We invite you to join us for an interactive series of meetings.

- Health Care and Life Science Council (HCLSC): As guest of our Council, you can attend any and all of the four sessions on October 20 and 22 that are specific to the health care real estate professional.
- Urban Land Institute (ULI): in addition, you can attend any of the broader sessions on October 13 – 15 that cover national topics across the commercial real estate sectors.

**HCLSC Fall 2020 Meeting – VIRTUAL**

**Tuesday, October 20, 2020**

**Regulatory Environment:** 12:00 – 1:00 pm EST
Discuss regulatory changes and challenges to the environment of care, compliance and reimbursement from covid, along with financial pressures on health system and physician providers

- Moderator: Mary Beth Kuzmanovich
- Erin Snyder, Vice President, Office of General Counsel, Atrium Health
- Ron Smidt, Senior Consultant at MSL Healthcare Partners Inc.

**Healthcare Providers:** 4:00 -5:00 pm EST
Provider perspective and experience on the impact of covid on patients and staff. With less focus on the real estate and more consideration on supporting the care team and managing the patient experience.

- Moderator: Lorie Damon
- Bill Orosz, Administrative Director Facility Planning and Development, The Ohio State University Wexner Medical Center
- Robin Berry, Director of Real Estate, Partners Real Estate and Facilities
- Steve Wooldridge, Vice President Real Estate & Facility Services, Medstar Health
- Kelly Noel, Vice President, Construction and Real Estate, UPMC
Thursday, October 22, 2020

Life Sciences: 12:00 -1:00 pm EST
Discussion on the impact of covid on research and life science development space over next 18 – 24 months. With expectations that the life science market will remain strong, the demand for research space at university level offers some glimmers of optimism within the broader commercial real estate market.

- Moderator: Amador Centeno
- Michael Shelanski, MD, PhD, Senior Vice Dean for Research, Columbia University
  Professor of Pathology and Cell Biology,
  Co-Director of the Taub Institute for Research on Alzheimer’s Disease and the Aging Brain
- John Cunningham, Executive Vice President - Regional Market Director
  Alexandria Real Estate Equities, Inc.
- Julia Georgules, Senior Director, Research
  Jones Lang LaSalle Americas, Inc.

Council Round Table: 4:00 – 5:00 pm EST
- Moderator: Deeni Taylor
- Open forum to encourage discussion of topics such as
  - Reactions to working from home
  - Restrictions on work related travel
  - What will be the “New Normal” personally and professionally going forward?
  - What topics should our Council consider in the future that we have not covered in the last couple of years?

ULI Fall 2020 Meeting – VIRTUAL

<table>
<thead>
<tr>
<th>OCT.13</th>
</tr>
</thead>
<tbody>
<tr>
<td>TUESDAY, OCTOBER 13, 2020</td>
</tr>
<tr>
<td>10:30 a.m.–11:30 a.m. ET</td>
</tr>
<tr>
<td>General Session</td>
</tr>
<tr>
<td>11:45 a.m.–12:30 p.m. ET</td>
</tr>
<tr>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>12:30 p.m.–2:00 p.m. ET</td>
</tr>
<tr>
<td>Networking Lunch - Virtual Tours - Exhibit Hall</td>
</tr>
<tr>
<td>2:00 p.m.–3:00 p.m. ET</td>
</tr>
<tr>
<td>General Session</td>
</tr>
<tr>
<td>3:15 p.m.–4:00 p.m. ET</td>
</tr>
<tr>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>4:00 p.m.–5:30 p.m. ET</td>
</tr>
<tr>
<td>Virtual Tours - Networking - Roundtables/Boardroom Meetings - Exhibit Hall</td>
</tr>
<tr>
<td>8:00 p.m.–9:00 p.m. ET</td>
</tr>
<tr>
<td>General Session Rebroadcast</td>
</tr>
</tbody>
</table>
### OCT. 14

**WEDNESDAY, OCTOBER 14, 2020**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30 a.m. – 11:30 a.m. ET</td>
<td>General Session</td>
</tr>
<tr>
<td>11:45 a.m. – 12:30 p.m. ET</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>12:30 p.m. – 2:00 p.m. ET</td>
<td>Networking Lunch - Virtual Tours - Exhibit Hall</td>
</tr>
<tr>
<td>2:00 p.m. – 3:00 p.m. ET</td>
<td>General Session</td>
</tr>
<tr>
<td>3:15 p.m. – 4:00 p.m. ET</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>4:00 p.m. – 5:30 p.m. ET</td>
<td>Virtual Tours - Networking - Roundtables/Boardroom Meetings - Exhibit Hall</td>
</tr>
<tr>
<td>8:00 p.m. – 9:00 p.m. ET</td>
<td>General Session Rebroadcast</td>
</tr>
</tbody>
</table>

### OCT. 15

**THURSDAY, OCTOBER 15, 2020**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30 a.m. – 11:30 a.m. ET</td>
<td>General Session</td>
</tr>
<tr>
<td>11:45 a.m. – 12:30 p.m. ET</td>
<td>Concurrent Sessions</td>
</tr>
</tbody>
</table>
ULI’s Mission

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI is committed to:

• Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
• Fostering collaboration within and beyond ULI’s membership through mentoring, dialogue, and problem solving;
• Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
• Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
• Sharing knowledge through education, applied research, publishing, and electronic media; and
• Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

ULI’s Content Pillars

The ULI Content Pillars provide a bridge between our broad mission and the programs that deliver it. The Pillars represent the timeless topics or concerns of the organization, within which the program of work must fit.

Housing and Communities

This pillar is firmly grounded in the founding of the organization in 1936. References to housing products and policy, and specifically to the provision of affordable housing, are included in ULI’s Articles of Incorporation. ULI fundamentally believes that housing is a fundamental underpinning of healthy and thriving communities.

Real Estate Finance and Investment

A great deal of ULI’s value to our members and ability to meaningfully deliver our mission relates to our activities in real estate capital markets, including providing a forum for the providers and users of capital to convene. ULI’s traditional focus has been on connecting capital to real estate through the creation of value. This pillar also encompasses the market and economic factors that affect the supply and demand forces that drive land use change.

Sustainability and Economic Performance

Specifically referred to in ULI’s mission, and embedded in ULI’s dedication to the creation of long-term value, sustainability is more than energy efficiency or adaptation to climate change. It encompasses environmental, social, and governance issues as they relate to efficient use of resources and creating and maintaining a sustainable and resilient built environment.

Innovation in Development Practice

ULI’s applied research and education programs are based principally on best practices, on “what works,” and the process of real estate development remains central to the mission and to our members’ activities. We foster innovation, but look to practical experience and knowledge sharing to advance the state of the art. This pillar refers primarily to activities, at various scales, that are considered site-specific. ULI traditionally takes a case study approach, using real-world examples to illustrate broadly applicable principles and practices.

Shaping Successful Cities and Regions

Site-specific development occurs within a broader physical and policy context shaped by numerous actors and decision-makers. This larger context, from neighborhood to metropolitan region, is the subject of this pillar. Here, activities and issues transcend property boundaries and encompass land use planning and development policy, infrastructure, metropolitan growth strategies, and transportation issues.
ULI Council Member Expectations

Council membership is a privilege desired by many ULI members and the value of the Council experience is determined by the quality and participation of its members. Each Council member is therefore expected to be a committed and participating part of the Council, contributing as much value to the Council experience as they take home.

OPEN, HONEST, SPECIFIC INFORMATION AND EXPERIENCE: Come to Council meetings ready to participate openly and honestly with specific, detailed information and experience from your current real estate practice.

CONFIDENTIALITY: Everything discussed within a Council is kept completely confidential by all Council members. This is the foundation that makes open and honest sharing of detailed information and experience possible. Violation of confidentiality will result in immediate expulsion from your Council.

REAL DEALS, REAL NUMBERS: The key to truly valuable interaction between the Council members is the sharing of real deals and real number, successes as well as lesson learned.

RESPECT FOR OTHERS: Help make discussions productive and high value by engaging your fellow council members respectfully with your most relevant information and experience.

NO SELF PROMOTION: Council members are all highly successful real estate professionals. Self promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take home value for your peers, not your business.

NO CELL PHONES OR BLACKBERRIES: It should go without saying that you cannot be fully engaged in your council while checking your email. Most Councils have breaks designed to allow members to check in and stay connected a few times during the day.

ATTEND EVERY MEETING AND ATTEND ALL DAY: Each Council member has been chosen for the value that their unique background and experience brings to the Council. Missing a Council meeting or part of a Council meeting reduces the value for every other member of your Council. Your empty seat could easily be filled by someone else who has value to bring to the table.

RECRUIT THE BEST AND BRIGHTEST: Council members often come into contact with new leaders in the industry, ULI members and non-ULI members, with exciting new products, ideas and best practices that will add greatly to the value of their Council. Bring these new leaders as guests to your Council, sponsor them for Council membership and work with your Council leadership to help them become future members of your Council.

PARTICIPATE IN ULI AND ULI LEADERSHIP: Council members are expected to be active participants in ULI’s mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Your involvement in ULI provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment:

- Attend and participate as speakers and panelists at ULI Spring Council Forums and Fall Meetings.
- Attend and participate as speakers and panelists at Council meetings.
- Serve as panelists at Project Analysis Sessions held at Spring Council Forums and Fall Meetings.
- Serve as panel members for Advisory Services assignments scheduled throughout the year.
- Contribute to ULI publications through the contribution of articles and papers.
- Contribute to the ULI Foundation.
- Participate as Committee/Subcommittee/Task Force members.
- Participate in research and education programs.
- Participate in District Council programs in each member’s area.