



SYMPOSIUM
Seattle, Washington
February 27-29, 2012

2012

>>>> **THREADING THE NEEDLE** >>>>

>>>>>>



PRELIMINARY PROGRAM

Threading the Needle

What we do each day looks effortless to many and yet is extremely complicated. We coordinate individuals, departments, and priorities on the back end to produce amazing things on the front end. We work to achieve a continuum between the original ideas and the final products. We must prepare for everything and we must be precise in the way we do it.

The act of threading a needle is an activity that requires many of the same skills we do in our daily lives: patience, accuracy, and steadiness. It takes an eye for details to ensure that every activity comes off without a hitch.

It is also the first step toward something much bigger than itself. The final quilt or sweater comes from the first act of threading the needle. It's the same in our schools. Almost every outcome on our campuses begins with an initial thread through the business office.

At Symposium 2012, celebrate the role we play within our schools. We thread the needle and deliver the final quilt. We are there at the beginning and we witness the finale.



Schedule - at - a - Glance

Sunday, February 26

- 2:00 - 5:30 pm Registration
- 5:30 - 7:30 pm Reception at the Seattle Space Needle

Monday, February 27

- 7:00 - 8:15 am Continental Breakfast
- 8:45 - 10 am Keynote Address: Steven Johnson
- 10:30 - 11:45 am Concurrent Sessions: A
- Noon - 1:30 pm Business Partner Exchange & Lunch
- 1:30 - 2:45 pm Concurrent Sessions: B
- 3:15 - 4:30 pm Concurrent Sessions: C
- 5:00 - 7:00 pm Business Partner Exchange and Reception

Tuesday, February 28

- 7:15 - 8:15 am Continental Breakfast
- 8:30 - 10 am General Session: Katie Koestner
- 10:30 - 11:45 am Concurrent Sessions: D
- Noon - 1:30 pm Lunch and State of NBOA address
- 1:30 - 5:00 pm School Tours
- 1:45 - 3:00 pm Concurrent Sessions: E
- 3:30 - 5:00 pm Goldmines
- 6:00 - 9:00 pm Tuesday Night Celebration

Wednesday, February 29

- 7:30 - 8:30 am Continental Breakfast
- 8:45 - 10:00 am Concurrent Sessions: F
- 10:15 - 11:45 am Keynote Address: Ian Jukes
- 11:45 am - 1:00 pm Lunch (on your own)
- 1:00 - 4:00 pm NBOA/NAIS Programming



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General Session Speakers

Innovation & Technology in Education

Steven Johnson, Author

Steven Johnson's writings have influenced everything from the way political campaigns use the Internet, to cutting-edge ideas in urban planning, to the battle against 21st-century terrorism. His newest book is titled *Where Good Ideas Come From: The Natural History of Innovation*. He has also co-created three influential web sites: the pioneering online magazine *FEED*, the Webby-Award-winning community site, *Plastic.com*, and the media site *outside.in*, recently acquired by AOL.

Both social critic and technologist, Johnson has a genius for mapping the future—for predicting and explaining the real-world impact of cutting-edge developments in science, technology and media. He is a contributing editor to *Wired magazine* and lectures widely on technological, scientific, and cultural issues. Johnson recently won the Newhouse School fourth annual Mirror Awards for his *TIME magazine* cover article titled "How Twitter Will Change the Way We Live". He has also written for *The New York Times* and *The Wall Street Journal* and appeared on such television programs as *The Charlie Rose Show* and *The Daily Show*.



Technology Best Practices and Emerging Trends for Small Independent Schools

Katie Koestner, Executive Director of Campus Outreach Services

Join Katie Koestner, national expert on technology issues, student safety and teen relationship culture, as she offers insight and best practices for independent schools. She has appeared on the cover of *TIME Magazine*, *The Oprah Winfrey Show*, *NBC Nightly News*, *CNBC Talk Live*, *CNN*, *Larry King Live*, *Good Morning America*, *Later Today*, *MSNBC*, *Entertainment Tonight* and other national television programs. She is the subject of an HBO movie and has lectured at over 1500 schools in North America. Koestner has assisted the US Department of Education in developing and providing programs to women in high risk communities. Her testimony on Capitol Hill was instrumental in the passage of federal student safety legislation. In 2007, Coe College awarded her an honorary doctorate for her extensive work on student safety and public service.



Understanding the Digital Generation: Teaching and Learning in the New Digital Landscape

Ian Jukes, Co-Director of the 21st Century Fluency Project

Look at the modern workplace and examine the new entry skills students will need to be successful in the digitally infused working environment. Hear how the world of work has changed, and how it's likely to change in the future. What are the new thinking skills workers will require, and how must we shift instruction to ensure we are equipping our students with these skills? Take a pragmatic look at how we can teach effectively in an age when new technologies cascade onto the new digital landscape at an astonishing rate. Identify the principles and processes that transcend these new technologies and discover a comprehensive profile of 10 core learning attributes of digital learners.

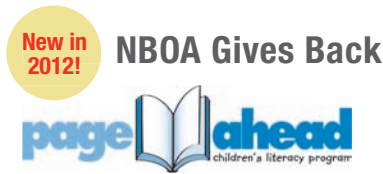


Special Events

Welcome Reception at Seattle Space Needle

Join us Sunday, February 26, at the world famous Space Needle, a major landmark of the Pacific Northwest region of the United States and a symbol of Seattle. Attendees will mingle at the skyline level of the Space Needle. Visit the top of the needle through our exclusive access at no extra cost. (Space Needle tickets cost \$18 outside of this event.)

Located at the Seattle Center, the Space Needle was built for the 1962 World's Fair. It features an observation deck and a gift shop with the rotating SkyCity restaurant at 500 feet. From the top of the Needle, one can see not only the Downtown Seattle skyline, but also the Olympic and Cascade Mountains.



NBOA has partnered with Page Ahead (www.pageahead.org), a Seattle non-profit that provides new books and develops reading activities that empower at-risk children. Since 1990, Page Ahead has placed almost 1.7 million new books into the hands of 550,000 at-risk children through collaborations with schools, social service agencies, preschools, and early childhood centers across Washington State.

As part of this year's Symposium, we are asking attendees to bring at least one new book to donate to the program. Bookshelves will be available at the NBOA registration desk

and attendees can donate as many new books to this great cause as they would like to bring. Monetary donations can also be given as well.

Page Ahead operates on one simple and astounding fact: being read to as a youngster is the foremost predictor of academic success in childhood. If a child can read at grade level by 3rd grade, he or she will continue to read at grade level throughout his/her academic career. Children with literacy problems typically come from low-income families, have no books at home, and have caregivers who are not aware of the importance of reading to their children. Yet studies have proven, beyond dispute, that access to age-appropriate books and reading aloud to children are essential to developing language and reading skills. Succeeding begins with reading.



Sponsors

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School Visits

Symposium will provide attendees the opportunity to visit local independent schools on Tuesday afternoon, February 28. Five schools will be opening their doors and providing tours.



The Bush School



Lakeside School



Bertschi School

Seattle Academy of Arts and Sciences

This 28-year-old academy has transformed a 1920s Cadillac dealership and former auto repair shops and warehouses of the same vintage into a fabulous campus! See how the school used imaginative design to re-purpose its urban spaces into arts studios, performance spaces, and classrooms with an industrial/commercial flair. An award winning gymnasium was designed to please the residential neighbors on a parking lot. This impressive learning environment, in the center of one of Seattle's most urban settings, serves 650 students in grades six through 12. Yet don't be fooled by the "city-dweller" aesthetic—the roof boasts a beehive, whose honey serves a most unique revenue stream for the school's student clubs!

The Bush School

Located in the heart of a residential neighborhood just east of downtown, The Bush School is the only K-12 independent school in Seattle, serving 565 students on its beautiful lower and upper campuses. Visit a classroom housed in a former mansion,

circa 1910, then take in the view of Lake Washington from a student-built "outdoor classroom." Looking for interesting "town and gown" relationship lessons? Learn how Bush has developed a successful working relationship with neighbors, including parking and traffic management.

Lakeside School

At first you may think you're visiting a small college, but don't let the Colonial architecture fool you. These 40 acres are home to 787 students in grades 5 through 12. Walk inside the red brick walls and find state-of-the-art classrooms, complete with interactive whiteboards, LCD projectors, and energy-efficient lights that automatically adjust to ambient conditions. Learn how the school works with Seattle's public transit system to bus its students all around the Seattle metro area. Don't leave without stopping by the exhibit about the first school computer, which launched the career of Bill Gates!

Bertschi School

If you would like to visit a school that is taking the "LEED" in environmental stewardship, experience the

only Living Building in Washington state—a truly "off the grid" experience. Bertschi models sustainability for its students (235 in grades Pre-K through Five), both in curriculum and campus, through a variety of efforts including rainwater harvesting, solar energy, and passive ventilation. Tour the Bertschi Center, the first LEED-Gold-certified building on an independent school campus in the Pacific Northwest, and the Living Building Science Wing to see how Bertschi truly brings learning to life.

Northwest School

The Northwest School's brilliant use of space has allowed it to build an exceptional facility that serves over 470 students (grades six through 12) on less than an acre of ground! (Hint: look up...and down.) Explore the myriad floors of the single "school house"—an historic landmark—both above and below ground, and visit the nearby, newly renovated dormitory that for 20 years has housed Northwest's international student body. You'll enjoy the tour and love learning about Northwest's unique school culture, where all 115 staff and teachers serve as "faculty."

Sample of Sessions

The Magic Binder: Preparing For Your Audit

What you do during the year could make all the difference for your audit. Learn what the relationship should be with your auditor and how to ensure you are getting the best audit each year. If you are looking for an auditor, what are some key things to look for and explore before hiring?

Enrollment Management: It takes a Village

Discover the importance of partnership and collaboration in achieving your school's targeted enrollment goals. From setting tuition and projecting enrollment to allocating and distributing your financial aid, full partnership and collaboration among members of an enrollment team will assist in ensuring that enrolling and retaining mission-appropriate students and parents happens every year.

Tread Lightly: Creating a Sustainability Plan

How can you integrate sustainable practices into your culture and operations? Examine a wide range of sustainable practices, from capital building projects to curriculum components. Discover how to evaluate your school and campus, and develop a sustainability plan that fits your specific needs.

Occupational Fraud: What You Need to Know

It is estimated that the typical organization loses approximately 5% of its revenue to fraud. Learn the basics of fraud and what elements are needed to prevent it in your organization. Hear about common fraud schemes and those most prevalent in independent schools and other nonprofit organizations.

Google Earth meets Facilities & Campus Safety

Look at property management through both deferred maintenance and campus safety lenses using a program that centers around a Google Earth "skin" (satellite view of campus). Using hyperlink buttons, you can see the inside of each room in each building on campus, view the square footage maps, and quickly locate all egress and emergency utility shut-offs. The system produces a 50-year "look forward" based on current and historic cost information, and can be run on both Macs and PCs, plus used entirely on an iPad.

The Risky Business of Health Records

Discover how hidden liabilities and inefficiencies can be uncovered by knowing more about your health records. Learn how to evaluate and reduce your school's liability as well as show diligence in medical information privacy. Examine the role of technology in decreasing redundancy and preventing confidential information from becoming exposed.

You Be the Judge!

In this "hypothetical" case, an independent school decides not to renew a long-term teacher's contract. Grapple with the legal issues that preceded this decision and fallout once the teacher's contract was not renewed. Gain insight into the practicalities of employment litigation. Attendees will serve as jurors, weigh the evidence, and then decide the case.

Digital Curriculum: There's an App for That!

Learn about one school's transition to the iPad and the complete elimination of its traditional paper textbooks. Learn how the school worked through

the distribution and adoption model to make this a reality. Examine infrastructure planning, eReader decision making, locating digital versions of textbooks, faculty buy-in, costs, pitfalls, and actual results from the first six months.

The Online School for Girls: a Case Study

The Online School for Girls (OSG) has helped more than 50 independent schools change their business models. Hear how schools have been able to increase the number of courses available to their students while reducing costs, and ensuring high-quality instructional experiences.

Get it "Write": Employee Handbooks

Discuss the key policies in the ideal employee handbook. If you have not yet implemented an employee handbook—or are considering doing away with the one you have—this program is for you. Review sample policies and checklists, and identify the top 15 policies that every school should implement.

Power Play: Making Renewable Energy Work

Many schools want to incorporate renewable energy into their facilities but quickly uncover a host of issues. Drawing on actual examples, explore the economics of renewable energy projects (from both the developer's and school's perspective), timing, regulatory issues, and common pitfalls. Learn the top questions to ask, the most important metrics that determine successful projects, and the pros and cons of the most commonly used financing structures.

That's the Ticket!

As the performing arts have become an important component of the

curriculum, the school auditorium is a venue for generating revenue and supporting the local community. Understand the costs associated with the daily management of such a facility and the opportunities for ROI. Examine programmatic considerations that make this space desirable as a rental facility.

Neighbor Relations: Best Friends or Worst Enemies?

Part of our job is managing neighbor relations for our schools. One school had a project denied by the city that was then approved after working out solutions with the affected neighbors. Another school routinely works with neighbors due to the close proximity of the residences to the school's campus. Hear real-life examples of successes, failures, and tips for dealing with neighbors about construction, traffic, and noise. Discuss the roles that architects, insurance companies, attorneys, and contractors can play.

People in Glass Houses: Providing Transparency

Creating transparency in the business office can build a stronger relationship with your board. Hear how one school created an office where critical information could be accessed at a moment's notice. The school instituted a formal RFP process, implemented an dashboard program for the board, and educated its finance committee on the level of detail available from the school's accounting software.

Maintaining Financial Equilibrium

As schools grapple with raising tuition and increased demands on donors, prudent management of endowment funds has become paramount. Learn

more about managing portfolio risk and liquidity through turbulent times.

Improving Business Office Efficiency and Reducing Expenses

Explore one school's partnership with a vendor in utilizing online enrollment, rapid re-enrollment, an online payment gateway, and tuition charge service. Learn how automation assisted with reducing budget and staff resources while improving customer service.

Cost Control: Consolidating Electronic Payments and Staying PCI Compliant

Hear two case studies outlining best practices in consolidating electronic payments campus-wide for cost control and Payment Card Industry Data Security Standard (PCI-DSS) compliance. Understand electronic payments pricing and how to manage costs down. Learn ways to eliminate redundancies in order to streamline, consolidate, and reduce costs. Gain an understanding of Payment Card Industry (PCI) standards, rules, and responsibilities.

Debt Management

In order to manage volatility inherent in the financial markets, effective governance and management practices are necessary to survive economic uncertainty and build a more resilient institution

for the future. Explore the challenges of executing and following governance practices and policies. Examine specific steps taken in areas of cost containment, debt management, and investment strategy that support improved programming and, therefore, stable and increasing revenues.

Integrating 403(b) Compliance into your Risk Management Program

An IRS audit can be costly and time-consuming. Putting an annual compliance review in place to find and correct errors before the auditors arrive is the best practice in this area. From the IRS perspective, this is a prerequisite for the use of self-correction options under EPCRS. Discover the top 10 issues that should be monitored to avoid tax compliance issues. Hear what the IRS and independent auditors look for in a 403(b) audit.

What's New in Accounting and Financial Reporting

The constant stream of new accounting and disclosure requirements can be overwhelming. Hear about recently enacted accounting and disclosure requirements, as well as a variety of special financial issues that frequently affect our schools. Discuss alternative investments and fair value reporting, functional expenses, accounting for leases, mergers, and acquisitions, and financial presentation.



Sample of Sessions *continued*

The Next Generation of Boarding School Risks

How can we use the risk management lessons learned in the past 10 years to effectively deal with issues such as eight-figure lawsuits, cyber risk, donor lawsuits, environmental risks and workers compensation claims deterioration? Learn about the next generation of risks and discover strategies to prepare for them.

Socially Responsible Investing: Practical Considerations For Independent Schools

Socially responsible investing has grown dramatically over the past decade. However, there is still confusion as to what it means, how it is implemented, and its potential costs and consequences. Learn the practical “how to’s” of socially responsible investing and participate in exercises that help determine what is “socially responsible.” Interactive audience response software will be synced with keypads that will enable attendees to provide feedback and share their experiences, challenges, and outcomes in real time.

Let’s Rent It: The Future of Textbooks

Many textbook distributors now provide the option of renting new or

used textbooks, enabling a savings of more than 50% compared to the purchase price of new textbooks.

Learn how text rental programs work, including the rental agreement, the return of books, the option of converting rental into purchase, and the efficiency of the rental program.

How to Survive (and Thrive) During the Transition to a New Head

Examine how a school can turn the head transition into a platform for energizing the school and campus toward future success. How can the business officer help facilitate the process? View templates for budgeting, timelines, and other helpful resources for the transition process.

Aligning Finance and Facilities

Learn how to use a common vocabulary, benchmarking, and your own staff’s latent knowledge to understand facilities operations, quantify your backlog, and develop a successful capital planning process with defined outcomes. Hear how one independent school partnered with a company to accomplish those goals, applying the same level of analytical rigor to both finance and facilities. Discover how they learned key concepts of facilities management and identified strengths and weaknesses within the four core areas of strategic physical asset management, annual stewardship, asset reinvestment, operations effectiveness, and customer service.

Facing the Future: Strategic Planning Meets Facilities Planning

One school has undertaken a process where both strategic and facilities planning run concurrently. Examine the institutional benefits and challenges in running these efforts simultaneously, how this process provided corresponding input to both planning efforts, and the outcomes the school hopes to achieve.



Innovative, but Illegal: Wage and Hour Misconceptions

Payments for coaches, parents who both work/volunteer at school, staff with off-the-clock hours, and additional payments for aides who attend overnight trips all make compensation law one of the most perplexing fields out there. Identify the risks schools face every day and provide creative solutions that are within the boundaries of the law and your school’s culture by understanding the Fair Labor Standards Act better.

The Enforcer: What to Do to Make Online Documentation Stick

Schools are moving online for the completion of enrollment applications, tuition contracts, and employment agreements. However, these documents are neither legally valid nor enforceable if not set up correctly. Review the elements of creating online documents and the procedures needed to confirm identity and authenticity as well as the interface between the school’s internal technology and outside third-party participant.

Getting in Shape: How the Business Office should Prepare for Accreditation

What should the business officer role be in the accreditation process beyond collecting data for the report? How can you make this initiative as efficient



NBOA is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.learningmarket.org.

as possible? Learn how to take the results and use them to benchmark your future growth. Hear what the accreditation entities currently view as the most important issues facing schools in their accreditation process.

One More Thing on Your Plate: Fiduciary Responsibility

Discover effective and economical steps to address your retirement plan fiduciary responsibilities. Learn about four critical measures of plan fiduciary strength: plan participation, plan contribution rate, participant asset allocation, and fiduciary communication. Examine best practices for managing fiduciary risk and hear real-life approaches to managing plan fiduciary responsibility and setting fiduciary goals.

More than a Promise: Accounting for Contributions

One of the most sensitive areas in accounting practice is how to accurately account for contributions and promises to give. You'll walk away from this session with the information you need to properly and accurately account for these situations. Learn how to identify "conditions," evaluate conditional vs. unconditional promises, establish appropriate allowances for doubtful promises, calculate discounts on multi-year promises, evaluate collectability, and compute what discount rate to use under new fair value measurement standards.

What Type of Financing is Best For Your School?

More financing alternatives exist today than ever before, and the broad range of options can make for a complex decision-making process for a school embarking on a debt financing. Hear about major debt financing alternatives, the advantages, disadvantages, and relative costs of each, and discover a decision-making matrix for relating a prospective borrower's



needs, objectives, and constraints to your alternatives. Discuss topics regarding the direct purchase of tax-exempt bonds by commercial banks, interest rate swap "novations," credit facility extensions and replacements, and the evolving role of the business officer in managing and reacting to increasingly complex forms of financing.

Affordable Schools: Strategic Issues In Managing Financial Aid

Managing financial aid forces schools to examine who they serve with their aid programs, how the aid programs balance access and affordability, the impact of a weak economy on aid requests, and the ways in which aid programs evolving. Explore each of these concepts and analyze national and region-specific trends and statistics on admission, tuition, financial aid grants, applicant pools, the economy, and demographics. Gather essential data and resources to assist yourself in developing an aid program that is both data and mission-driven.

Natural Disasters: Designing Your Insurance Program to Accommodate Risk

A challenge in designing a school's insurance and risk management program is assessing both the exposure to loss due to a business interruption to the school and how the claim would be adjusted by the

insurance carrier. Natural disasters pose a much greater exposure to an extended closure of the school and in many cases no coverage is being provided under existing coverage programs. Learn how this coverage works, ways to calculate your exposure to loss, and listen to real-world examples of claims scenarios that have impacted independent schools.

Quilting a Coherent Digital Risk Management Strategy

Focus on digital technology and its impact in the areas of privacy, data security, and exposure to financial risk, as well as liability and compliance exposures relating to data breaches. Examine and discuss safeguarding private data (identity theft, data breaches, compliance and reporting responsibilities), hacking threats and digital crimes (illegal wire transfers, ACH transfers, etc.), PCI compliance, Red-Flag Rules, and government-imposed digital compliance.

Going Virtual: a Case Study in Online Education

Explore an interesting case study from the founders of Global Online Academy—a consortium of 10 independent schools venturing into the world of online education. Discover what it takes to start a new school/business. Learn how research and creativity drives non-linear decision-making.

Business Partner Exchange



View and discuss the latest products and services for independent schools by connecting with business partners through our half-day exchange. Many attendees at last year's Washington, DC meeting remarked that two hours wasn't enough time, so NBOA is extending your opportunity to network with those companies that serve our community.

The Business Partner Exchange will take place during the hours of Noon – 7 pm on Monday, February 27. Attendees will be able to connect with company representatives during lunch, at break and throughout the evening reception. Also swing by Affinity Partner Row to learn more from the Affinity Program Partners that offer preferred rates to NBOA member schools.

Companies participating in the 2012 exchange

A.W.G. Dewar, Inc.	Follett Virtual Bookstores	School Yard
Armanino McKenna LLP	Fund Evaluation Group (FEG)	SchoolDude
Blackbaud, Inc.	Giller & Calhoun, LLC	Senior Systems
Bolton & Company	Independent School Management (ISM)	Sightlines
Budgetext	JCJ Architecture	Smart Tutition
Building Solutions	LarsonAllen LLP	TADS
CardSmith	Liebert Cassidy Whitmore	TMS/prepGATE Loan Program
Carroll Consultants, Ltd.	Magnus Health Technology	The STONE HOUSE GROUP
Classbook.com	MBS Services Company, Inc.	The Whalen Berez Group, LLC
Clifford Allen Associates	New Pinnacle Consulting Group, LLC	TIAA-CREF
Culinart, Inc.	Odin	Tuition Management Systems
Diamond Mind Business Services	ORION Investment Advisors	Venable LLP
Emeriti Health Solutions	PCR Educator	Veracross
FACTS Management	Poseidon Technologies, Inc.	Well and Good LLC
finalsite	Real Goods Solar	Wells Fargo Insurance Services
First Republic Bank	SAGE Dining Services, Inc.	WhippleHill Communications
Fisher & Phillips LLP	School and Student Services (SSS by NAIS)	WRM America
Flik Independent School Dining	School Office Services (SOS)	Wye River Group

Registration Information

	Member	Nonmember
Early Bird Full Registration (until Jan. 13, 2012)	\$845	\$1115
Full Registration	\$895	\$1165
Speaker Full Registration (You will receive a special code in your confirmation letter.)	\$595	\$795
Single Day Registration	\$325	\$425
Monday Reception with Business Partner Exchange	\$95	\$125
Guest Registration	\$245	\$295

Registration Categories

Full Registration: Includes continental breakfasts, lunches, breaks, educational sessions, Sunday welcome reception, Monday night reception, and closing night celebration. Each registered attendee must have a valid email address.

Single Day Registration: Applies to Monday, Tuesday or Wednesday only; includes access to one day of educational sessions and breakfast, lunch and breaks. If you are attending on Monday, tickets to the Reception with Business Partners need to be purchased separately.

Monday Reception with Business Partner Exchange: Allows entrance into the Monday night event. This is ideal for additional business partners or Monday single-day registrants. Registration does not include access to the educational sessions.

Guest Registration: Entitles admission to all three evening receptions; Sunday's welcome reception, Monday's Reception with Business Partners and the Tuesday closing celebration. This is ideal for spouses, children over 18 or other

guests accompanying registrants. Registration does not include access to the educational sessions or daily meals.

Refund Policy

Any participant canceling their registration more than four weeks prior to the event, will receive a refund for any fees paid less an administrative processing fee of \$100. If a participant cancels after January 21, 2011, all fees paid will be forfeited in their entirety as expenses will have been incurred for all registrants.

Program Cancellation

If NBOA cancels this program for any reason, notification will be sent to all pre-registered participants and the cancellation will be posted on the NBOA website. Pre-registered participants will receive a full refund of any deposit or program fees paid.

Registration Questions

If you have any specific questions concerning registration please contact Jennifer Fallon, Manager, Programs and Events, at jennifer.fallon@nboa.net or 202-407-7145.

Hotel Information

The Westin Seattle Hotel

1900 Fifth Avenue
Seattle, WA 98101-1204

206-728-1000

THE NBOA room rate is \$149 a night. The rate is available until 2/5/2012. This special group rate is available from Friday 2/24 to Friday 3/2/12.

The Westin Seattle Hotel features panoramic views of the Puget Sound, Space Needle, Cascade Mountains, and Seattle's cityscape. Conveniently located in



the bustling financial and shopping district, and walking distance from the Washington State Convention Center, historic Pike Place Market, and Qwest and Safeco Fields, the hotel offers the perfect Northwest escape. The twin cylindrical tower design is a signature landmark in the city's skyline and is conveniently located on both the rail transit line and the Monorail. The rail transit system connects the hotel to the airport.

Unless otherwise noted all session events take place at the Westin Seattle.



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Seattle, Washington
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