



Feb 27 - Mar 2, 2023 | Tempe, AZ

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# PROGRAM

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# WELCOME FROM THE CEO



AURP Members & Guests,

Welcome to Tempe and the Arizona sunshine.

I extend sincere thanks to our Spring Training co-chairs, Greg King and Carol Stewart, and the

planning committee who look to make this year's event the most memorable ever. We have record breaking attendance! We pledge to keep this an experience that fosters small group discussion and one-on-one interactions.

If this is your first year attending Spring Training: Welcome! You will find this is not your average conference. Networking and in depth discussions are key!

For the past 13 years, Spring Training has fostered beneficial relationships across our community of innovation with new perspectives to bolster partnerships among universities, state governments, provinces, municipalities, corporations and communities.

This week's schedule is packed, so prepare for an exchange of novel ideas and innovative strategies that will change the economic power of communities of innovation across the world.

Here's the first pitch of Spring Training 2023 – now let's #BuildtheAURPNetwork.

**VICKIE PALMER**  
Chief Executive Officer, AURP



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## AURP Staff Members

Should you have any questions or need any assistance throughout Spring Training, please contact an AURP Staff Member. We would be happy to assist you!



**Vickie Palmer**

Chief Executive  
Officer



**Brian Darmody**

Chief Strategy  
Officer



**Diana Horn**

Meeting  
Manager



# WELCOME FROM THE PRESIDENT



Friends and Colleagues,

Welcome to Spring Training!

This year marks thirteen years of bringing the world's leaders in our community of innovation to Tempe, Arizona to learn, collaborate and develop the partnerships and relationships which make this whole venture worthwhile.

Our line-up of subject-matter experts will provide great conversation fodder for everyone. The questions, discussions and networking opportunities are meant to help drive and encourage future collaboration and a greater overall feeling of community.

As always, please join me in thanking our incredible 2023 Spring Training Planning Committee. Their hard work has helped to make this the "can't miss" event for AURP every year.

Tempe has proven to be a great venue for Spring Training. Please let us know what we can do to make this as welcoming and comfortable of an environment as it has been in the past. Our staff will be available throughout the week to handle any concerns and answer your questions.

This week is about you – your role in leading your park or district and finding the opportunities, perspectives and vision to help your park reach new levels of success.

Let's get out there and have a great Spring Training 2023!

**ERIN KOSHUT**  
**President, AURP Board of Directors**

## MISSION

**Fostering innovation, commercialization and economic growth in a global economy through university, industry and government partnerships.**



## INFORMAL GROUP DINNERS

Please refer to the schedule for gathering time and location.

All fees and expenses are at individual discretion.

Our informal group dinners facilitate introductions to continue networking and sharing. All attendees are encouraged to sign up for one of the informal group gatherings at local restaurants scheduled on Tuesday and Wednesday evenings. We provide the reservations and sign-up sheets, and participants choose from one of the variety of dining options available. Spouses/Guests of our Spring Training participants may attend.

Sign-up sheets will be posted at the registration desk until 1:00 pm on Tuesday and 1:00 pm on Wednesday.

Each group will gather in the lobby and travel to their restaurant by Uber or by walking to restaurants in close proximity to the hotel.



# AURP BOARD AND ST23 COMMITTEE



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## AURP BOARD OF DIRECTORS

**President** **Erin Koshut**, Executive Director, Cummings Research Park

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**Chief Strategy Officer** **Brian Darmody, JD**

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**Kate Hier**, AIA, NCARB, EDAC, WELL AP, Architect, Laboratory Planner, Principal, Clark & Enersen

**Jeff Johnson**, Chief Solutions Officer, ITA International

**Greg King**, CEcD, Associate Vice President for Economic Development, Georgia Institute of Technology

**Scott Levitan**, President and CEO, Research Triangle Park of North Carolina

**Laura O'Brien**, President and CEO, Stiletto: Make A Point

**Aaron Olver**, Managing Director, University Research Park, University of Wisconsin-Madison

**Tracy Shickel**, Director, Economic Development, University of Delaware

## AURP 2023 SPRING TRAINING PLANNING COMMITTEE

Thank you to the 2023 Spring Training Planning Committee for your efforts in making this AURP event a huge success!

### SPRING TRAINING CO-CHAIRS

**Greg King**, Associate Vice President for Economic Development, Georgia Institute of Technology

**Carol Stewart**, Vice President, Tech Parks Arizona, University of Arizona

**Kevin Byrne**, Past President, AURP; President & CEO, The University Financing Foundation

**Merry Hunter Caudle**, Associate Director, Economic Development, Georgia Institute of Technology

**Adam Eshelbrenner**, Senior Vice President, The Whiting-Turner Contracting Company

**Kate Hier**, AIA, NCARB, EDAC, WELL AP, Architect, Laboratory Planner, Principal, Clark & Enersen

**Jeff Johnson**, Chief Solutions Officer, ITA International

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

**Laura O'Brien**, President & CEO, Stiletto: Make A Point



# SCHEDULE OF EVENTS

## MONDAY, FEBRUARY 27, 2023

**9:00 am – 12:00 pm**.....**San Pedro**  
**AURP Board of Directors Meeting**

**1:00 pm – 3:30 pm**.....**Courtyard West**  
**Registration Desk Open**

**3:30 pm – 4:00 pm** .....**Abbey Room**  
**Spring Training Welcome**



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

**Vickie Palmer**, CEO, AURP

**4:00 pm – 4:30 pm**.....**Abbey Room**  
**CREATING COMMUNITIES OF INNOVATION WITH  
NSF AND THE CHIPS + SCIENCE ACT**



**Thyaga Nandagopal**, Acting  
Division Director, National Science  
Foundation

**Brian Darmody**, Chief Strategy  
Officer, AURP



Nebraska Innovation Campus facilitates new and  
in-depth partnerships between the University of  
Nebraska and private sector businesses.



**6:00 PM**.....**Arizona Science Center in Phoenix**  
**AURP Board of Directors' Sponsor Appreciation Dinner**

Casual attire appropriate – meet in the hotel lobby at 5:30PM  
to depart for the Arizona Science Center.

**Sponsored in part by** **STILETTO**



**Welcome Remarks from AURP President**

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

All attendees are welcome to attend this valuable  
networking dinner as we toast our sponsors of AURP  
Spring Training 2023.

## TUESDAY, FEBRUARY 28, 2023

**7:00 am – 9:00 am** ..... **Snack Shack West**  
**Continental Breakfast**

Note: Full breakfast or buffet is available in The Cloister  
Restaurant at individual expense.

Not up for the Mindfulness Walk on the trail up A Mountain?  
Studies continue to prove mindfulness matters no matter  
your surroundings. Take in a relaxing continental breakfast  
alfresco under that flowering orange trees in the Tempe  
Mission Palms courtyard.

**7:00 am – 8:00 am** ..... **Courtyard**  
**Journey Up A Mountain**



Huddle up in the courtyard  
with your AURP friends  
before the journey of a lifetime up  
A Mountain. Whether meditating,  
engaging with your colleagues,  
or walking up A Mountain,  
being mindful of your body and  
surroundings, is important at  
every level of engagement each day  
and every moment. (Sunrise 6:57 am)



**7:30 am** ..... **Abbey Room**  
**Registration Desk Open**

**9:00 am – 9:15 am** ..... **Abbey Room**  
**Spring Training Welcoming Remarks**

Spring Training Co-Chairs



**Greg King**, Associate VP for  
Economic Development, Georgia  
Institute of Technology

**Carol Stewart**, VP, Tech Parks  
Arizona, University of Arizona





## Place for Progress

### Welcome to the 2023 AURP Spring Training

Over our 40-year history, TUFF has focused on ensuring researchers have the space they need to reach new heights.

We pioneered the industry 40 years ago and today shape environments where innovation happens.

Now, more than ever, scientists within Innovation Communities are bringing discovery to the forefront of our lives.

### A TUFF Developed, Owned and Operated Innovation Community Embraces Three Fundamental Characteristics:

#### PLAN



#### DEVELOP



#### THRIVE



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404.214.9200

# SCHEDULE OF EVENTS

## TUESDAY, FEBRUARY 28, 2023

### 9:15 am – 9:45 am..... Abbey Room INNOVATIVE PROGRAMS

Contributing Speakers:



**University of Louisiana —  
Monroe:** Virendra Chhikara,  
Director, LSBDC

**Research Park at Florida  
Atlantic University:** Ryan Lilly,  
Global Ventures Program Manager

### 9:45 am – 10:45 am ..... Abbey Room MODULE 1 PART 1

#### ASSESSING INNOVATION ECOSYSTEMS

In many communities, universities and their associated research parks and innovation districts, serve as the linchpin to that region's innovation ecosystem. These communities require significant investments (and patience) to achieve their potential. These long-term and consistent efforts from the university anchors and associated partners ultimately lead investors to consider how best to evaluate and assess the impact from their commitments. This

interactive session will feature several academic leaders with experience with these efforts and how they assess these communities of innovation. Attendees will also be asked to discuss and consider metrics that can be used for assessing these ecosystems.



**Matthew Hulver**, VP of Research, ASU Knowledge Enterprise

**Thyaga Nandagopal**, Acting Division Director, NSF

**Jaclyn Shaw**, Interim VP, Research Economic Development, and Knowledge Enterprise / Associate VP, Strategic Initiatives & Research Partnerships, University of Texas at San Antonio

**Kevin Byrne**, MBA, President & CEO, The University Financing Foundation (Moderator)

**Tony Boccanfuso**, President & CEO, UIDP (Moderator)

### 10:45 am – 11:15 am ..... Snack Shack West Networking Break

### 11:15 am – 12:30 pm..... Abbey Room MODULE 1 PART 2

#### ENERGIZING PLACES TO ACTIVATE PEOPLE

This session – Energizing Places to Activate People – walks participants through place-based paradigm shifts and the research that encourages us all to take them seriously. It introduces new approaches that we use with Spark Town communities working to improve their local innovation and creativity. We have these conversations all through the lens of your specific place and the people who make up your ecosystem, sending you home with actionable strategies to make your ecosystem thrive



**Greg Wright**, Founder, Spark Towns

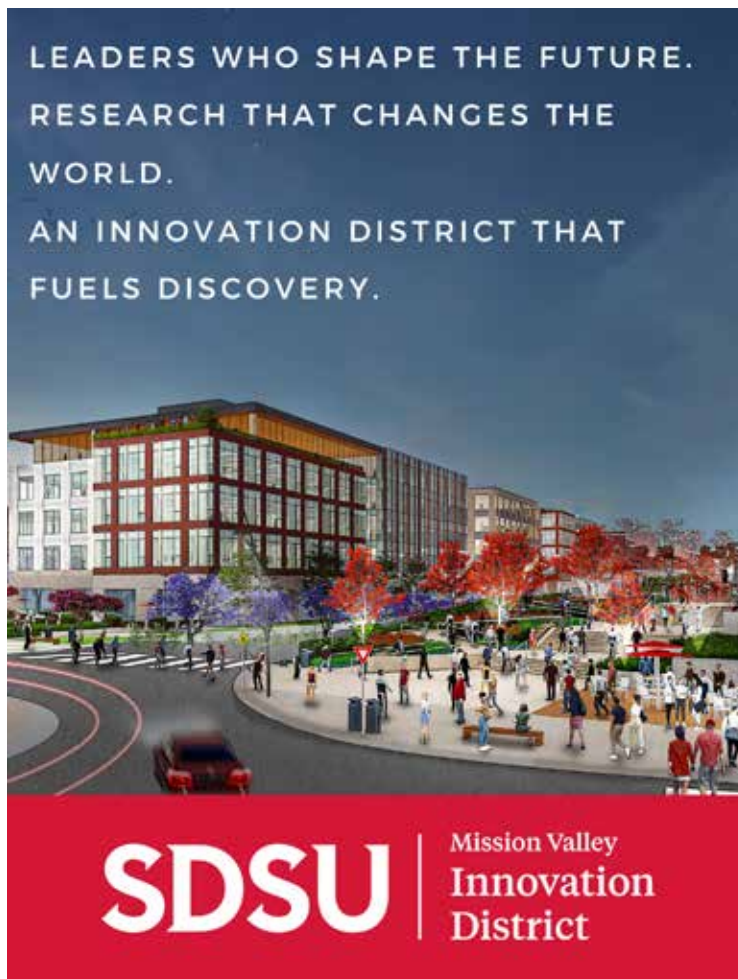
**Allison Madden**, MBA, COO and Corporate Secretary, USF Research Foundation (Moderator)

### 12:30 pm – 1:30 pm..... Cloister Restaurant and Patio Group Luncheon

**Sponsored by  
San Diego State University**



Enjoy the extensive luncheon buffet with carved meats, pastas, prepared entrees, salads, ice cream sundae bar and more, then pick a seat with your colleagues on the patio or shaded indoors. Bring your sunglasses and soak up some sun while diving deeper into the morning's conversation.





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Learn more about  
Ohio's Innovation  
Districts.



# SCHEDULE OF EVENTS

## TUESDAY, FEBRUARY 28, 2023

### 1:30 pm – 2:00 pm ..... Abbey Room INNOVATIVE PROGRAMS

Contributing Speakers:



**Ion Innovation District, Rice University:** Jan Odegard, Executive Director

**Tech Parks Arizona:** Ken Marcus, Executive VP and CFO

### 2:00 pm – 3:00 pm ..... Abbey Room MODULE 2 – PART 1

#### INNOVATION IN REAL PLACES

Innovation, Equity and Prosperity. Three points to keep in mind as you engage in this influential conversation with Dan Breznitz, author of *Innovation in Real Places: Strategies for Prosperity in an Understanding World*. This session will focus on the various choices and available options a community can explore to reach prosperity and the confusion between invention and innovation.



**Dan Breznitz**, Author, University Professor, Munk School of Global Affairs & Public Policy, Department of Political Science

**Kate Hier**, AIA, NCARB, EDAC, WELL AP, Architect, Laboratory Planner, Principal, Clark & Enersen (Moderator)

### 3:00 pm – 3:30 pm ..... Snack Shack West Networking Break

### 3:30 pm – 4:30 pm ..... Abbey Room MODULE 2 – PART 2

#### TALENT, INNOVATION, PLACE: BUSH INSTITUTE PERSPECTIVES

Bush Institute research on the innovation impact of universities, including novel rankings of institutions for overall innovation impact and for productivity in turning research dollars into innovation impact, sheds fresh light on factors promoting impact in university organization and technology commercialization programs. Research in progress also provides new insights into local talent development strategies and university-linked innovation districts, including growing emphasis on inclusive housing and economic development.



**J.H. Cullum Clark**, Director, Bush Institute – SMU Economic Growth Initiative

**Adam Eshelbrenner**, Senior VP, The Whiting-Turner Contracting Company (Moderator)

### 4:30 pm – 5:30 pm ..... Abbey Room

#### GOVERNMENT RELATIONS: IN OUR WORLD AND IN THEIRS

Really, why does Government Relations matter for your Park or District, and why does it matter that it's YOU who does it? What are you doing right or wrong for your Park/District, and how does our political landscape impact what and how we do GR?

With their collective leader and practitioner experience at the federal, state, local and corporate levels, Mike and Aaron will be guided on a candid and authentic journey of the Government Relations landscape that will leave you with real and inspired takeaways. What a way to end a day at AURP's Spring Training!



**Mike Bowman**, Associate Director, Office of Economic Innovation and Partnerships, University of Delaware

**Aaron Olver**, Managing Director, University Research Park, University of Wisconsin, Madison

**Erin Koshut**, President, AURP; Executive Director, Cummings Research Park (Moderator)



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# SCHEDULE OF EVENTS

## TUESDAY, FEBRUARY 28, 2023

6:30 pm

### Informal Group Dinners

Groups will depart the reception for 6:00 pm reservations.

All fees and expenses are at individual expense.

Tonight is the first night of our peer group dinners. Sign up for a group reservation and make new friends, learn and exchange ideas. Attendees are encouraged to create new groups and choose a new restaurant of your own.

Each group will walk/Uber/Lyft/taxi to their restaurant of choice.

## WEDNESDAY, MARCH 1, 2023

6:30 am – 7:30 am ..... Courtyard



### Hike Up A Mountain

Ready for round 2? Your AURP friends are there to support you as you clear out the cobwebs and set out for Day 2 up A Mountain. The beautiful Arizona sunrise will refresh your heart, mind and body for another day of deep thought and learning. (Sunrise 6:56 am)

7:00 am – 8:00 am ..... Snack Shack West  
**Continental Breakfast**

Sunshine, coffee, and a quick continental breakfast will help to kick off your day of knowledge-exchange and networking

8:00 am – 11:15 am

### TOUR: PHOENIX BIOSCIENCE CORE

Meet in the Tempe Mission Palms Courtyard to proceed on the tour. **The bus to Phoenix Bioscience Core will leave promptly at 8:30am.**

Grab some snack and water at the Snack Shack before we depart the Tempe Mission Palms



**HOST: Tom Osha**, Executive VP, Wexford Science & Technology

**David Heineking**, Assistant VP, University of Arizona

**Joe Martin**, Communications Director, Phoenix Bioscience Core

**Rick Naimark**, Associate VP, Arizona State University

**Oaklee Rodgers**, Ph.D. Assistant Dean College of Health & Human Services, Northern Arizona University

11:15 am – 11:45 am ..... Abbey Room

### INNOVATIVE PROGRAMS

Contributing Speakers:



**Research Triangle Park:** Linda Hall, Executive VP and CFO

**University of Nevada, Las Vegas:** Zach Miles, Senior Associate, VP for Economic Development

11:45 am – 1:00 pm ..... Cloister Restaurant and Patio  
**GROUP LUNCHEON**

Same great extensive luncheon buffet but with varied menu of carved meats, pastas, prepared entrees, salads, ice cream sundae bar and more. Grab a seat on the patio next to someone you haven't met before. Mix it up!

1:00 pm – 1:15 pm

### AURP EVENT PROMOTIONS

**BIO Health Caucus:** June 4-5 in Boston, MA. Held in conjunction with BIO International Convention | June 5-8.

**International Conference 2023:** October 16-19 in Newark, DE  
**Hosted by STAR Campus at University of Delaware**

**I2RP Fall 2023:** Aggie Square, University of CA, Davis, Health

**Spring Training 2024:** March 3-March 7 in Tempe, AZ



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# CONNECT & CREATE

## Check out the AURP 2023 Programs



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**BIO HEALTH CAUCUS**  
June 4–5 in Boston, MA

At AURP's 2023 BIO Health Caucus, we return with the state Bio Association Roundtable, plus discuss legal issues for bio startups, the role of the bio press, federal bio funding updates, and more. [aurp.net/bio-health-caucus](https://aurp.net/bio-health-caucus)

Held in conjunction with BIO International Convention | June 5-8



## AURP is thrilled to announce our 2023 conference host!



STAR Campus holds a rich history and a bright future in the community of Newark, Delaware. Partnering with the University of Delaware and Delaware Technology Park, STAR Campus includes 1M square feet of real estate and more than \$13

million in venture capital funding for UD start-ups. This vibrant community is driven by its mission to become an intellectual intersection and a commitment to advance knowledge in service to others. Experience this hub of talent and innovation for yourself this fall! [international.aurp.net](https://international.aurp.net)

**AURP 2023**  
**ANNUAL CONFERENCE**  
OCTOBER 16-19 IN NEWARK, DE

Hosted by STAR Campus



**I2RP | Fall of 2023 at Aggie Square,  
University of California, Davis, Health**

The time has come and Aggie Square is well on it's way to be the standard for innovation and industry. Participate this fall to see all the community has to offer and what is to come at our next Insights into Research Parks. This 1½ day program will deep dive into the past, present and future of Aggie Square at UC Davis and best practices you can bring back to your institutions.



**March 3-7, 2024 at Tempe  
Mission Palms, Tempe, AZ**

Mark your calendars and continue learning from our master experts next year!  
[springtraining.aurp.net](https://springtraining.aurp.net)



### Communities of Innovation 101 On-Demand, Digital Series

Over 10 education modules plus additional case studies to advance your knowledge.



### AURP Air & Space Caucus

Chaired by leaders from Cummings Research Park, CASIS, and UMD UAS Test Site – AURP is launching communities of innovation.



### Regional Partnership Development Program

Member-backed scholarships for Minority Serving Institutions to building diverse and inclusive communities of innovation.

**WATCH FOR MORE INFORMATION ON THESE NEW AURP PROGRAMS!**

[www.aurp.net](https://www.aurp.net) | Follow AURP    @AURP #AURP2023 #BuildingtheAURPNetwork

# SCHEDULE OF EVENTS

## WEDNESDAY, MARCH 1, 2023

**1:15 pm – 4:30 pm ..... Abbey Room**  
**MODULE 3**

### COMMUNITY-DRIVEN PARTNERSHIPS

Programs, research, and initiatives based on community demands and inclusive practices can lead to growth and success for research parks nationwide. Whether it is to meet diverse workforce demands, accelerate commercialization, support inclusive programs, or plan a district from the ground up, leaders can benefit from intentional partnerships that are designed with their community in mind. During this session, you will learn best practices and lessons learned from four diverse programs and districts, including:

- **Research Triangle Park's DEI Collective**, a 40+ company and partner effort aimed at connecting regional DEI efforts, growing a network of community members, integrating DEI actions throughout the park, and scaling events and programs for broader impact
- **Rowen Foundation's** inclusive planning strategy of its 2,000-acre site in Gwinnett County, Georgia, which involves continued inputs from university, government, and corporate partners to design a district committed to environmental sustainability, transit connectivity, and the creation of a future-focused workforce

- **University City Science Center's Building an Understanding of Lab Basics (BULB)** program, a workforce development initiative that provides the Philadelphia community with the training and skills they need to take on in-demand life science careers
- **George Mason University's Institute for Biohealth Innovation**, which leverages statewide collaborations to increase access to clinical research, accelerate commercialization, and develop and attract a diverse workforce



**Amy Adams** Executive Director, Institute for Biohealth Innovation, George Mason University

**Mason Ailstock**, President & CEO, Rowen Foundation Inc.

**Phil Brooks**, Director, Stem, Workshop Partnerships, University City Science Center

**Ray Trapp**, VP of Strategic Engagement, Research Triangle Park

**Merry Hunter Caudle**, Associate Director, Economic Development, Georgia Institute of Technology (Moderator)

**2:15 pm – 2:45 pm ..... Snack Shack West**  
**Coffee Break**

**4:30 pm – 5:00 pm ..... Abbey Room**  
**INNOVATIVE PROGRAMS**

Contributing Speakers:



**McMaster Innovation Park:** Jonathan Hunt, Ecosystem, Partnerships Manager, and Scott Rasmussen, VP of Leasing & Business Development

**San Diego State University:** Dr. Hala Madanat, VP of Research & Innovation

**5:00 pm ..... Abbey Room**  
**NETWORKING HAPPY HOUR**

Sponsored by Clark & Enersen

CLARK &  
ENERSEN

**6:00 pm ..... Meet in Lobby**  
**Informal Group Dinners**

Group to meet in hotel front lobby at 5:45 pm to depart for 6:00 pm reservations.

All fees and expenses are at individual expense.

In our final night of our informal group dinners, connect with your comrades and collaborate on the discussions from the day. Sign-up sheets are available at registration desk until 1:00 pm.

## "HERE FOR SCIENCE AND MEDICINE."

ELLINGTON WEST,  
CEO AND CO-FOUNDER  
OF SONAVI LABS



Using AI, Sonavi Labs is re-imagining the stethoscope for the first time in over a century. In their high-tech quest to save lives, this Maryland-based company is surrounded by the things tech startups dream of having in their backyard: top research institutions, STEM professionals, and organizations that have their back.



Innovation lives here.  
[open.maryland.gov/here](https://open.maryland.gov/here)





# SCHEDULE OF EVENTS



## THURSDAY, MARCH 2, 2023

6:30 am – 7:20 am



### Hike Up A Mountain

Last Day! Your AURP friends are there to support you as you set out for the last day up A Mountain. The beautiful Arizona sunrise will refresh your heart, mind and body for another day of deep thought and learning. (Sunrise 6:55 am)

7:00 am – 9:00 am ..... **Snack Shack West Continental Breakfast**

Here's your chance to meet someone new, wrap up that session discussion, or schedule a future call with someone you met this week at Spring Training! Kick back and enjoy that Arizona sunshine prior to the tour.

8:00 am – 10:00 am..... **Abbey Room MODULE 4**

### ENTREPRENEUR DRIVEN ECONOMIC DEVELOPMENT

When startups are successful, they infuse their local economy with new opportunity. Successful startups hire employees, purchase infrastructure and attract capital to their regions. This session will explore how startups attempt to achieve such success in their regions and how entrepreneurial supports organizations assist in those efforts.



**Eric Smith**, Executive Director, UA Center for Innovation, Tech Parks Arizona, University of Arizona

**Tom Schumann**, Executive Director, Center for Entrepreneurial Innovation

**Laura O'Brien**, President & CEO, Stiletto: Make A Point (Moderator)

Startup #1 – **Mykola 'Nick' Zomchak**, Noty.ai

Startup #2 – **Manas Pathak**, EarthEn

Startup #3 – **CEI** - to be announced

9:30 am – 10:00 am..... **Snack Shack West Networking Break**

10:00 am – 11:30 am ..... **Abbey Room MODULE 5 – PART 1**

### CUSTOM COMMUNITY FOCUSED CAPITAL MARKETPLACES:

Help early stage companies in our research parks, access capital, find and grow early adopter by building custom community focused marketplaces

Creating, attracting, and growing startups and other early-stage high growth firms are an important part of a research park's growth strategy and its contribution to innovation led

regional economic development efforts. Access to capital is the number one barrier reported by entrepreneurs driving these growth companies.

This session will build on the previous capital overview, by discussing Capital2Market's equity crowd funding platform which connects investors in your local community to the innovations coming from your research parks. Thus, making it easier for startups to raise the capital they critically need, while providing a wider range of investors an opportunity to participate in previously exclusive investments.

This is a session you won't want to miss!



**Victor McLaughlin**, Co-Founder, Capital2Market



**Jeff Johnson**, Chief Solutions Officer, ITA International (Moderator)

## What science can do

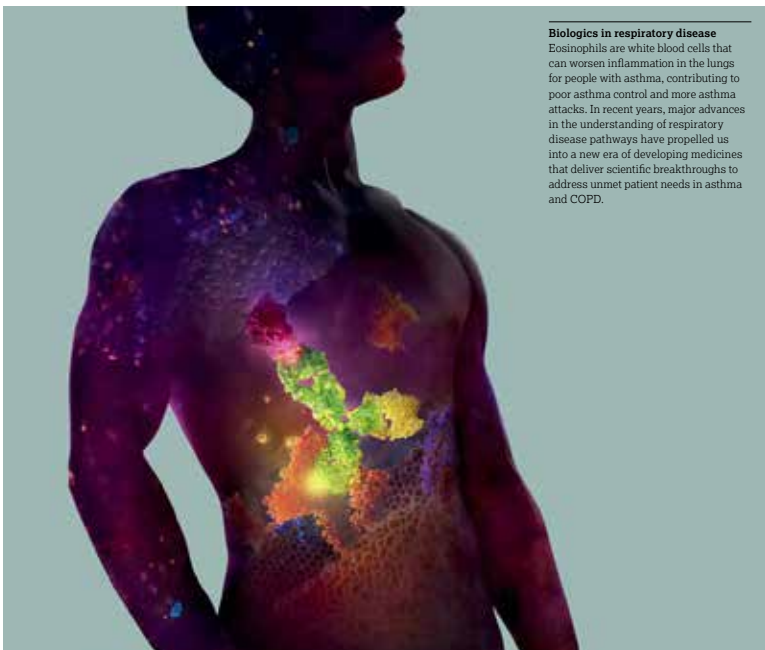
AstraZeneca

At AstraZeneca, we believe in the power of what science can do to transform serious diseases like cancer, heart disease, diabetes, COPD and asthma. We also know that breakthrough science doesn't happen in isolation. It happens through partnership.

We created the Open Innovation Platform to help us establish partnerships that will lead to the discovery and development of new medicines. These programmes are encouraging like-minded scientists from industry and academia to share their ideas and know-how to bring life-changing medicines to patients – together.

These collaborations could be at any stage of drug discovery – from the early idea through to early clinical development.

To find out how to submit a proposal on your idea, visit [openinnovation.astrazeneca.com](https://openinnovation.astrazeneca.com)



**Biologics in respiratory disease**  
Eosinophils are white blood cells that can worsen inflammation in the lungs for people with asthma, contributing to poor asthma control and more asthma attacks. In recent years, major advances in the understanding of respiratory disease pathways have propelled us into a new era of developing medicines that deliver scientific breakthroughs to address unmet patient needs in asthma and COPD.

# SCHEDULE OF EVENTS

## THURSDAY, MARCH 2, 2023

**10:00 am – 11:30 am ..... Abbey Room**  
**MODULE 5 – PART 2**

### ANGELS IN YOUR NEIGHBORHOOD

Angel Investing groups are a key source of early-stage capital for scalable startups. Learn how Angels operate, what they look for when evaluating investments and how best to engage with your local Angel groups.



**James Goulka**, Chairman & Managing Director, Arizona Tech Investors

**Jeff Koenig**, Board Member, Desert Angels

**Delilah Panio**, VP, U.S. Capital Formation, TMX Group

**Eric Smith**, Executive Director, UA Center for Innovation, Tech Parks Arizona, University of Arizona (Moderator)

**11:30 am – 1:00 pm ..... Cloister Restaurant and Patio**  
**GROUP LUNCHEON**

Grab a bite as we conclude Spring Training 2023! Enjoy the sunshine and mingling before we depart after a successful event.

**12:15 pm – 5:00 pm**  
**OPTIONAL EVENT**

### Cactus League Spring Training Baseball Game Chicago Cubs vs. Oakland A's at Sloan Park

Additional registration and fees apply. Limited tickets are available. Group to depart hotel lobby at 12:15 PM. Game time: 1:05 pm MST. Includes: Ticket to game

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We don't wait for opportunities.  
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On average it takes 10 years to launch an innovation economy.  
We believe that's five years too long.

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Innovation Quarter, Wake Forest University



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# SPEAKERS AND MODERATORS



**AMY ADAMS: Executive Director, Institute for Biohealth Innovation, George Mason University**

Amy Adams is responsible for nurturing and advancing biohealth research and innovation interests of more than 200 faculty and thousands of students who represent a broad range of academic disciplines. Amy has served as Executive Director since 2019 and her role includes fostering partnerships with industry, healthcare, government, and academic partners. To foster a vibrant research community, the Institute for Biohealth Innovation provides research development and multidisciplinary research operations support as well as focused attention on marketing and communications.



**MASON AILSTOCK: Past President, AURP; CEO & President, Rowen Foundation**

Mason Ailstock is a recognized leader in innovation districts and anchor-driven developments. With nearly 20 years of experience working with non-profit institutions, governments and industry,

Mason has a track record of converging real estate, academia, and business to advance communities of innovation. Immersed in the planning and visioning of Rowen, Mason is responsible for project leadership and operations as President and CEO of Rowen Foundation, the non-profit steward that ensures the long-term vision for Rowen is never compromised. Prior to leading Rowen, Mason served as the Chief Operating Officer of Research Triangle Park in North Carolina. Mason is the 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, Women's Leadership Initiative, and the Global Eisenhower Fellowships.



**TONY BOCCANFUSO: President & CEO, UIDP**

Since 2007, Anthony M. Boccanfuso has led UIDP, a solutions-oriented membership organization comprised of top-tier innovation companies and world-class research universities. UIDP supports mutually beneficial collaborations by developing and disseminating strategies for addressing common issues between the sectors—academic, corporate and government. Its activities help members achieve meaningful impact on a broad array of collaboration matters, ranging from contracting to commercialization and workforce development.

After completing his doctorate in inorganic chemistry, Tony embarked on a career spanning more than 30 years with a focus on research and innovation. He managed a variety of administrative, programmatic, and strategy initiatives for academic, government, and private sector organizations, including the National Science Foundation, the National Institutes of Health, and PricewaterhouseCoopers.



**MIKE BOWMAN: Past President, AURP; Associate Director, Office of Economic Innovation and Partnerships, University of Delaware**

Mike Bowman is Associate Director of the University of Delaware's Office of Economic Innovation & Partnerships where, since 2013, he has been responsible for facilitating commercialization of intellectual property developed at the University of Delaware. He is also Director of the Delaware Small Business Technology Development Center. Previously, Mike was Chairman and CEO of the Delaware Technology Park, Inc. (DTP), a collaboration between the State of Delaware, the University of Delaware and private industry formed to launch and support technology companies across a diverse group of industries including life sciences, renewable energy, information technology and advanced materials. DTP, as Research Park of the Year in 2005 by the Association of University Research Parks, is home to 54 early and expansion stage technology companies while 30 more have graduated to larger facilities to accommodate their growth.





# SPEAKERS AND MODERATORS



**DAN BREZNITZ: Author, University Professor, Munk School of Global Affairs & Public Policy, Department of Political Science**

Dan Breznitz is the Munk Chair of Innovation Studies, the Co-Director of the Innovation Policy Lab, and a professor of global affairs and political science in the Munk School and the Department of Political Science of the University of Toronto, as well as a Fellow of CIFAR where he Co-Directs the program on Innovation, Equity and the Future of Prosperity. Before moving to U of T, Breznitz spent eight years as a professor in Georgia Institute of Technology and was the cofounder and CEO of a software company in Israel. He is the author of numerous papers, chapters and edited volumes as well as two award winning books *Innovation and the State: Political Choice and Strategies for Growth in Israel, Taiwan, and Ireland*, and *The Run of the Red Queen: Government, Innovation, Globalization, and Economic Growth in China*. He just published his third book, *Innovation in Real Places: Strategies for Prosperity in an Unforgiving World*, in which he offers pragmatic advice while debunking dangerous myth on innovation, growth and prosperity.



**PHIL BROOKS: Director, STEM Workforce Partnerships, University City Science Center**

Phil Brooks joined the Science Center in 2019 as the Director of STEM Workforce Partnerships and is responsible for developing and maintaining relationships with life science and technology companies to create training models that will employ Philadelphia residents in the STEM field.

Phil joined the education based AmeriCorps program City Year Philadelphia where he served as a Senior Program Manager and led over 200 18-24 year old young adults in full time volunteer service. After a 10 year commitment to City Year, he joined the Mayor's Office of Education as the US2020 (Makers + Mentors Network) Program Manager of STEM Initiatives. Later, his work transitioned to the Commerce Department's Talent Development Unit and finally to the Office of Workforce Development.



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# SPEAKERS AND MODERATORS



**KEVIN BYRNE, MBA: Past President, AURP; President & CEO, The University Financing Foundation**

As TUFF's President and CEO, Kevin has achieved national recognition as a creative problem solver for institutions facing the traditional dilemma of insufficient capital resources. He has pioneered TUFF's non-

traditional approach to public-private partnerships, real estate financing structures, and economic development initiatives for university research parks and innovation districts. His strength is the ability to translate complex real estate solutions into true resource-saving solutions for institutional executives and boards.

In 2012 and 2014, Kevin served as President of the Association of University Research Parks (AURP). He currently serves on the Board of Georgia's Partnership for Inclusive Innovation and was previously appointed by Georgia's Lieutenant Governor to the Georgia Public Private Partnership Guidelines Commission. He also served on two Brookings Institution advisory committees – the Innovation District Initiative and the Bass Placemaking Initiative.



**MERRY HUNTER CAUDLE: Associate Director, Economic Development, Georgia Institute of Technology**

Merry Hunter Caudle is the Associate Director for Economic Development in the Office of Institute Relations at Georgia Tech. In support of city, state, and regional economic development efforts, Merry

Hunter 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, as well as Deputy Director of Communications, for former Georgia Governor Nathan Deal. Merry Hunter received her bachelor's degree in Public Policy from Georgia Tech, master's degree in Communications with a research emphasis on crisis rhetoric in higher education from Georgia State University, and M.B.A. from Georgia Tech. Most recently, Merry Hunter received the Association of University Research Parks (AURP) Rising Star Award in 2020.



**VIRENDRA CHHIKARA: Director, LSBDC at University of Louisiana Monroe**

Virendra Chhikara is the Center Director with LSBDC at University of Louisiana Monroe. He earned his MBA from the University of Louisiana at Monroe in 2009. Prior to that he completed his MS in Industrial/Analytical Chemistry in 2003

from India. While attaining his MBA, he worked as a graduate assistant for the LSBDC at ULM and was hired following his completion. Virendra has expertise in strategic planning, financial planning, market research, business development, International trade, and analytical research and development.



**J.H. CULLUM CLARK: Director, Bush Institute — SMU Economic Growth Initiative**

Cullum Clark is Director of the Bush Institute-SMU Economic Growth Initiative and Adjunct Economics Professor at SMU. Cullum's work focuses on creating prosperous, high-opportunity cities as

a path to improving economic mobility in America. He co-authored the 2021 book *The Texas Triangle: An Emerging Power in the Global Economy*. Cullum's work has appeared in *City Journal*, *Real Clear Policy*, and numerous other publications, plus the *Freakonomics Radio* podcast.

Cullum worked in investments for 25 years, founding two firms. He serves as Board Chair of the charter school network Uplift Education and on several foundation and endowment boards.

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# SPEAKERS AND MODERATORS



**BRIAN DARMODY: Chief Strategy Officer, AURP**

Brian Darmody leads AURP initiatives including expanding membership, international partnerships and funding in order to build out additional member benefits. Prior to joining AURP, Brian served as Associate Vice President (AVP) of Corporate Engagement at the University of Maryland (UMD). At UMD, Brian was 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 campus of the University of Maryland.

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 Doctorate from the University of Baltimore and he received his bachelor's degree from the University of Maryland, College Park.



**ADAM ESHELBRENNER: Senior VP, The Whiting-Turner Contracting Company**

Adam Eshelbrenner is a graduate from Kansas State University's Construction Science and Management department in 2000. Upon graduation, he accepted a position with The Whiting-Turner Contracting Company traveling from coast to coast constructing high level projects in technology driven fields for a multitude of elite institutions and Fortune 500 clients. In 2007, Adam and his wife moved home to open Whiting-Turner's Kansas City office, the first in the Midwest. Today, Adam manages Whiting-Turner's Midwest Operations and client relations through multiple offices and operating groups that maintain a focus on technology driven research, Universities, manufacturing, and critical facilities.



**JAMES GOULKA: Chairman & Managing Director, Arizona Tech Investors**

James Goulka is Chairman and Managing Director for Arizona Tech Investors (ATI) and responsible for the general management of the organization. Goulka previously served as CEO of software companies NetSelector Inc (sold to Apple, Inc), Jump-Start Solutions, and bid4real.com. Additionally, he was CEO of the National Technology Transfer Center, which commercialized IP developed in all 10 NASA labs and parts of the Department of Defense, the Frank Lloyd Wright Foundation, and Taliesin Preservation, Inc. and served as COO and CFO of Encyclopaedia Britannica Inc. and its world-wide

subsidiaries. Goulka began his career in corporate finance and private equity at JP Morgan Chase and Citibank. He currently serves as a Board Member of the Angel Capital Association and is a member of its Education Committee.



**LINDA HALL: Executive VP and CFO, Research Triangle Park of North Carolina**

Linda Hall serves as the Executive Vice President and Chief Financial Officer of the Research Triangle Foundation of North Carolina. Linda has led the oversight and management of the Foundation's finances, investments, human resources,

IT and operations for over 15 years.

In addition to the day-to-day fiscal management of the Foundation's assets, Linda is heavily involved in the strategic financial positioning of the investments made in RTP and management of properties owned by the Foundation and its subsidiaries. Linda plays a key role in: the Foundation's real estate portfolio development and management; the Frontier RTP campus; the Hub RTP mixed-use development strategic planning; and the acquisition, renovation and leasing for nearly 700K SF of commercial office, lab and retail space.



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# SPEAKERS AND MODERATORS



**DAVID HEINEKING, Assistant VP,  
Planning & Operations of Phoenix  
Dept., University of Arizona**

David Heineking oversees the operations of the Phoenix Biosciences Core in downtown Phoenix collaborating closely with the other two universities and various entities on campus. Additionally, he oversees operations and development of spaces in Scottsdale and on the Capitol mall. David has a master's degree in administration from Northern Arizona University, a BS in Urban Planning from Arizona State University, and a BA in Interdisciplinary Studies from the University of Arizona.



**KATE HIER AIA, NCARB, EDAC, WELL  
AP: Architect, Laboratory Planner,  
Principal, Clark & Enersen**

Kate Hier is a Principal and Architect at Clark & Enersen. She is passionate about inspiring others through the design of beautiful spaces, and crafting architecture to be a tool for discovery, connection, learning, and healing. As a leader of the firm's science and technology market sector, she specializes in the design of

higher education and science & technology facilities and has led design on numerous high-profile projects at universities, research parks, and medical education centers across the nation. Her focus lies at the intersection of visioning for the future, consensus building, and design excellence.



**MATTHEW HULVER: VP of Research,  
ASU Knowledge Enterprise**

Matthew Hulver: Vice President of Research, ASU Knowledge Enterprise, responsible for identifying and deploying strategies to grow and diversify ASU's research enterprise. He holds a faculty position in the College of Health Solutions.

Before joining ASU, Dr. Hulver was at Virginia Tech where he served as the executive director of the Fralin Life Sciences Institute and was a professor, department head, and director of graduate programs in the Department of Human Nutrition, Foods and Exercise. Hulver has held multiple leadership roles at Virginia Tech, including assistant dean in the College of Agriculture and Life Sciences, co-director of the Center for Transformative Research on Health Behaviors, and director of Metabolic Phenotyping Core.



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**JONATHAN HUNT: Ecosystems Partnership Manager, McMaster Innovation Park**

Jonathan leads the ecosystem and partnerships office at McMaster Innovation Park (MIP). Over the years, he has played an integral role in building relationships and forming lucrative global partnerships to support MIP's growth initiative. Through strategic alliances, Jonathan has facilitated impactful collisions that continue to be vital to the growth and success of the Greater Toronto Hamilton Area (GTHA) life sciences corridor.



**JEFF JOHNSON: Chief Solutions Officer, ITA International**

Jeff Johnson recently transitioned into a new role at ITA International. Prior to his new position, Jeff worked for the Virginia Tech Corporate Research Center, a subsidiary of the Virginia Tech Foundation, since January 2014 as Director of Tech Center Research Park located in Newport News, Virginia. Jeff is responsible for establishing and leading the research and innovation portion of the 100-acre, \$450 million mixed used 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 commercialization discovery and growing business that matter. He has also worked with hundreds of federal labs principal investigators and inventors to accelerate lab to market and commercialize innovation.

Jeff has a strong record in executive leadership with extensive experience in competitive analysis and positioning, strategic marketing and branding, business organizational development, manufacturing management, strategic planning, and predictive analytics. Jeff has worked with several national and international brands.



**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 of 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.



**JEFF KOENIG: Board Member, Desert Angels**

Jeff Koenig is a board member of the Desert Angels in Tucson and, via that and other groups, invests prolifically in startups and other alternative asset classes. Jeff also owns Open 4 Business, providing fractional CEO and CFO strategic planning services to small businesses from pre-launch to exit. He draws on the experience of having purchased, started, operated and/or sold a dozen small businesses. With his own methods and tools, Jeff also offers an executive education and lab series in strategic financial planning to COOs who need help rounding out their CEO and CFO skills. Jeff has served the boards of non-profits like the Arizona Sonora Desert Museum and via a federal appointment to the National Regulatory Fairness Board. With what time is left, Jeff mentors throughout the local Tucson entrepreneurial ecosystem (UA Tech Launch, The Forge) and practices risk assessment as a technical mountain biker.



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# SPEAKERS AND MODERATORS



**ERIN KOSHUT: President, AURP; 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.



**RYAN LILLY: Global Ventures Program Manager, Research Park at Florida Atlantic University**

Ryan has helped 1,500+ entrepreneurs one-on-one and another 5,000+ in workshops in three U.S. states over the last twelve years. He has worked with both traditional small businesses and technology startups while in university-run incubators, city government, chambers of commerce, and various economic development organizations.

Previous to Global Ventures, Ryan served as Vice President of the Ocala Metro Chamber & Economic Partnership in Ocala, Florida for nine years. There he oversaw an incubator and entrepreneurship initiatives throughout the Ocala Metro area. Ryan's background also includes launching incubators in Illinois and in his home state of Virginia.



**VICTOR MACLAUGHLIN: Founder and CEO, Capital2Market**

Victor has over 25 years in financial services including consulting, commercial banking, investment banking and being a FinTech entrepreneur. Aside from starting, managing and growing financial businesses, he is also the co-author of Virginia's Intrastate crowdfunding exemption allowing private businesses to generally solicit and raise capital from non-accredited state residents up to \$2 million. Prior to founding Capital2Market in 2016, Victor served as the Chief Operating Officer and Vice President of Sales for WealthForge Holdings creating solutions for issuers and platforms seeking solutions to raise capital online for private placement issuers and marketplaces. Victor graduated from the University of Kentucky with a BBA in Marketing and currently holds FINRA licenses Series 7, 24, SIE and 63.



**DR. HALA MADANAT: VP for Research & Innovation, San Diego State University**

Dr. Hala Madanat is the Vice President for Research and Innovation at San Diego State University and Albert W. Johnson Distinguished Professor of Public Health. Dr. Madanat stewards the university's expansive research enterprise, leads the development of SDSU's Mission Valley Innovation District, and oversees SDSU's research advancement, research support services and technology transfer efforts, the SDSU Research Foundation, as well as the university's start-up incubator, the Zahn Innovation Platform Launchpad.

Under Dr. Madanat's leadership, SDSU's research reached \$164.5 million in fiscal 2022 – surpassing California State University system records. Dr. Madanat was integral in launching Techstars San Diego Powered by SDSU, a world-class accelerator open to startups from around the world. She led the effort for the first national Academic Health and Human Services Department, a collaboration between SDSU and the County of San Diego Health and Human Services to establish the Live Well Center for Innovation and Leadership to address the need for a diverse workforce pipeline and the health disparities pervasive in our community today.



**ALLISON MADDEN, MBA: COO and Corporate Secretary, USF 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.



# SPEAKERS AND MODERATORS



**KEN MARCUS: Executive VP & Chief Financial Officer, Tech Parks Arizona**

Ken has over 23 years of research park executive management experience in operations, development and finance. He began his career with Tech Parks Arizona in September 1999.

As a senior level executive, Ken is directly responsible for the management, operations and finance for the UA Tech Park at Rita Road, the UA Tech Park at The Bridges, and the University of Arizona Center for Innovation. He has more than 30 years of experience in business management, finance, real estate and economic development. Highlights of his expertise includes university relationships, financial budgeting and reporting, government compliance and relations, operational management, funding packages, cash management, lease negotiations, tenant retention and expansion, emergency response and disaster recovery plans, and development strategies, creative solutions to complex projects as well as strategic, business and financial plans.



**JOE MARTIN: Communications Director, Phoenix Bioscience Core**

Joe is the director of communications for the Phoenix Bioscience Core, a joint collaboration between Arizona's three public universities, the city of Phoenix and the Arizona Board of Regents. As the lead storyteller for the PBC, Joe is responsible

for guiding the narrative and brand perception of the campus and its role of advancing public health in Arizona through collaboration and innovation. He is also responsible for brand management of the campus, including digital and social strategies, paid and earned media.

Joe originally started his career as a business reporter for the Houston Business Journal after graduating with a degree in journalism from the Walter Cronkite School of Journalism and Mass Communication. His career included writing about the development of the Texas Medical Center, economic development efforts in the city of Houston, and the emerging technology and startup sector.

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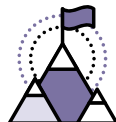
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# SPEAKERS AND MODERATORS



**ZACH MILES: Senior Associate VP for Economic Development, UNLV**

Zach currently serves as the Senior Associate Vice President for Economic Development at UNLV and the Executive Director of the UNLV Research Foundation. Zach is responsible for driving new ideas to life changing products and services and

engaging industry in mutually beneficial collaborations. A key function of his industry engagement duties including the management of the 122 acre master planned and developed UNLV Harry Reid Research and Technology Park.

Zach has worked in academic based economic and research park development for the past 20 years having similar roles and responsibilities at the Oklahoma State University and the University of Utah. Zach is proud to have been part of the team at the University of Utah that earned the honor of being the top research university in the nation for technology transfer, according to the Milken Institute's 2017 ranking of Best Universities for Technology Transfer. Further, Zach was the founder of the Black Fire Innovation facility at the UNLV Harry Reid Research and Technology Park, a living lab and acceleration, incubation, and co-working space focused on innovating the hospitality and entertainment industry.



**RICK NAIMARK: Associate VP for Program Development Planning, Arizona State University**

Rick Naimark joined ASU in 2015 as associate vice president for program development planning. Naimark's primary role at ASU is to lead efforts to expand the university's educational and

research capacity across Arizona and beyond through physical campus development and program partnerships with government and community organizations. Naimark came to ASU after 29 years with the City of Phoenix, where he most recently served as deputy city manager. Over his tenure at the city, he oversaw a variety of departments. He also led efforts to develop the ASU Downtown Phoenix campus and Phoenix biomedical campus. He has a master's degree in public policy from the John F. Kennedy School of Government at Harvard University and an undergraduate degree in public policy from Stanford University. Naimark is active in the community, serving on various community boards including Hospice of the Valley, The Arizona Science Center, Artlink, The Friends of Phoenix Public Art, The Arizona Jewish Historical Society and the Phoenix Citizens' Transportation Commission.



**DR. THYAGARAJAN NANDAGOPAL: Acting Division Director, NSF**

Dr. Thyaga Nandagopal is a Senior Advisor in the Office of Director at the National Science Foundation, working on programs related to technology, innovation and partnerships. Prior to this recent role, he was the Deputy Division

Director of the Computing and Communication Foundations (CCF) Division in the Directorate of Computer & Information Science and Engineering (CISE) at the NSF, where he oversaw the division's investments in the theory and foundations of computing systems and communications technologies, with an annual budget of nearly \$200M. He previously served as a Program Director at the NSF in the Networking Technologies and Systems (NeTS) program, where he managed mobile systems and wireless networking research across multiple funding programs with an annual budget of over \$50M. At NSF, Thyaga is also leading the Platforms for Advanced Wireless Research program, a \$100M effort over the 2017 - 2024 timeframe. He serves as the co-chair of the Wireless Spectrum Research and Development Senior Steering Group (WSRD SSG), which co-ordinates spectrum-related research and development activities across the Federal government.

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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





# SPEAKERS AND MODERATORS



**LAURA O'BLENIS: President & CEO, Stiletto: Make a Point**

Laura O'Brien is the founder of Stiletto and Co-Founder and former Managing Director of the Canadian Association of University Research Parks. With more than two decades of experience in economic development and working with post-secondary institutions, Ms. O'Brien and her team develops strategies that get results for workforce and broader economic development impacts for communities throughout North America. A skilled consensus builder, O'Brien has facilitated more than 700 strategy sessions in communities globally. Specializing in innovation ecosystem building, innovation districts, research and technology parks, and innovation hubs, she has travelled the world to study global trends and best practices that have been applied to Stiletto processes and strategies. She was awarded the Startup Canada Female Entrepreneur of the Year for Atlantic Canada in 2016, was a finalist for Businessperson of the Year for the Fredericton Chamber of Commerce in 2018, is the recipient of the 2019 NBCC Alumni Award and was most recently recognized as one of the top 25 Most Powerful Women in Atlantic Canada (2022).



**JAN ODEGARD: Executive Director, Ion District at Rice University**

Dr. Odegard is the Executive Director at the Ion. The Ion is the epicenter for Houston's innovation ecosystem and currently anchors the 16-acre Ion District that is being developed by the Rice Management Company. The Ion serves as a hub focusing on quality collaborations between entrepreneurs, incubators, accelerators, investors, corporations, academics, and the broader Houston community. The Ion's mission is to create opportunities to advance and sustain economic growth in Houston and to foster innovation in energy, healthcare, space, transportation, manufacturing, and other industries.

Odegard has over 25 years of leadership experience supporting innovators and enabling research and life-long learning engagements in computing, data science, and information technology.

Before joining Ion, Odegard served as the Executive Director of the Ken Kennedy Institute at Rice University, where he focused on building strategic partnerships to serve as catalysts for research, education, and external engagements in data and computing. During his tenure at Rice, Odegard also served as the Associate VP for Research Computing from 2015 until he joined the Ion. While at Rice, Odegard worked with colleagues in the industry to launch the Oil & Gas High-Performance Computing Conference series in the spring of 2008 and then to launch the Ken Kennedy Institute Data Science Conference series in the fall of 2017.



**AARON OLVER: Managing Director, University Research Park, University of Wisconsin, Madison**

Aaron Olver is the Managing Director of the University Research Park. Established in 1984, University Research Park, a University of Wisconsin-Madison affiliate, is an internationally recognized research and technology park that supports early-stage, and growth-oriented businesses in a range of sectors, including engineering, computational and life sciences. Olver previously served as Wisconsin Secretary of Commerce and City of Madison Director of Economic Development. He has an undergraduate degree from UW-Madison and a graduate degree from Oxford University, where he was a Rhodes Scholar.



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# SPEAKERS AND MODERATORS



**TOM OSHA: Executive VP, Wexford Science + Technology**

Tom is employed by Wexford Science + Technology as an Executive Vice President. 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.

Previously, he served as Executive Vice President and Chief of Staff at Broadwing Inc., an NYSE-listed, telecommunications provider, providing executive leadership in the areas of corporate strategy, mergers and acquisitions, and innovation.

Prior to that, he served as Special Assistant to United States Senator Richard G. Lugar (R-Ind.), providing advice on foreign policy issues. Tom also provided policy advice to the Reagan Administration and developed a research methodology that has become a standard at Congressional Quarterly magazine.



**VICKIE PALMER: CEO, AURP**

Vickie Palmer was appointed CEO in 2022, following 15 years' experience significantly expanding the Association's membership and sponsorship community. During her time with AURP, she has led the organization's membership, event management and overall operations while

working closely with the organization's prior CEOs, Board of Directors and membership community.

Recipient of the 2021 AURP Vision Award, Vickie brings to a proven record of success in association management primarily with The Kellen Company, a global association management company, and Management Plus, Ltd. She has over 25 years leadership experience with such associations as the National Academy of Elder Law Attorneys, Elder Life Care Planners (formerly known as the National Association of Professional Geriatric Care Managers) and the National Guardianship Association.

Prior to her jump into the non-profit sector, she held executive convention management positions at the Hilton El Conquistador Resort in Tucson, AZ (formerly ITT Sheraton). Vickie obtained a bachelor of science with major in hotel and restaurant management from Northern Arizona University's W.A. Franke College of Business. Additionally, she is a commissioned Stephen Minister.



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**DELILAH PANIO: VP, U.S. Capital Formation, TMX Group**

Delilah Panio is Vice President of U.S. Capital Formation for Toronto Stock Exchange (TSX) and TSX Venture Exchange (TSXV) based in Southern California. In this role, Delilah advises U.S. companies on the opportunity to list and raise capital on

Canada's premier equity markets.

Previously, Delilah spent 10 years at TSX and TSXV in business development and strategy. She has advised many companies on the going public process and provides an understanding of private and public financing options in Canada and the U.S. Delilah is also the Executive Director and Co-Founder of We Are Enough, a non-profit that educates women on why and how to invest in women-owned businesses and/or with a gender lens, which will be launching a global campaign next year.



**MANAS PATHAK: Founder, EarthEn**

Dr. Manas Pathak is co-founder and CEO of EarthEn, a climate-tech startup with patent-pending, sCO<sub>2</sub> based technology for long-duration energy storage. He has a Ph.D. in Chemical Engineering from the University of Utah and finishing his MBA from Arizona State University. In

the past, Manas has been an Affiliate Scientist and Fellow at Energy & Geoscience Institute (EGI) at the University of Utah. At EGI Manas examined the interaction between kerogen and formation fluids and its importance in predicting the



# SPEAKERS AND MODERATORS



Pressure-Volume-Temperature properties of oils. He also investigated enhanced recovery through CO2 sequestration in shales during his time in the Department of Energy's National Lab in Idaho. He is author of multiple journal papers in the energy sector, specifically oil & gas and has delivered several well-accepted talks and panel discussions in different conferences. He also serves as a reviewer for multiple oil and gas journals. He is a professional member of Society of Petroleum Engineers, American Association of Petroleum Geologists and Society of Exploration Geophysics.



**SCOTT RASMUSSEN: VP of Leasing & Business Development, McMaster Innovation Park**

As VP of Leasing & Business Development, he will be responsible for managing key account relationships and advancing new development through effective commercial leasing strategy to meet established targets. This will be familiar territory for the dynamic leader who joins MIP from NorthWest, where he was Director of their Healthcare Properties REIT in Ontario. He has a unique background that integrates the disciplines of both life sciences and leasing; a key contributor to the illustrious career he enjoyed over the years. Rasmussen sees this undertaking as the perfect opportunity to combine market and industry knowledge to leverage existing relationships with new and current stakeholders in the life sciences ecosystem.



**OAKLEE ROGERS Ph.D., OTR/L: Assistant Dean, Provost Leadership Fellow, Northern Arizona University — Phoenix Bioscience Core**

Oaklee Rogers, Ph.D., OTR/L is the Assistant Dean for the College of Health and Human Services at Northern Arizona University (NAU), located at the Phoenix Bioscience Core (PBC). Previously, she served as the Department Chair for the Occupational Therapy (OT) Program. Dr. Rogers has designed and taught numerous courses related to education, leadership, and mental health. Throughout her time at NAU, she has served in various leadership roles and was awarded the Outstanding Occupational Therapist of the Year from the Arizona Occupational Therapy Association in 2017. Dr. Rogers has obtained grant funding, published in peer-reviewed journals, and presented at state, national and international conferences.



**TOM SCHUMANN: Executive Director, Center for Entrepreneurial Innovation**

Thomas is an experienced business counselor providing financial and technical assistance to small and medium-sized businesses across a variety of industries and stages of development. Tom uses his background in economics, accounting and finance to help growing companies secure the financial resources required for growth through private

investment and commercial and non-traditional lending. At the Center for Entrepreneurial Innovation (CEI), Thomas leads a state-of-the-art, award-winning business incubator that focuses on the commercialization of bioscience and medical device technologies emerging from Arizona's higher education community. CEI is expanding its mission by launching LabForce, state-wide workforce training initiative focused on developing the skills and talent required by the Arizona bioscience industry.



**JACLYN SHAW: Interim VP, Research, Economic Development, and Knowledge Enterprise / Associate VP, Strategic Initiatives & Research Partnerships, University of Texas at San Antonio**

Jaclyn Shaw has over 15 years of experience and currently serves at the executive level at UTSA, most recently leading UTSA's Office for Strategic Research Development as the Associate Vice President for Strategic Initiatives & Research Partnerships. She holds extensive experience in operational intensive environments within health care and emergency management/operations. Previously, she led the conception and operational establishment of the UTSA National Security Collaboration Center and assisted in securing \$100M for physical and programmatic infrastructure with \$5M per year in sustained R&D revenue. Shaw was named Interim Vice President for the division effective June 1, 2022.

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# SPEAKERS AND MODERATORS



**ERIC SMITH: Executive Director, UA Center for Innovation**

Eric Smith is the executive director for the University of Arizona (UA) Center for Innovation. In this role, Smith is 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.

Smith came 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.



**CAROL STEWART: VP, Tech Parks Arizona, University of Arizona**

Carol Stewart, a long-standing authority on research parks, is the Vice President for Tech Parks Arizona at the University of Arizona. Carol Stewart leads the UA Tech Park at Rita Road and is developing the UA Tech Park at The Bridges. She is also

president of the University of Arizona Center for Innovation, a technology business incubator network serving the University of Arizona, Tucson, and the international community.

Stewart's expertise in university research parks spans decades and nations with more than 20 years of experience working with research parks, technology commercialization, business incubation, governmental relations and business development.

She also serves as the North American Division President for the International Association of Science Parks and Areas of Innovation (IASP). IASP is the worldwide network of science parks and areas of innovation. IASP gathers 397 members in 73 countries. Previously, Stewart served as the Chief Executive Officer of the Association of University Research Parks (AURP), which represents 200 research parks (80% US and 20% international). She collaborates with numerous leaders worldwide to build and grow university-related research parks through education, unification, and collaboration.



**RAYMOND TRAPP: VP of Strategic Engagement, Research Triangle Park**

Raymond Trapp has recently joined the Research Triangle Foundation as Vice President of Strategic Engagement. Prior to joining RTF, Trapp served as Director of External Affairs for North Carolina Agricultural and Technical State

University. Trapp has also previously served as a Guilford County Commissioner representing District 8 from 2012 – 2017. He won his first election to the County Commission in 2012 and was re-elected without opposition in 2016.

His professional work and service have earned numerous awards, including the National Association of Counties' 2016 Public Health Achievement Award for the "Food Desert Storm" project addressing food insecurity in Guilford County, and his inclusion in the Triad Business Journal's 2011 "40 Business Leaders Under 40."



**GREG WRIGHT: Founder, SparkTowns**

Named an "Innovator to Watch" by the Wisconsin Biz Times, Greg Wright transformed a small-town arts advocacy organization into a new model for place-based, people-centered economic development.

In early 2022, Greg founded Spark Towns to meet the demand to bring this model to more communities. Spark Towns is rethinking place within the context of the digital era. It applies emerging research in zoning, social capital, creative placemaking, and ecosystem building to put greater power behind local people with big ideas. The firm has now worked with leaders from Utica to Detroit Lakes to Carson City.



**MYKOLA ZOMCHAK: CTO, Noty.ai**

Mykola Zomchack is the Chief Technology Officer of Noty.ai, an artificial intelligence-powered assistant that transcribes Google Meet and Zoom calls and generates summaries. Noty.ai is one of four startups that were selected from the Ukraine to take part of the Center for Innovation's

Global Advantage Soft Landing Program.





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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 \$2.6 billion in transaction volume through 59 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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Wexford Science & Technology is a real estate company exclusively focused on partnering with universities, academic medical centers, and research institutions to develop vibrant, mixed-use, amenity-rich Knowledge Communities that are built on a foundation of research, discovery, innovation, entrepreneurial activity, corporate engagement, and community inclusion. Wexford targets strategic opportunities with top-tier research universities that are seeking to create knowledge-led economic development impact for their campuses, cities, and regions. Presently Wexford has developed or is developing seventeen Knowledge Communities across North America.

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Tech Parks Arizona uses the Interactive Ground approach – the concept of building connections between the University of Arizona, industry and the community – to promote technology innovation and commercialization and supporting the attraction and growth of technology companies. Ultimately, this contributes to the advancement of economic development goals of the University of Arizona and Southern Arizona. Tech Parks Arizona provides business incubation and business assistance programs, state-of-the-art laboratory and office facilities, and connectivity to the University of Arizona. Tech Parks Arizona manages the UA Tech Park, the UA Tech Park at The Bridges and the University of Arizona Center for Innovation, placing the highest priority on recruiting companies desiring connectivity to the University of Arizona.

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Waymaker Group is a full-service economic development firm that jumpstarts innovation economies in the heartland. We help city leaders, higher-eds and non-profits plan and fund mixed-use innovation districts by attracting anchor tenants, building diverse talent pipelines, and fueling a more globally competitive middle America. For more information, visit [waymaker-group.com](http://waymaker-group.com)

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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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Fraunhofer USA, Inc. is a 501 (c) (3) not-for-profit organization incorporated in Rhode Island that is dedicated to the advancement of applied research and technology transfer. Fraunhofer USA was founded in 1994 to conduct applied R & D for customers from industry and state governments and the federal government in the United States.

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HOK has designed and built some of the most recent and successful innovation communities around the world, including the Cortex Innovation Community in St. Louis – with multiple ground-up spec lab buildings – as well as the KAUST Research Park. Each of our past engagements represent complex projects designed to synergize multiple stakeholders, organizations and industry partners around science and innovation. Each required an in-depth understanding of the right amount of investment needed to attract the broadest range of potential tenants, flexible lab planning modules for future planning and the right mix of amenities to support collaboration and build scientific community at all levels.

HOK's experienced team of master planners, architects and laboratory planners understand the multi-layered analysis and planning tasks required to create world-class facilities for research parks.

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King Abdullah University of Science and Technology (KAUST) is an international, graduate research university dedicated to advancing science and technology through interdisciplinary research, education, and innovation. Students, faculty, scientists, and engineers conduct fundamental and goal-oriented research to address the world's pressing scientific and technological challenges related to water, food, energy, and the environment. Located on the shores of the Red Sea near the city of Jeddah, KAUST is the first LEED certified project in Saudi Arabia and the largest LEED Platinum project in the world. In 2011, KAUST was named Lab of the Year by leading science and technology publication, R&D Magazine. The following year, the University's Research Park was named the 2012 Emerging Research and Science Park by the Association of University Research Parks (AURP).

KAUST Research and Technology Park (K RTP): Saudi Arabia has a rapidly growing economy and is becoming one of the easiest places to do business in the Middle East. KAUST is already leading Saudi Arabia's deep tech R&D and is positioned to become one of the Kingdom's economic and innovation hubs. The KAUST Research & Technology Park (K RTP) provides an environment for technology-based businesses to access KAUST's laboratories, faculty and student talent, and network of public spaces and facilities designed for creative collision and knowledge sharing. K RTP currently covers over 2.7 million square meters of space near the heart of KAUST's campus. The Park provides flexible R&D and incubation space for corporates and startups.

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Maryland Commerce is the state's primary economic development agency, with a mission to stimulate private investment and create jobs by attracting new businesses, encouraging the expansion and retention of existing companies, and providing workforce training and financial assistance to Maryland companies. Ranked the #4 top biopharma hub in the country, Maryland has a variety of science and technology parks affiliated with some of the best research centers and universities in the world, including Johns Hopkins University and the University of Maryland.

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Momentum Labs, a division of Concept Companies, develops and operates innovative mixed-use biotech lab spaces in established and emerging life science ecosystems across the nation. Momentum Labs offers end-to-end solutions for communities looking to enhance their life sciences ecosystem with infrastructure and business support for high-growth companies. From developing biotech laboratory space to tailored business development support, we help life science-focused communities expand their resources. Giving science entrepreneurs the leverage they need to advance their life-changing technologies. Learn more by visiting [www.momentumlabs.us](http://www.momentumlabs.us)

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Nebraska Innovation Campus (NIC) is connecting the talents of experts, companies and the university to create a unique culture of innovation. Located in Lincoln, Neb., NIC facilitates new and in-depth partnerships between the University of Nebraska and private sector businesses. NIC is adjacent to the University of Nebraska-Lincoln and strategically provides access to research faculty, facilities and students. For more information about campus facilities, leasing opportunities, events and programs, please visit [INNOVATE.UNL.EDU](http://INNOVATE.UNL.EDU).

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The Park at Auburn is a pathway to the tremendous talent at Auburn University. Whether it's collaborators from a world-class faculty or innovative interns who are the technically skilled workforce of tomorrow, The Park can help you find the Auburn people you need. We can inject new talent, kick-start an emerging project or solidify a concept through research. Connect with a member of our team to learn more about putting Auburn's talent to work for you. First class minds. First class facilities. [thepark.auburn.edu](http://thepark.auburn.edu)



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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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Founded in 1959, RTP is the largest research park in the United States and a premier global innovation center. Situated centrally among Duke University, North Carolina State University and the University of North Carolina at Chapel Hill, RTP contains 7,000 acres, 55,000 employees and over 300 companies and national labs. The Park is preparing for the future of work through impactful infrastructure investments in economic development, sustainability, residential, retail, life science and startup spaces, including: Hub RTP, the Park's first mixed-use development; Boxyard RTP, the Park's first retail and restaurant space made of upcycled shipping containers; and the Frontier RTP innovation campus, which houses 100 of the Park's 300 companies

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— Tony Atti, CEO, Phononic Inc.



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### Your Opinion Matters — EVALUATIONS

#### Thank you for attending AURP Spring Training 2023.

We trust you are eager to return to our Park or office to initiate the many strategies shared during the week. Before you do, we welcome your comments to help shape and guide further AURP programs. Please take a few moments to complete the online evaluation form to provide your comments on your experience at AURP Spring Training 2023.



Once you submit your completed evaluation and remarks, you will receive a link to the approved Spring Training session proceedings.

Your feedback helps AURP tailor events to your needs for education, networking and enjoyment!

We look forward to seeing you at all of AURP's 2023 events!



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**AURP THANKS ITS SUSTAINING MEMBERS FOR THEIR CONTINUED SUPPORT!**



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# NOTES

A graphic featuring a baseball with red stitching, partially obscured by blue and orange paint splashes. The words "CONVENE", "CONNECT", and "CREATE" are written in a bold, red, outlined font across the baseball.

CONVENE  
CONNECT  
CREATE

# SPRING TRAINING 2023 SCHEDULE-AT-A-GLANCE

## MONDAY, FEBRUARY 27, 2023

**9:00 am – 12:00 pm**  
**AURP Board of Directors Meeting**  
San Pedro

**1:00 pm – 3:30 pm**  
**Registration Desk Open**  
Courtyard West

**3:30 pm – 4:30 pm**  
**WELCOMING REMARKS**  
**CREATING COMMUNITIES OF INNOVATION WITH NSF AND THE CHIPS + SCIENCE ACT**  
Abbey Room

**6:00 pm**  
**AURP Board of Directors' Sponsor Appreciation Dinner**  
Arizona Science Center – Downtown Phoenix. Group to depart Hotel Lobby at 5:30 pm  
*Sponsored in part by* **STILETTO**

## TUESDAY, FEBRUARY 28, 2023

**7:00 am – 9:00 am**  
**Continental Breakfast**  
Snack Shack West

**7:00 am – 8:00 am**  
**Journey Up A Mountain**  
(Sunrise 6:57 am)

**7:30 am**  
**Registration Desk Open**  
Abbey Room

**9:00 am – 10:45 am**  
**INNOVATIVE PROGRAMS**  
**MODULE 1: Part 1**  
**ASSESSING INNOVATION ECOSYSTEMS**  
**ENERGIZING PLACES TO ACTIVATE PEOPLE**  
Abbey Room

**10:45 am – 11:15 am**  
**Networking Break**  
Snack Shack West

**11:15 am – 12:30 pm**  
**MODULE 1: Part 2**  
**ASSESSING INNOVATION ECOSYSTEMS**  
**ENERGIZING PLACES TO ACTIVATE PEOPLE**  
Abbey Room

**12:30 pm – 1:30 pm**  
**Group Luncheon**  
Cloister Restaurant and Patio

*Sponsored by*  **SAN DIEGO STATE UNIVERSITY**

**1:30 pm – 3:00 pm**  
**INNOVATIVE PROGRAMS**  
**MODULE 2: Part 1**  
**INNOVATION IN REAL PLACES**  
Abbey Room

**3:00 pm – 3:30 pm**  
**Networking Break**  
Snack Shack West

**3:30 pm – 5:30 pm**  
**MODULE 2**  
**TALENT, INNOVATION, PLACE: BUSH INSTITUTE PERSPECTIVES**  
**GOVERNMENT RELATIONS: IN OUR WORLD AND IN THEIRS**  
Abbey Room

**6:30 pm**  
**Informal Group Dinners**  
Groups will depart the reception for 6:15 pm reservations. *All fees and expenses are at individual expense.*

## WEDNESDAY, MARCH 1, 2023

**6:30 am – 7:30 am**  
**Hike Up A Mountain**  
Sunrise 6:56 am

**7:00 am – 8:00 am**  
**Continental Breakfast**  
Snack Shack West

**8:00 am – 11:15 am**  
**TOUR**  
**PHOENIX BIOSCIENCE CORE**  
Group to depart Hotel Lobby at 8:30 am

**11:15 am – 11:45 am**  
**INNOVATIVE PROGRAMS**  
Abbey Room

**11:45 am – 1:00 pm**  
**GROUP LUNCHEON**  
Cloister Restaurant and Patio

**1:00 pm – 5:00 pm**  
**INNOVATIVE PROGRAMS**  
**MODULE 3**  
**COMMUNITY-DRIVEN PARTNERSHIPS**  
Abbey Room

**2:15 pm – 2:45 pm**  
**Coffee Break**  
Snack Shack West

**5:00 pm**  
**NETWORKING HAPPY HOUR**  
Abbey Room  
*Sponsored by*  **CLARK & EVERSEN**

**6:00 pm**  
**Informal Group Dinners**  
Group to meet in hotel front lobby at 5:45 pm. *All fees and expenses are at individual expense.*

## THURSDAY, MARCH 2, 2023

**6:30 am – 7:20 am**  
**Journey Up A Mountain**  
(Sunrise 6:55 am)

**7:00 am – 8:00 am**  
**Continental Breakfast**  
Snack Shack West

**8:00 am – 10:00 am**  
**MODULE 4**  
**ENTREPRENEUR DRIVEN ECONOMIC DEVELOPMENT**  
Abbey Room

**9:30 am – 10:00 am**  
**Networking Break**  
Snack Shack West

**10:00 am – 11:30 am**  
**MODULE 5**  
**CUSTOM COMMUNITY FOCUSED CAPITAL MARKETPLACES**  
**ANGELS IN YOUR NEIGHBORHOOD**  
Abbey Room

**11:30 am – 1:00 pm**  
**Group Luncheon**  
Cloister Restaurant and Patio

**12:15 pm – 5:00 pm**  
**OPTIONAL EVENT: Cactus League Spring Training Baseball Game**  
Chicago Cubs vs. Oakland A's at Sloan Park. Group to depart hotel lobby at 12:15 PM. Game time: 1:05 pm MST  
Includes: Ticket to game

