, and services being offered. Ambassadors serve as greeters in an effort to make our first-time guests feel welcome and to discuss the Association.

AMBASSADOR



AURP HOSPITALITY DESK

While you are preparing to reach new heights in innovation, networking and partnering among our community of innovation, head over to our Hospitality Desk to discover the many opportunities to explore Salt Lake City from right out the Hilton Hotel front door.



SPECIAL NEEDS

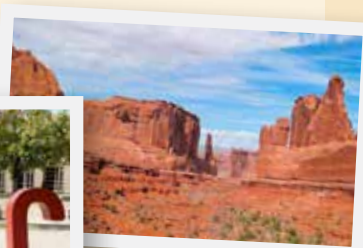
AURP will endeavor to meet the special requirements of those with disabilities or special needs. Please contact the AURP Team in advance to discuss any concerns or requirements to fulfill your participation needs.



ATTIRE

BUSINESS CASUAL ATTIRE is appropriate for ALL AURP sessions.

Comfortable shoes and jacket are a must for our extended excursion – The University of Utah Encounter – on Tuesday afternoon/evening which includes our Campfire General Session in the OUTDOOR AMPHITHEATER at Red Butte Garden followed by tour at the Natural History Museum of Utah that evening – plan for our outing from 1:30-9:30 pm.





Innovation Quarter, Wake Forest University



Cortex, Washington University in St. Louis



Aggie Square, UC Davis

Developing communities that drive discovery, innovation, collaboration and inclusion.

Wexford Science & Technology is a development company exclusively focused on partnering with universities, academic medical centers and research institutions to create vibrant, mixed-use, amenity-rich Knowledge Communities. By combining flexible spaces, access to university infrastructure and resources, and valuable business services and connections, these collaborative communities provide researchers, entrepreneurs, and growing companies a place to move innovations from the laboratory to the marketplace.

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uCity Square, Drexel University & University of Pennsylvania



850 PBC, Arizona State University



UM BioPark, University of Maryland, Baltimore





AURP INTERNATIONAL CONFERENCE 2021 HEALTH & SAFETY POLICY

AURP has actively monitored the incidence of Coronavirus Disease 2019 (COVID-19) and is following the guidance of the CDC plus local Salt Lake City and Utah health departments regarding large gatherings, including CDC recommendations on preventing the spread of COVID-19. This includes, but is not limited to, submitting to restrictions set in place during the event including wearing a mask at all times in indoor public areas, engaging in appropriate physical distancing, and most importantly the requirement that all attendees must be fully vaccinated to attend.

If you are sick or feeling you are getting sick, we request that you please stay in your room and follow Salt Lake City public health recommendations.

REGISTRATION REQUIREMENTS

- All conference attendees, speakers, and sponsors:
- Are required to wear a mask during all conference sessions and networking. Masks will be readily available throughout the conference spaces.
- Must be fully vaccinated prior to arrival at the conference.
- Conference attendees have certified their acceptance of these registration requirements during the registration process in addition to agreeing to the waiver policy as described below.

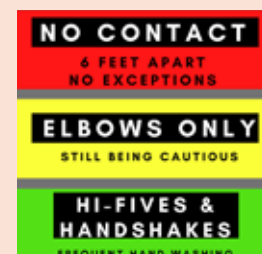
PARTICIPATION/ATTENDEE WAIVER

I understand that my participation in events like the AURP 2021 International Conference may involve a risk of exposure to COVID-19 or other infectious diseases. I knowingly assume that risk. On behalf of myself as well as my family and heirs, to the greatest extent allowed by law, I release from liability, and waive all claims against, AURP, its officers, directors, and employees for harm, injury, damage, or death suffered by me should I contract COVID-19 or other disease as a result of my travel to, or attendance at, the AURP 2021 International Conference, even if arising from the negligence of any such released person.

SOCIAL BANDS

Our social bands help to address the elephant in the room: How close should I get to someone? We recognize that everyone has a wide range of comfort levels with physical proximity and contact and may find it awkward to let others know their – or try to read others' – greeting preferences.

The wristbands take a cue from traffic lights: Red equals no contact; yellow indicates an elbow bump is okay; green means go in for the hug or the high-five.



HILTON HOTEL BRAND – WHAT TO EXPECT DURING YOUR STAY



<https://www.hilton.com/en/p/what-to-expect/>

Hilton is committed to providing a safe, enjoyable experience from check-in to check-out. Learn more at [Hilton.com/CleanStay](https://www.hilton.com/CleanStay).

Available: Business Center, Fitness Center, Pool.

Available but with modified service: Breakfast, On-site Restaurant(s).

Temporarily not available: Concierge, Executive Lounge, Room Service, Valet Parking.

Upon Request Housekeeping : Hilton offers complimentary housekeeping by request. We know that comfort levels may vary when it comes to people entering your space. Now you can simply contact the front desk to request a room cleaning or just a few extra towels.

AURP 2021

INNOVATION ELEVATED

THANK YOU TO OUR CONFERENCE SPONSORS

We gratefully acknowledge the following sponsors whose support is essential to the success of AURP and the 2021 International Conference. Connect with these organizations to discover beneficial assets and services for your own community of innovation.

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AURP INTERNATIONAL CONFERENCE 2021

SEE WHAT'S BUZZING... IN THE AURP BEE HIVE

BEE HIVE Hours

The BEE HIVE will be a hub of activity – much like our varied Communities of Innovation!

Monday, October 18	SET-UP	1:30 pm – 5:00 pm
Tuesday, October 19	OPEN HOURS	7:30 am – 12:00 pm
Wednesday, October 20	OPEN HOURS	7:30 am – 5:00 pm (followed by tear-down)

Sponsors

Visit and connect at sponsor display tables.

Create Your Own Roundtable

Build your network and discovery at our roundtable topics at highboy tables throughout the Ballroom Foyer.

Topics include incubator / accelerator trends, rebounding strategies, cultivating community engagement and more.

The Commons Podcast



HOSTED BY THOMAS OSHA

Senior Vice President
Innovation and Economic Development

WEXFORD
SCIENCE+TECHNOLOGY

Tom will engage guest speakers and community leaders on this daily podcast distributed through all podcast channels.

Conversations featuring researchers, innovators, artists, entrepreneurs, community builders, and thought leaders who are improving the human condition in their own backyard and across the globe. Will you be next?!

Dine-Arounds/Hospitality Table

INFORMAL GROUP DINNERS on Wednesday evening October 20

RESERVE YOUR SPOT at one of our INFORMAL DINNERS GROUPS this evening.

Informal Group Dinners return! One of the greatest benefits of the conference is connecting with your peers reinforcing strong and lasting relationships. We will once again have our informal dinner groups on Wednesday evening. We make the reservations and you choose which location satisfies your cravings! All expenses and transportation (if needed) are at individual expense.

Spouses/significant others are invited to attend.

We have made reservations at a variety of dining options, and one is bound to please every tastebud!

NEST (Micro-Theaters)

Sign-up for podium time at one of our two NESTS to share your project or case study.

These 'micro-theaters' will have an AV Monitor for plug and play showcase segments.

Speak with Vickie Palmer to sign up for your 5-minute theater segment.

NEST Schedule

10:00 am – 11:00 am	Networking Break	NEST 1	NEST 2
	10:10 – 10:15	Strang	OPEN
	10:20 – 10:25	Centennial Campus	JLL
	10:30 – 10:35	NIST MEP	OPEN
	10:40 – 10:45	OPEN	OPEN
	Networking Break	NEST 1	NEST 2
	3:25 – 3:30	OPEN	OPEN
	3:35 – 3:40	OPEN	Centennial Campus

AURP 2021

INNOVATION ELEVATED

The AURP Conference will be offered in a hybrid format.

What does hybrid mean?

Most sessions will be streamed live for our virtual community and recorded - resolving the frustration of not being able to attend more than one session at the same time!

Full conference attendees will have in-person PLUS virtual access.

Those members that are not vaccinated or unable to be in Salt Lake City can register for our Virtual format. You can participate in our live streamed sessions plus have the ability to continue online for 15 minutes following each session for additional networking, sharing and discussion.



Have the conference at your fingertips and download the AURP mobile app today!

Scan the code to download the app from Apple or Google Play Store, sign in using your email and input the 6-digit code. You now have access to the Agenda, Attendee List, Resources and more. View the buzz and stay connected by checking out the feed for current conversations among your peers and up to date information on all the happenings in Salt Lake City.

Attending virtually? Use the app to access the Zoom links to view the sessions LIVE or by clicking on the link to access through your computer.

<https://wp2d9ct3tcercn4arju.app.mobileup.io/>



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about the
redevelopment of
 **fitzsimons**
Innovation Community

Wed, October 20
@2:30pm

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BOARD & PLANNING COMMITTEE



AURP BOARD OF DIRECTORS

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Leah Burton, Director, Centennial Campus Partnership Office and Industry Alliances, NC State University

Immediate Past President

Daniel Duncan, Executive Director, Nebraska Innovation Campus, University of Nebraska, Lincoln

Vice President

Erin Koshut, Executive Director, Cummings Research Park

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At Large

Mark Romney, Chief Strategy Officer, Aggie Square – University of California, Davis

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Brian Darmody, JD

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Jonathon Bates, Executive Director, Real Estate Administration & Research Park, University of Utah Research Park

Dwayne Chapel, Chief Executive Officer & Executive Director, Growth Partnership and Research Park, South Dakota State University

Laura Frerichs, Director, University of Illinois Research Park and University of Illinois at Urbana-Champaign Economic Development

Will Germain, Senior Investment Officer, Research and Innovation, Ventas

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Julie Lenzer, Chief Innovation Officer; Director, UM Ventures, The University of Maryland

Allison Madden, MBA, Director of Research Foundation Operations, University of South Florida Research Park

Ken Marcus, Executive Vice President & Chief Financial Officer, Tech Parks Arizona

Martha Schoonmaker, CECD, Executive Director of Pinkney Innovation Complex for Science and Technology (PIC MC)

Larry Shaw, Chief Executive Officer, Knowledge Park, Inc. & Ignite Fredericton; President, AURP Canada

Jeff Smith, Director, University Corporate Research Foundation, Michigan State University

AURP 2021 INTERNATIONAL CONFERENCE PLANNING COMMITTEE

Thank you to our 2021 Planning Committee members for your efforts in making this year's conference a success!

COMMITTEE CHAIR

Jonathon Bates, Executive Director, Real Estate Administration & Research Park, University of Utah Research Park

COMMITTEE MEMBERS

Mason Ailstock, Past President, AURP; Partner, HR&A Advisors

Leah Burton, President, AURP; Director of Centennial Campus Partnership Office, NC State University

Simone Butler, Marketing & Research Coordinator, Salt Lake City Department of Economic Development

Kevin Byrne, MBA, Past President, AURP; President, The University Financing Foundation

Linda Cabrales, Director, The Utah Innovation Center, The Governor's Office of Economic Development

Clark Cahoon, Technology & Innovation Advisor, Salt Lake City Corporation of Utah

David Carlebach, Vice President, International Investment, World Trade Center Utah

Paul Corson, Deputy Director and Director of Entrepreneurship, PIVOT Center, The University of Utah

Stephen Coulston, AIA, LEED AP BD+C, Principal, Urban Design, Perkins&Will

Kelvyn Cullimore, President & CEO, BioUtah

Dan Duncan, Immediate Past President, Executive Director, Nebraska Innovation Campus, University of Nebraska

Michael Flynn, MBA, Chief Operating Officer, Economic Development Corporation of Utah

Theresa Gubler, Senior Director of Communications, PIVOT Center, The University of Utah

Greg King, Board Member, AURP; Associate Vice President for Economic Development, Georgia Institute of Technology

Ben Kolendar, Director, Salt Lake City Department of Economic Development

Erin Koshut, Vice President, AURP; Executive Director, Cummings Research Park

Ariella Lukach, PhD, Vice President Strategy & Positioning, Stiletto

Allison Madden, MBA, Board Member, AURP; Director of Research Foundation Operations, University of South Florida Research Park

Keith Marmer, DPT, MBA, Chief Innovation & Economic Engagement Officer, PIVOT Center, The University of Utah

Jennifer McGrath, Director, Research Park Planning, The University of Utah

Rebecca Paulson, Director, Operations, Real Estate Administration & Research Park, University of Utah Research Park

Mark Romney, Board Member, AURP; Chief Strategy Officer, Aggie Square University of California, Davis

Patricia Ross, Vice President, Chief Business Strategy Officer, The University of Utah

Heidi Stucker, Administrative Manager, Real Estate Administration & Research Park, University of Utah Research Park

Andrew Wittenberg, Marketing & Research Manager, Salt Lake City Department of Economic Development



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SCHEDULE OF EVENTS

MONDAY, OCTOBER 18

1:00 pm – 5:00 pm Registration Check-In Desk

1:30 pm – 5:00 pm BEE HIVE: Sponsor Display Tables – set-up

8:30 am – 11:30 am Topaz Room AURP BOARD OF DIRECTORS' MEETING

2021-2022 Board of Directors are requested to attend this in-person meeting to review fiduciary and Association activities as well as plan for the future of our Communities of Innovation.

12:00 pm – 1:00 pm Topaz Room AURP BOARD & ADVISORY COUNCIL LUNCHEON:

Celebrating 35 years of building communities of innovation

By invitation only.

AURP Past Presidents, CEOs, and 2021 AURP Board of Directors are encouraged to attend this VIP luncheon thanking you for your service and continued involvement in AURP.

1:30 pm – 4:00 pm Topaz Room PRE-CONFERENCE INTENSIVE SESSION

(separate registration fee)

INTRODUCTION: CREATING COMMUNITIES OF INNOVATION (COI) 101



Chair: Erin Koshut, Executive Director, Cummings Research Park

Welcome to "COI Launch Point"!

We've embraced your feedback that our daylong COI 101 program is too much information for one-setting.

Just as the world has pivoted, so has AURP. Beginning 2022, the COI 101 will be offered up online, in digestible modules that individuals can participate in on their own schedule.

At the IC2022 in Toronto, Canada, we will unite participants for a Meet the Leader segment to address burning issues, revisit trends and further deep dive into modules. Today's abbreviated COI 101 session will serve as your launch point of discovery and offer up an overview of what you need to know, considerations for your research park or innovation district.

1:30 pm – 4:00 pm

OPTIONAL DISCOVERY TOURS *(no additional fee)*

Coming in early for the conference?

Set aside time for discovery at these optional tours to get ahead of curve in this year's knowledge-exchange.

Plan for a fast paced tour of Downtown Salt Lake City. Comfortable, closed-toe shoes recommended.

Salt "Tech" Lake City Life Sciences and Innovation District Tour *Group Convenes in the Lobby*

Experience and learn about downtown Salt Lake City life science initiatives. On this quick paced tour, you'll visit Gateway/Vestar to hear how a traditional open-air mall has adapted to the changing needs of the community with a shift away from traditional retail to restaurant, hotel, and bio-tech commercial spaces. Next stop – Station Center (Future) Innovation District. We will wrap up the afternoon at Industry: A great example of adaptive re-use, INDUSTRY SLC utilizes purposeful placemaking to continue in reigniting the Granary District neighborhood. Listen to the Industry team talk about this unique project in the SLC's Granary District, see their space, and enjoy the rooftop deck.



Salt Lake City Economic Development Round-up Topaz Room

Meet-up in the lobby to head over to the Hyatt Regency/Portman Holdings Convention Center Hotel: Attendees will hear about Salt Lake City's new Convention Center Hotel (currently

under construction), why they chose Salt Lake City, where they are in the construction process, and some features of the hotel. Then we will head over to The West Quarter (Richie Group) is a contemporary mixed-use



development project located in the heart of downtown Salt Lake City. It includes, among other things, of a dual branded national chain hotel and ground floor retail. Followed by a visit at 255 South State (Brinshore Project) to hear about this unique mixed-use/residential project. We will conclude the afternoon at Colliers' International Offices with a birds-eye view of Salt Lake City.

5:30 pm – 9:00 pm

Group gathers in lobby. We will depart promptly at 5:40.

AURP BOARD OF DIRECTORS' SPONSOR APPRECIATION DINNER

By invitation only

Raise a glass to toast our 2021 International Conference Sponsors. We welcome this in-person tradition. The AURP Board of Directors, Past Presidents, IC2021 Conference Planning Committee, and invited Sustaining Member representatives, gather to will honor our Annual Corporate and International Conference Sponsors. This exclusive event is held by invitation only.

We encourage corporate and institutional members to sponsor the conference to gain access to this intimate networking opportunity which is where introductions are made and relationships grow.

**The more perspectives we have,
the more dimensions we see.**



We work in every dimension of commercial real estate. Our mission is to realize the potential in all the businesses and people we work with, so that together we can create the real estate solutions of the future.

We are driven by the entrepreneurial spirit of our people and the diverse needs of our clients. From instilling confidence in investors today, to re-imagining space requirements for tomorrow, we thrive in complex and ever-changing environments.

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Managing Director & Principal Broker
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Keith Geisel
Managing Director
Property Management

CBRE

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TUESDAY, OCTOBER 19

7:00 am – 1:00 pm Registration Check-In Desk

7:30 am – 12:00 pm BEE HIVE: Sponsor Display Tables Open

10:00 am – 12:00 pm AURP Hospitality Desk / Dine-Arounds Directory

7:00 am – 7:45 am Canyon AB New Member Breakfast

New membership or their member representatives, plus those interested in learning more about AURP membership and benefits are encouraged to attend.

7:00 am – 8:00 am Grand Ballroom Foyer Breakfast in the BEE HIVE

Amp up your networking and knowledge sharing this morning, at this morning's breakfast!

8:15 am – 11:30 am Topaz Room PRE-CONFERENCE INTENSIVE SESSION

(separate registration fee)

LEADERSHIP ROUNDTABLE: What is the Role of Research Parks in Diversity, Equity, and Inclusion Efforts?



We say it all the time – if you've seen one research park, you've seen one research park! Sharing key lessons learned and examples with peers and adapting those takeaways to your park's specific situation is an element of how we all move our research parks forward. Join this

leadership roundtable session to connect with your peers and gather information on what role research parks are playing in diversity, equity, and inclusion work in communities across world. This session will explore your ecosystem's distinctive assets, resources, partners, and barriers that will influence your research park's unique diversity, equity, and inclusion strategies. Participants attending this session will be able to:

- Identify and list diversity, equity, and inclusion assets/resources and partners in their communities, and how to engage those partners
- Discuss how research parks may be conduits of opportunities in communities
- Explore how research parks integrate into a university diversity, equity, and inclusion strategy
- Identify one or two barriers that will be removed to improve the diversity, equity, and inclusion climate in research parks and communities
- Develop a plan for removing one or two barriers that will improve the diversity, equity, and inclusion climate in research parks and communities

Chair: Daniel Duncan, Immediate Past President, AURP; Executive Director, Nebraska Innovation Campus

SCHEDULE OF EVENTS

TUESDAY, OCTOBER 19

10:00 am – 12:00 pm

AURP HOSPITALITY DESK & DINE-AROUNDS DIRECTORY

RESERVE YOUR SPOT at one of our INFORMAL DINNERS GROUPS on Wednesday evening

12:00 pm – 1:30 pm Grand Ballroom WELCOMING LUNCH – OUR CONFERENCE REUNION

Just like Friends (TV Show) all registrants are invited to attend our reunion luncheon as we laugh, greet our colleagues and friends, and unite together in Salt Lake City.

- We will formally introduce the AURP's newest members. Organizations that have joined since the 2019 International Conference will be recognized.
- Recognize First-time Attendees
- Installation of 2022 Officers and Board of Directors

Welcoming Remarks



Erin Mendenhall, Mayor, City of Salt Lake

Remarks From:

AURP President Leah Burton, Director of Centennial Campus Partnership Office, NC State University

AURP Board Member and IC2021 Host Jonathon Bates, Executive Director, Real Estate Administration & Research Park, University of Utah Research Park

1:30 pm – 9:00 pm

THE UNIVERSITY OF UTAH ENCOUNTER

Our University of Utah Encounter will be an afternoon of discovery meeting companies critical to the success of the Research Park, regional/state/global economic development leaders at majestic Red Butte Garden followed by a celebration of AURP's 35th Anniversary at the Natural History Museum of Utah.

Buses will begin loading at 1:45 and depart by 2:00 pm.

WE WILL NOT BE RETURNING TO THE HOTEL PRIOR TO AWARDS GALA.

We recommend comfortable, walking shoes and a jacket for our cooler fall temps.

2:00 pm – 3:00 pm The University of Utah EXPERIENTIAL TOURS

On our Experiential Tours, we will jet set straight to the heart of this innovation hub to meet directly with the companies, the researchers, the students, the leaders that translate ideas and dreams to reality, making an impact in their community and beyond.

ARUP AT AURP: ONE COMPANY'S EVOLUTION TOWARD RESILIENT DESIGN

ARUP was conceived at the University of Utah and incubated on the University's Research Park Campus. In its evolution from an outsourced service for University Hospital to one of the leading national pathology reference laboratories in the U.S., it has maintained its Research Park roots, growing from an incubator tenant to a multi-building national headquarters. This session will explore the growing pains, lessons learned, and innovative genius developed during ARUP's journey toward increasingly resilient design.



MYRIAD GENETICS

Myriad discovers and commercializes genetic tests that determine the risk of developing disease, assess the risk of disease progression, and guide treatment decisions across medical specialties where critical genetic insights can significantly improve patient care and lower healthcare costs.



**Thank you to the following
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The University Financing Foundation (TUFF) is a nationally recognized 501(c)(3) nonprofit real estate development organization dedicated to advancing education and research. Our mission is to serve institutions with solutions tailored to the specific needs of our partners. We specialize in navigating complex situations which leverage our expertise in institutional programming, real estate and finance. TUFF has over \$1.7 billion in transaction volume through 56 transactions. Over our 40-year history, we have developed thriving innovation communities and state-of-the-art campus facilities with one simple goal: develop **Place for Progress**.

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SCHEDULE OF EVENTS

TUESDAY, OCTOBER 19

3:30 pm – 4:45 pm

Red Butte Garden Amphitheatre – The University of Utah

CAMPFIRE: OPENING KEYNOTE

WELCOME REMARKS



Hear from these University leaders as they share their insight on the knowledge center and economic engine that is the University of Utah.

Taylor Randall, President, The University of Utah

Peter Trapa, Dean, College of Science, The University of Utah

Thank you to Jonathon Bates, Heidi Stucker, and all your colleagues at the University of Utah and Salt Lake City for graciously hosting the AURP 2021 International Conference.



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UTAH – THE SECRET SAUCE RESULTING IN A #1 POSITION FOR INNOVATION, ENTREPRENEURSHIP AND ECONOMIC VITALITY



The mind blowing stories shared throughout the Research Park are only the tip off point of our Encounter afternoon as we now visit the majestic Red Butte Garden, located ON the Research Park campus, for our Opening Keynote Session in the open-air amphitheater. While relaxing in this fresh mountain air of Salt Lake City foothills, brace yourself for a powerhouse panel of leaders that each played a part in the great economic impact success of Salt Lake City and Utah. A model to be admired and attempted emulation at best, moderated by Kelvyn Cullimore, President and CEO of BioUtah, these formidable leaders will share their passions, and dreams for Utah and the realization that is evidenced in Utah today.

Marcus Gerhardt, Co-Founder & CEO, Blackrock Microsystems

Tina Larson, President & CEO, Recursion

Kirk Ririe, CEO, Idaho Molecular; Founding CEO, BioFire Diagnostics

Moderator Kelvyn Cullimore, President and CEO of BioUtah

5:15 pm – 9:00 pm

Natural History Museum of Utah – The University of Utah

AURP 35TH ANNIVERSARY CELEBRATION & ANNUAL AWARDS OF EXCELLENCE



The celebration will be grand but black tie is not required! Using the amazing Natural History Museum of Utah as our inspiration and backdrop, AURP will teleport back to its beginnings in 1986

and revisit the experiences, friends, and celebrate 35 years of success in advancing Innovation and Economic Growth, one community of innovation at a time.

The Association of University Research Parks is proud to present the 25th Annual Awards of Excellence. Award categories include: Outstanding Innovation District • Emerging Research Park • Innovation • Appreciation • The Rising Star • AURP Founding Members. Receiving one of AURP's worthy Awards of Excellence is the greatest honor bestowed at our conference each year. These awards recognize achievements, cutting-edge and innovative park companies and exceptional community leaders who are lumineers and blazing trails within our innovation ecosystem.



AWARDS EMCEES

Laura Frerichs, Director, University of Illinois Research Park

Jeff Johnson, Director, TechCenter Research Park, Virginia Tech





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SCHEDULE OF EVENTS

WEDNESDAY, OCTOBER 20

7:30 am – 6:00 pm Registration Check-In Desk

7:30 am – 5:00 pm BEE HIVE: Sponsor Display Tables Open

- Visit with participating sponsor tables.
- Dialogue with peers at the Round Table Topics.
- Check out The Commons podcast recording and initiatives discussed with Tom Osha of Wexford Science & Technology.
- The NEST micro-theaters will serve up new trends and current strategies (Check out the planned topics. Slots are still available!)
- Last call to sign up for this evening's, Dine-Arounds!

10:00 am – 12:00 pm AURP Hospitality Desk /
Dine-Arounds Directory

7:30 am – 8:30 am Breakfast in the BEE HIVE

It's a buzz of activity!

Rise and shine, take in some java, hearty breakfast and get your networking on! Accelerate your connections in the BEE HIVE today.

8:15 am – 10:00 am Grand Ballroom
GENERAL SESSIONS

8:15 am – 9:00 am INNOVATION INFRASTRUCTURE: HOW CONGRESS AND WHITE HOUSE ARE SUPPORTING INNOVATION



Congress and the Biden Administration are proposing unprecedented funding opportunities for technology-based research clusters across the United States.

New initiatives at the National Science Foundation (NSF), National Institute for Standards and Technology (NIST), NIH (National Institutes for Health) and EDA (Economic Development Administration) offer incredible opportunities that research parks, innovation districts, universities, cities, and regions need to prepare for. Hear the latest developments from Washington DC based representatives on actionable ideas on how to leverage these opportunities.

Leslee Gilbert, Esq., Partner, Van Scoyoc & Associates

Angela Belden Martinez, Director, Denver Regional Office, US Economic Development Administration

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WEDNESDAY, OCTOBER 20

9:00 am – 10:00 am

ELEVATE: REIMAGINING THE 21ST CENTURY RESEARCH PARK



Hidden jewel, economic driver, community change-maker. These are the words used to describe The University of Utah. With plans to elevate to a new pinnacle, let's discover the background, history, changes, and NEW strategic vision which are influencing dramatic place, economy and culture shifts within the park. Our panel will lead us through the development of the University of Utah Research Park's latest Strategic Vision Plan. We will discuss the background and genesis of the plan, our concept and ideation process and outcomes. Addressing challenges surrounding mobility/parking, economics, land use, design guidelines, CC&R's, the implementation plan, and public/private partnerships are key to reaching new heights.

Mason Ailstock, Partner, HR&A Advisors

Jonathon Bates, Chair, 2021 AURP Conference; Executive Director, Real Estate Administration & Research Park, University of Utah Research Park

Stephen Coulston, AIA, LEED AP BD+C, Principal, Perkins & Will

Bob Geolas, Partner, HR&A Advisors

Getti Silwal, Practice Leader, Principal, Perkins & Will

10:00 am – 11:00 am
**INTERACTIVE BREAK
in the BEE HIVE!**

Current NEST line-up includes:



MEP + MANUFACTURING
EXTENSION PARTNERSHIP



11:00 am – 11:45 am

CONCURRENT BREAKOUT SESSIONS

THE DEATH OF DISTANCE IN KNOWLEDGE COMMUNITY DESIGN

Alpine East



Traditional innovation district design is based upon maximizing collisions through geographic proximity. But not all

innovation districts are in large metropolitan areas where critical mass is easy to achieve. Whether driven by social distancing or the move to smaller more rural environments, today's innovation districts need to consider how to make geographic proximity less relevant. This panel will explore how the next generation of ecosystem designers are building critical mass and enabling "spatial" alchemy across regions, countries and continents with new technologies and new ways of thinking.

Ty J. Shattuck, MBA, CEO, McMaster Innovation Park

Larry Shaw, CEO, Knowledge Park and Ignite Fredericton

Facilitator: Ariella Lukach, PhD, Vice President, Strategy & Positioning, Stiletto Consulting

METRICS FOR LIFE SCIENCE BUILDINGS: REPURPOSE OR BUILD NEW?

Alpine West



Panelists representing Boylston Properties and Ayers Saint Gross will review the importance of including life science buildings in innovation districts and will share valuable insights on what it takes to bring such a building to life from master plan to design and construction. Using case studies, the panelists will walk through building metrics, design considerations, and the importance for flexibility in design.

Andrew Copelotti, MBA, Principal, Boylston Properties

Mark Deschenes, MBA, Principal, Boylston Properties

Daniel Lucenti, Senior Associate, Ayers Saint Gross

Facilitator: Suzet McKinney, DrPH, MPH, Principal, Director of Life Sciences, Sterling Bay

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Above: UC Davis
Aggie Square

Center: University of Utah
Research Park

Below: Element Labs at
University of Wisconsin-
Madison Research Park



Explore our
communities
of innovation



SCHEDULE OF EVENTS

WEDNESDAY, OCTOBER 20

11:00 am – 11:45 am

CONCURRENT BREAKOUT SESSIONS cont'd.

POSITIONING YOUR RESEARCH PARK FOR THE FUTURE: FORUMULATING TRENDS AND STRATEGIES TO SUSTAIN AND ENHANCE YOUR CAMPUS

Seminar Room



Hear from four research park professionals with unique perspectives and backgrounds (Owner/Operator, Consultant, Architect/Planner, and Developer) on future trends and strategies in research park / innovation district development. Gain firsthand knowledge on up-and-coming operations best practices which will define most successful communities of innovation.

Mason Ailstock, MBA, Past President, AURP; Partner, HR&A Advisors, Inc.

Jonathon Bates, MBA, CPM Executive Director of Real Estate Administration, University of Utah Research Park

Geeti Silwal, Practice Leader & Principal, Perkins & Will

Jeffrey Woodbury, Senior Vice President, Woodbury Corporation

Facilitator: Jared Everett, MBA, Managing Director University Partnerships, Greystar

16 TECH: CREATING AND INNOVATION COMMUNITY FROM THE GROUND UP

Canyon C



16 Tech in Indianapolis is the next model innovation district. Panelists representing the district's owner-operator-master developer, partner developer, and master planner will share valuable insights for planning and building a community of innovation. Using the story of 16 Tech as a case study, the panel will focus on critical design considerations for creating an urban innovation district from scratch, the importance of community engagement and inclusion, and the key role of corporate, civic, and philanthropic partnerships.

Gintas Civinskas, AIA LEED AP, Senior Associate, Ayers Saint Gross

Bob Coy, President and CEO, 16 Tech Community Corporation

John F. Hirschman, JD, President and CEO, Browning Investments

Emily Kreuger, Director of Communications, 16 Tech Community Corporation

Facilitator: Jeff Smith, Director, University Corporate Research Foundation, Michigan State University

12:00 pm – 2:00 pm Grand Ballroom
GROUP LUNCHEON SPEAKER PRESENTATION

RESEARCH PARK INCUBATORS & ACCELERATORS – IS YOUR DECK STACKED AGAINST THEM?



University research parks entice startups with proximity to campus and University support services, diverse tenants, social programming, and other benefits. It is only natural for startup incubators and

technology accelerators to locate in them. Covenants, policies, procurement regulations, even rules about internet access, however, can kill the best laid plans. Join Kimberly and Paul to hear how Texas Tech and the University of Utah successfully enhanced their research parks' capacity to host and support innovation infrastructure.

Paul Corson, Deputy Director, Senior Director of Entrepreneurship, PIVOT Center, The University of Utah

Kimberly Gramm, Associate Vice President of Innovation & Entrepreneurship, Texas Tech University

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– Tony Atti, CEO, Phononic Inc.

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Insights into **RESEARCH PARKS**

MAY 11-12, 2022 IN NEWARK, DE

Pushed forward to 2022, this I2RP at the University of Delaware will showcase this distinctive park, learning from their unique story of ongoing development and programs. We will get a front row look at their P3 model for business attraction and retention, STAR Campus, NIIMBL and Fraunhofer Institutes. Each I2RP is an exclusive learning environment and knowledge exchange you won't want to miss.

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BIO IS BOOMING AROUND THE GLOBE: Designing, Building and Finding Research Space for Growing Bio Companies and Bio Clusters

Before the 2022 BIO International Conference begins in San Diego join AURP for an in-person conference focused on building research space supporting communities of bio innovations. Developers, A/E firms, researchers, economic development reps, VC firms, and bio innovation district managers will want to attend. Topics include Wet Lab Incubator and Flex Space: What Every Community Wants; Diversifying Your Talent Pool Through University Real Estate Programs; The Future of Labs: Will Digital Bio Lessen Demand for Wet Labs?; New Federal Funding Programs for Bio Research and Bio Clusters; so much more. www.aurp.net/bio-health-caucus



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200+ of the foremost global leaders in our community of innovation will head north for AURP's 2022 International Conference in Toronto, Canada. Our trio of community leaders, representing their own unique innovation dialects, will host this year's engaging knowledge-sharing program. As always, creatively designed to suite all learning level, we will advance trending and emerging ideas at interactive sessions with C-suite executives, AURP IC2022 will feature a diverse range of learning content such as collaborative sessions, intensive discussions, learning tours and more, covering topics that will build competencies for our global Community of Innovation. **#AURPIC2022**



SCHEDULE OF EVENTS

WEDNESDAY, OCTOBER 20

2:30 pm – 3:15 pm

CONCURRENT BREAKOUT SESSIONS

GRAPPLING WITH GOVERNANCE? CORPORATE AND GOVERNANCE STRUCTURES FOR UNIVERSITY RESEARCH PARKS

Seminar Room



University park developers and their stakeholders have options when financing and managing their real estate assets. Different corporate structures for post-development entities can present varying degrees of tax considerations, corporate governance requirements, decision-making hurdles, and intellectual property sensitivities. This panel will explore various practical and legal consequences of choosing particular corporate structures under which various stakeholders co-manage University research parks. Practical lessons learned on conflict management will be shared.

Kendis Key Muscheid, Esq., Partner, Ballard Spahr LLP

Thomas Osha, Senior Vice President, Innovation and Economic Development, Wexford Science & Technology, LLC

John A. Zurawski, Esq., Partner, Ballard Spahr LLP

Facilitator: Mark Romney, Chief Industry Alliance Officer, Aggie Square-UC Davis

ACCELERATING INNOVATION THROUGH NEIGHBORHOOD AND COMMUNITY PARTNERSHIPS

Alpine West



This workshop will share a proven model that equips innovation districts and diverse groups of community members, owners, and other stakeholders to collectively identify, engage, and attract new and

emerging areas for innovation and growth. The case study explores three communities in two states that implemented this Community Innovation Design Model through an Innovator in Residence fellowship at the Ewing Marion Kauffman Foundation.

Adrienne B. Haynes, Esq., SEED Collective, LLC

Facilitator: Greg King, Associate Vice President for Economic Development, Georgia Institute for Technology



FITZSIMONS INNOVATION COMMUNITY — A CASE STUDY IN ADAPTIVE REUSE DEVELOPMENT

Canyon C



A focus on the adaptive reuse of existing real estate as the vehicle to house one of the largest, and most innovative innovation

communities of its kind. Once frequented by President Eisenhower's recovering heart and golf swing, Fitzsimons Innovation Community is a community inclusive of a congress of new ideas and innovative solutions focused on education, knowledge, and exchange... housed at the intersection of real estate adaptation and a wellspring of sustainability and stimulation.

April Giles, Vice President, Business Development, Fitzsimons Innovation Community

Gene Hodge, Vice President & General Manager, Mortenson Construction

Facilitator: Kate Ryan, Real Estate Partnerships Manager, Kansas State University

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5785 Oberlin | San Diego



333 N Green | Chicago

Artist's Conceptual Rendering*



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SCHEDULE OF EVENTS

WEDNESDAY, OCTOBER 20

2:30 pm – 3:15 pm

CONCURRENT BREAKOUT SESSIONS cont'd.

TRENDS IN THE LIFE SCIENCES REAL ESTATE ECOSYSTEM

Alpine East



The life sciences has exploded in recent years. The growth of the industry has only been exacerbated by COVID-19. Once just a series of buildings in a few coastal markets, change has come to life science and healthcare real estate across the country. Join the speakers in the session, who will discuss trends in the sector and what we are seeing as the new normal in life sciences real estate. The panelists will also discuss how developers are partnering with academic healthcare institutions to create vibrant ecosystems that cater to the full live/work/learn/play cycle.

Suzet McKinney, DrPH, MPH, Principal, Director of Life Sciences, Sterling Bay

Rodney Richerson, Managing Principal, Sterling Bay West

Christopher Stoddard, AIA, Associate Principal, Ennead Architects LLP

Facilitator: Kevin Byrne, President, The University Financing Foundation

3:15 pm – 3:45 pm

INTERACTIVE BREAK

- We're looking for table topics. Grab a table tent and marker to create your own discussion group.
- NEST spots are open! Connect with Vickie to secure your podium time.



Are you speaking at the AURP Conference and want to review your slides? Visit the Crescent Audio Visual team in Boardroom.

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3:45 pm – 4:30 pm

CONCURRENT BREAKOUT SESSIONS

UNIVERSITY-ANCHORED, COMMUNITY-DRIVEN INNOVATION DISTRICTS: GEORGIA TECH'S TECHNOLOGY ENTERPRISE PARK

Alpine West



University-anchored innovation districts, especially those found in large urban areas, do not exist inside a vacuum

within a community. Without intentional action by both universities and industry to support and engage the surrounding neighborhoods, a district development plan lacks a crucial ingredient to long-term success. This session will provide lessons learned on community engagement and place-based innovation from its continued development of Technology Square and expansion of Technology Enterprise Park (TEP), located on the southwest edge of campus.

Chris Burke, Executive Director of Community Development, Georgia Institute for Technology

Amon Martin, Regional Vice President, Southeast Penrose Properties

Facilitator: Merry Hunter Caudle, Associate Director for Economic Development, Georgia Institute for Technology

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SCHEDULE OF EVENTS

WEDNESDAY, OCTOBER 20

3:45 pm – 4:30 pm

CONCURRENT BREAKOUT SESSIONS cont'd.

BUILDING AN INTERNATIONAL SOFT LANDING STARTUP SUPPORT PROGRAM

Seminar Room



Preparing international entrepreneurs and companies for success has a significant economic impact, benefiting your

region's local economy and entrepreneurial ecosystem as well as the economic opportunities that come from the entrepreneur's home country. It may seem like a daunting challenge to build an international support program from scratch. However, there are many achievable steps that your center can take to attract and serve international entrepreneurs and rally your local community around this type of support. Due diligence on the front end, set the foundation, which leads into directed intention, strategy and the ability to facilitate the right connections.

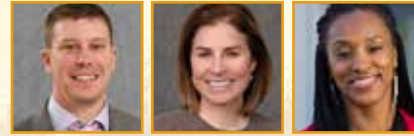
Anita Bell, Director, University of Arizona Center for Innovation

Eric Smith, Executive Director, University of Arizona Center for Innovation

Facilitator: Saul Behar, General Counsel & Senior Vice President of Strategic Initiatives, The University City Science Center

ACCELERATE TO INDUSTRY (A2I) WORKFORCE READINESS: UNIVERSITY /INDUSTRY PARTNERSHIP MODEL

Alpine East



The NSF funded award winning A2i Program has become a national model in career readiness training and has become a template

for university/industry partnerships. The program works best at Research Institutions with an active Research Park infrastructure. The presentation will share the tenets of starting this program as well as best practices from partner institutions. Participants will leave with a roadmap for how best to move university/industry partnerships forward to benefit multiple stakeholders.

Joseph Aldinger, PhD, Director, A2i, The Graduate School, NC State University

Laura Demarse, PhD, Assistant Dean for Professional Development and External Relations, The Graduate School, NC State University

Facilitator: Keisha Demps, Centennial Campus Partnership Office, NC State University

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Development Projects

University of Utah Research Park, Utah State Innovation Park, Falcon Hill Aerospace Research Park
University of Nebraska Innovation Campus, University of Kentucky Coldstream Research Park

WEDNESDAY, OCTOBER 20

3:45 pm – 4:30 pm

CONCURRENT BREAKOUT SESSIONS cont'd.

GET TO THE POINT: EMERGING INNOVATION COMMUNITY STRATEGIES

Canyon C



This moderated panel session features four nationally-recognized leaders in the planning, governance, development and design of leading innovation districts. The panelists will present case studies, emerging concepts and global research for innovation districts, with a focus on exciting trends in the United States. The panelists will share their contributions to The Point, a new 600-acre mixed-use, transit-oriented innovation community in Salt Lake City. Through a moderated Q&A, the panelists will share further thoughts regarding the evolution of innovation districts to comprehensive innovation communities.

Brian Jencek, RLA, ASLA, Director of Planning, HOK

Peter Kindel, Principal, City Design Practice, Skidmore, Owings & Merrill (SOM)

Erin Talkington, Managing Director, Director of Consulting, RCLCO

Facilitator: Theresa Foxly, CEO, Economic Development Corporation of Utah

4:30 pm – 5:00 pm

AURP Happy Hour

The days are long, the workday done – the time is now to unwind with the new acquaintances and lifelong friends that have joined us this week.

6:00 pm

Depart for Group Dine-Arounds

Guests pay on own

Be in the Hilton Hotel lobby before 6:00pm to connect with your group for a fun, and informal dining experience – getting better acquainted with colleagues.

Your Opinion Matters – EVALUATIONS

Thank you for attending AURP International Conference 2021.

The information shared this week was mighty. We encourage you to share your experience from this year's program plus the many strategies you initiated within your organization. Please take a few moments to complete the online evaluation forms for each module.

Your feedback is pertinent and assists AURP to tailor programming to your needs for education, networking and enjoyment!

We look forward to seeing you at all AURP 2022 events!



THURSDAY, OCTOBER 21

7:30 am – 9:00 am Grand Ballroom
CLOSING GENERAL SESSION & BREAKFAST

JUMP-STARTING AMERICA: HOW BREAKTHROUGH SCIENCE CAN REVIVE ECONOMIC GROWTH AND THE AMERICAN DREAM



Jonathan Gruber shares the story of the U.S.'s first growth engine beginning in 1940 with massive public investment generated breakthroughs in science and technology that first helped win WWII –

and presents a blueprint for a second rebirth.

The American economy glitters on the outside, but the reality is quite different. Job opportunities and economic growth are increasingly concentrated in a few crowded coastal enclaves. Corporations and investors are disproportionately developing technologies that benefit the wealthiest Americans in the most prosperous areas – and destroying middle class jobs elsewhere. To turn this tide, we must look to a brilliant and all-but-forgotten American success story and embark on a plan that will create the industries of the future – and the jobs that go with them. Jonathan shares a visionary, pragmatic, sure-to-be controversial plan that will lead to job growth and a new American economy in places now left behind. The untold story of how America once created the most successful economy the world has ever seen and how we can do it again.

Jonathan Gruber, PhD, Author, Ford Professor of Economics, Department of Economics, MIT

Philip Hockberger, PhD, Associate Vice President for Research, Waymaker Group

9:30 am – 4:30 pm Seminar Room
AURP SPACE DAY

Building Space & Aerospace Communities on the Ground

Jeff Bezos in Space X to Mars? Satellite Internet? Drones Delivering Heart Transplants? Studies conducted by Morgan Stanley predict that the Global Space Economy will grow to \$1 Trillion by 2040.* Blast off at AURP's inaugural SPACE DAY with a galaxy worth of discovery. Converging state, regional and national leaders, unearth the policy and tactics to cultivate innovation clusters on the ground as an observer and investigate the skies above.



9:00 am

Conclusion: AURP 2021 International Conference

Travel safely. We look forward to seeing you at AURP's 2022 events!

SPEAKERS



MASON AILSTOCK, Partner, HR&A Advisors

Mason Ailstock is a recognized leader in innovation districts and anchor-driven developments. With nearly 20 years' experience working with higher-education institutions, governments and industry, Mason has a track record of converging real estate, academia and business to advance communities of innovation. Involved in the planning and visioning for the Georgia based 2,000 acre Knowledge Community, Rowen, Mason is responsible for project leadership and operations as President of the non-profit Rowen Foundation.

Through the Knowledge Economy Practice at HR&A Advisors, Mason has the privilege of engaging with global partners to advance their mission. Prior to joining HR&A, Mason served as an executive with The University Financing Foundation, a private financing conduit leveraging higher education assets. As a university practitioner, Mason served as the Chief Operating Officer of Research Triangle Park the largest research park in North America.

Mason is a Past President of the Association of University Research Parks (AURP), Co-Chairman of the Urban Land Institute (ULI) University Development & Innovation Council, a member of the ULI Center for Leadership, and the Global Eisenhower Fellowships.



JOSEPH ALDINGER, PhD, Director, A2i, The Graduate School, NC State University

Dr. Joseph Aldinger is the Director of Accelerate to Industry™ (A2i) and a member of NC State Graduate Schools's Professional Development Team. He leads a variety of industry focused workshops such as resume design, business and technical communication, strategies for interviewing, CliftonStrengths training, and career exploration. He also trains academic partners on how to implement NC State's trademarked professional development program on their campuses. Prior to NC State, he taught literature and business communication courses at Georgia Institute of Technology and University of Lynchburg as well as University at Buffalo. Joseph also holds certificates in digital pedagogy and technical communication from Georgia Tech and is a certified CliftonStrengths coach and is completing certification through the International Coaching Federation (ICF) to become an Associate Certified Coach.



JONATHON BATES, MBA, Executive Director, Real Estate Administration & Research Park, University of Utah Research Park

Jonathon Bates is the Executive Director for Real Estate Administration for the University of Utah with responsibility for the development of strategic initiatives to manage the University's real estate transactions. With responsibility for supporting the academic institution, as well as the University Health system, Jon is actively involved in leading real estate transactional work including management of a lease portfolio representing over 1.5 million square feet and close to \$35M in annual obligations. Additionally, Jon oversees a property management and operations team that currently manages sixteen properties totaling over one million square feet of office, lab and clinical space. Jon also acts as director for the University of Utah Research Park and has goals to update the Park's Master Plan, Mobility Plan and Architectural Guide with a focus towards further development, densification and, most importantly, increasing the financial contribution that the Park continues to make for the University of Utah and the State of Utah. The University of Utah Research Park encompasses 320 acres and is currently home to over 51 private companies and 81 University entities totaling over 14,000 employees located in over 4 million square feet of space with another 400,000 square feet under construction or in final design. Jon has an Executive MBA from the David Eccles School of Business at the University of Utah.



SAUL BEHAR, General Counsel & Senior Vice President of Strategic Initiatives, The University City Science Center

Saul Behar joined the Science Center in 2009. In his current role, he provides legal advice and policy guidance across all departments; oversees corporate governance matters; provides leadership and oversight for the Science Center's STEM Education and Workforce Development initiatives; and leads and maintains key Science Center relationships with a broad range of business and civic leaders in the region.

Saul brings to his position a wealth of experience as an attorney, senior executive and strategic advisor. Prior to joining the Science Center, Saul

continued



BioFire Manufacturing, Salt Lake City, Utah

FFKR Architects Science + Technology Design Studio focuses on emerging growth industries in the market sectors of science, technology, biomedical instrument manufacturing, lab space, research and development facilities, and clean room design.

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was a partner at Wolf Block LLP in Philadelphia. Prior to that, he served as Senior Vice President, General Counsel and Secretary at Provident Senior Living Trust, a privately owned real estate investment trust based in Princeton, New Jersey that owned 68 senior housing facilities in 19 states. Before joining Provident, Saul served as Senior Vice President, General Counsel and Secretary at Keystone Property Trust, an NYSE-listed real estate investment trust headquartered in West Conshohocken, Pennsylvania that focused on industrial real estate. Both Provident and Keystone were highly successful firms that were acquired by the leading companies in their industry sectors. Earlier, Saul served as senior counsel at Pep Boys in Philadelphia. He began his career at Dechert Price & Rhoads (now Dechert LLP) in Philadelphia.

Saul received a BA in government from Cornell University and a JD from The University of Chicago Law School. He serves as Vice Chair of the Board of Reinvestment Fund, a mission-driven financial institution that creates opportunity for underserved people and places through partnerships, marshaling the capital, analytics, and expertise necessary to build strong, healthy, and more equitable communities. Saul also serves on the boards of RF Impact Advisors, PolicyMap, The Village of Arts and Humanities, and the Lower Merion Township Scholarship Fund.



ANITA BELL, Director, University of Arizona Center for Innovation

Anita Bell leads the business incubator and helps entrepreneurs transform their ideas into successful companies. Her responsibilities include strategic

planning, managing daily operations, client services, developing programs, mentoring companies, fundraising and client recruitment.

Over the course of her professional career, Anita has assisted over 100 early-stage startups, most of them in technology and life sciences. She is actively involved in the entrepreneurial ecosystem and organizes several signature events such as IdeaFunding, Innovative Minds Challenge, and Innovation Day at the UA. Anita follows the motto "it takes a village to raise a company" and cultivates relationships with angel organizations and other entrepreneurial supporters to build a network that benefits the startups she coaches, meeting their needs and advancing them toward commercialization. Anita has been in the incubation and commercialization industry for over 10 years and holds the Incubator Management Certificate from the International National Business Incubation Association. She currently serves as the Secretary for the Arizona Business Incubation.





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SPEAKERS



KATY BOREN, President & CEO, Oklahoma City Innovation District

As President and CEO of Oklahoma City's Innovation District, Katy Boren spearheads the creation and development of the emerging district and is focused on creating a vibrant, fully-integrated community where people can live, work and play. Her goal is to develop collaboration between Oklahoma's diverse sectors – health, energy, aerospace, tech, art and others – to foster new opportunities for entrepreneurship and innovation.

After earning her bachelor's degree in mass communication from the University of Denver, Katy pursued a law degree at the University of Oklahoma. After graduating, she served a one-year courtship for the Arizona Superior Court before returning to Oklahoma. Katy has practiced oil and gas litigation, served as the vice president of regulatory affairs for Cox Communications for the eastern half of the country, owned her own law firm and spent time as the chief of the Utilities Regulation Unit for the Oklahoma Attorney General's office.

An Oklahoma native, Katy is passionate about supporting nonprofits in Oklahoma City and has served on several boards. Katy currently serves on the Downtown Oklahoma City Partnership Board of Directors and NEOKC Renaissance Board of Directors. She has been recognized as one of Oklahoma's Ladies in the News, a Rising Star of Oklahoma and one of the Journal Record's Woman of the Year – Fifty Make a Difference honorees.



GEORGIE BROPHY, Senior Director of Business Development — Aerospace & Defense, Relative Dynamics; President, Maryland Space Business Roundtable

Georgie Brophy serves as the Senior Director of Business Development at Relative Dynamics. She brings over 25 years of aerospace experience and has worked with NASA since 1992. She has a long-time passion for the space industry and experience with numerous NASA, NOAA and DoD space science and technology missions. Georgie is proud to serve as President of the Maryland Space Business Roundtable Board of Directors, co-founder and officer of the Goddard Advocacy Partnership and longtime member and former officer of the Goddard Contractors Association. Georgie spent nine years with General Dynamics Mission Systems as a Business Development Executive, 12 + years with Booz Allen & Hamilton in the capacity of a program manager, engineer, and business analyst with shorter spells at both Noblis and Maxar/SSL as Director of Business Development for both firms.

Georgie holds a BS in Aerospace Engineering from the University of Notre Dame and an MBA from the University of Maryland's Smith School of Business.



University of South Florida Research Park
Innovation Building, Tampa, FL

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CHRIS BURKE, Executive Director of Community Development, Georgia Institute of Technology

Christopher Burke began his professional career 18 years ago working as a housing coordinator for The Atlanta Project, a non-profit created by former President

Jimmy Carter focused on improving the living conditions in Atlanta's most impoverished neighborhoods. It was this experience that spurred Chris's interest in understanding the correlation of housing policies and quality of life. Chris continued his career joining the research staff at the American Planning Association (APA) where he was a contributing writer for numerous APA Publications including Zoning News, PAS Memo, and Planning Magazine.

While at APA Chris's research centered on zoning as an economic development tool to improve quality of life indicators such as access to food, transportation, and employment opportunities. In 1999 Chris joined the Greater Atlanta Home Builders Association as a Government Affairs Representative and in the fall of 2003 was appointed Vice President of Government Affairs.

In April 2011, Chris joined the Georgia Tech Office of Government and Community Relations as Director of Community Relations. In this role Chris works with local government, educators, religious, business, and civic leaders to assure that Tech plays an integral part enriching the metro-Atlanta region, particularly the communities closest to campus. Chris regularly teaches undergraduate courses in the Georgia Tech Honor's Program as well as a graduate studio in the School of City and Regional Planning.



LEAH BURTON, President, AURP; Director, Centennial Campus Partnership Office, NC State University

Leah Burton is the Director of Centennial Campus Partnerships at NC State University. In this role, she

manages the campus-wide strategy for corporate and government interactions with NC State, including the University's award-winning Centennial Campus.

Prior to joining NC State in 2000, Leah was the Director of Marketing and Communications at the Research Triangle Regional Partnership, a regional economic development organization marketing the 13-county Research Triangle region. Before moving to North Carolina, she was the Public Affairs Manager for telecommunications company US West. Leah has a communications degree from the University of Colorado.



KEVIN BYRNE, MBA, Past President, AURP; President, The University Financing Foundation, Inc.

Kevin Byrne spent his early career at Arthur Andersen with a primary focus in the real estate and financial services

industries. In 1997, Kevin founded Byrne & Associates, which focused on providing investment-banking services to small and middle market companies. After earning his MBA with honors from the Wharton School of Business in 2001, he joined a real estate development firm as the Chief Financial Officer, managing a balance sheet of over \$200 million and leading new transactions of over \$150 million in just two years.

In 2003, he joined The University Financing Foundation (TUFF) and has managed all aspects of the firm including the firm's new investments in education and research projects, which total over \$800 million. Kevin oversees the operations of the firm and, through his leadership, the firm has become involved in all aspects of research park creation and ongoing operations including the development of facilities. He has crafted full-scale park business plans, assisted in the strategic and master planning of research parks and has helped several global parks with the creation of innovative investment structures enabling these parks to maximize the efficiency of their limited resources. Kevin is an honors graduate from Furman University and currently serves as a past president of the Association of University Research Parks.



MERRY HUNTER CAUDLE, MBA, Associate Director for Economic Development, Institute Relations, Georgia Institute of Technology

In support of city, state, and regional economic development efforts, Merry Hunter Caudle identifies

and aligns higher education resources and capabilities to support the recruitment of new companies and overall industry expansion in Metro Atlanta and Georgia. She also supports the continued growth of Georgia Tech's innovation ecosystem model in Tech Square and surrounding areas, including the development and acceleration of co-located corporate labs.

She previously served as Education Policy Advisor, responsible for early childhood, K-12, and higher education policy, as well as Deputy Director of Communications for former Georgia Governor Nathan Deal. Merry Hunter holds a BS in Public Policy from Georgia Tech, a MA in Communications with a research emphasis on crisis rhetoric in higher education from Georgia State University, and a MBA from Georgia Tech. She is a member of the LEAD Atlanta Class of 2020, the Zell Miller Leadership Institute Class of 2019, the Alliance Theatre External Advisory Board, and is an active community volunteer with the Junior League of Atlanta. Most recently, Merry Hunter received the Association of University Research Parks (AURP) Rising Star Award in 2020.



DWAINE CHAPEL, Chief Executive Officer and Executive Director, Research Park at South Dakota State University

Dwaine Chapel oversees the business recruitment efforts for the Park and the day-to-day operations of

the Brookings Innovation Center. Dwaine enjoyed 6 successful years in Madison, SD as the economic development director of the Lake Area Improvement Corporation. His experience also includes time as a real estate broker, a home builder, and general contractor. He attended SDSU acquiring a degree in Economics in 2004 and a master's degree in 2005 from the Jerome J. Lohr College of Engineering at SDSU.

SPEAKERS



GINTAS CIVINSKAS, AIA LEED AP, Senior Associate, Ayers Saint Gross

Gintas is an architect and urban planner at Ayers Saint Gross focused on the design of university-related and urban mixed-use innovation communities. In addition to 16 Tech, he has led master planning work for a range of innovation districts around the country, including Discovery Park District at Purdue University, Charlotte Knowledge Community, Converge Miami, and districts adjacent to The Ohio State University and University of Pittsburgh. Gintas is an architect and urban planner at Ayers Saint Gross focused on the design of university-related and urban mixed-use innovation communities. In addition to 16 Tech, he has led master planning work for a range of innovation districts around the country, including Discovery Park District at Purdue University, Charlotte Knowledge Community, Converge Miami, and districts adjacent to The Ohio State University and University of Pittsburgh.



ANDREW COPELOTTI, MBA, Principal, Boylston Properties

Andrew Copelotti is a real estate development and construction professional with over 6,000 units of multi-family development and construction experience in the Greater Boston market. Andrew is a Principal and is managing the development of Boulevard & Bond, the 425 residences at Arsenal Yards and is responsible for sourcing and managing future projects for Boylston Properties.



PAUL CORSON, Deputy Director, Senior Director of Entrepreneurship, PIVOT Center, The University of Utah

Paul Corson has led entrepreneurial initiatives in the United States, Europe, Latin America, the Middle East and Asia over three decades. Paul's experience cuts across the public and private sectors, NGOs and higher education. It includes building three startups, developing and implementing public policy for the U.S. Secretary of Commerce and the White House, and spurring commercialization, access to capital, and business creation in higher education. At PIVOT, Paul has helped launch dozens of companies aided by three technology accelerators, a business incubator, and a highly successful in-Residence program.



STEPHEN COULSTON, AIA, Principal, Perkins and Will

Stephen Coulston is a Principal in the Austin office of the award-winning design firm Perkins and Will. With a passion for engaging in the innovation economy, Stephen has spent his 25-year career working at the intersection of the higher education, research, healthcare and government sectors. As an architect and urban planner with a focus on strategizing, planning and designing the built form, Stephen leads the southwest regional planning practice, contributing to the firm's national urban design and architecture practice, including research park, academic health, college-town, and innovation district planning, urban design and facility planning.



BOB COY, President and CEO, 16 Tech Community Corporation

Bob Coy is President and CEO of 16 Tech Community Corporation Inc., the nonprofit overseeing the development of the 16 Tech Innovation District. As President, Bob leads the development of 16 Tech into a hub for scientific research, technology innovation, entrepreneurial activity and talent development, retention and attraction. Bob has held entrepreneurial and economic development leadership positions with public and private institutions over the past 32 years.



KELVYN CULLIMORE, JR., President & CEO, BioUtah

Kelvyn Cullimore Jr. was named President and CEO of BioUtah, the state trade association for Utah life science companies, in October 2018. In that capacity, he also serves on the board of the World Trade Center Utah and on the advisory board of the Center for Medical Innovation at the University of Utah. From 1992 to 2018 Kelvyn was the President & CEO of Dynatronics Corporation, a leading manufacturer of physical therapy devices and products with an international reach. Dynatronics is a publicly traded company originally founded by Kelvyn and his father in 1979.



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SPEAKERS

#AURPIC2021



BRIAN DARMODY, Chief Executive Officer, AURP

Brian Darmody was announced AURP CEO in February 2019. In this new role, Brian will lead AURP into new initiatives including expanding membership, international partnerships and funding in order to build out additional member benefits. Over the course of the year, Brian will be winding down his activities at UMD where he currently serves as Associate Vice President (AVP) of Corporate Engagement at the University of Maryland (UMD). At UMD, Brian is responsible for developing the overall university strategy for corporate relationships, as well as the development of projects and policies to support these initiatives centrally and through the colleges and schools on the UMD campus.

Previously, he was the University's AVP for Corporate and Foundation Relations in the Division of University Relations, AVP for Research and Economic Development, Assistant Vice Chancellor for Technology Development, Director of State and Federal Relations in the President's Office and has served in the university's legal counsel office. He serves on national and state boards, including: Fraunhofer USA, the Maryland Economic Development Association, and the Maryland Tech Council.

He holds a Juris Doctor from the University of Baltimore and he received his BS from the University of Maryland, College



LAURA DEMARSE, PhD, Assistant Dean for Professional Development and External Relations, The Graduate School, NC State University

Dr. Laura Demarse has spent the last 17 years building professional development programming for graduate students and postdoctoral scholars. Passionate about career and professional development opportunities for graduate students and postdocs, Laura joined NC State in 2015. Previous service includes working as an Assistant Dean for Graduate Students and Postdoctoral Scholars in the Graduate School at the University of Utah; Assistant Dean for Professional and Career Development at North Carolina Central University. Currently, overseeing the Professional Development Program in the Graduate School at NC State, supervising a team of program managers; the program offers a Certificate in Teaching and Communication, Thesis, Dissertation and research scholarship development, the Postdoctoral Affairs program, Accelerate to Industry (A2i) and a many other high impact career development opportunities. Laura is a Principal Investigator on a Innovations In Graduate Education (IGE) award from the National Science Foundation that support training for other institutions on the A2i Program.



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SPEAKERS



KEISHA DEMPS, Partnership Developer, Centennial Campus, North Carolina State University

Keisha is part of the partnership development team, brokering relationships with industry and government partners. Her duties include developing and managing outreach and engagement of current and prospective businesses while fostering opportunities for collaboration with faculty and students. Keisha obtained her bachelor's degree from the University of Arizona. Little known fact - she spent two years as a professional athlete and trained as an alternate for the 2000 Olympics.



MARK DESCHENES, MBA, Principal, Boylston Properties

Mark Deschenes has a diverse background in all phases of real estate development with more than 25 years of experience in engineering, design, construction, contracts, and financing. Mark oversees all development and project management. Mark has been instrumental in all of Boylston Properties' construction projects, beginning with the permitting and construction of Cambridgeport Bank's headquarters in Brighton in 1999 to the recent completion of two Residence Inn by Marriott Hotels and the conversion of a 185,000SF warehouse in Watertown to a Gold LEED certified, state of the art lab building.



DANIEL DUNCAN, Immediate Past President, AURP; Executive Director, Nebraska Innovation Campus

Dan Duncan began his tenure with the University of Nebraska-Lincoln in 1987 when he accepted the positions of operations manager at the University of Nebraska Panhandle Research and Extension Center in Scottsbluff, NE. Following that position, he served as director of the University of Nebraska Agricultural Research and Development Center; assistant director of the Nebraska Agricultural Experiment Station; and assistant dean and director of the University of Nebraska-Lincoln Agricultural Research Division. In 2011, Dan moved into his current position as executive director of the Nebraska Innovation Campus Development Corporation.

Duncan was born on a diversified farm and ranch in Sioux County, Nebraska. He attended the University of Nebraska-Lincoln and graduated with a MS in Agricultural Economics-Agribusiness, and BS in Animal Science and Agronomy all from the University of Nebraska-Lincoln. He is a LEAD VII Fellow and member of the Nebraska Hall of Ag Achievement and the Agricultural Builders of Nebraska.



JARED EVERETT, MBA, Managing Director University Partnerships, Greystar

Jared Everett is managing director of university partnerships for Greystar, leading the pursuit and transactions of on-campus development and acquisition opportunities. Jared joined Greystar in 2018 through the company's acquisition of student housing leader EdR, where he served as vice president of university partnerships since 2016. He joined EdR after nearly 14 years with Boise State University, where he served in several capacities including treasurer and executive director of real estate and business development. In that role, he managed a \$500 million combined portfolio of investments, debt, and capital projects. Prior to Boise State, Jared worked at Arizona State University. Jared earned an MBA from Boise State and an undergraduate degree from Arizona State University.



STEPHEN FLEMING, Director, Strategic Partnerships & Innovation, Center for Quantum Networks, University of Arizona

Stephen Fleming applies his nearly forty years of experience to help UArizona students, community entrepreneurs, and corporate members. As Vice President, Strategic Business Initiatives, at the University of Arizona, Stephen Fleming's focus is on improving the university's engagement with the private sector. Prior to that he served as Vice President, Economic Development and Technology Ventures, Executive Director of the Enterprise Innovation Institute at his alma mater, Georgia Tech, and Director of the Advanced Technology Development Center (ATDC).

Stephen is an investor in twelve private aerospace companies, founding member of the Space Angels Network and founder and chair of the Arizona Space Business Roundtable.

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THERESA FOXLEY, President and CEO, Economic Development Corporation of Utah

A Utah native, Theresa is passionate about promoting the Beehive State. She has served as EDCUtah's President and CEO since 2017 and has helped usher in a new era that is highly focused on internal team culture, driving stakeholder value, and economic development preparedness. A recovering attorney and self-described "deal junkie," Theresa has enjoyed being part of Team Utah's efforts to attract dozens of companies on expansion and relocation projects representing various industries throughout the state, including Goldman Sachs, Stadler Rail, and Facebook. Prior to joining EDCUtah Theresa was a senior leader at the Utah Governor's Office of Economic Development. Earlier in her career, Theresa represented a diverse set of clients in private legal practice on a multitude of general corporate and financial matters.



LAURA FRERICHS, Director, University of Illinois Research Park, University of Illinois at Urbana-Champaign Economic Development

Laura Frerichs is responsible for managing startup company oversight of the University of Illinois Research Park, and supporting the University's economic development efforts. There are 90 companies located in the Research Park, which is a development including 200 acres on the campus of the University of Illinois. She developed innovative entrepreneur support programs including the Entrepreneur-in-Residence program, I-Start launch program, Student Shared Services, SBIR and Industrial Design assistance. Frerichs led recruitment of new research and innovation centers in the Research Park for large publicly traded firms including: Abbott, Abbvie, John Deere, Anheuser-Busch InBev, Dow Chemical, Grainger, Riverbed, Citrix, ADM, Raytheon, Yahoo, and other publicly traded firms. She has also been instrumental in leading more than 100 event offerings annually for clients including technical training, entrepreneur education, and networking activities. Under her leadership the Research at the University was named AURP Outstanding Research Park of the Year in 2011, by Inc. Magazine as one of the top 3 College Town Incubators in 2013, and by Forbes in 2010 as one of 10 Incubators Changing the World. Champaign-Urbana has emerged as one of the top 20 cities for venture capital per capita, with 3.4 the national average invested for early stage firms.



BOB GEOLAS, Partner, HR&A Advisors

Bob Geolas is a nationally-recognized leader in the development of innovation districts, university campuses, and research parks. As the Partner in charge of our Raleigh office, Bob brings his vision of placemaking as a public service to HR&A, working with clients to deliver economic growth and real estate strategies that enhance assets and communities. Prior to joining HR&A, Bob served as the President and Chief Executive Officer of the Research Triangle Foundation, the steward organization for the Research Triangle Park in North Carolina. As President, he led the master planning effort to reshape Research Triangle Park, ensuring its place at the forefront of technology and applied science, while also serving its historic mission to support the universities and create opportunities for all North Carolinians. Previously, Bob helped to create one of the country's most successful public-private research and development campuses as

Executive Director of the Clemson University International Center for Automotive Research.

Bob has received several awards for his work to further the missions of institutions, including the Vision Award from AURP, Alumni of the Year Award from North Carolina State University, College of Humanities and Social Science and the Triangle Top 20 CEO of the Year Award from the Triangle Business Journal.



MARCUS GERHARDT, Co-Founder & CEO, Blackrock Microsystems

Marcus is on the advisory board of various disruptive technology companies including fin-tech Deposit Solutions (US). Marcus has an MPhil from Oxford

University and an MA from St. Andrews. He is an entrepreneur focused on innovative technologies and alternative investment markets. In 1999, Marcus helped set up his first start-up, Mondus, a pioneering e-commerce platform. Subsequently, Marcus founded BBI, which advised technology companies on funding, commercialization, and growth strategies. In 2003, he co-founded one of the leading frontier market asset managers in the Middle East. With Blackrock he is hoping to improve patient impact as it relates to the final frontier of the human body - the brain. He is all too aware of the limits of his own body when it comes to riding and hiking up and down the Wasatch mountains, but that does not stop him from trying to push that frontier too.



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SPEAKERS



LESLEE GILBERT, Vice President, Van Scoyoc Associates

Leslee Gilbert has an extensive background in higher education, research, technology development, and politics. She has nearly 12 years hands-on experience in the Washington policy-making process, and over 20 years of experience working in and with institutions of higher education. She uses her insider's understanding of academia and government policy to help her clients navigate the changing world of Washington.

As a Vice President at VSA, Leslee focuses on federal research, development, and competitiveness. In addition to helping clients navigate Congressional policy making, she has developed a research and development consulting practice focused on federal agencies. Through partnerships with former officials from several key agencies, she assembles teams of experts to meet clients' unique needs. By coordinating and managing these teams, Leslee helps clients identify federal funding trends across multiple agencies and maximize their comparative advantages.



APRIL GILES, Vice President, Business Development, Fitzsimons Innovation Community

April recently joined the Fitzsimons Innovation Community as their Vice President of Business Development. Prior to this role, April served as the President & CEO of the Colorado Bioscience Association where she led community partnerships, provided strategic guidance growing the industry in Colorado, and led advocacy on behalf of the industry at both the state and federal levels.



KIMBERLY GRAMM, Associate Vice President of Innovation & Entrepreneurship, Texas Tech University Accelerator

Kimberly Gramm is the Associate Vice President Innovation and Entrepreneurship at Texas Tech University. She is responsible for economic engagement and startup creation, coordinating an effective dynamic and nimble team focused on innovation and knowledge transfer, increased commercialization activities, and developing a University entrepreneurship environment where ideas thrive. Her primary focus is building an innovation and entrepreneurial pipeline and regional capacity to support growth. In addition, recently a new entity was formed Texas Tech Research Park, Inc. a Board of industry experts helps her to advise and lead an integrated approach to support strong industry relations, deepen the support for entrepreneurship education, increase University spinouts, increase sponsored research opportunities, provide regional business support and ensure the appropriate policies and operating processes are effectively supporting students, faculty and the citizens of the West Texas community. She has 13+ years of early-stage technology venture development with over 279 startups created under her management in university environments, launched two accelerators and a "new" \$10M seed fund to support ag-tech startups. Her passion is to develop, implement, and find resources to support Innovation and Entrepreneurship programming for students, faculty, and entrepreneurs. She has been awarded \$12M+ grant and industry sponsored program funding. Two years ago she was appointed by the Governor to the Texas' Product Development and Small Business Incubator Fund Board offering

asset back loans to product development companies and small business incubators/accelerators in Texas. She is one course away from sitting for her comps as a PhD candidate at Texas Tech University and she is the proud mom of her Brussels named "Boomer."



JONATHAN GRUBER, PhD, Author, Ford Professor of Economics, Department of Economics, MIT

Dr. Jonathan Gruber is the Ford Professor of Economics at the Massachusetts Institute of Technology, where he has taught since 1992. He is also the former Director of the Health Care Program at the National Bureau of Economic Research, and the former President of the American Society of Health Economists. He is a member of the Institute of Medicine, the American Academy of Arts and Sciences, the National Academy of Social Insurance, and the Econometric Society. He has published more than 180 research articles, has edited six research volumes, and is the author of Public Finance and Public Policy, a leading undergraduate text, Health Care Reform, a graphic novel, and Jump-Starting America: How Breakthrough Science Can Revived Economic Growth and the American Dream (with Simon Johnson). In 2006 he received the American Society of Health Economists Inaugural Medal for the best health economist in the nation aged 40 and under.

During 2009-2010 he served as a technical consultant to the Obama Administration and worked with both the Administration and Congress to help craft the Patient Protection and Affordable Care Act. In 2011 he was named "One of the Top 25 Most Innovative and Practical Thinkers of Our Time" by Slate Magazine. In both 2006 and 2012 he was rated as one of the top 100 most powerful people in health care in the United States by Modern Healthcare Magazine. In 2020 he received a Guggenheim Fellowship.



ADRIENNE HAYNES, Esq., SEED Collective, LLC

Adrienne Haynes is an attorney and businesswoman who specializes in helping entrepreneurs and communities develop sustainable infrastructure and business practices. She is the managing partner of SEED Law, a boutique business law firm, and owner of SEED Collective, an innovation consultancy. Adrienne uses over fifteen years of business and leadership experience to create legal and strategic planning solutions for her clients and to speak and write on topics relating to law, community innovation, and economic development. For more information, visit www.adriennebhaynes.com.



JERRY HENDRIX, Director, UAS Programs, University of Alabama, Huntsville

Jerry Hendrix is the Director of UAS Programs at the University of Alabama in Huntsville leading all UAS research and testing supporting commercial, military and governmental customers alike. Prior to coming to UAH he was the Executive Director for the Lone Star UAS Center of Excellence and Innovation where he worked for the Texas A&M University System in Corpus Christi, Texas. He is an aerospace leader having worked for industry including Boeing, L3 Communications and Huntington Ingalls Industries (HII) for over 35 years. Jerry has supported FAA, NASA and DOD missions over his career and is a published author in technical journals in systems and software engineering.



JOHN HIRSCHMAN, JD, President and CEO, Browning Investments

As President and CEO, John oversees the strategic direction of all facets of the company including development, financing, construction, acquisitions, dispositions and asset management. John believes every great project has at its foundation: open and lasting customer relationships; deep and genuine community engagement; a spirit of ambition and exploration; a culture of collaboration and openness; a clear vision; and great attention to detail.



PHIL HOCKBERGER, PhD, Associate Vice President for Research, Waymaker Group

Phil Hockberger is an experienced scientist, teacher, speaker and administrator. He has held numerous leadership roles at Northwestern University since joining the faculty in 1987. Currently, Phil is Associate Vice President for Research overseeing the \$800M research portfolio of the University. In 2019, he founded the Chicago Biomedical Innovation Alliance to foster communication and coordination among stakeholders interested in building innovation districts in Chicago. In 2020, he was appointed to Mayor Lightfoot's Healthcare and Life Sciences Working Group charged with contributing to the 10-yr economic development plan for the City of Chicago. Recently, he joined Waymaker Group, an innovation district consulting firm, to advise higher education clients.



GENE HODGE, Vice President & General Manager, Mortenson Construction

In his role as Vice President and General Manager, Gene is a key member of the Denver Office Leadership Team, providing oversight and leadership to Mortenson's projects. In his role, he ensures project goals are aligned and owners expectations are exceeded. His leadership is based on a long and successful track record in the industry that includes several large, world-class projects. Trust, communication, and commitment to meeting customer expectations are his most important attributes. Gene takes pride in being actively involved in projects from start to finish.



JAMEY JACOB, PhD, PE, John Hendrix Chair and Professor of Aerospace Engineering, Director, Unmanned Systems Research Institute, School of Mechanical and Aerospace Engineering, Oklahoma State University

Jamey Jacob is the Director of the OSU Unmanned Systems Research Institute John Hendrix Chair and Professor of Aerospace Engineering in the School of Mechanical and Aerospace Engineering at Oklahoma State University. His current efforts are focused on observation and measurement applications of unmanned aircraft and their enhanced operation in the national airspace for commercial and industrial applications. He is currently lead on a \$5 million NASA project to use drones to aid in future weather prediction and reporting for advanced aerial mobility, including drones and urban air taxis. He received his BS in Aerospace Engineering from the University of Oklahoma in 1990 and his MS and PhD in Mechanical Engineering from the University of California at Berkeley in 1992 and 1995, respectively. He was a National Research

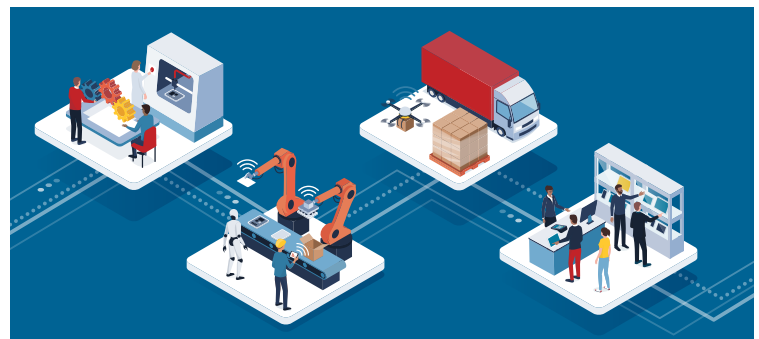
Council Summer Faculty Fellow in the Air Force Research Laboratory and received the SAE Ralph Teetor Award, the Lockheed Martin Teaching Award, and the OSU Regents Distinguished Teaching Award, among other teaching and mentoring awards. He is a native Oklahoma and dedicates much of his efforts to K-12 education, STEM workforce development, and increasing diversity in engineering and science.



BRIAN JENCEK, RLA, ASLA, Director of Planning, HOK

Brian is located in the firm's San Francisco studio and is a director of the firm's global planning practice.

He also is a member of HOK's design board. Brian leads multidisciplinary teams through the design process to deliver successful projects. He builds relationships with clients through creative solutions, responsiveness and delivering triple bottom line results: social environmental and financial. Brian is on the board of directors for the Landscape Architecture Foundation and serves on the Urban Infrastructure Committee for SPUR, a member-supported nonprofit organization that promotes good planning and government through research, analysis, public education and advocacy. He is active professionally and academically with the ASLA, ULI and the Clinton Climate Initiative. Brian teaches graduate-level design studios on climate change and resiliency at the University of California, Berkeley.



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SPEAKERS



JEFF JOHNSON, MBA, Director, Tech Center Research Park, Virginia Tech

Jeff Johnson is responsible for all aspects of establishing and leading the research and innovation portion of the 100-acre, \$450 million, mixed-use Tech Center based on the internationally acclaimed Virginia Tech Corporate Research Center in Blacksburg, Virginia. Jeff identifies, vets, recruits and supports technology-based companies that are focused on commercializing discovery and growing businesses that matter. In 2009, he founded his own consulting company, Averitas, to help small and medium-sized businesses profitably grow. He has worked with several national and international brands. Prior to that, he was founding CEO and Executive Director of an innovative healthcare-based work force training program for adults, and an arts-based education program for high school students in Cleveland, Ohio. He has over 20 years of corporate experience and has held director and senior-level executive leadership positions with profit and loss responsibilities at global industry leading companies in automotive tires and building material finishes. As a certified Six Sigma Champion Trainer, Jeff also holds an Executive MBA from Tulane University and a bachelor in chemistry from Virginia Tech.



PETER KINDEL, AIA, RIBA, ASLA, Principal, City Design Practice, Skidmore, Owings & Merrill (SOM)

Peter Kindel is a California-based architect and urbanist focused on the design of cities and their complementary relationship to transportation and environmental systems. He specializes in large-scale design and planning for both public- and private-sector clients, and his interdisciplinary work includes mixed-use master plans, academic planning, new communities, public infrastructure, and open space systems.

Currently the Director of SOM's City Design Practice for western North America, Peter is focused on the unique issues facing that region. His projects at SOM include a National Plan for the Kingdom of Bahrain, Chicago's Millennium Park, and China's Chongming Island Master Plan among other notable efforts. Originally based in Chicago, Kindel subsequently established SOM's City Design Practice studio in Hong Kong, undertaking numerous projects throughout China, Australia, and Southeast Asia.



GREG KING, Associate Vice President for Economic Development, Georgia Institute of Technology

Greg King is the Associate Vice President for Economic Development at the Georgia Institute of Technology.

Each day he works with companies to establish successful partnerships and meaningful relationships with campus to support their business and innovation plans. Within Technology Square and other campus innovation areas he works to enhance the alignment and access to research, education programs and technology development important to economic development and growing communities of innovation. In addition to his role at Georgia Tech, he represents the University System of Georgia in support the state's industry recruitment and expansion efforts by finding alignment across the system around the talent and technology needs of companies that are considering investment in Georgia.



ERIN KOSHUT, Executive Director, Cummings Research Park

Erin Koshut is the Executive Director of Cummings Research Park (CRP) in Huntsville, Alabama. With 300 companies situated over more than 3,800 acres and employing 26,500 employees, CRP is the second largest research park in the U.S. and the fourth largest in the world. Erin is responsible for managing and marketing CRP, and for providing a business environment that is conducive to growing existing industry and recruiting new industry into the Park. In her role as CRP Director, Erin continues to lead the implementation of the 2016 comprehensive master plan that ensures another 50 successful years for CRP. Partnering with stakeholders and community leaders, Erin is working to transform the culture in the Park and create a vibrant environment where employees connect, work, live, learn, and play. Erin is a certified Business Incubation Manager.

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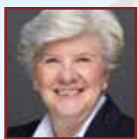
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Wayne Whiting will discuss how Ascent Innovation represents an economic transformation.



Wayne Whiting
Executive Vice President

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CHRISTINE KRETZ, MBA, Vice President, Programs and Partnerships, International Space Station U.S. National Laboratory

Christine Kretz' focus is to identify opportunities for leveraging the ISS facilities to enable science and

technology research that will benefit life on Earth while maximizing taxpayer investment in the ISS. Christine's team helps interested organizations determine how to best to approach research on the Station and work through the process to accomplish the desired objectives.

Previously, Christine worked for IBM, starting as a manager in the Research Division where her responsibilities included IT security for eight labs globally. From the Research Division, Christine took a corporate position and was named the Global Operations Manager for IBM Life Sciences, an emerging business area for IBM at that time. Christine has also held the positions of Healthcare Solutions Executive on the IBM Global Healthcare Industry team and Client Executive and Complex Opportunity Manager in Healthcare / Life Sciences. Most recently, she managed the Research Division Healthcare and Life Sciences organization.

Christine holds a BFA from Carnegie Mellon University and an MBA in Operations from Katz Graduate School of Business, University of Pittsburgh where she is a Director at Large of the Alumni Board and a member of the Business School Alumni Board.



EMILY KRUEGER, MBA, Chief Operating Officer, 16 Tech Community Corporation

Prior to joining 16 Tech in 2018, Emily Krueger served as Vice President of Administration for Indianapolis-based LDI, Ltd., one of Indiana's largest private companies.

As a member of the executive leadership team, Emily helped evaluate acquisition opportunities and grow companies in a variety of industries and stages of development. She joined LDI in 2013 as Chief of Staff. Emily, a native Hoosier, spent her early career working for former U.S. Senator Richard G. Lugar in a variety of Capitol Hill and campaign positions.

Emily is a graduate of Valparaiso University and the Kellogg School of Management at Northwestern University, where she earned her MBA.



TINA LARSON, President & COO, Recursion

Prior to joining Recursion, Tina Marriott Larson served Senior Vice President and Compliance Committee member at Achaogen, a publicly traded biopharmaceutical company that discovered, developed

and commercialized treatments for infectious disease. Tina led Achaogen's technical operations team—accountable for process development, supply chain and diagnostic development. Prior to Achaogen, she was Global Head of Technical Development Business Operations at Roche where she was responsible for business and technology infrastructure.

For 20 years, Tina was at Genentech/Roche in technical operations roles that included Automation Engineer, Associate Director Manufacturing Sciences, Director Process Development Engineering and Senior Director Technical Development Operations & Engineering. She has both deep technical expertise in scale-up of biopharmaceutical production and managing technical and operational organizations.

Tina received a BS in Chemical Engineering from Colorado State University. She was recognized as 2012 Rising Star by the Healthcare Business

Women's Association, 2020 CXO of the Year by Utah Business magazine, 2019 Women Tech Council Awards recipient, and 2019 CSU Distinguished Alumni. She serves on the Colorado State University's College of Engineering advisory board.



JULIE LENZER, Chief Innovation Officer; Director, UM Ventures, The University of Maryland

As Chief Innovation Officer, Julie Lenzer is charged with fostering and supporting the development that is currently underway in the UMD Research Park and Greater College

Park. She will also promote and facilitate productive, university-wide collaboration to launch startup ventures based upon University intellectual property, as well as maximize synergies between UMD and the University of Maryland, Baltimore (UMB) to leverage strengths of each and encourage technology commercialization. Most recently, Julie was appointed to lead the Office of Innovation and Entrepreneurship (OIE) within the U.S. Department of Commerce's Economic Development Administration (EDA). In her capacity as Director of the OIE, she drove programs and policies that support innovative economic development such as innovation-based entrepreneurship and regional innovation clusters.



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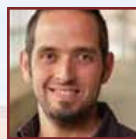
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SPEAKERS



Scott Levitan, President and CEO, The Research Triangle Foundation of North Carolina

Since August 2017, Scott Levitan has led the Research Triangle Foundation as its CEO & President. He has over 30 years of experience working in mixed-use development, with an emphasis on university-related research parks. Prior to his current role, Scott was the Vice President of Forest City Realty Trust and Development Director for the Science + Technology Park at Johns Hopkins and the New East Baltimore Community. There, he oversaw a \$1.5 billion initiative directly adjacent to The Johns Hopkins University medical campus that includes life science research and office space, residential, retail, a new public park and a community school. Prior to that, he was the Executive Director of Real Estate Development for Georgia Institute of Technology, where he oversaw all real estate planning and development activities for the Institute. During his tenure, he oversaw the development of Technology Square, a 1.6 million-square-foot institutionally sponsored but privatized development initiative in Midtown Atlanta. Scott holds a master's degree in urban design from Harvard University, a master's in conservation studies from the University of York in York, England, and a bachelor's in architecture from Louisiana State University. He is active in a number of real estate industry organizations, including the Association of University Research Parks, where he has served on its Board and taught an annual "BioParks 101" seminar.



Daniel Lucenti, Senior Associate, Ayers Saint Gross

Daniel has ten years of experience in a variety of project types, including higher education, commercial, mixed-use, and innovation districts. He is responsible for the production, management, and coordination of technical documents for projects from the design phase through construction. He has recently been implementing buildings on our two recently completed innovation campuses in the Northwest United States.



Ariella Lukach, PhD, Vice President, Strategy & Positioning, Stiletto

Ariella Lukach specializes in multi-year strategic planning and execution support for high-impact initiatives, market focusing and positioning, institutional and corporate governance, multi-sector stakeholder relations, business planning, market intelligence, funding applications, and business development. Ariella has a strong scientific background and works in the intersection of science, industry, and government. Working with research & technology parks, businesses, communities, governments, academic institutions, non-profits, industry associations, and economic development in North America and Europe has given her a unique lens into how to create economic and social success for clients. Industry expertise include cleantech, ICT, smart grid, cybersecurity, advanced manufacturing, smart agri-food, and healthcare.



Allison Madden, MBA, Director of Operations and Secretary, University of South Florida Research Foundation

Allison Madden is director of operations for the University of South Florida Research Foundation in Tampa, and also serves in the officer position of secretary of the USF Research Foundation, Inc. The Research Foundation is a non-profit, direct-support organization serving the research mission of the University of South Florida. Allison is responsible for corporate governance, strategic planning, and all areas of USF Research Park operations including planning, construction, vendor and client relations, and compliance. The Research Park is a vital component of USF's Innovation Enterprise which infuses \$582 million yearly into Florida's economy, sustains more than 4,000 public and private sector jobs, and returns more than \$71 million in tax revenue to local, state and federal coffers.

Allison joined USF in 1988 and has also served as chief financial officer and business manager for the USF Research Foundation. She earned a MBA with focus on management and BS with honors in information systems and decision sciences, both from USF. She is a member of the Beta Gamma Sigma and Phi Kappa Phi Honor Societies.



Amon Martin, Regional Vice President, Southeast Penrose Properties

Amon Martin is responsible for the execution and continued growth of Pennrose's development pipeline including all aspects of the real estate development process from initial conception through construction, to lease-up and stabilized occupancy or sale within the Southeast area. Amon brings with him over 20-years of progressive experience in market-rate and affordable

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BioHealth Innovation

BioHealth Innovation, Inc. (BHI) is an innovation intermediary that translates market-relevant research into commercial success by connecting management, funding, and markets.

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apartments, small-scale and large; multi-family and senior conventionally financed or with public financing. He is a real estate professional with notable success within the areas of design, development, financing, underwriting, master planning, management-operations, land swaps, infrastructure improvements, demolition, construction, and acquisitions. Previously, Amon was Senior Development Director with Integral Group, LLC where he contributed to growth and new business development and was charged with mixed-income/mixed-use developments in the Southeast.

Amon attended the US Air Force Academy where he earned a Bachelor of Science in Operations Research. He also attended the University of Maryland School of Public Affairs where he earned a Master's in Public Management with a concentration in Public Sector Financial Management.



Angela Belden Martinez, Regional Director, EDA Denver Office

Angela Belden Martinez is responsible for EDA's ten-state mountain west region. Previously she served six years as EDA's Director of External Affairs in Washington, D.C.,

where she advised the Assistant Secretary on strategic policy issues and managed both the legislative and public affairs work of the agency. As part of her work, Angela has helped shape and launch several multi-agency initiatives, including the Jobs and Innovation Accelerator Challenge, the Investing in Manufacturing Communities Partnership, and EDA's Regional Innovation Strategies Program, now known as Build to Scale. Angela brings 20 years of experience in both the private and public sectors. Before joining the Department of Commerce, Angela was Vice President of Corporate Communications for the Motion Picture Association of America, where she managed global communications efforts and served as a senior advisor to the CEO and member company officials. Angela earned a bachelor of science from Indiana University with a double major in Journalism and Political Science.



Alexander McDonald, Chief Economist, Office of the Administrator, NASA

Prior to his current position at NASA, Alexander MacDonald was Senior Economic Advisor in the Office of the Administrator and founding program executive of

NASA's Emerging Space Office within the Office of the Chief Technologist. He is the author and editor of a number of NASA reports including Emerging Space: The Evolving Landscape of 21st Century

American Spaceflight, Public-Private Partnerships for Space Capability Development, and Economic Development of Low-Earth Orbit. In the past he held of the positions of executive staff specialist on commercial space at NASA's Jet Propulsion Laboratory, research faculty member at Carnegie Mellon University, and worked for the Universities Space Research Association while at NASA's Ames Research Center.

He received his undergraduate degree in economics from Queen's University in Canada, his master's in economics from the University of British Columbia, and was a Clarendon Scholar at the University of Oxford where he obtained his doctorate on the long-run economic history of American space exploration. He was also an inaugural TED Senior Fellow and received the AIAA History Manuscript of the Year Award in 2016.



Suzet McKinney, DrPH, MPH, Principal, Director of Life Sciences, Sterling Bay

Dr. Suzet McKinney is a public health expert, medical executive, thought leader, strategic thinker and nationally recognized expert in emergency preparedness and response. Suzet oversees relationships with the scientific, academic, corporate, tech, and governmental sectors involved in the life sciences ecosystem. She also leads the strategy to expand Sterling Bay's footprint in life sciences nationwide. She previously served as CEO and Executive Director of the Illinois Medical District, where she managed a 24/7/365 environment that included 560 acres of medical research facilities, labs, a biotech business incubator, universities, raw land development areas, four hospitals and more than 40 healthcare-related facilities. Within two years of leadership, Suzet accomplished a financial turnaround of the IMD, successfully retiring more than \$40 million in debt.

Suzet serves as an Instructor in the Division of Translational Policy and Leadership Development at Harvard University's T.H. Chan School of Public Health and as Adjunct Assistant Professor of Health Policy Administration at the University of Illinois at Chicago School of Public Health. She is the co-author of Public Health Emergency Preparedness: Practical Solutions for the Real World (2018) and was named one of Chicago's 50 Most Powerful Women (2020), and one of Chicago's Notable Women in Healthcare (2018 & 2019). Suzet holds her Doctorate from the University of Illinois at

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SPEAKERS

Chicago School of Public Health, with a focus on preparedness planning, leadership and workforce development. She received her Bachelor of Arts in Biology from Brandeis University where she was also a Howard Hughes Medical Institute Fellow. She received her Master of Public Health degree and certificates in Managed Care and Health Care Administration from Benedictine University.



CHRYSTAL MORGAN, Director, State and Local Affairs, United Launch Alliance

In her role at United Launch Alliance, Chrystal Morgan briefs key stakeholders on ULA current projects, future programs and strategic direction. Prior to joining ULA

Chrystal served in management positions at a number of aerospace organizations including RUAG Space USA, Martin Federal NASA and Teledyne Brown Engineering. She also held the position of Director of Research Communications at the University of Alabama Huntsville where she received several awards for her writing and marketing projects. She is currently on the Board of Directors for the National Space Club Huntsville Chapter, the FIRST Regional Robotic, and the Colorado Space and Business Roundtable.

PAUL MORRIS, Deputy Director and General Counsel, Military Installation and Development Authority

Paul is the acting Executive Director and General Counsel of the Military Installation Development Authority (MIDA), and has coordinated multiple projects including the development of seven new facilities along I-15 near Hill Air Force Base. Before working at MIDA, Paul served as the West Valley City attorney for over 20 years and brings considerable experience in municipal bonding and financing to our team.



Kendis Key Muscheid, Esq., Partner, Ballard Spahr LLP

Kendis Key Muscheid is a partner and Team Leader of Ballard Spahr's Exempt Organizations Team. She is a leading nonprofit tax attorney in the Southwest, and

focuses her practice on the representation of tax-exempt organizations and donors making charitable gifts. Her clients include a variety of 501(c)(3) and other tax-exempt organizations, including universities, charter schools, research institutions, hospitals, foundations, museums, social welfare organizations, trade associations, and arts groups. Kendis advises organizations about qualification for tax exemption, conversions to and from tax-exempt status, governance, advocacy, unrelated business income tax matters, endowment creation and management, restructuring multi-tier entities, and mergers and acquisitions.



THOMAS OSHA, Senior Vice President, Innovation and Economic Development, Wexford Science & Technology, LLC

Tom Osha is employed by Wexford Science + Technology as Senior Vice President, Innovation and Economic

Development. In this role, he guides Wexford's implementation of its Knowledge Community strategy across their development stakeholders globally to position Wexford's research park developments as critical hubs in the regional innovation ecosystem. Tom recently delivered keynotes on creating innovation ecosystems and helping Universities, research institutions, cities, regions, and federal governments, leverage their research and technologies into knowledge-led economic development, at the Association of University Research Parks, the Austin Chamber of Commerce, the Society for Research Administration, and the NATO Industry Summit.



TAYLOR RANDALL, PhD, President, The University of Utah

Prior to being announced as President of the University of Utah earlier this year, Dr. Taylor Randall led the nationally ranked David Eccles School of Business from 2009-2021.

Under his innovative and dynamic leadership at the Eccles School, it has grown five-fold, creating significantly greater opportunity for students, faculty, and the community. Significant milestones during his time as Dean include serving as Utah's economic lead on the Unified Command for the COVID-19 recovery; increasing scholarship funding for students from \$800,000 to over \$15 million; forming the Ascent Program for first-generation students from underrepresented populations; achieving a top-three ranking among state schools nationally for the percentage of tenured and tenure-track women faculty; and creating five outstanding centers that

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serve students and the broader community locally, nationally, and globally. In keeping with the Eccles school's substantial upward trajectory and Randall's growth mindset, over the past decade, he has overseen the funding, design, and construction of three major buildings on campus and is executing on the design phase of a fourth building dedicated to student experiences and housing. In addition, under his guidance, the University of Utah Venture Fund became the largest student-run venture fund in the country.

He graduated from the University of Utah with honors in accounting and then earned an MBA and PhD in operations and information management from the Wharton School of Business at the University of Pennsylvania. Randall is a third-generation professor with a long and deep commitment to the University of Utah.



RODNEY RICHESON, Managing Principal, Sterling Bay West

Rodney is Managing Principal of Sterling Bay | West where he is responsible for sourcing and closing new acquisitions and developments in the Western USA.

Prior to joining Sterling Bay | West, Rod oversaw the Western half of the United States on behalf of KBS Realty Advisors and its affiliate KBS Capital Advisors. Rod was responsible for all activity, including acquisitions, asset management and dispositions. During his time at KBS, Rod oversaw the acquisitions and development of approximately \$5 billion in acquisition and development deal volume. Rod was also actively involved in capital raising efforts, including the \$1.2B IPO of the Prime Office REIT (Singapore listing) roadshows throughout Asia and trips to the middle east. Prior to KBS, Rod worked in the Mexico City office of Koll/Cushman Realty Mexico (KCRM) and was with Koll's Southern California Development Group. Rod serves on a variety of industry advisory groups and is a board member of the Southern California chapter of NAIOP. He earned a BA in Business, with an emphasis in real estate finance from California State University, Fullerton.



KIRK RIRIE, Chief Executive Officer, Idaho Molecular; Founding CEO, BioFire Diagnostics

Together with Dr. Carl Wittwer, Kirk Ririe co-founded Idaho Technology and took a license to Rapid-PCR technology developed in his laboratory at the University of Utah, Dept. of Pathology. Initially, they operated in Kirk's family's potato equipment company in Idaho, relocated to Utah in 1999, changed the name to BioFire, and sold the company to bioMérieux S.A. (bMx). After leaving bMx in 2019 as CIO, he relaunched the Idaho brand, as Idaho Molecular Inc., continuing to develop the tools of molecular biology to improve human health.

Beginning in the early days of PCR, he launched a series of instruments of increasing complexity and capability, including: The LightCycler real-time PCR system (licensed to Roche, 1997). He developed several military-funded platforms for bio-threat detection, and after renaming the company, he launched the BioFire FilmArray system. FilmArray is a platform for syndromic testing, allowing nested-multiplex PCR analysis of dozens of pathogens grouped by syndrome (such as Influenza-like Illness or diarrhea) and sample type, directly from a patient sample. Nucleic acid extraction is included in a single-use cartridge, allowing analysis of

complex samples such as whole blood, sputum, and stool. The Film Array is now the gold-standard for syndromic testing in hospital laboratories with tens of thousands of instruments worldwide and over a billion dollars of product sales annually.

Over three decades, he has worked with a growing team of scientists and engineers to significantly change the paradigm of IVD testing. Many of the best and brightest from this team have joined them in their new venture. Idaho Molecular represents a fresh start for many of us from the team that developed FilmArray. Their expertise lies at the intersection of chemistry, disposable film-based cartridge development, instrumentation, and software. In this RADx Tech II project "A Home PCR Test to Detect SARS-CoV-2 from Oral Rinse", using the full breadth of this background to deploy a system for home-testing that is truly easy to use, accurate, and inexpensive.



MARK ROMNEY, Chief Industry Alliance Officer, Aggie Square — University of California, Davis

Mark Romney, Chief Industry Alliances Officer with UC Davis Health in Sacramento, has been actively engaged in facilities planning for 26 years, including a special

concentration on research facilities. He co-authored several NIH CO6 Grant Applications, resulting in grant awards exceeding \$6 million. Mark co-authored the California Institute for Regenerative Medicine's Shared Lab Facility Grant and the Large Facilities Grant, providing over \$25 million in grant funding for the construction of the stem cell program facilities, and he has stewarded the process of planning and implementing an innovation district master plan on the UC Davis Health campus.



KATE RYAN, Real Estate Partnerships Manager, Kansas State University Foundation

Kate Ryan joined the Kansas State University Foundation in February 2015. Ryan is responsible for collaborating on new development projects from master planning through

final completion, facilitating opportunities for current and prospective partner-tenants, and engaging with community partners to strengthen K-State by co-locating in the Edge Collaboration District at K-State.

Ryan previously served in a business development role for a boutique multifamily housing firm.

Ryan earned a bachelor's degree in family studies and human services from Kansas State University. She is a member of and serves on committees for the Association of University Research Parks and the Manhattan Area Chamber of Commerce and sits on the Board of Directors for the Konza United Way. Ryan lives in Manhattan with her husband.



WAYNE SAVAGE, Executive Director, Arrowhead Park, New Mexico State University

Wayne is the Executive Director of the Arrowhead Research Park a 200-acre real estate development at New Mexico State University. Anchor tenants include the Burrell College

of Osteopathic Medicine, General Dynamics, Alliance DNA, Vista Photonics, and the NM Spaceport Authority. Wayne is focused on positively impacting economic metrics for Las Cruces and southern New Mexico in the life science, aerospace, media, energy and ag-tech industry sectors through new business recruitment to the Park, and through facilitating collaborations between

continued

SPEAKERS

private industry and NMSU's strategic initiatives. Current projects for the Park include a new multi-tenant office building, a film and TV production studio, a 3 MW Solar + Storage Renewable Energy System, and a Net Zero Energy District development plan.

Wayne is a 1980 graduate of New Mexico State University's Industrial Engineering program, and serves on the University's Engineering Advisory Council. He has over 35 years of experience across a range of industries, and returned home to New Mexico in 2007 to work on the design and construction of Spaceport America, before joining Arrowhead Center in 2013. Wayne is a founding board member of the New Mexico BioScience Authority, and also Vice President and Board member of the NM BIO industry trade association. In previous years, he has had leadership roles in the Borderplex Alliance Life Sciences Task Force and the Greater Las Cruces Chamber of Commerce Commercial Space Task Force.



MATTHEW SCASSERO, Director, University of Maryland, UAS Test Site

Matt Scassero is the Director of the University of Maryland Unmanned Aircraft Systems (UAS) Test Site, focusing the resources and efforts of the state of Maryland on working

with the FAA to integrate UAS into the national airspace, and enabling public access to these valuable assets to empower a flourishing civil and commercial UAS industry. His focus is to lead the university's efforts to be a premier force in advancing UAS safely, efficiently and effectively, while delivering products and programs in support of workforce development and higher education goals.

Prior to this, Matt was the Chief Contracts Officer for Melwood, a non-profit dedicated to empowering people with differing disabilities to enrich their own lives through rehabilitative services and employment opportunities. Prior to joining Melwood, Matt completed a 27 year career in the US Navy, retiring at the rank of Captain as the Vice Commander for the Naval Air Warfare Center Aircraft Division, the Navy's principal research, development, test, evaluation, engineering and fleet support activity for naval aircraft and systems. He is certified by the federal government in program management, test and evaluation, software acquisition, safety program management and electronic warfare operations. Matt earned a BS in Physics (Oceanography) from the United States Naval Academy in 1982, a Master of Public Administration from the University of Baltimore in 2017, and is a Leadership Maryland 2007 graduate.



TY SHATTUCK, MBA, Chief Executive Officer, McMaster Innovation Park

Ty is the CEO of McMaster Innovation Park, Canada's Premier Research Park, where companies come to grow. Prior to joining the MIP team, Ty held various

senior leadership positions within the digital media, aerospace, and venture capital industries, including Founder and President of Aethon Technologies, CEO of PV Labs, and Vice President at L3Harris - Wescam.

Ty is well known within the GTHA area for his business acumen and community leadership. In 2010, he was awarded "Engineer of the Year" from The Ontario Society for Professional Engineers. In 2011, as CEO of PV Labs, he led the company toward being named one of "Canada's Top 200 Fastest Growing Companies" by Profit Magazine, and in 2012 they received an Academy Award under his leadership. Ty has a Bachelor of

Engineering from the Royal Military College of Canada, and an MBA from University of Toronto's Rotman School of Business.



LARRY SHAW, Chief Executive Officer, Knowledge Park and Ignite Fredericton

Larry Shaw, Chief Executive Officer of Ignite Fredericton and Knowledge Park, is a globally successful business leader ranging from spirited start-ups to large

international organizations. He has expertise in entrepreneurship, sales, marketing, economic development, operations, workforce development, and strategic planning in multiple sectors. Through experiences gained from working internationally in Canada, US, Europe, and Central America Larry has developed a diverse yet common sense approach when leading teams to excellence.

Larry is a member of AURP Board representing Canadian AURP members. Through his participation with AURP, he has worked extensively connecting partners internationally and developing research parks across Canada.



GEETI SILWAL, Practice Leader, Principal, Perkins & Will

As the Head of the West Coast Urban Design practice of Perkins & Will, Geeti Silwal brings vision and design leadership that establishes the foundation of

transformative changes for livable and sustainable environments in cities. She strongly believes that urban designers hold the responsibility to inspire integrated, multi-purpose design solutions of innovation and beauty that create healthy and inclusive cities. Geeti is deliberate in her design approach to reveal the unrealized potential of Nature and natural processes. This lies at the core of her push to deliver regenerative solutions that address climate change issues of water scarcity, food security and social equity.



ERIC SMITH, MBA, Executive Director, University of Arizona Center of Innovation

Eric Smith is the executive director for the University of Arizona (UA) Center for Innovation. In this role, Eric will be responsible for the daily operations and growth of the UA

Center for Innovation, which includes administration, budgeting, financial management, grant submissions & sponsorships, client recruitment, building mentor & advisory networks, community outreach, and staff management.

Eric brings with him almost a decade's worth of technology commercialization experience and a passion for entrepreneurship.

Eric comes to the UA Center for Innovation after serving as the commercialization network manager for Tech Launch Arizona (TLA), the UA's office responsible for moving UA research and technological innovation into the marketplace.

While at TLA, he focused on building and leveraging a network of domain experts and business leaders who consult on university technologies to help reveal their commercial relevance as they are prepared for the market. He also managed TLA's National Science Foundation Innovation-Corps (I-Corps) Site grant program which teaches inventing teams about lean startup methodology and customer discovery. An entrepreneur in his own right, after Eric started, developed and sold his first company, he embarked on a career

continued

SPEAKERS

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in various technology startups. Smith holds a BSBA in business management and entrepreneurship and an MBA from the University of Arizona."



JEFF SMITH, Director, University Corporate Research Foundation, Michigan State University

Jeff Smith is an instructor of urban and regional planning in the School of Planning, Design and Construction at Michigan State University. He is also director of the University Corporate Research Park at the MSU Foundation. In his role at the Research Park, Smith manages and directs the real estate and economic development opportunities, to include the Research Park and the Technology Innovation Center business incubator, as well as develops opportunities and resources for companies commercializing University technologies into the marketplace.

Prior to this role, Jeff was the director of the New Economy Division of LEAP in Lansing, Michigan. He has been involved in the launch of the East Lansing Technology Innovation Center, The Hatch, Lansing Startup Weekend, Ignite Lansing, The Hatching, Launched, as well as manager of the Lansing Regional Smartzone. Smith also served as an advisory board member for the Entrepreneur Institute of Mid-Michigan, Lansing Regional Chamber, the Michigan Economic Development Corporation Advisory Board for Redevelopment Ready Communities, Prima Civitas Foundation, and the Capitol Collective.

Additionally, Jeff has served as an adjunct lecturer at both Baker College and Michigan State University, teaching classes in entrepreneurship at both institutions. He is a proud graduate of Michigan State University, earning both a bachelors in telecommunications and a master's degree in urban and regional planning.



KEN STEWART, CEO NUAIR, New York

NUAIR president and CEO Ken Stewart has been appointed president of the Commercial Drone Alliance (CDA). The CDA is an independent nonprofit that works with all levels of government to collaborate on policies for industry growth and seeks to educate the public on the safe and responsible use of commercial drones to achieve economic benefits and humanitarian gains. Stewart's wealth of experience and expertise will help advocate for policies that spur innovation and growth for the commercial unmanned aircraft systems (UAS) and advanced air mobility (AAM) industries.



CHRISTOPHER STODDARD, AIA, Associate Principal, Ennead Architects LLP

Chris Stoddard is an Associate Principal at Ennead Architects, serving as co-leader of both the Commercial and Laboratory Centers of Excellence at Ennead. He has nearly three decades of experience managing large, complex commercial, hospitality, laboratories and higher education projects in the US and abroad. His meticulous approach to scope, schedule and budget are matched by his broad experience in building systems and construction methods. He brings a collaborative spirit of integrated design to his work by pursuing the common goals of each project's mission. Throughout his career he has sought to maximize sustainable and wellness features to minimize environmental impact and design healthy, resilient buildings.

His project experience includes: The Cove, a nearly 3,000,000 sf science-based mixed-use development in Jersey City, which includes 1,500,000 sf of new build commercial and academic life science; and 3737 Science Center, a 434,000 sf commercial lab development for Wexford Development in Philadelphia for the Penn Center for Specialty Care.



ERIN TALKINGTON, Managing Director, Director of Consulting, RCLCO

Erin Talkington is a Managing Director and the Director of Consulting based in RCLCO's Washington, DC office. Since joining the firm in 2010, Erin has engaged with a wide variety of clients in both the public and private sectors. Her experience includes highest and best use analysis for large mixed-use sites, downtown and corridor revitalization studies, and regional growth analysis. Applicable to projects of all types and scales, Erin's strength is her ability to quickly synthesize the key market opportunities and strategic positioning for a particular site and communicate that vision to project team members, clients, and community stakeholders.

Erin is also the firm's Director of Consulting. In this role, she is responsible for the development and implementation of strategic initiatives in team member recruitment and retention of human capital. In addition to client work, Erin has been integral in the continued development of RCLCO's

continued

The graphic features a red and blue color scheme. At the top left is the McMaster Innovation Park logo. Below it is a photo of three people in a meeting. To the right of the photo, the text 'WORK, LIVE, PLAY & CREATE' is written in large, white, bold letters. Below this, it says 'JOIN OUR COMMUNITY AND GROW@MIP'. At the bottom left, there are social media handles: @mcmasterinnovationpark, @mip_hamilton, @MIP_Hamilton, and @miphamilton. At the bottom right, there is a night-time aerial view of the McMaster Innovation Park development.

SPEAKERS

MetroLogic™ methodology, which forecasts regional competitiveness for growth and development. The MetroLogic™ platform also integrates scenario modeling that measures the impact of proposed transportation investments on both the quantity and value of development in a local area.



**PETER TRAPA, Dean of College of Science,
The University of Utah**



**JEFFREY WOODBURY, JD, Senior Vice President
Development and Acquisitions, Woodbury
Corporation**

Jeffrey K. Woodbury is an officer, director, legal counsel and senior vice president of Development and Acquisitions at Woodbury Corporation. For more than thirty years, Mr. Woodbury has been an integral part of deal sourcing, financing, acquisition, brokering, design, construction, marketing and management of numerous projects varying from university research centers and office buildings to industrial facilities and multi-tenant shopping centers. In his more than three decades of professional experience with the legal and developmental aspects of real estate, he has successfully dealt with publicly traded corporations, individually owned companies, government entities, special interest groups, universities and recreation groups. In addition to his extensive background in development, Jeffrey brings his great enthusiasm and knowledgeable vision to every project. Jeffrey earned a BA in History from the University of Utah and a JD with honors from Drake University Law School. In 2017, CCIM recognized Jeffrey as the Developer of the Year for his innovative development successes. Jeffrey is particularly proud of the Falcon Hill Aerospace Research Park at Hill Air Force Base in northern Utah. The joint venture agreement between the State of Utah, The United States Air Force and Sunset Ridge Development (a co-venture of Woodbury Corporation and Hunt Companies) has resulted in the creation of thousands of jobs for the state of Utah.



**E. TAYLOR WOODBURY, JD, MBA, Director, Chief
Operating Officer, Woodbury Corporation; Project
Manager, Falcon Hill Aerospace Research Park**

Taylor Woodbury serves as the chief operating officer of Woodbury Corporation and on the company's board of directors. In addition to his administrative responsibilities he is involved with various departments in the company, including accounting, finance, development and legal. Prior to his current position, he was the corporate treasurer and oversaw all enterprise cash management. Taylor is active in the real estate development and investment activities of Woodbury Corporation, and is a principal in the management of Woodbury's private equity funds. He is the project manager of the Falcon Hill Aerospace Research Park at Hill AFB in Utah. Falcon Hill is the largest enhanced-use lease in the United States Air Force. He led entitlement efforts and a successful campaign against a referendum to approve The Green on Campus Drive, a 1,600 bed student housing project in Orem, UT. He successfully negotiated the settlement and removal of over \$3M of liens and eventual acquisition of a partially built Residence Inn in Idaho Falls. He also is a principal in the management of Woodbury's RE private equity

funds. Taylor graduated with a BS in Economics, JD, and MBA degrees from The George Washington University and an LL.M. in Taxation from Boston University.



**JOHN ZURAWSKI, Esq., Partner,
Ballard Spahr LLP**

John Zurawski is a licensed patent attorney with Ballard Spahr. He combines his patent prosecution background with deep experience in corporate and contract matters to help clients maximize the value and success of their businesses. John provides strategic guidance on business and legal issues, with an emphasis on intellectual property procurement and technology development in the life science and biotechnology industries. John works closely with universities, startups and entrepreneurs, supporting emerging businesses with 360-degree guidance throughout commercial lifecycle—including the critical period between formation and early-stage financing. John's clients include higher education institutions, pharmaceutical companies, equipment, and vehicle manufacturers.

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Centennial Campus is NC State University's award-winning research campus, home to more than 70 corporate, government and nonprofit partners who work alongside an equal number of academic departments and units. Located five minutes from downtown Raleigh in North Carolina's Research Triangle region, the 1,200-acre scenic environment is home to the university's College of Engineering, Wilson College of Textiles and College of Veterinary Medicine. Key amenities include a championship golf course, 75-acre lake, miles of walking trails, a hotel and conference center, and private and student housing communities. In the heart of the campus is the iconic James B. Hunt Jr. Library, which has won numerous awards for its architectural design and technology features - including a robotic book delivery system. In order to lease space on the campus, a prospective "partner" must have some programmatic connection to NC State, such as collaborative research with a faculty member or providing student internships. Situated just south of NC State's main campus, Centennial Campus is adjacent to Raleigh's largest city park and surrounded by open green space overlooking the Raleigh skyline. To learn more, visit <https://centennial.ncsu.edu/>.



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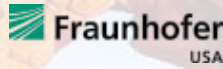
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At Perkins&Will, we've created a practice where design, technology and research converge to create places that improve how we work and learn. With experts in master planning innovation communities and research building design, we are rethinking traditional research parks and their facilities, focusing on establishing vibrant places for 21st century research and education. Our projects—new hubs of innovation around the world—are attracting knowledge workers, students, and startups with lively spaces to live, work, play and collaborate.

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The University of Utah Research Park is located on the campus of the University of Utah. Established in 1968, Research Park was intended to stimulate economic development within the State of Utah and encourage graduates from the University of Utah to stay in Salt Lake City by providing convenient access to research jobs. The university has helped to produce multiple businesses from the work of University students and researchers. Research Park currently has 48 companies along with 81 university departments with a workforce of more than 14,000.

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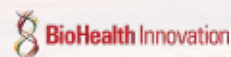
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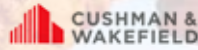
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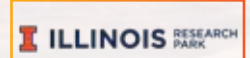
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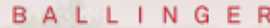
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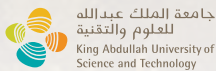
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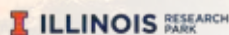
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SCHEDULE AT A GLANCE

All conference events will be held on the Grand Ballroom level at The Hilton Salt Lake City Center unless otherwise noted.

THROUGHOUT THE WEEK, the BEE HIVE is where it's at! GRAND BALLROOM FOYER

- Visit with participating sponsor tables.
- Dialogue with peers at the Round Table Topics.
- Check out The Commons podcast recording and initiatives discussed with Tom Osha of Wexford Science & Technology.
- The NEST micro-theaters will serve up new trends and current strategies (Slots are still available!)
- Last call to sign up for this evening's, Dine-Arounds!

MONDAY, OCTOBER 18

1:00 pm – 5:00 pm
Registration Check-In Desk

1:30 pm – 5:00 pm
BEE HIVE:
Sponsor Display Tables – set-up

TUESDAY, OCTOBER 19

7:00 am – 1:00 pm
Registration Check-In Desk

7:00 am – 8:00 am
Breakfast

7:30 am – 12:00 pm
BEE HIVE:
Sponsor Display Tables Open

10:00 am – 12:00 pm
AURP Hospitality Desk /
Dine-Arounds Directory

WEDNESDAY, OCTOBER 20

7:00 am – 6:00 pm
Registration Check-In Desk

7:00 am – 8:00 am
Breakfast in the BEE HIVE

7:30 am – 5:00 pm
BEE HIVE:
Sponsor Display Tables Open

10:00 am – 12:00 pm
AURP Hospitality Desk /
Dine-Arounds Directory

MONDAY, OCTOBER 18

8:30 am – 11:30 am
AURP BOARD OF
DIRECTORS' MEETING
TOPAZ ROOM

12:00 pm – 1:00 pm
AURP BOARD & ADVISORY COUNCIL
LUNCHEON *(By invitation only.)*
TOPAZ ROOM

1:30 pm – 4:00 pm
INTRODUCTION: CREATING
COMMUNITIES OF INNOVATION
(COI) 101 *(separate registration fee)*
TOPAZ ROOM

1:30 pm – 4:00 pm
OPTIONAL DISCOVERY TOURS
(no additional fee)

• Salt "Tech" Lake City Life Sciences
and Innovation District Tour
DEPARTS FROM LOBBY AT 1:30

• Salt Lake City Economic
Development Round-up
GATHERS IN TOPAZ ROOM

5:30 pm – 9:00 pm
AURP BOARD OF DIRECTORS'
SPONSOR APPRECIATION DINNER
(By invitation only.)

Group departs from lobby at 5:30

TUESDAY, OCTOBER 19

7:00 am – 7:45 am
New Member Breakfast
CANYON AB

8:15 am – 11:30 am
LEADERSHIP ROUNDTABLE
(separate registration fee)
TOPAZ ROOM

12:00 pm – 1:30 pm
WELCOMING LUNCH
– OUR CONFERENCE REUNION
GRAND BALLROOM

1:30 pm – 9:00 pm
THE UNIVERSITY OF UTAH
ENCOUNTER

Gather in lobby to board motorcoach
transportation. Comfortable shoes and jacket
recommended. We will NOT return to the
hotel until following the Awards Celebration.

2:00 pm – 3:00 pm
EXPERIENTIAL TOURS
The University of Utah

3:30 pm – 4:45 pm
CAMPFIRE: OPENING KEYNOTE
Red Butte Garden Amphitheatre
– The University of Utah

5:15 pm – 9:00 pm
AURP 35TH ANNIVERSARY
CELEBRATION & ANNUAL AWARDS
OF EXCELLENCE
Natural History Museum of Utah
– The University of Utah

WEDNESDAY, OCTOBER 20

8:15 am – 10:00 am
GENERAL SESSIONS
Grand Ballroom

8:15 am – 9:00 am
INNOVATION INFRASTRUCTURE: HOW
CONGRESS AND WHITE HOUSE ARE
SUPPORTING INNOVATION

9:00 am – 10:00 am
ELEVATE: REIMAGINING THE 21ST
CENTURY RESEARCH PARK

10:00 am – 11:00 am
INTERACTIVE BREAK in the BEE HIVE!



11:00 am – 11:45 am
CONCURRENT BREAKOUT SESSIONS

THE DEATH OF DISTANCE IN
KNOWLEDGE COMMUNITY DESIGN
Alpine East

METRICS FOR LIFE SCIENCE BUILDINGS:
REPURPOSE OR BUILD NEW?
Alpine West

POSITIONING YOUR RESEARCH PARK
FOR THE FUTURE: FORULMATING
TRENDS AND STRATEGIES TO SUSTAIN
AND ENHANCE YOUR CAMPUS
Seminar Room

16 TECH: CREATING AND INNOVATION
COMMUNITY FROM THE GROUND UP
Canyon BC

12:00 pm – 2:00 pm
GROUP LUNCHEON PRESENTATION
RESEARCH PARK INCUBATORS &
ACCELERATORS – IS YOUR DECK
STACKED AGAINST THEM?
Grand Ballroom

2:30 pm – 3:15 pm
CONCURRENT BREAKOUT SESSIONS

GRAPPLING WITH GOVERNANCE?
CORPORATE AND GOVERNANCE
STRUCTURES FOR UNIVERSITY
RESEARCH PARKS
Seminar Room

ACCELERATING INNOVATION THROUGH
NEIGHBORHOOD AND COMMUNITY
PARTNERSHIPS
Alpine West

FITZSIMONS INNOVATION COMMUNITY
– A CASE STUDY IN ADAPTIVE REUSE
DEVELOPMENT
Canyon BC

TRENDS IN THE LIFE SCIENCES REAL
ESTATE ECOSYSTEM
Alpine East

3:45 pm – 4:30 pm
CONCURRENT BREAKOUT SESSIONS

UNIVERSITY-ANCHORED, COMMUNITY-
DRIVEN INNOVATION DISTRICTS: GEORGIA
TECH'S TECHNOLOGY ENTERPRISE PARK
Alpine West

BUILDING AN INTERNATIONAL SOFT
LANDING STARTUP SUPPORT PROGRAM
Seminar Room

ACCELERATE TO INDUSTRY (A2I)
WORKFORCE READINESS: UNIVERSITY /
INDUSTRY PARTNERSHIP MODEL
Alpine East

GET TO THE POINT: CREATING UTAH'S
FIRST INNOVATION COMMUNITY
Canyon BC

4:30 pm – 5:00 pm
AURP Happy Hour

6:00 pm
Depart for Group Dine-Arounds

*Guests pay on own. Be in the Hilton Hotel lobby
before 6:00pm to connect with your group for a
fun, and informal dining experience*

THURSDAY, OCTOBER 21

7:30 am – 9:00 am
CLOSING GENERAL SESSION &
BREAKFAST

JUMP-STARTING AMERICA: HOW
BREAKTHROUGH SCIENCE CAN
REVIVE ECONOMIC GROWTH AND THE
AMERICAN DREAM
Grand Ballroom

9:30 am – 4:30 pm
AURP SPACE DAY
Building Space & Aerospace
Communities on the Ground
Seminar Room