

If you attend one event this year,  
**make sure it's THIS ONE!**  
— so much is at stake

6th Annual Summit on



# EMERGENCY & Disaster Planning

## for Colleges, Universities, and K-12 Schools

Tuesday, October 6<sup>th</sup> & Wednesday, October 7<sup>th</sup>, 2009 | Ramada Plaza Toronto | Toronto, ON

IMS Standards | Integrated EM Approaches | Evacuation Strategies | Risk Audit Solutions  
Preventing Gang Activity | Contagious Disease Outbreak Solutions

### Hear from these leaders:



Barbara Mackey  
*School Infectious Disease Response Nurse*  
State of Massachusetts



William Byrd  
*Safe Schools Administrator*  
Toronto District School Board



Gerald Robert Harkins  
*Associate Vice President, Security*  
University of Texas at Austin



Scott Phelps  
*Associate Professor of  
Emergency Management*  
Southern Connecticut State University



Adrian Smith  
*Director of Student Services*  
Eastern School District, PE

Supported by:



### Take away **12** practical solutions to deliver on:

- 1 **Pandemic and Contagious Disease Outbreaks:** Practical response solutions
- 2 **New Emergency Management Standards:** Get the latest information on CSA Z1600
- 3 **School Shootings:** How to fight back
- 4 **Lockdown Drills:** Large scale drills that work
- 5 **Threat Assessments:** Best practices in mitigating threats
- 6 **Legal Liability:** Your risks and obligations
- 7 **Gang Activity:** Respond to the challenges
- 8 **Police in Schools:** Lowering crime and raising grades
- 9 **Rethinking the Internet:** New ideas and strategies
- 10 **Mass Notification:** Integration case study
- 11 **Emergency Manager Role:** Increase your visibility & influence
- 12 **Crises Communication:** How to respond appropriately

### Source solutions from these **9** leaders:

- 1 Canadian Standards Association
- 2 University of Windsor
- 3 McMaster University
- 4 University of Texas at Austin
- 5 Toronto District School Board
- 6 Eastern District School Board, PE
- 7 Ontario Gang Investigators Association
- 8 Massachusetts School Board
- 9 Southern Connecticut State University

To register call: 1-866-298-9343 • E-mail: [registrations@strategyinstitute.com](mailto:registrations@strategyinstitute.com)



# The safety of thousands of students is in your hands.

With their lives and the continued educational operations at stake, you can't afford to be unprepared.

As the recent H1N1 flu outbreak has shown, tragedies and critical incidents can strike at any time, and never as you expected.

This high-level summit will arm you with the LATEST information and strategies you need to know to meet your biggest challenges, regardless of the situation. Register today!

## Source solutions from these 9 leaders:

- |                                  |  |
|----------------------------------|--|
| 1 Canadian Standards Association | 5 Toronto District School Board          |
| 2 University of Windsor          | 6 Eastern District School Board, PE      |
| 3 McMaster University            | 7 Ontario Gang Investigators Association |
| 4 University of Texas at Austin  | 8 Massachusetts School Board             |
|                                  | 9 Southern Connecticut State University  |

### Take away

## 12 practical solutions to deliver on:

- 1 **Pandemic and Contagious Disease Outbreaks:** Practical response solutions
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**This is your most valuable networking opportunity, with unparalleled access to the experts – and your industry peers – that are driving the future of emergency management.**

If you are involved in any aspect of school safety, you can't afford to miss this unique forum. Take advantage of this exciting opportunity to network and explore new ideas and successful initiatives presented by experts with hands-on experience. You will take away the latest strategies to tackle YOUR challenges with real life case studies!

**Bring your team and benefit from special pricing: Develop strategies to build a successful cost-effective development plan**

Ensure all members of your organization understand the latest developments in biologics by sending your team to this conference. Take this opportunity to develop a shared vision with them. Send your entire team and increase the potential success of your next challenge!

Strategy Institute's **Emergency and Disaster Planning for Colleges, Universities, and K-12 Schools** is our 6th in a series of annual events designed to improve the safety of Canadian schools and universities by bringing together key knowledge leaders from the US and Canada. This prestigious summit provides an exceptional learning opportunity for school safety stakeholders to come together and share challenges and successes and to exchange best practices and insights that will bring a clearer vision of how they can improve school safety for all Canadian students.

## Workshops

- **Using the Internet as an effective tool to monitor and prevent school violence.**
- **Conflict management: Defusing volatile situations with students and parents to prevent tragic events.**

**Register today** – space is limited and sure to sell out

Don't miss your chance to participate in these critical discussions and to network with the leaders in this rapidly growing field. Register for our limited spaces by calling **1-866-298-9343** or emailing [registrations@strategyinstitute.com](mailto:registrations@strategyinstitute.com) today.

Attend this high-level educational summit specifically designed for the following:

## Colleges and Universities

Campus Security Directors and Managers, Business Continuity Officers, Contingency Planning Directors and Managers, Environmental Health and Safety Managers, Deans, Provosts, Student Affairs Managers

- **New emergency management standards:** Gain valuable insight into the new CSA Z1600 standards
- **Emergency managers role:** Strategies to increase your visibility and influence
- **Mass notification:** Using notification systems with mass integration
- **Threat assessments:** Improve your ability to view and prepare for threats

## Police Services, Emergency Medical Services, Fire and Hazmat Services

Police School Liaison and Community Mobilization Officers, School Resource Officers, Firefighters, Paramedics

- **Stay current on the latest strategies:** Hear the latest developments and strategies from public institutions
- **Network with industry stakeholders:** Share insight on public safety
- **Form relationships:** Network with, and learn from, school administrators and responders

## K-12 Schools – Public and Private

Principals, Vice Principals, School Safety Officers, School Boards, Facilities and Operations Managers, Environmental Health and Safety Managers, School Superintendents, School Trustees

- **Pandemic and infectious disease preparations:** A case study on responding to staph deaths & its implication for other contagious diseases
- **School shootings:** Best practices in responding to, and coming back from, a tragedy
- **Working with police:** Stronger police presence in schools is lowering violence in many jurisdictions
- **Reduce gang activity:** Solutions for identifying and mitigating gang activities in schools

## Consultants, Industry Suppliers and Service Providers

Business Development Officers, Sales and Account Managers

- **Network with key decision-makers and win business:** Identify new opportunities and stay on top of industry trends
- **Form alliances:** Generate new sales and collaborate with industry stakeholders
- **Network with key players:** Build relationships with those stakeholders critical to the success of your business
- **Get your message out:** Ensure the key stakeholders understand your industry solutions

## What Last Year's Delegates had to Say

"It has opened my eyes regarding safety (any kind) in my schools. It is not just fire . . . or bus evacuation anymore"

Sylvia Richard, *Vice-Principal, High School, Cross Lake Education*

"Great speakers. Enormous amount of very important and practical information."

Director of Security, *Laurentian University*

"The conference was well organized; attracted a range of attendees from different institutions in the country and a slate of speakers. A two-day investment was time well spent"

Allan Hoyle, *Principal, York Region District School Board*

## Sponsorship/Exhibit Packages Available

By sponsoring this one of a kind event, you can showcase your company as an industry LEADER. Ensure your presence is known – be visible at this premier event! Select sponsorship packages are still available – to learn more, contact **Bill Lem** at **1-866-298-9343 ext. 250**.

**Strategy Institute** is proud to be a facilitator of information sharing for the public service sector for over 10 years. We strive to strengthen the foundation of Canada's education system through annual conferences such as "Preventing Violence in Schools," "Legal Liability for Senior Educators," "Emergency and Disaster Planning for Colleges, Universities, and K-12 Schools," and many more. Our higher purpose is to provide educators, school safety and security officers, and emergency planners with the knowledge and tools they need to ensure a higher standard of life for all students.

October 6<sup>th</sup>, 2009

# DAY 1

7:30 AM Registration and Continental Breakfast

8:15 AM Opening Comments from the Chair



Virginia Jones  
Senior Associate, STANTON Associates, Consultants in Training & Media, Ontario Association of Emergency Managers (OAEM)

## 8:30 AM **Important Standards Update: CSA Z1600** **New standards for emergency managers; what it means for your emergency management plan**

In collaboration with Public Safety Canada, the Canadian Standards Association has created a new voluntary Canadian standard on Emergency Management & Business Continuity Programs, Z1600. Recent large-scale events have demonstrated the need for such a standard.

- Learn why new standards are being developed
- Hear what you can expect in the near and long term regarding Z1600
- Prepare your school to comply with this new Canadian standard

*Stay on top of the latest developments in emergency management standards.*

Ron Meyers,  
Project Manager, Occupational Health & Safety Program,  
Canadian Standards Association

William F. MacKay  
MacKay Emergency Management Consulting Inc.

## 9:15 AM **Infectious Disease Case Study: Massachusetts School Board** **New strategies for implementing a strategic plan for managing an infectious disease outbreak to save lives**

As the recent H1N1 global flu outbreak has demonstrated, a contagious disease is still one of the most likely emergencies schools and universities will have to confront. Compounding the challenges emergency workers face are difficulties collaborating with students, nurses, administrators, and of course, parents. Hear how proactive planning within the State of Massachusetts has handled this situation.

- Understand the role of school medical staff and public health
- Formulate ideal reporting strategies to epidemiologists in the region
- Collaborate with parents and students to ensure limited exposure

*Hear about how you can implement the success of the Massachusetts model at your school.*



Barbara Mackey,  
School Infectious Disease Response Nurse,  
State Of Massachusetts

10:00 AM Networking Break

Interact with conference speakers and fellow attendees.

10:30 AM **School Shooters: New Original Research**

## **New research into understanding how and why school shooters act, and how the media frames them**

After several years of studying school shootings, what do we really know? They continue to occur, and the media continues to portray them, sometimes to sensational ends.

- Review the research into Columbine and other schools shootings, and the lessons that emerged
- Explore how the media frames school shootings, and what you need to be aware of
- Understand how best to apply this original research in your role

*Hear how you should respond to the latest research into school shootings.*

Glenn W. Muschert, PhD,  
Associate Professor, Department of Sociology and Gerontology  
Miami University (Speaker presenting remotely)

## 11:15 AM **Get the facts on your legal obligations during a contagious disease outbreak: What it means for staff and students**

The H1N1 outbreak has so far infected over 11,000 people, killing 86, and has spread throughout the world. New infections continue to occur. The legal implications when dealing with a contagious disease outbreak are many, and are of concern for all school boards and universities.

- What are you required to do when you know a student or staff member has become sick with H1N1?
- What rights do students and staff have if a school has confirmed cases of H1N1?
- What are your obligations with respect to examinations, assignments, and normal school functions?

*Break through the confusion, and get the answers to your legal obligations for an H1N1 outbreak*



Eric Roher,  
Partner,  
Borden Ladner Gervais, LLP

12:00 PM Networking Luncheon

Join the conference speakers and your peers for a relaxing luncheon.

## 1:15 PM **Lockdown Case Study: Eastern School District, PE** **Delivering a better lockdown: Lessons from Eastern School District (ESD), PE**

Lockdowns, real and staged, are becoming a common occurrence in Canada. They are important and essential elements for keeping students safe in the event of an intruder or other disaster event.

- See how ESD implemented a district lockdown model and how successes were measured
- Hear how ESD planned and executed a large interagency lockdown
- Learn how ESD addressed negative feedback from parents
- Discuss the logical next steps

*Take away the strategies and successes learned from ESD.*



Adrian Smith,  
Director of Student Services,  
Eastern School District, PE

2:00 PM **Case Study: Large College Lockdown**  
**Best practices in preparing for and executing lockdowns at colleges and universities**

On February 8, 2008, Sheridan College's Trafalgar Campus went into a full-scale lockdown when faculty and students suspected a person carrying a gun was walking on campus. Fortunately, Sheridan was prepared for just such an event.

- Learn why Sheridan was prepared
- Understand how the event was managed
- Analyze the success of Sheridan's mass notification system
- Discover how your school can learn from Sheridan's experience

*Emulate the success of Sheridan College at your institution.*

Kathryn Karcz,  
Coordinator Investigations Program,  
Sheridan College

2:45 PM Networking Break  
Interact with conference speakers and fellow attendees.

3:00 PM **Building student relationships and using the Internet as a tool to prevent tragic incidents in universities and schools**

The current model for educators is to forbid online discussions between students and teachers, citing liability as an issue. However, this may not be the most effective way of stemming violence in schools, or preventing tragedies from occurring. Hear how those on the front lines are connecting with students and making a difference.

- See how Internet mentoring, and on site interaction with students, has prevented serious tragedies
- Understand why using technology is essential to reaching students
- Learn how to create opportunities for educators and your community to take a proactive stance

*Gain insight into how embracing technology is preventing violence in schools.*



Scott Mills,  
Constable,  
Toronto Police Services



Eric Jacksch, VP,  
National Capital  
Area Crime Stoppers



Dave Bradley,  
Hall Monitor,  
Earl Haig Secondary School Toronto



3:45 PM **Exclusive Interactive Incident Command System Session**

**Audience feedback, brainstorming and group discussion: What are the challenges schools and universities face and how do we overcome them?**

The perspectives and experiences of individual delegates will be brought together for this exclusive exchange on strategies that have worked, and some that haven't. Conference delegates will focus on two questions:

1. How do you manage your Incident Command System?
2. How are you preparing for the future?

One person from each table will be nominated to share their findings from their table group. A moderated exchange will highlight your challenges and present practical solutions from your peers.

*Learn valuable insight from your peers in this unique interactive session.*

4:30 PM Conference Adjourns to Day Two

# DAY 2

October 7<sup>th</sup>, 2009

7:30 AM Registration and Continental Breakfast

8:15 AM Opening Comments from the Chair



Virginia Jones  
Senior Associate, STANTON Associates, Consultants in Training and  
Media, Ontario Association of Emergency Managers (OAEM)

8:30 AM **Revisiting emergency managers' roles to increase visibility and relevance to administrators**

It is a common concern among emergency managers that senior administrators fail to understand the importance of emergency managers to the university, until an emergency occurs. Demonstrating the value of emergency managers in the day-to-day concerns of the university can increase your exposure, and justify a greater portion of the financing.

- Determine how to increase your visibility through everyday problem solving, and be a better problem solver
- Understand how and why you need to highlight your leadership to senior management
- Analyze how to be more involved in the university's day-to-day operations

*Learn how you can increase your visibility on campus, and increase your relevance to administrators.*



Scot Phelps,  
Associate Professor of Emergency Management,  
Southern Connecticut State University

## 9:15 AM **Case Study: Toronto District School Board** **Police presence in schools as a tool for mitigating violence and improving academics in your school**

There is increasing evidence that increased police presence at schools and universities has lowered crime rates and improved academic success. From Toronto to Vanderbilt University, schools and universities are seeing results.

- Analyze why crime and violence is down
- Understand how police are connecting with students
- Hear why a police presence and early detection can produce positive results

*Learn how you can lower crime and improve academics in your school.*



William Byrd,  
Safe Schools Administrator,  
Toronto District School Board

10:00 AM Networking Break  
Interact with conference speakers and fellow attendees.

## 10:30 AM **Case Study: University of Texas at Austin** **Proactive threat assessments to properly manage risk and save lives**

Any good contingency plan will start with a thorough risk assessment of all potential hazards. However, because not all hazards are known, and new threats continue to emerge, a thorough proactive strategy to risk analysis is essential.

- Understand from where your potential threats can arise
- Determine which threats pose the greatest dangers to students and faculty
- Develop a plan to manage students with special health needs

*Determine how best to implement a risk assessment strategy at your school or university.*



Gerald Robert Harkins,  
Associate Vice-President, Security,  
University of Texas at Austin



## 11:15 AM **Strategies for responding to gangs to control and limit violence in universities and schools**

Gang activity, often considered an issue for only urban areas, now, increasingly extends into rural communities, and university campuses. Identifying and eliminating gang activity is difficult, but it must be addressed to avoid large-scale tragedies.

- Identify the difficulties of policing against gangs
- What approaches can and should be implemented when responding to gangs
- Determine how you can safely act to prevent gang activity in and around your school

*Hear the latest response strategies for dealing with gang activity in schools.*

Craig Peddle,  
Past President,  
Ontario Gang Investigators Association (ONGIA)

12:00 PM Networking Luncheon  
Join the conference speakers and your peers for a relaxing luncheon.

## 1:30 PM **Case Study: McMaster University** **Responding to a major on-campus dormitory fire: Housing students and ensuring minimal disruption of classes**

In October 2008 arson in McMaster's Brandon Hall residence led to the evacuation of 580 students. While many students were able to find immediate housing with friends and family for a few days, the university in partnership with the Red Cross temporarily housed some students at the evacuation centre in the on campus athletic complex. The long term situation required much more planning to find permanent residence for a period of months.

- Analyze the lessons learned, and how you can improve your emergency fire plans
- Understand how the university housed and worked with the students
- Hear how the university worked with local emergency management teams for the investigation

*Gain insight into how you can overcome a major campus or building fire.*

Karen Belaire,  
Vice President, Administration,  
McMaster University



## POST-CONFERENCE WORKSHOPS

October 8th, 2009

### 2:15 PM **University crisis planning: Taking control of the communications message during and after an event to preserve your reputation**

Handling media attention will be a critical part of managing an emergency event. It is imperative that you are prepared to act quickly and have an integrated multidisciplinary team to handle heightened traditional and digital media attention.

- Anticipate crisis scenarios and prepare materials
- Create an action plan for communicating with media and other stakeholders to deliver your message
- Use simulations to test your crisis team and identify areas of improvement
- Monitor online and mainstream media to identify issues and track a crisis in progress

*Learn how to be more media savvy, respond quickly and control the message.*



Jane Shapiro,  
Senior Vice-President,  
**Hill and Knowlton Canada**

### 3:00 PM Networking Break

Interact with conference speakers and fellow attendees.

### 3:30 PM **Deploying technology to broadcast campus emergencies:**

Emergency Broadcast Alert Systems provide educational campus communicators more flexibility and control when broadcasting in crises or emergency situations. Come and learn how digital signage networks are:

- Programming and structuring support for a variety of alert levels, including zoned notices, campus-related emergencies, weather alerts, and other crisis-management
- Being integrated into existing emergency and crisis management systems
- Managing to prevent crises from escalating

*Understand how deploying the right technology can enhance the life-saving capability at your campus.*

Chuck Gose,

Director, Business Development, Corporate Communications and Education,  
**The MediaTile Company**

### 4:15 PM **After the event: How to pick up the post trauma pieces and rebuild a positive school climate**

Dealing effectively with the emotional component of a catastrophic event is an essential part of any emergency management plan. There are many concerns to consider as you try to put the pieces back together.

- Examine the variables you will encounter
- Recognize who needs the most help
- Understand the dynamics of the post-crises healing environment

*Learn how to deal effectively with the post trauma emergencies.*

5:00 PM Conference Adjourns

**Workshop A:** 9:00 AM to 12:00 PM

### **A hands on, in-depth session on using the Internet as an effective tool to monitor and prevent school violence**

If kids are "always on," does it make sense for educators to do likewise? This is an important question, because most violent acts by students were first revealed online. If educators are able to monitor their students' public selves, and are available to act as online mentors, then some school tragedies may have a better chance of being prevented. This in-depth workshop will help you:

- Understand why using technology is essential to reaching students
- To determine how Internet mentoring can prevent tragedies
- Create opportunities for educators to take a proactive stance

*Learn how embracing technology is preventing violence in schools.*



Scott Mills,  
Constable,  
**Toronto Police Services**

**Workshop B:** 1:00 PM to 4:00 PM

### **Conflict management: Defusing volatile situations with students and parents to prevent tragic events**

K-12 schools often deal with angry parents or volatile students. Knowing how to defuse this situation cannot only prevent an embarrassing or violent confrontation, it can also lead to a more positive parent-educator relationship. In this 3-hour workshop, you will learn:

- How to initially approach the parent and/or student
- How to calm the parent and/or student
- When the situation should be addressed by police

*Take away strategies for dealing with volatile students and parents.*



Naomi Drew,  
President,  
**Learning Peace**

### **Our Venue:**

## **Ramada Plaza Toronto**

**DOWNTOWN  
TORONTO**

**RAMADA.** Located in the heart of the garden district of downtown Toronto the Ramada Plaza Hotel is a newly renovated boutique style hotel. It is a short walk from the Toronto Eaton's Centre, entertainment district and some of the best dining spots the city has to offer.

While you are here take advantage of many of the great festivals and attractions the city has to offer. The Ramada is just steps from attractions such as the CN Tower, Hockey Hall of Fame and Eaton's Centre. There are also hundreds of dining and entertainment options right around the corner from the Ramada, so you'll enjoy being downtown in the midst of the action. The Ramada concierge can help you make plans!

Book before **September 18th** to receive our conference rate of **\$139/night**.

### **Ramada Plaza Toronto**

300 Jarvis Street, Toronto, Ontario M5B 2C5  
**PH:** (416) 977-4823 | **FAX:** (416) 977-4830  
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**E-Mail:** reservations@ramadaplazatoronto.com



6th Annual Summit on

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make sure it's THIS ONE!  
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# EMERGENCY & Disaster Planning

for Colleges, Universities, and K-12 Schools

Tuesday, October 6<sup>th</sup> & Wednesday, October 7<sup>th</sup>, 2009 | Ramada Plaza Toronto | Toronto, ON

ATTENTION MAILROOM: If undeliverable to addressee, please forward to:  
Director of Student Services, Health & Safety  
Officer, Manager of Security, Director of Facilities



## Why You Should Attend:

- IMS Standards
- Preventing Gang Activity
- Evacuation Strategies
- Contagious Disease Outbreak Solutions
- Integrated EM Approaches
- Risk Audit Solutions

## How to Register:

- E-Mail:**  
[registrations@strategyinstitute.com](mailto:registrations@strategyinstitute.com)
- Telephone:** 416-944-9200  
1-866-298-9343 (Toll-free)
- Fax:** 416-944-0403  
1-866-298-9344 (Toll-free)
- Mail:** Strategy Institute  
401 Richmond St. West, Suite 401  
Toronto, Ontario M5V 3A8

Please register this person for: **6th Annual Summit on Emergency Disaster Planning for Colleges, Universities, and K-12 Schools**

**REGISTRATION FEE:** The registration fee for the 6th Annual Summit on Emergency Disaster Planning for Colleges, Universities, and K-12 Schools is \$1,195.00 plus GST. This investment includes luncheon, receptions, refreshments, networking breaks, continental breakfast, and original course materials. Payment is required in advance and can be made by company cheque, VISA, MasterCard, or American Express. Please make cheques payable to Strategy Institute Inc.

### 1 CONFERENCE PRICING

	register by June 30 <sup>th</sup>	register by July 31 <sup>st</sup>	register by September 11 <sup>th</sup>	Regular Investment
Conference	<input type="checkbox"/> \$ 895	<input type="checkbox"/> \$ 995	<input type="checkbox"/> \$1,095	<input type="checkbox"/> \$1,195
Conference + 1 Post-Conference Workshop	<input type="checkbox"/> \$1,090	<input type="checkbox"/> \$1,190	<input type="checkbox"/> \$1,290	<input type="checkbox"/> \$1,390
Conference + 2 Post-Conference Workshops	<input type="checkbox"/> \$1,485	<input type="checkbox"/> \$1,585	<input type="checkbox"/> \$1,685	<input type="checkbox"/> \$1,785
Workshop ONLY	<input type="checkbox"/> \$ 395	<input type="checkbox"/> \$ 395	<input type="checkbox"/> \$ 395	<input type="checkbox"/> \$ 395

**EARLY BIRD**  
**SAVE \$300**  
register by Jun.30  
**SAVE \$200**  
register by Jul.31  
**SAVE \$100**  
register by Sep.11

**Group Discount**  
Send 3 delegates and the 4<sup>th</sup> delegate attends for free!

### 2 CONTACT DETAILS

DELEGATE NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

COMPANY/FIRM: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ PROV/STATE: \_\_\_\_\_ POSTAL CODE: \_\_\_\_\_

TELEPHONE: ( ) \_\_\_\_\_ FAX: ( ) \_\_\_\_\_

MOBILE: ( ) \_\_\_\_\_ EMAIL: \_\_\_\_\_

APPROVING MANAGER'S NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

**GROUP DISCOUNT:** A Group Discount is offered for this conference (not in combination with any other offer). To be eligible for the Group Discount, delegates MUST register at the same time. The total discount per delegate (including applicable group discounts, etc.) MUST not exceed 25% of the regular conference cost.

**CANCELLATIONS:** Cancellations must be received in writing by September 22<sup>nd</sup>, 2009. Cancellations received by this date will be eligible for a prompt refund less a \$495.00 administration fee. If you register for the program and do not attend, you are liable for the full registration fee unless you cancel according to the terms stated above. If you are unable to attend, delegate substitution is permitted up to, and including, the day of the conference.

### 3 METHOD OF PAYMENT

VISA    MasterCard    American Express    Payment Enclosed    Please Invoice Me  
(Invoice due upon receipt)

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**\*\*Evening Social Activities:** You are responsible for own consumption costs.

CONFERENCE CODE: 109023