

Investing in Seniors Housing & Care: Allocating Capital in a Dynamic Environment

Register Early
to Save!
Rates increase
after August 3rd.



21st Annual NIC Conference
September 21-23, 2011
Marriott Wardman Park, Washington, D.C.



Attend the 21st Annual NIC Conference

> Change is in the air

With transactions and capital flows increasing, and compelling industry performance data readily available, interest in the seniors housing and care sector is on the rise. Whether you are already investing in this sector or considering its many options, you don't want to miss the 21st Annual NIC Conference when it returns to Washington, D.C. this September. This meeting of decision-makers in the sector will showcase the industry's leading investors, owners, and operators as they share candid insights about what you need to know to take advantage of the opportunities that lie ahead.

> Hear from a renowned financial journalist and author of *The Big Short*

He's written some of the most compelling best-sellers about finance, including *The Big Short: Inside the Doomsday Machine* and *Liar's Poker: Rising Through the Wreckage on Wall Street*. During his keynote address that's sure to be informative and captivating, **Michael Lewis** will talk about the economic conditions we're facing, the role of the financial markets, how we got into this situation, and the path forward.

> *POLITICO* co-founder to share inside-the-beltway insights

With the NIC Conference in Washington, D.C. this year, commentary from a political journalist is in order, and attendees will hear from **Jim VandeHei**, executive editor and co-founder of *POLITICO*. A regular political analyst on MSNBC's "Morning Joe" and a frequent guest on numerous cable and network television programs, VandeHei's insights on budget and deficit reduction battles, health care reform Part II, and 2012 national political scenarios will be timely and relevant.

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NIC Mission Statement

To advance the quality of seniors housing and care by facilitating informed investment decisions through best-in-class data, research, networking events and professional education.

See You Next Year!

SEPTEMBER 19-21, 2012

22nd Annual NIC Conference

Sheraton Chicago Hotel & Towers
Chicago, IL

WHO SHOULD ATTEND:

C-Level Executives, Vice Presidents, and Managers in the Seniors Housing & Long-Term Care Industry, including:

- Owners, Operators, and Developers of Seniors Housing & Long-Term Care Properties
- Commercial Finance Companies
- Institutional Investors
- Investment Bankers
- Lending Officers for Banks, Savings & Loans and Insurance Companies
- Venture Capitalists
- Other Debt and Equity Financiers
- Mortgage Brokers
- Pension Fund Managers and Advisors
- Real Estate Managers and Advisors
- Securities Analysts and Research Professionals

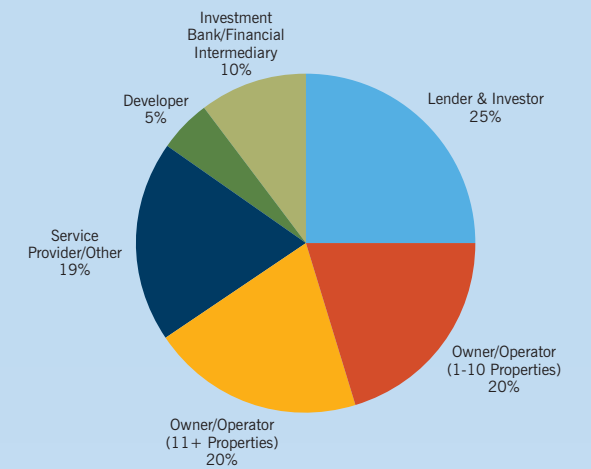
REGISTRATION INCLUDES:

- Access to a dedicated Networking Lounge for your meetings
- Wednesday evening Opening Reception
- Thursday evening "Meet the Investors" Networking Reception
- Two Keynote Presentations and two Special Plenary Sessions
- Numerous informative educational sessions
- Thursday Networking Luncheon
- Continental Breakfast on Thursday and Friday
- Coffee & Networking Breaks Thursday and Friday

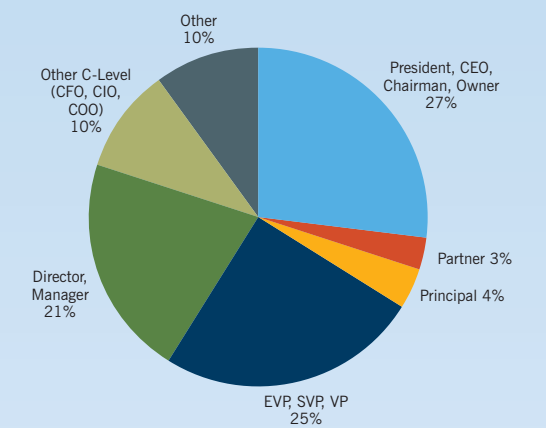
PLUS, THESE EXCELLENT RESOURCES:

- 2011 Seniors Housing & Care Journal
- Highlights of NIC MAP data and analysis
- Attendee Resources web page, including:
 - Speaker Presentations & Bios
 - Message Center to connect with other attendees
 - Attendee Listing
 - *NIC Event Guide to Investors* (An Onsite Guide to Lenders, Investors, and Financial Intermediaries)
- Free CD or MP3 recording of your favorite conference session
- Information from key industry groups and publications representing seniors housing and long-term care, finance, real estate, and healthcare

2010 NIC EVENT ATTENDEES BY CATEGORY



2010 NIC EVENT ATTENDEES BY TITLE



21st Annual Conference Schedule

Tuesday, September 20

7:45 a.m.	-	2:00 p.m.	NIC Future Leaders Council (FLC) Meeting (invitation only)
10:00 a.m.	-	12:00 p.m.	Executive Committee Meeting (invitation only)
12:30 p.m.	-	2:00 p.m.	NIC/ASHA Leadership Luncheon (invitation only)
2:30 p.m.	-	5:00 p.m.	Board of Directors Meeting (invitation only)
4:00 p.m.	-	6:00 p.m.	Registration Open
5:00 p.m.	-	6:45 p.m.	FLC Reception (invitation only)
7:00 p.m.	-	9:00 p.m.	FLC Dinner (invitation only)

Wednesday, September 21

7:00 a.m.	-	8:30 a.m.	NIC Committee and Task Force Meetings (invitation only)
8:00 a.m.	-	7:30 p.m.	Registration Open
8:00 a.m.	-	7:30 p.m.	Networking Lounge Open
8:30 a.m.	-	11:00 a.m.	NIC MAP [®] Market Briefing (pre-registration required)
12:00 p.m.	-	1:30 p.m.	NIC Committee and Task Force Meetings (invitation only)
2:00 p.m.	-	4:00 p.m.	Operator Advisory Board Meeting (invitation only)
2:00 p.m.	-	6:30 p.m.	NIC Cyber Café & Data Center Open
4:00 p.m.	-	5:00 p.m.	Newcomers Reception (invitation only)
5:00 p.m.	-	6:00 p.m.	Board of Directors Reception (invitation only)
6:00 p.m.	-	7:30 p.m.	Opening Reception

Thursday, September 22

7:00 a.m.	-	8:00 a.m.	Continental Breakfast
7:00 a.m.	-	6:30 p.m.	Registration Open
7:00 a.m.	-	6:30 p.m.	Networking Lounge Open
7:00 a.m.	-	6:30 p.m.	NIC Cyber Café & Data Center Open
8:00 a.m.	-	9:15 a.m.	Opening Session with Michael Lewis
9:15 a.m.	-	10:00 a.m.	Coffee & Networking Break
10:00 a.m.	-	11:30 a.m.	Four Concurrent Breakout Sessions
11:30 a.m.	-	1:15 p.m.	Networking Luncheon with Keynote Address by Jim VandeHei
1:30 p.m.	-	3:00 p.m.	Four Concurrent Breakout Sessions
3:00 p.m.	-	3:30 p.m.	Coffee & Networking Break
3:30 p.m.	-	5:00 p.m.	Plenary Session: <i>The Case for Capital Allocation</i>
5:00 p.m.	-	6:30 p.m.	"Meet the Investors" Reception

Friday, September 23

8:00 a.m.	-	9:00 a.m.	Continental Breakfast
8:00 a.m.	-	12:00 p.m.	Registration Open
8:00 a.m.	-	12:00 p.m.	Networking Lounge Open
8:00 a.m.	-	12:00 p.m.	NIC Cyber Café & Data Center Open
9:00 a.m.	-	10:15 a.m.	Plenary Session: <i>Year of the Health Care REIT</i>
10:30 a.m.	-	12:00 p.m.	Three Concurrent Breakout Sessions
		12:00 p.m.	Conference Adjourns

Why You Should Attend

Learn why and when to invest

- Hear how your peers and other experts in the industry allocate capital – what are the opportunities and risks in private pay seniors housing, and how do they compare to those in the fast-growing post-acute care field? Within seniors housing, where are the greatest opportunities?
- As owner/operators emerge from "survival mode," what are the best strategies for attracting capital to position an organization for the future and to fuel a growth strategy? Find out where that money is best put to use: for acquisition, new construction, repositioning, property additions, new systems, and staffing.
- And for those new to seniors housing and care, the conference will help you understand how and why to consider the sector and how it compares to other commercial real estate property types.

Position your organization for the new consumer

- Today's consumers are changing. They have a greater awareness of the options available to them, and they want more value for their money. With the focus on quality of life, you'll benefit from learning what others are doing to meet these evolving demands in order to capitalize on the future.
- You need access to capital. Owner/operators will hear how to gain the competitive edge over others who are vying for that same, limited capital.
- At the same time, understanding health care reform and its impact on the industry is critical. Experts will share the latest so you can make informed decisions based on an understanding of what's happening on Capitol Hill.

Learn and be inspired

- An incomparable lineup of authorities on the financial markets, the national political scene, and the senior care sector.
- Details on allocation strategies to maximize opportunities in this sector.

Network and build relationships

- Unparalleled, onsite business networking and dealmaking.
- Valuable new business relationships and contacts.

Leave with knowledge and insights you can put to use right away

- The latest industry data and actionable market intelligence.
- Insider knowledge shared by the industry's leading experts.

Resources and Networking Opportunities

RESOURCES

Conference Audio Recordings

CDs and MP3s of most breakout and plenary sessions are available for purchase onsite or online after the conference. Get a free recording of your favorite session, courtesy of *Jones Lang LaSalle*.

Event Messaging System *Sponsored by Greystone Servicing Corporation*

View a real-time list of attendees and maximize your networking time at the event by scheduling meetings in advance. Starting in June, all registered attendees who have opted in for the Event Messaging System may view a list of attendees and contact them via a protected email link. The Attendee Listing and Event Messaging System may be accessed by logging-on to the *Attendee Resources* section of www.nic.org/events/conference. You may continue to access the messaging system onsite at the Electronic Message Board, a monitor that will display the names of attendees who have unread messages. *Attendee Listing Sponsored by Health Care REIT, Inc*

Attendee Listing Note: Only attendees registered by August 3, 2011 are guaranteed to be listed in the printed version of the Attendee Listing provided onsite.

Event Guide to Investors *Sponsored by Contemporary Healthcare Capital, LLC*

Interested in connecting with lenders and investors at the conference? The *Event Guide to Investors* — provided in Event Materials Bags onsite, and also available for download on our *Attendee Resources* page — lists onsite contact information for registered lenders, investors, and financial intermediaries who submit information forms to NIC by August 18th.

Speaker Presentations & Bios *Sponsored by Walker & Dunlop*

Attendees may access session PowerPoint presentations and associated speaker biographies in advance of the event by visiting the *Attendee Resources* page. Presentations will be uploaded as they become available, so be sure to check www.nic.org/events/conference for regular updates prior to the conference. Attendees are encouraged to print the presentations for the sessions they plan to attend as printed handouts will not be distributed onsite.

NIC Cyber Café & Data Center *Sponsored by Genesis Rehab Services*

During the 21st Annual Conference, the **NIC Data Center** will be open and available as a resource to NIC conference attendees. Representatives from NIC will be available to answer all of your research and data-related questions, and to provide complimentary demonstrations of the web-based tools and reports available to subscribers through the **NIC MAP Data & Analysis Service**. The new **NIC MAP Portfolios Program** will be showcased.

Special **onsite conference discounts** will be offered for **2Q11 NIC MAP Reports and other NIC Research Publications**. Publications available for purchase will include:

- NIC Investment Guide 2010: Investing in Seniors Housing & Care Properties
- The State of Seniors Housing 2011
- NIC/ASHA Seniors Housing Construction Trends Report

The NIC Cyber Café also features access to email and internet, as well as printers for small print jobs.

NETWORKING OPPORTUNITIES

Networking Receptions

Enhance your networking experience with two evening receptions that provide the opportunity to network with other attendees in a casual environment. The conference will kick off with the Opening Reception (*sponsored by CapitalSource*), on Wednesday, at 6:00 p.m. – 7:30 p.m. On Thursday, join your peers again at the "Meet the Investors" Reception (*sponsored by GE Capital, Healthcare Financial Services & Ventas Healthcare Properties*), 5:00 p.m. – 6:30 p.m. for a chance to meet the industry's top financiers.

Attention Newcomers! If this is your first NIC event, please join us at our Newcomers Reception (*sponsored by Nixon Peabody LLP*) on Wednesday, from 4:00 p.m. – 5:00 p.m., to meet NIC leadership, hear suggestions for how to make the most of the conference, and network with others new to the conference.

Networking Lounge

The Networking Lounge, in the Thurgood Marshall Ballroom on the Mezzanine Level, will be open throughout the conference and features comfortable places to conduct business. (*sponsored by RED CAPITAL GROUP*)

To help you locate people you may not know onsite, meeting points will be designated and clearly marked so you can choose a specific location for your meetings. Visit the *Attendee Resources* section of www.nic.org/events/conference to view a hotel floor plan — with the meeting points identified — prior to setting up your meetings.

NIC THANKS THE SPONSOR OF THIS PROGRAM:



Keynote Speakers

MICHAEL LEWIS (OPENING SESSION)

Thursday 8:00 a.m. - 9:15 a.m.

Sponsored by Oxford Finance LLC & Surface Logic LLC



Opening the conference will be journalist and best-selling author **Michael Lewis** who, in a lively question and answer format led by GE Capital Healthcare Financial Services President and CEO **Darren Alcus**, will speak candidly about what led to the sub-prime and worldwide credit crisis and what should be done to avoid another collapse.

Lewis, whose current work examines the financial crises in Iceland, Greece, and Ireland for *Vanity Fair* and will be the focus of his next book, *Boomerang: Travels in the New Third World*, will be asked for insights into the health of the U.S. economy today, how it compares globally, what led to its uncertainty, and what's in store for the future.

A shrewd observer of politics, finance, and the American scene, Lewis combines keen insight with his signature wit, making him one of today's leading social commentators. A renowned best-selling author, Lewis is also a regular contributor to *The New York Times Magazine*, *Slate*, and *Bloomberg*.

Lewis' most recent book, *The Big Short: Inside the Doomsday Machine* (2010), is a darkly humorous account of how the event that was considered impossible—the free fall of the American economy—finally occurred. He proves that truth really is stranger than fiction with a razor-sharp analysis of the heroes and villains that drove America's economy overboard. Lewis first made a name for himself in 1989 with the chart-topping *Liar's Poker: Rising Through the Wreckage of Wall Street*, an inside look at his career as a bond trader. *Liar's Poker* spent 62 weeks on *The New York Times* Best-Seller List and remains one of the signature books of the 1980s. He also wrote *Moneyball: The Art of Winning an Unfair Game* (2003) and *The Blind Side: Evolution of a Game* (2006).

A native of New Orleans, Lewis graduated from Princeton University with a degree in art history and earned a master's at The London School of Economics. Prior to his career as an author, he worked with The Salomon Brothers on Wall Street and in London.

During the Opening Session, a representative from GE Capital, Healthcare Financial Services will present the **2011 GE Seniors Housing & Care Journal Awards**.

JIM VANDEHEI (NETWORKING LUNCHEON)

What Really Happened in Washington in 2011 and What Should You Expect in 2012?

Thursday 11:30 a.m. - 1:15 p.m.

Luncheon Sponsored by HealthTrust, LLC | Keynote Address Sponsored by CS Capital Advisors and Valuation & Information Group



As another presidential election season begins to heat up, the NIC Conference in Washington D.C. will be the place to talk Medicare and Medicaid, health care reform Part II, the CLASS Act and more as each party begins to present its case for tackling the deficit and the Republican candidates position themselves to challenge President Obama in 2012. Joining us will be **Jim VandeHei**, executive editor of *POLITICO*, who will offer an up-to-the-minute point of view on how the political scene is shaping up and how topics of importance to the seniors housing and care industry might shake out and play a role in the election.

VandeHei co-founded the nonpartisan *POLITICO* in 2007. Considered a must read by those inside the Beltway, *POLITICO* is a leading news organization reaching the White House, Capitol Hill, prominent businesses and millions of people consuming political news on a daily basis. VandeHei's team of dedicated journalists is known for ahead-of-the-curve reporting and an insider's understanding of what's going on in Washington.

Starting his career in political journalism, VandeHei has written for *Roll Call*, *The Wall Street Journal*, and *The Washington Post*. He is a regular political analyst for MSNBC's "Morning Joe," as well as a frequent guest on several cable and network television programs. Additionally, he co-moderated two presidential debates (MSNBC and CNN) during the 2008 campaign. *Vanity Fair* recently named VandeHei among the 100 most powerful Information Age thinkers for helping create the "model for the new media success story."

Plenary Sessions

The Case for Capital Allocation

Thursday 3:30 p.m. - 5:00 p.m.

The seniors housing and care market value is at \$260 billion dollars and growing. During the last five years investment returns for the sector have outperformed other commercial real estate property investments. It's a compelling case for allocation of capital. Yet, competition with other property types remains intense. A panel of seasoned professionals is ready to hit this topic head on.

Led by **David Roth**, Managing Director, Blackstone Real Estate Advisors, the panel will include **Ted Bigman**, Managing Director, Morgan Stanley Investment Management, who brings an outsiders perspective as one who invests across all property types; **Noah Levy**, Managing Director, Prudential Real Estate Investors, who will address the private-pay seniors housing perspective; and **Richard K. Matros**, Chairman & CEO, Sabra Health Care REIT, Inc. and former Chief Executive Officer of Sun Health Care, for the REIT and skilled nursing angle.

Together, they'll address the reasons for allocating capital to the seniors housing and care sector. What do potential investors really look for, when is seniors housing the right choice and what are the risks?

Opportunities exist – in private pay seniors housing with its strong market fundamentals and the growing number of quality operators and in skilled nursing with health care market reform and a focus on finding the lowest cost high quality setting for transitional or post-acute care. How do you take advantage of these opportunities? Thursday's session will answer this question and much more.

Year of the Health Care REIT

Friday 9:00 a.m. - 10:15 a.m.

In a session that will get Friday off to an eye-opening start, leaders of the three largest healthcare REITs who collectively handled over \$20 billion in deals this year will partake in a candid conversation that will not only reveal information about the transactions and the overall market place but how each REIT views their relative competitive advantage.

George Chapman, Chairman, CEO & President, Health Care REIT, Inc., **James (Jay) F. Flaherty, III**, Chairman & CEO, HCP, Inc. and **Raymond J. Lewis**, President, Ventas, Inc. will share insights with moderator **Mike Kirby**, Chairman, Director of Research, Green Street Advisors. The session will cover how they view the various healthcare related asset classes with a focus on senior housing and post-acute/skilled nursing, a look at their major deals from 2011 and what opportunities they see in the coming year.

Several of the transactions completed were done utilizing the RIDEA structure. What were the factors considered in electing to utilize RIDEA for some transactions and not others? How did using RIDEA impact their view on valuations? What makes an ideal RIDEA partner and how does one best align interests among the REIT and its operating partner? How important is asset, tenant or geographic diversification? And having completed several multi-billion dollar plus transactions, are the "smaller" deals of lesser interest?

The session will take attendees beyond the basics and into each company's leadership style and brand. How does each define their approach and why does it work? What is the perceived added value for the operator?

With all three REITs now included in the S&P 500, healthcare real estate has become an important category within commercial real estate. Don't miss this unique opportunity to hear REIT leaders share how they got to where they are today and their strategies for going forward.



Thursday AM Breakout Sessions

10:00 A.M. - 11:30 A.M.

Medicare & Post-Acute Care: Dynamic Changes on the Horizon

This session will deliver the latest on Medicare payment policy changes affecting the fiscal health of the center-based, post-acute care sector. Presenters will address topics including the CMS reimbursement policy changes effective October 1, 2011, SNF Medicare rates for Fiscal Year 2012 and implications of pending policy changes measuring re-hospitalization and value-based purchasing methodologies. Attendees will also hear the latest data on revenue and utilization trends for post-acute care, trends in care delivery coordination, the unified post-acute assessment tool and the implications of pilot programs for post-acute bundling.

The Changing Seniors Housing Customer

Older Americans are living more active, health-conscious lifestyles. Research indicates that lifestyle is becoming increasingly important to seniors as they evaluate independent and assisted living options. What services, amenities and activities will future senior living residents and their families expect? How important will these factors be to attract seniors to independent living and assisted living communities?

This session will explore the results of recent research including the ASHA Next Generation Survey and the implications for marketing and development of IL and AL communities in order to respond to the changing needs and desires of the seniors housing customer. Three seniors housing operator/developers will share their perspectives on how our communities and operations might evolve to meet the changing needs and desires of our future residents.

Alignment of Interests in a Year of “Big Deals”: The Marriage of Capital & Operations

Successful relationships depend upon a solid alignment of interests. Learn how significant 2011 deals, Health Care REIT's RIDEA joint venture with Silverado, and CNL's acquisition of a large portfolio of Sunrise-managed assets, came together by building relationships that sought to balance goals of both parties to ensure a win-win outcome. Representatives will discuss how the deals came together and which key negotiation points led to a solid alignment. Attendees will gain a better understanding of where relationship-based investing works well and where it doesn't; when equity and operators want out; and what operators should look for in a capital partner.

Going Green: The Next Frontier of NOI Growth

Learn the “why” and “how” of going green in seniors housing. This session features case studies – ranging from single property value-add projects to portfolio-wide energy related initiatives – to illustrate the cost savings and brand building benefits that lead to valuation. Learn how the first LEED certified seniors housing project was developed and the impact of its green features on the bottom line. Gain investor, operator and lender perspectives on all things green in seniors housing. Leave with practical information about how to differentiate yourself from the competition, what value consumers see in this approach and where to find resources and information regarding financial incentives.

Thursday PM Breakout Sessions

1:30 P.M. - 3:00 P.M.

Medicaid: How Will This Tattered Safety Net Evolve?

For a realistic assessment of Medicaid – its strengths and weaknesses – this session features a panel of experts with hands-on examples of how some states are altering their programs to offer services while exercising fiscal constraint. Topics include strategies for meeting long-term living services, rebalancing initiatives and related policy, fiscal and political factors, how these changes affect the provision of long-term care services, and what the provider-level impact of these changes is, including mitigation strategies.

Sales and Marketing Benchmarks

What tools are industry leaders and innovators using to capture key metrics for use in sales and marketing? Can insights gained from social media tools such as Twitter and Facebook play a role? What about measuring declines? In this session, focused exclusively on independent and assisted living, the panel will address these questions and more, including how to use metrics such as sales source volume/lead generation, sales conversion ratios and ROI analysis. Expect to learn what others are doing as results from a survey of leading operators will be shared.

Debt Capital - Who Has it, What Does it Look Like and How Do I Get Access to it?

Providers of debt capital will share insights on: Is the commercial bank market finally heating up? How accessible is bank capital for acquisitions and new construction? If higher leverage financing is required, what alternatives to bank capital exist today? Additionally, with the seniors housing and care market outperforming other real estate classes, is the re-emerging CMBS market available to seniors housing? The panel will also address how to access financing for the acquisition and growth of ancillary service businesses, where Fannie, Freddie and HUD are on the permanent financing landscape and what the next 12-24 months will likely bring with regard to agency reform.

What Drives Valuations in Today's Market?

Many industry participants wonder why certain transactions warrant more aggressive pricing. A bifurcation of senior living property transactions seems to have taken hold, dividing a top tier of aggressively priced portfolios and properties from the pack. A panel of highly active acquisition professionals and industry experts will shed light on the key decision factors when determining valuation for their firms. Specific focus will be given to 2011 transactions, leaving attendees with a better understanding of: What are the current trends in valuation? What are the key valuation drivers for recently closed and announced transactions? What differentiates the 7% and 9% cap rate deals?

Friday AM Breakout Sessions

10:30 A.M. - 12:00 P.M.

Advanced Underwriting: Looking Deeper into the Risks and Rewards of Skilled Nursing Finance

When it comes to investing and lending in a complicated asset class such as long-term care, many factors come into play. The better you understand these variables and how they affect cash flows and valuations, the more effective you become at making the right decisions. Using a case study approach, this panel will evaluate a financing event, digging into factors that create risk. Attendees will learn why capital providers look at certain factors and how they price and structure a transaction to mitigate risk and yield an acceptable return.

Complementary Ancillary Services & Other Revenue Drivers: How Do They Integrate with Seniors Housing & Care?

With older adults looking for more options, such as home health care, pharmacy, rehab or hospice, offering these revenue-producing services could be an attractive opportunity. A panel of operators will answer questions about what to look for and what to avoid, when to bring in an outside vendor, how to approach payment bundling and what to know about staff communications among the organizations. The proper integration of services can benefit both the operator and its customers, but only when the right decisions are made up front.

Preparing a Privately Held Enterprise for a Financing, Sale or Merger Transaction

Current market conditions and the increase in deal activity have many privately held operating companies and real estate owners considering financing, capital markets or merger transactions. This session, aimed at small to mid-sized owner/operators, will examine critical steps to be considered in anticipation of discussions regarding a financing, sale or merger transaction. Topics will include corporate organization and structure, preparation and presentation of historical financial data and projections of future performance, accounting and tax issues, and maximizing the ability to finance or marketability of the enterprise.

NIC Leadership

BOARD MEMBERS

- Dan Biron, SVP - Group Head of Healthcare Finance, Walker & Dunlop
- Tim Fox, Executive Vice President, Planning/Acquisitions, Senior Resource Group
- George Hager, Chief Executive Officer, Genesis HealthCare Corporation (*Board Treasurer*)
- Gray Hampton, Managing Director, Bank of America Merrill Lynch
- Charles J. Herman, Executive Vice President & Chief Investment Officer, Health Care REIT, Inc.
- Mitchell Kiffe, Senior Managing Director, CB Richard Ellis
- Bob Kramer, President, NIC
- Ray Lewis, President, Ventas Healthcare Properties
- Beth Mace, Director, AEW Capital Management, L.P.
- Angela Mago, Sr. Vice President & National Manager, KeyBank Real Estate Capital- Healthcare Group
- Kevin McMeen, President-Real Estate, MidCap Financial (*Board Chair*)
- John Moore, CEO, Atria Senior Living Group
- Bradley Razook, Managing Director, CS Capital Advisors (*Board Secretary*)
- Randy Richardson, President, Vi (*Board Vice Chair*)
- W.E. (Bill) Sheriff, CEO, Brookdale Senior Living
- Loren Shook, Chairman of the Board, President/CEO, Silverado Senior Living
- David Watkins, Senior Vice President, Heitman LLC
- Arnold Whitman, CEO & Co-Chairman, Formation Capital, LLC

OPERATOR ADVISORY BOARD MEMBERS

- Robert Bateman, Executive V.P. & CFO, Emeritus Senior Living
- Timothy Buchanan, CEO, Legend Senior Living
- John Cochrane, President & CEO, be.group
- Larry Cohen, Chief Executive Officer, Capital Senior Living Corp.
- David Ford, Vice Chairman, AegisLiving
- Mark Fulchino, President & CEO, Fundamental
- Chip Gabriel, President, Generations LLC
- Paul Hubbard, Co-CEO, Plum Healthcare Group
- Ed Kenny, President and CEO, Life Care Services
- Mary Leary, President and CEO, Mather LifeWays
- Judy Marczewski, CFO, One Eighty
- Joseph McCarron, President, Capital Care Associates
- Pat Mulloy, President/CEO, SeniorCare Communities (*Board Vice Chair*)
- Ryan Novaczyk, Chief Financial Officer, New Perspective Senior Living
- Margaret Scott, Chief Investment Officer, Belmont Village Senior Living
- Kenneth Segarnick, Chief Corporate Officer, Brandywine Senior Living
- Loren Shook, Chairman of the Board, President/CEO, Silverado Senior Living (*Board Chair*)
- John Taylor, President & CEO, StoneGate Senior Living, LLC

General Information

REGISTRATION INFORMATION

	Early Bird (By Aug. 3 rd)	Standard Rate (After Aug. 3 rd)
General Rate	\$1,950	\$2,250
Operator Rate*	\$1,500	\$1,650

DISCOUNTS

Online Conference Registration Discount

Register Online at www.nic.org/events/conference/registration.aspx to save \$50 off your total registration fee.

Operator-Only Multiple Registration Discount

NIC offers a discount to operators registering three or more people from the same company. Please submit all registrations simultaneously to receive the following group discounts:

- 3-5 people = \$100 off each registration
- 6-10 people = \$150 off each registration
- 11+ people = \$200 off each registration

* Operator rates are subject to verification and only offered to companies whose current, PRIMARY business function is the active and direct day-to-day running of senior living facilities. Examples of parties who do not meet this criteria include developers, passive investors (such as a REIT or an equity fund), passive owners, asset managers, consultants, and service or product providers to operators or owners.

Conference Sponsor Discount

NIC offers a \$50 discount to attendees from a sponsor company. To receive the discount, register as a sponsor and use the code provided to your company.

HOTEL RESERVATIONS

Marriott Wardman Park | 2660 Woodley Road NW | Washington, D.C. 20008



NIC has negotiated a single occupancy room rate of \$299/night. Attendees of the 21st Annual NIC Conference must register for the conference prior to booking a hotel room. All of the information you will need to book a room in the NIC room block is included in the "Hotel Reservations" section of your registration confirmation email.



The NIC Room Block often sells out early, so make your hotel reservations as soon as you register. In the event the block does sell out, information about overflow accommodations will be posted online at www.nic.org/events.

Please note: The hotel reserves the right to cancel rooms of non-registered guests. Hotel provides guest information to NIC for verification. All reservations cancelled within 7 days of arrival will be charged for one room night. Only one room per registered attendee is permitted.

QUESTIONS?

Contact Debbie Cohen at Registrar@nic.org or call (410) 267-0504.

Register Early to Save!
Rates increase after August 3rd.

Access to the Conference

Access to NIC meeting space is limited to registered attendees only. Badge checkpoints are placed throughout the space to enhance the networking experience of registered attendees. Please wear your conference badge at all times to ensure access to meeting rooms, the Networking Lounge and receptions.

Americans with Disabilities Act

NIC will work with attendees to provide accommodations for those who require special assistance. Please indicate in your registration that accommodations are required, or contact the NIC Registrar at Registrar@nic.org.

Kosher Accommodations

NIC will provide accommodations for kosher meals during breakfasts, lunch, and receptions. Please be sure to indicate at registration that you will require kosher meals as they must be ordered in advance.

A room will also be provided for Minyan, Wednesday, September 21 through Friday, September 23. Please check the final onsite program for the room location.

REGISTRATION CANCELLATION & SUBSTITUTION POLICY:

Cancellations must be submitted by fax or email to (410) 268-4620 or Registrar@nic.org. Requests received by August 3, 2011 will receive a full refund less a \$250 non-refundable processing fee. Registrations cancelled after August 3, 2011 are non-refundable and may not be transferred to a future NIC event.

Substitutions are permitted within the same company and professional category without penalty. Substitution requests must be submitted in writing to the NIC Registrar at Registrar@nic.org by September 7, 2011. Substitutions after September 7, 2011 must be made onsite. A full registration form for the substitute attendee must be completed to process the registration.



National Investment Center
For the Seniors Housing & Care Industry

1997 Annapolis Exchange Parkway, Suite 110
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*Thursday Morning Coffee &
Networking Break*

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NIC Event Guide to Investors

CS Capital Advisors
Keynote Speaker: Jim VandeHei

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National Health Investors
*Operator Advisory Board Meeting
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Nixon Peabody LLP
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