

From Not to Hot: How Planning Makes a Difference

March 29–31, 2006 • Brown University and Rhode Island School of Design • Providence, RI (USA)



SCUP
North Atlantic Region

United States

- Connecticut
- Maine
- Massachusetts
- New Hampshire
- New York
- Rhode Island
- Vermont

Canada

- New Brunswick
- Newfoundland
- Nova Scotia
- Prince Edward Island
- Québec

Finland

Greenland

Iceland

Ireland

Norway

Sweden

United Kingdom

Dear Colleagues:

Welcome to Providence and the SCUP North Atlantic region's 21st (!) annual spring conference. This city and its higher education institutions present us with wonderful examples of the positive effects of planning, and the interconnected nature of colleges and their communities.

We plan to keep you very busy. On Wednesday at RISD, we offer workshops by Mike Middaugh and the team of Jenny Chan and Trina Learned, as well as a tour of historic downtown Providence and the new riverfront. A welcome reception at the Hotel Providence completes the day's activities.

Our lineup of presentations at Brown on Thursday range from planning in Providence to lessons learned at institutions throughout our region. The fifteen concurrent sessions are the best of an extraordinary group of responses to our call for presentations on successful implementation. We'll end the day at the RISD Museum of Art, where we'll enjoy food and wine (and good company) in one of the great small museums in the USA.

On Friday, at Brown, our three unique sessions vary from an exploration of the vortex of campus construction to the insights of a panel of editors and education writers to personal insights on post-Katrina New Orleans.

A word about SCUP's culture. SCUP is distinctive in its commitment to the equality of members, whether they are employed by private firms or by colleges or universities. Many of us, indeed, have worked in both worlds over the course of our careers, so we know first hand the interdependencies of these spheres. This conference is for everyone to attend and enjoy as an opportunity to learn, to participate, and to share knowledge. The "Culture Guidelines" are in your registration packet (and on the website at www.scup.org/membership/culture.html). Please take a few moments to read them. If you have any questions about the guidelines, or about SCUP, please speak to a member of the regional council.

There's a lot to learn and enjoy during these three days. We're glad you've come to Providence, the city that's gone "From Not to Hot", to see how planning really does make a difference.

Fran Gast
Rhode Island School of Design
Conference Co-Chair

Michael McCormick
Brown University
Conference Co-Chair

Wednesday, March 29, 2006

10:00 AM–5:00 PM

Rhode Island School of Design-Center for Integrative Technology

Registration

Sponsored by: RDK Engineers

NOON–1:00 PM

Rhode Island School of Design-Center for Integrative Technology

Luncheon

Sponsored by: RDK Engineers

1:00 PM–4:00 PM

Rhode Island School of Design-Center for Integrative Technology

Optional Workshop—Preregistration Required

Planning and Analysis as Essential Components of Institutional and Programmatic Accreditation

Michael F. Middaugh, Assistant Vice President/Institutional Research & Planning, University of Delaware

Regional and programmatic accrediting bodies expect clear written evidence of systematic strategic planning and analysis that assesses the effectiveness of that planning. This workshop provides solid grounding in the components of effective planning with an array of examples of the institutional research strategies and products that must underpin that planning. The workshop will provide a concise review of the accreditation standards in the six regional accrediting bodies in the U.S. and those from selected professional accrediting bodies. It will review exemplary cases of each of the three types of planning (long range, strategic, tactical), comparing and contrasting timelines, levels of campus participation, resource requirements, and expected outcomes. Discussions will underscore concrete cases studies of exemplary analytical practice in support of planning.

Sponsored by: John Moriarty

1:00 PM–4:00 PM

Rhode Island School of Design-Center for Integrative Technology

Optional Workshop—Preregistration Required

Planning to Present your Plan? Tips and Techniques for Effective Presentations

Jenny Chan, Principal, Jack Design; Katharine Mace Learned, Pres, Learned I LLC

As a planner, presenting your process, progress, and findings is often the critical link between your work and its successful implementation. Many planners are good listeners, practiced data collectors, capable information synthesizers, and clear writers; few are good presenters. This demonstration will provide you with insiders' tips and techniques for effective presentations. We will guide you on structuring your material—what you need to say, when you should say it, and what not to say, presenting yourself, and presenting your facts

and figures to support, not confuse, your message. And, we will discuss various methods of illustrating your presentation—including handouts, flip charts, overheads, and Powerpoint—and the applicability and effectiveness of each.

Sponsored by: John Moriarty

4:15 PM–5:30 PM

Optional Tour—Preregistration Required

Tour of Historic Downcity Providence

After the pre-conference workshops are complete, and before our Wednesday evening reception, our colleagues from the Providence Preservation Society and Waterfire Providence will conduct a walking tour of Providence's most exciting neighborhood. Residential, commercial, retail, and education uses meet in this most vibrant and very "hot" area. The tour will begin at RISD's CIT building at 169 Weybosset St. and end at the new Hotel Providence where our welcome reception will be held. Sponsored by: Finegold Alexander + Associates Inc.

5:30 PM–7:30 PM

Opening Reception—Hotel Providence

Sponsored by: Parsons Brinckerhoff



AIA Continuing Education Credits

SCUP is a registered provider of continuing education units from the American Institute of Architects. As an AIA member, you are eligible to earn continuing education units for attending preconference workshops, concurrent sessions, and campus tours. AIA forms for the conference will be available at the SCUP registration desk.

Thursday, March 30, 2006

7:00 AM–11:00 AM

Brown University-Salomon Hall Lobby

Registration

Sponsored by: Marc Truant

8:00 AM–9:00 AM

Brown University-Salomon Hall Lobby

Breakfast

Sponsored by: Walsh Brothers

9:00 AM–9:15 AM

Brown University-Salomon Hall, Room 101

Welcome

Debi Lacey McDonald, Principal, Casali Group, Inc and Regional Representative, SCUP North Atlantic Region; Richard Spies, Executive VP for Planning/Senior Advisor to the President, Brown University

9:15 AM–10:45 AM

Brown University-Salomon Hall, Room 101

One Plan is Never Enough: A Generation of Planning in Providence

Patrick McGuigan, Executive Director, The Providence Plan
What's planning got to do with the improvements to Providence? Many plans, and many planners, have contributed to the "renaissance" of the city; the process is iterative, and interconnected. With particular attention to the role of the city's higher education institutions, Mr. McGuigan will discuss the history and implications—for the future—of a many-layered process.

Convener: Michael McCormick, Brown University

Sponsored by: Dimeo Construction

10:45 AM–11:00 AM

Brown University-Salomon Hall Lobby

Break

11:00 AM–NOON

Brown University-Wilson Hall, Room 101

Adapting Buildings, Recovering Landscapes, Changing Attitudes: Preservation Planning at University of Maine

Malcolm L. Collins, Principal, SMRT Architecture Engineering Planning; Jennifer Jones, Principal, Carol R. Johnson Associates Inc; Janet E. Waldron, Vice President for Administration and Finance, University of Maine

In an effort to better utilize its core campus of historic land grant buildings and landscapes, the University of Maine secured a Getty Foundation Campus Heritage Grant to create a historic preservation master plan. This session will review the process used and provide examples of how a comprehensive and dynamic planning process resulted in a new appreciation for the history

and utility of these buildings and for the contribution they can make to the life of the University of Maine community.

Convener: Robert J. Joy, JMZ Architects and Planners, P.C.

Sponsored by: The Collaborative Engineers

11:00 AM–NOON

Brown University-Wilson Hall, Room 102

Creating a Development Program—You have the Numbers, Now What?

Robert C. Hicks, Senior Associate, Symmes Maini & McKee Associates; Alexandria Roe, Executive Officer/Planning & Technical Services, Connecticut State University System Office; Mark J. Zarrillo, Prncpl, Symmes Maini & McKee Associates
Making campus plans real means matching your strategic plan to an achievable development plan that is tailored to your institution's educational, financial, and social needs. Competition among learning institutions is placing more emphasis on the campus image and the development of new facilities. To stay competitive, colleges need to recruit top students, retain prestigious faculty, and capture lucrative research projects. In response, most college administrators have commissioned programming studies and benchmarking analyses to help define future needs. The result of these studies is a wealth of numbers, not immediately helpful to fulfilling the institution's strategic plan. Armed with this data, how can decision-makers best move ahead with a campus development program to create their desired future? What can they say to constituents—students, alumni donors, faculty, and others—to affirm that the development path taken will provide the specific facilities required to support the desired vision and image?

Convener: Kim Kingston, Vanasse Hangen Brustlin, Inc

Sponsored by: JCJ Architecture

11:00 AM–NOON **Session Canceled on Site**

Brown University-Salomon Hall, Room 202

Financial Statement Impact of Growth Decisions

Geoffrey Lindemer, Vice President/Administration, Landmark College

If you don't know where you're going, any road will get you there. This is a case study of the decision making process behind consideration of, application for, and execution of growth projects that increased physical assets by 40 percent.

Convener: Debbie Crooke, Bowdoin Construction Corporation

Sponsored by: Bond Brothers

11:00 AM–NOON

Brown University-Salomon Hall, Room 203

Highly Leveraged Planning

David P. Forsberg, President, Worcester Business Development Corporation; Stephen Hebert, University Vice President, Worcester Polytechnic Institute; Edward T. M. Tsoi, Principal, Tsoi/Kobus & Associates, Inc

Academic institutions are increasingly exploring alternative options for developing plans and building projects beyond their campus boundaries. Presenters will share their experience at Gateway Park, a new technology park master planned by the Worcester Business Development Corporation (WBDC) and being leased (in-part) by the adjacent Worcester Polytechnic Institute (WPI). Participants will learn how WBDC and WPI joined together to see the ambitious plan move forward, the ins and outs of strategic off-campus planning, and the design outcomes.

Convener: John M. Rossi, Cubellis Associates, Inc.

Sponsored by: Columbia Construction

11:00 AM–NOON

Brown University-Salomon Hall, Room 003

How Harvard Collected Data to Support a Graduate Student Housing Plan

Rena Cheskis-Gold, Principal, Demographic Perspectives; Alex Delaney Danahy, Planner/ Analyst, Harvard Planning + Allston Initiative; Susan Keller, Director of Residential Real Estate, Harvard University

In 2001 and 2005, Harvard Real Estate Services teamed with a demographer/survey researcher and an architect with a specialty in campus housing to prepare a comprehensive evaluation of the university's housing planning and program needs for graduate students. Together, the team developed a comprehensive student-survey and focus-group methodology. The research results served as the basis of an expansion plan to house a greater percentage of graduate students on campus and are now being used to program a new graduate housing development. The session will tell this story.

Convener: Rena Cheskis-Gold, Demographic Perspectives

Sponsored by: Bovis Lend Lease

NOON–1:30 PM

Brown University-Sayles Hall

Lunch and Plenary Session

From Not to Hot in Providence: The City, the University, and the Private Sector Plan Together

Rebecca Barnes, Director/Strategic Growth, Brown University; Thomas Deller, Director of Planning and Development, City of Providence; Frances Halsband, Partner, Kliment & Halsband Architects; Bill Struever, Pres & CEO, Struever Bros. Eccles & Rouse

The rivers have been relocated, and now a major highway is moving. RISD has academic and student housing functions downtown now, and Brown is interested in expanding its facilities into new parts of Providence. The city and the colleges have ambitious plans for the future. How do all the parties—public, private, and institutional—interconnect to plan for Providence's next phase of growth?

Sponsored by: Bergmeyer

1:30 PM–1:45 PM

Brown University-Salomon Hall Lobby

Break

1:45 PM–2:45 PM

Brown University-Wilson Hall, Room 101

A Collaborative Planning Methodology for Student Services Encompassing Facilities, Technology, and Operations

Robin Krakowsky, Senior Vice President of Administration, Johnson & Wales University; Kristine McNamara, Director, The Renaissance Group, Johnson & Wales University; Veera Sarawgi, Vice President, Johnson & Wales University Providence Campus and Assistant Provost, Johnson & Wales University

Too often, today's students are sidetracked by the university's administrative demands and requirements, thereby removing their focus from the institution's primary goals, concentration on the learning experience. Johnson & Wales University has launched strategic initiatives to improve and redesign student services. The session will provide an overview of the initiative development, with special focus on how all aspects of the organization became integrated into the plan: administrative processes, organizations, facilities, technology, decision-making, and future vision planning. Attention will be paid to shifting institutional focus to internal student-centered needs, creating the environment to foster such planning, and the actual planning process. Outcomes and lessons learned from this initiative will be discussed.

Convener: Robert C. Hicks, Symmes Maini & McKee Associates

Sponsored by: Payton Construction

1:45 PM–2:45 PM

Brown University-Salomon Hall, Room 203

Comprehensive Budgeting and Planning for Technology Projects

William O Anderson, Chief Information Officer/ Professor of Business Administration, Saint Michael's College; Mary Jane Russell, Director of Finance, Saint Michael's College

Saint Michael's College is assessing a tablet computer requirement for first-year students to complement creation of its wireless network, using NACUBO's "Building Organizational Capacity" (BOC) framework to model the dimensions of interaction between the different campus offices and the tasks that make up the project. Using the BOC theory guides the project team to consider the complex interactions and communications necessary for project success and adds meaningful dimensions to the financial analyses and business case.

Convener: Jean Marie Gath, Pfeiffer Partners

Sponsored by: RF Walsh

1:45 PM–2:45 PM

Brown University-Wilson Hall, Room 102

The Dynamic Master Plan—Keeping up with Change

William Brown, Principal and Owner, Brown Sardina, Inc.; James Kosloski, Executive Director, Adelphi University; William A. Massey, Vice President, Cannon Design

The ongoing transformation of the Adelphi University campus can best be described as a metamorphosis in the making. A 1999 strategic plan resulted in a master plan completed in 2001. By 2009 building and site upgrades on campus will ultimately affect nearly half of the university's 70-acre campus. This presentation will outline methods for realizing ambitious planning goals and highlight the importance of modifying the master plan to respond to changing priorities while remaining aligned with a core strategic vision.

Convener: Lawrence Bacher, Gilbane Building Company

Sponsored by: Gilbane Building Company

1:45 PM–2:45 PM

Brown University-Salomon Hall, Room 202

LaGuardia Community College: The American Dream Thrives on Thomson Avenue

Margaret Castillo, Principal, Helpern Architects; Richard Elliott, Vice President of Administration, LaGuardia Community College; Elizabeth Friedman, Sr Plnr/Dept Space Plng & Cap Bdgt, City University of New York

Given all the things that could—and do—go wrong when implementing large-scale improvements at institutions of higher education, how do university planners, college administrators, and design professionals communicate accurately and remain focused on their mandate? The three professionals responsible daily for one college's transformation will present the case study of LaGuardia Community College, which never stops growing and

reinventing itself to serve a diverse, polyglot, urban student body. Focus is on the chain of command and decision-making process.

Convener: Dana Anderson, Perkins & Will

Sponsored by: Konover Construction

1:45 PM–2:45 PM

Brown University-Salomon Hall, Room 003

Updating a Modern Classic: Revitalizing the Hamilton College Kirkland Campus

Charles V. Belson, Managing Principal, EwingCole; R. Neall Distad, Project Manager, EwingCole; Daniel J. O'Leary, Vice President, Hamilton College

In 1968 architect Benjamin Thompson, developed a radical academic plan using a modular grid with transparent boundaries to create an open environment for learning and collaboration. At Kirkland College, now part of Hamilton College in Clinton NY, the administrative and academic program were contained in an innovative recreation of the traditional "Old Main". We will explore what still makes this model successful, how it has adapted to change, and outline strategies to satisfy future demands for growth into the 21st century.

Convener: John S. Arbuckle, Beckhard Richlan & Associates

Sponsored by: LeMessurier

2:45 PM–3:15 PM

Brown University-Salomon Hall Lobby

Break

3:15 PM–4:15 PM

Brown University-Salomon Hall, Room 202

Catching up from Incremental Planning—Master Planning for Educational Change

Jon M. Boyd, Architect, Harriman Associates; Robert C. Klinedinst, Principal, Harriman Associates; Zark VanZandt, Dean & Professor of Human Resource Development, University of Southern Maine Lewiston Auburn College; Nancy Whitehouse, Curriculum Technology Coordinator, Chair, Building Expansion Team, USM-Lewiston-Auburn College

This session will give an overview of the creation of the Lewiston-Auburn campus of the University of Southern Maine and the recent master planning process undertaken for its expansion. The collaborative master planning approach that focused on interdisciplinary education, community, and the student experience made for a successful planning process. Recognizing that "form follows funding" led to a process that included the prioritization of work and design flexibility. New ideas and potential transformations that evolved during the process will also be shared.

Convener: Heidi L. Blau, Fox & Fowle Architects

Sponsored by: Lee Kennedy

3:15 PM–4:15 PM

Brown University-Wilson Hall, Room 102

Establishing Agile Support Functions Through Alignment of Roles and Responsibilities

Paul J. Streeeter, Director of Institutional Planning and Assessment, Cornell University

This session will share project planning information, insight, lessons learned, and continuing challenges from a recently completed initiative at Cornell University examining core support functions in a highly decentralized management environment. This initiative resulted in financial savings of over \$15 million, it strengthened and aligned support activities throughout campus, but most importantly it began to break down organizational and cultural impediments and establish a foundation upon which improvements will continue to be achieved.

Convener: William C. Johnson, Haley & Aldrich

Sponsored by: Anshen + Allen + Rothman

3:15 PM–4:15 PM

Brown University-Wilson Hall, Room 101

From Master Plan to Plate: Building Community Through Dining Services

Eric Brown, Principal, Prellwitz/ Chilinski Associates Inc.; Jack DeMelo, Proj Mgr, Harvard Planning & Real Estate; Ted A Mayer, Executive Director, Harvard University Dining Services

In 1997, Harvard University Dining Services began an unprecedented series of renovations under the leadership of the new Executive Director, Ted Mayer, and in partnership with Harvard Real Estate Services. Eight years later the project was completed on budget and two years ahead of schedule. In this session you will learn how the team turned Mayer's vision into a master plan, how they funded the plan, how they successfully implemented it and how they recovered when the plan backfired.

Convener: Michael Kuchta, Hanbury Evans Wright Vlattas + Co

Sponsored by: Erland Construction Co.

3:15 PM–4:15 PM

Brown University-Salomon Hall, Room 003

Loosening the Corset: Flexibility in Adaptive Reuse in Landmarks

Arch Currie, Dir/Proj Mgmt, Yale University; Frances Halsband, Partner, R.M. Kliment & Frances Halsband Architects; Michael Nieminen, Partner, RM Kliment & Frances Halsband Architects

Historic landmarks on a campus are often seen as obstacles to progress, buildings which must be respected but cannot be changed. This session presents transformation of four landmarked buildings into vibrant flexible spaces for the twenty-first century. Learn how to work with state historic preservation officers and community preservation groups to realize your

objectives for adaptive reuse and transformations. Learn to recognize and deal with legal requirements, protected features of buildings, and community sentiment in finding opportunities for flexibility and change.

Convener: Mary Talley, Voith & Mactavish Architects

Sponsored by: Cosentini

3:15 PM–4:15 PM

Brown University-Salomon Hall, Room 203

Strategic Planning in Overdrive: How One Institution Went from Not to Hot

Mildred Garcia, President, Berkeley College; Rose Mary Healy, Provost, Berkeley College; Christopher Vinger, Director, Institutional Research, Berkeley College

Berkeley College developed its first formal strategic plan in just under one year and the results of the implementation are coming to fruition in another short year. By taking advantage of an action-oriented culture, the strategic planning committee with guidance from an external consultant developed a vision statement, strategic objectives, goals, and an implementation plan in less than one year. The plan met the needs of the college's regional accrediting body, but more importantly it became a vital organizing tool for accountability and assessment activities.

Convener: Katharine Mace Learned, Learned I LLC

Sponsored by: Cooper Robertson

4:30 PM

Reception and Gallery Tours—RISD Museum

Sponsored by: StructureTone

Friday, March 31, 2006

8:30 AM–9:30 AM

Brown University-Sayles Hall

Breakfast

Sponsored by: Koetter Kim & Assoc.

9:45 AM–11:00 AM

Brown University-Salomon Hall, Room 001

Plenary Session

Why Building Plans Overpower Strategic Plans

Cathy Edgerly, Principal, A Consulting Practice; John Henderson, Consultant

Institutions have spent a great deal of time developing credible strategic plans. And they have also worked hard at risk management processes to reduce the usual time and cost exposures of projects. And yet a large percentage of the time we continue to experience the dispiriting frustrations of end results that miss the mark. This session promises to provide a diagnostic approach and “sign-posts” from which any institution can monitor its progress from the end of strategic planning through to establishment of a sound project plan. We can’t promise to change the system, but we can promise to shed light on how and where project plans become unhooked from strategic plans.

Sponsored by: Sasaki Associates, Inc.

11:00 AM–11:15 AM

Break

11:15 AM–12:30 PM

Brown University-Salomon Hall, Room 001

Plenary Session

It’s Not Hot Until They Say So: Meet Your Editors

Jean Marie Angelo, Senior Editor, University Business; John O. Harney, Executive Editor, Connection: The Journal of the New England Board of Higher Education; Jennifer Jordan; Thomas C Longin, Exec Editor, Society for College and University Planning With its 2006 theme, NASCUP opens the door wide to a first-ever program. In the world of journalism, it’s not hot, not news, not a trend, until the editor says so. Four astute editors from three of higher education’s most valued publications and the daily Providence Journal will discuss what they see on the horizon that could propel or confound institutions of higher education. With their regional and national perspective on topics - and with well-known communicator Joan Capelin as moderator - they will provide a memorable, eye-opening, entertaining program.

Sponsored by: Perkins + Will

12:30 PM–2:00 PM

Brown University-Sayles Hall

Lunch and Plenary Session

Two Weeks in NOLA: A Personal View of the Aftermath of Katrina

Katharine Mace Learned, President, Learned I LLC

If planning is strategic anticipation, how do you plan in New Orleans after Hurricane Katrina? My first trip to the Big Easy was all pleasure, pure relaxation in the middle of August ‘05. Feeling work weary, I barely studied the architecture, rarely consulted a map, spent hot days reading by the pool and steamy nights seeking wine, oysters, and music in the French Quarter. So when just 10 days later, safe at home in Connecticut, I watched the hurricane horror unfold on TV, I regretted squandering my recent visit. So much of the city was outside my tourist’s experience. But New Orleans casts a spell and I was compelled to revisit, see what was left and give what I could to bring it back to life. Twice I’ve returned to New Orleans, working as a facilities professional with the National Trust for Historic Preservation surveying and documenting the sixteen threatened or nearly destroyed National Register historic districts. This is one very personalized account of post-Katrina planning for recovery and restoration.

Sponsored by: Turner Construction

2:00 PM–3:30 PM

Optional Tour—Preregistration Required

Brown Life Sciences Building and “The Walk”

Join us for a hard hat tour of the new 165,000 sf laboratory building for the life sciences scheduled to open this fall. This building will house the departments of Neuroscience and Molecular Cell Biology/ Biochemistry along with a major public space. It will also be the first building in a series that will establish a major new landscape connection between the historic Brown campus with the former campus of Pembroke College, a key feature in Brown’s Strategic Framework for Physical Planning. (Please wear appropriate shoes.)

Sponsored by: VHB/ Vanasse Hangen Brustlin

2:00 PM–3:30 PM

Optional Tour—Preregistration Required

Rhode Island School of Design’s Housing and Library

Over the last three years RISD has renovated a 12 story bank building (built in 1917) at 15 Westminster St., in Providence, immediately across the river from the center of campus. 500 students now live on floors 3 through 11, in three types of units designed especially for art students. A new cafe on the first floor serves the residents, and a new library on floors 1 and 2 will open in the summer of 2006.

Sponsored by: Vision 3 Architects

Sponsors

SCUP would like to thank the sponsors who have come forward to help support this year's regional conference.

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Program At-A-Glance

Wednesday, March 29

Note: Today's events, except where noted, will take place at the Rhode Island School of Design-Center for Integrative Technology

10:00 AM–5:00 PM	Registration
NOON–1:00 PM	Luncheon
1:00 PM–4:00 PM	Pre-Conference Workshops
4:15 PM–5:30 PM	Tour of Historic Downcity Providence
5:30 PM–7:30 PM	Opening Reception Hotel Providence

Thursday, March 30

Note: Today's events, except where noted, will take place at Brown University.

7:00 AM–11:00 AM	Registration
8:00 AM–9:00 AM	Continental Breakfast
9:00 AM–10:45 AM	Opening Plenary
10:45 AM–11:00 AM	Break
11:00 AM–NOON	Concurrent Sessions
NOON–1:30 PM	Lunch and Plenary
1:30 PM–1:45 PM	Break
1:45 PM–4:15 PM	Concurrent Sessions
4:30 PM	Reception and Gallery Tours—RISD Museum

Friday, March 31

Note: Today's events, except where noted, will take place at Brown University.

8:30 AM–9:30 AM	Breakfast
9:45 AM–11:00 AM	Plenary
11:00 AM–11:15 AM	Break
11:15 AM–12:30 PM	Plenary
12:30 PM–2:00 PM	Lunch and Plenary Session
2:00 PM–3:30 PM	Tours