

THE NATIONAL ACADEMY OF DISTINGUISHED NEUTRALS



2015 Advanced Mediation Training Retreat Four Seasons Hotel, Denver CO August 13-15, 2015

A FEW TESTIMONIALS FROM 2013 RETREAT ATTENDEES...



"The Retreat was an absolute 'Wow!' - the hotel, the room setting, the service, food, and refreshments were outstanding in every respect. Just excellent. I enjoyed Professor Subramanian - he operates at a sophisticated level, and offers the crowd perspective in advanced negotiations training for executives. Lee Jay Berman was the star of the show A+. I had never seen him in action before, but he's just wonderful. I'm kind of burned out after 25 years of these programs; however, Lee Jay effectively rejuvenated the old boy. I've had two cases this week, and have been scanning my 'Lee Jay' notes on breaks for ideas!"

- Hon. John Upchurch, Orlando, FL

"I attend a number of conferences most years: ACCTM, IAM, JAMS' Owners, JAMS mediation training, JAMS arbitration training, Georgia Bar's ADR Institute, and Georgia Bar's Arbitration Institute, as well as several one day programs on ADR, mediation or arbitration. The NADN conference was one of the very best. I particularly enjoyed the way Lee Jay Berman used the vast experience of the group to allow the attendees to learn from one another, formally and informally. Highly recommended."

- Terrence Lee Croft, Atlanta, GA

"I can say unequivocally that this NADN seminar is incomparable to anything I have experienced in my career. I have already employed many of the techniques I learned at the conference and I am looking forward to the 2015 conference with much anticipation. If you want to experience interacting with distinguished neutrals from all over the country at the very height of their careers, led by a team of presenters unequalled anywhere, capped by being pampered at a five-star hotel, this is the quintessential seminar that you simply cannot afford to miss!"

- Michael W. Drye, Asheville, NC

"Hands down, the most useful and informative ADR seminar I have ever attended - I definitely look forward to coming back next time round."

- Dana C. Holloway, Knoxville, TN

"The NADN Advanced Mediation Training Retreat truly lived up to its billing. The trainers, program and attendees all were unquestionably advanced - to the extent that it likely was the best ADR conference I've ever attended. The venue (city and hotel) were top-notch, and the format well organized. I full intend to attend the next one, which unfortunately is not for 2 more years. See you in 2015!"

- David Abeshouse, New York, NY

"It doesn't get any better than this! How many times do we attend "advanced" mediation training courses, only to find out that they are not so "advanced"? The opportunity to be among the best and most experienced neutrals in the country for two days in gorgeous surroundings was really remarkable. I can't wait for the 2015 meeting!"

- Will Pryor, Dallas, TX



View many more photos & testimonials from the Boston Retreat at www.nadn.org/retreat

2015 NADN RETREAT VENUE











FOUR SEASONS DENVER 1111 14th Street Denver, CO 80202 Reservations: (303) 389-3300 www.fourseasons.com/denver



In a city that's already one mile high, Four Seasons Hotel Denver soars even higher. Within a landmark tower crowned by a glowing spire, you'll find this luxurious 5-star hotel sits in the heart of Denver's theater district and within range of the Rocky Mountains.

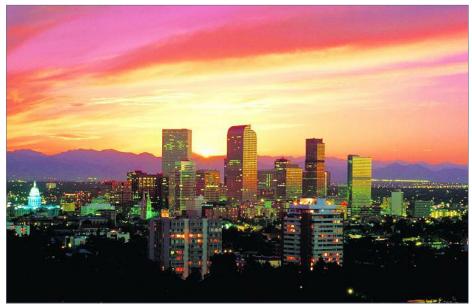
A young, active city at the base of the Colorado Rocky Mountains, Denver's stunning architecture, award-winning dining, flourishing theater scene and unparalleled views are all within the walking distance of the hotel. Upscale shopping awaits in Cherry Creek, while Denver's seven professional sports teams entertain year-round.

Reduced Room Rates for Retreat Attendees

We have a block of 90 rooms reserved for our members across 4 nights, from Wed Aug 12 to Sat Aug 15, at a reduced nightly rate of \$285(+taxes) per night (*regular August rate in excess of \$550*).

Guests are able to check in after 2pm on Wed Aug 12, in time for the evening Welcome Reception on the Rooftop Patio. Our CLE training completes mid-afternoon on the Saturday - so please don't book any return flights departing *before 6pm at the earliest*. Better yet, stay and enjoy the city for the weekend at these reduced rates!

Attendees will reserve directly with the hotel using credit card after March 1st, but guest names will be provided to the hotel *in advance* by NADN to receive discounted rates - **first come**, **first reserved** - so please get your registration form back ASAP to avoid disappointment.



OUR 2015 GUEST SPEAKERS







LEE JAY BERMAN, Los Angeles, CA (American Institute of Mediation)



Lee Jay Berman began as a full-time mediator over 20 years ago, and has successfully mediated over 1,900 matters. He is a national panelist with the American Arbitration Association, a Distinguished Fellow with the International Academy of Mediators, a Charter Member of the National Academy of Distinguished Neutrals, certified by the International Mediation Institute, and a Dispute Resolution Expert with the United Nations Development Programme. He was Mediator of the Year for the US Bankruptcy Court in California, Los Angeles' Daily Journal twice named him "Top Neutral", Acquisition International Magazine awarded him "Mediator of the Year - California" in 2012-2014, and he has been voted by his colleagues into the Who's Who of International Commercial Mediation in 2012-2014. Also a respected trainer, Lee Jay founded the American Institute of Mediation, leaving his position as Director of Pepperdine Law School's Mediating the Litigated Case program after seven years. In addition to lecturing and training at Pepperdine, he has also done so at Southwestern Law School, University of Texas, Southern Methodist University, Cal-State Northridge, UC Santa Barbara, and Bond University in Brisbane, Australia. Lee Jay has trained judges, attorneys and business leaders in India, Australia, Europe and the Middle East. As an author, he has published numerous articles on mediation, negotiation, and ADR, along with his blog Eye On Conflict, and the ABA will be publishing two of his books in 2015.

JOHN FREUD, Miami, FL

Academy Member John S. Freud, Esq., is a Florida state certified Circuit Civil/County/Appellate mediator. Mr. Freud has participated in over 3,500 mediations and arbitrations during his career, covering a wide range of civil litigation. He is a federally listed mediator in all Federal District Courts in Florida; a listed mediator/arbitrator with Construction Dispute Resolution Services; Executive Committee Member of the National Association of Distinguished Neutrals; and, Diplomate Member of The Florida Association of Professional Mediators. Mr. Freud is a graduate of Brandeis University (B.A., magna cum laude, 1978) and the University of Miami School of Law (J.D. 1981). He is the Principal Member of Mediation Solutions, Inc., and has been honored as a listed Mediator in Trend's Legal Elite, 2007/2008; SuperLawyers, 2010-2014; Martindale-Hubbell AV rating, 1993-2015 (20 year anniversary recognition-2012). Mr. Freud also provides CME/CLE training to the Florida Bar, as a Florida Center for Dispute Resolution approved assistant trainer in certified circuit mediation training, and as a lecturer (i.e., Forum on Construction Law, Plenary I, Fall, 2014, Chicago, IL).



DEBBIE GOLDSTEIN, Triad Consulting & Harvard Program on Negotiation

Debbie is a Principal and the Managing Director of Triad Consulting. Debbie is a Lecturer on Law at Harvard Law School, a Lecturer at Tufts University School of Medicine and an adjunct professor at Georgetown University Law Center. Debbie's varied clients include Merck, Brigham and Women's Hospital, Capital One, Barclay's, Honda, Standard Bank, Shell, Boeing, General Mills, MetLife, PricewaterhouseCoopers, Citigroup, Prudential and Proctor & Gamble. She has addressed students and alumni at Duke's Fuqua School of Business, University of Denver, Harvard's Kennedy School of Government Dartmouth's Tuck Business School and Harvard Business School. Her work often takes her internationally: to Dubai, where she worked with government leaders; to Ethiopia, where she worked with the Members of Parliament; and to Cyprus, where she taught public policy students from across the globe. She coaches executives through difficult decision making and managing critical relationships, and has helped mediate family business disputes. In the public sector, she founded and ran a free legal aid clinic called LINC (Legal Initiative for Children) for the patients at Massachusetts General Hospital's Chelsea outpost. Her writing has appeared in the Boston Globe Magazine, and the Management Information Exchange Journal.

OUR 2015 GUEST SPEAKERS



DR. LESLIE JOHN, Harvard Business School

Leslie John is an assistant professor of business administration in the Negotiations, Organizations, and Markets unit. She teaches the negotiations course in the MBA elective curriculum, as well as in various Executive Education courses. In the past, she has taught the core Marketing course in the MBA required curriculum. Professor John's research centers on how consumers' behavior and lives are influenced by their interaction with firms and with public policy. Her work has been published in academic journals including the Journal of Consumer Research, Journal of Marketing Research, Social Psychological and Personality Science, and The Journal of the American Medical Association. It has also received media attention from outlets such as The New York Times, Financial Times, The Wall Street Journal, and Time magazine. Prof. John holds a Ph.D. in behavioral decision research from Carnegie Mellon University, where she also earned an M.Sc. in psychology and behavioral decision research. She completed her bachelor's degree in psychology at the University of Waterloo.



PROF. JOHN LANDE, University of Missouri School of Law

John Lande is the Isidor Loeb Professor and former director of the University of Missouri's LLM Program in Dispute Resolution. He received his J.D. from Hastings College of Law and Ph.D in sociology from the University of Wisconsin-Madison. John was formerly on the faculty at Nova Southeastern University and was a fellow in residence at the Program on Negotiation at Harvard Law School. He began mediating professionally in 1982 in California. John's scholarship focuses on various aspects of dispute systems design, including publications analyzing how lawyering and mediation practices transform each other, business lawyers' and executives' opinions about litigation and ADR, designing court-connected mediation programs, improving the quality of mediation practice, the "vanishing trial," and planned early negotiation. The International Institute for Conflict Prevention and Resolution recently gave him its award for best professional article for "Principles for Policymaking about Collaborative Law and Other ADR Processes". John teaches courses on lawyering practice, dispute resolution processes, and dispute system design.



DOUG NOLL, Fresno, CA

Academy Member Douglas E. Noll, JD, MA, is an award-winning mediator, author, teacher, and trainer. He was honored as a California Lawyer Attorney of the Year in 2011, as a Lawyer of the Year in 2014 by Best Lawyers in America, and as Purpose Prize Fellow by Encore.org in 2014. He is a full-time mediator and arbitrator. Mr. Noll has been voted as one of the Best Lawyers in America since 2005, by US News & World Report and has been recognized as a Northern California Super Lawyer. He is the creator of Negotiation Mastery for the Legal Pro, an on-line legal negotiation training course, and is author of the book Elusive Peace: How Modern Diplomatic Strategies Could Better Resolve World Conflicts, winner of the Institute for Conflict Prevention and Resolution (CPR) International Peace and Justice Book Award for 2011. Doug is host of the radio show "The Doug Noll Show" that streams live on wsRadio.com Thursday evenings at 7pm Pacific.



ANTONIO PIAZZA, San Francisco CA & Maui, HI (Mediated Negotiations Inc.)

One of the pioneers of commercial mediation in the USA, Antonio Piazza has settled more than 4000 cases since 1981. These have included some of the most complex, high-stakes disputes in the commercial arena, involving the world's largest companies and law firms. Mr. Piazza has mediated individual settlements in excess of a billion dollars, and high profile disputes such us the long-standing Intel vs AMD case and "Zuckerberg vs Winklevoss & Winklevoss" (the "Facebook" case, made into the Oscar-nominated movie, "The Social Network"). Based in San Francisco and Maui, Mr.Piazza is also a teacher of the Japanese martial art of *Aikido*.

ARRIVAL: WEDNESDAY AUG 12

- Guests can book in to their rooms at the Denver Four Seasons any time after 2pm.
- REGISTRATION & COCKTAIL RECEPTION @ 6.00-7.30pm (Venue: ROOFTOP PATIO) All attendees plus spouses/guests invited - name tags distributed to members. Dress code is business-casual, as photographer will be present (after which guests are free to dine privately)

THURSDAY AUG 13 - DAY 1: "In The Trenches"

All Daily CLE Courses commence at 9am sharp (Venue: Cottonwood Room)

- 8:00-8:55 Continental Breakfast & Drinks Served
- 9:00-10:45 "The Problem With Openings" (Lee Jay Berman & John Freud)
- 10:45-11:00 Coffee/Refreshment Break
- 11:00-12:15 "The Truth About Dishonesty In Mediation" (Lee Jay Berman & John Freud)
- 12:15-1:15 Lunch Served
- 1:15-1:30 "NADN Marketing Overview" (Darren Lee)
- 1:30-3:30 "Lessons From The World Of Sales" (Lee Jay Berman)
- 3:30-3:45 Refreshment Break
- 3:45-4:45 "What Not To Do In Mediation: A RolePlay" (Berman & Freud + Guests)

FRIDAY AUG 14 - DAY 2: "Under The Hood"

- 8:00-8:55 Continental Breakfast & Drinks Served
- 9:00-10:15 "Behavioural Economics: Predicting Irrationality" (Dr. Lesley John)
- 10:15-10:30 Coffee/Refreshment Break
- 10:30-12:15 "Re-Framing Dealing With Entrenched Beliefs" (Doug Noll)
- 12:15-1:15 Lunch Served
- 1:15-2:30 "The Physics of Fighting: A Conversation" (Antonio Piazza)
- 2:30-2:45 Refreshment Break
- 2:45-4:15 "Ethics Workshop: Working With Your Biases" (Lee Jay Berman)
- 6:00-9.30pm ACADEMY BANQUET (Venue: GRAND BALLROOM) Evening starts with drinks and hors d'ouvres at 6.00PM Banquet commences at 6.30pm. Dress code 'business attire' please (Photographers in attendance)

SATURDAY AUG 15 - DAY 3: "The Business End"

- 8:00-8:55 Continental Breakfast & Drinks Served
- 9:00-10:30 "Missed Opportunities The Mediator As Case Manager" (Prof. John Lande)
- 10:30-10:45 Coffee/Refreshment Break
- 10:45-12:15 "Thanks For The FeedBack Lessons For Mediators" (Debbie Goldstein)
- 12:15-1:15 Lunch Served
- 1:15-2:30 "CrowdSourcing The Wisdom of the Room" (Q&A, Various Speakers)

DAY 1 - Thurs Aug 13 - "In The Trenches"

The Problem With Openings Presented by Lee Jay Berman & John Freud 9:00am to 10:45am

This presentation and group exercise will challenge each participant to re-examine their individual opening mediation statements. How do your present opening remarks stack up against other mediators in the area of clarity of message? Authoritativeness? Description of the mediation process itself? Confidentiality rules and alternative mediation outcomes?

Discover "Must have" opening statement information vs. "too many war stories" opening remarks. Learn how you can turn your opening statement into your first, and best, marketing tool. Additionally, you will critique yourselves, and others, following the presentation by Lee Jay Berman & John S. Freud, as you re-define what your clients





want (and *need*) to see and hear from you as the leader of the voluntary dispute resolution process. Finally, this interactive presentation will provide rare insight into what decisionmakers in high stakes mediations are taking away from you when they hear your introductory statements.

The Truth About Dishonesty

Presented by Lee Jay Berman & John Freud

11.00am to 12:15pm

Every mediator believes they've become expert lie catchers just by getting up each day and engaging in another mediation with self interested decision-makers in conflict. But the truth is we're generally no better than the average lie detector, for specific reasons.

Berman & Freud will break down why you may NOT be right about what you think is really going on in mediation during negotiation, and why. They will reveal practical techniques for more effectively identifying various types of liars, as well as how to use that information during mediation to improve your odds of properly using this knowledge to move parties closer to voluntary resolution.

Lessons From The World Of Sales

Presented by Lee Jay Berman 1:30pm to 3:30pm

Lawyers dislike being sold to - which can lead to a dislike for the word "selling". Lawyers are (rightly!) averse to anything that smells the least bit sleazy, conniving or manipulative...

But in mediation, our most important stage is that of *closing the deal*, and who is better at that and has spent more time studying human buying habits than the gurus of sales? In this session, we will learn the Top 20 closing techniques from the best, and see how we might ethically apply them to our own mediation practices to help us obtain more settlement signatures on the proverbial dotted line.





DAY 1 - Thurs Aug 13 - "In The Trenches" (contd.)

What Not To Do In Mediation: A RolePlay Presented by Lee Jay Berman & John Freud

3.45pm to 4:45pm

Most of us have rarely been able to watch an experienced colleague at their craft - or to learn from their mistakes...

Day 1 concludes with a look at those things which many mediators do either out of habit, over work, or because they never give a particular behavior a second thought – but which may, unwittingly, be hindering their efforts to build and grow a robust mediation practice. A "hands on" examination of things Not To Do on the way to expanding your ADR practice and furthering a positive reputation with the all-important local litigation community.

DAY 2 - Fri Aug 14 - "Under The Hood"

Behavioural Economics: Predicting Irrationality

Presented by Dr. Leslie John

9:00am to 10.15am

Best-sellers such as Dan Ariely's "Predictably Irrational" have raised the profile of Behavioural Economics in recent years - why do people sometimes make *irrational* decisions, often against their own self-interest?

Dr John will give us an introduction to behavioural economics the fusion of the psychology of decision-making and traditional economics. Thousands of corporations around the world have utilized B.E. research to increase sales, nudging consumers to purchase - but how might this research be utilized by mediators or negotiators? We'll examine some of the established "bugs" in the brain's operating system, and also look at research that can be applied directly to our own mediation practices.

Reframing - Dealing With Entrenched Beliefs

Presented by Doug Noll

10.30am to 12:15pm

Mediations often involve strong emotions, strong personalities, deep-seated beliefs and biases. Successful interventions require deep analysis and diagnosis of the situation, a quick decision on the appropriate tools for engagement as well as effective execution of the intervention.

These skills are usually acquired by trial and error and take years of experience to develop. Applying some of the lessons from Professor John's segment on B.E. about selective perception and decision making, we will learn to understand "frames" and how they work in human cognition. Participants will learn how, as mediators, we can identify deep seated beliefs and gain skill at effective, in-the-moment interventions.







DAY 2 - Fri Aug 14 - "Under The Hood" (contd.)

The Physics of Fighting: A Conversation

Presented by Antonio Piazza

1:15pm to 2:30pm

Without the right laboratory, the most critical fundamentals of our environment can go unobserved...

For centuries physicians speculated about "noxious vapors" spreading disease; but it was not until the mid 1600s that Antonie van Leeuwenhoek's microscope gave us the first glimpse of the world of microorganisms surrounding us. And it took until the mid-1700s to develop the vacuum chambers that allowed Joseph Priestly to isolate oxygen and carbon-dioxide from the sea of air, birthing our understanding of the respiratory cycle of the planet, and enabling the science of ecology.

Across the board, as our understanding of the chemistry, biology and physics of the environment in which we function has grown, so has our ability to responsibly manage our lives - with one notable exception. While we have achieved miracles in technology, we remain mired in primitive responses to one of the most pervasive of life: human conflicts. Conflict is inevitable; protracted fighting in response is not. We now have the right lab. Our collective experience in tens of thousands of mediated resolutions comprises an invaluable long-term study from which we can extract a deeper understanding of the "physics of fighting", enabling more responsible management of conflict. *A Q&A Session will follow Mr. Piazza's presentation.*

Ethics Workshop: Working With Your Biases

Presented by Lee Jay Berman 2:45pm to 4.15pm

We have discussed in prior years the concepts of neutrality, impartiality, fairness, and Lee Jay's "mutual partiality". All mediators have biases - and despite our best efforts, we can't hide them, and we can't be in denial...

Our biases seep out our pores. This workshop is geared to help each of us examine and actually work *with* our own perceptions, biases, and concepts of status. We will show you exercises for actively building the neuro pathways that allow you to hold two separate truths from a single set of facts or assertions, and you will leave with a heightened awareness and better able to see the world without judgment. Each neutral will examine his/her personal biases, explore how we form them, and learn how to work with them. Finally, we will examine the illusion of status, and coming full circle, how it influences our perceptions of the world. We will have fun and learn and get to know ourselves and each other in the process.









An Opportunity Missed? Mediator as Case Manager

Presented by **Prof. John Lande** with Lee Jay Berman & John Freud 9:00am to 10:30am

Dispute resolution professionals tend to think of negotiation as a distinct, climactic phase of a dispute. Interactions leading up to the final settlement event are often considered merely as "preparation for the endgame", if they are considered at all...

Based on a study in which Prof. Lande interviewed many respected litigators and mediators about their pre-mediation preparation, this presentation will offer our members several ways in which they might maximize their effectiveness (and billings). Q&A discussion to follow, led by Berman & Freud.

"Thanks For The Feedback"

Presented by Debbie Goldstein (Triad Consulting & Harvard Law) 10:45am to 12.15pm

Performance evaluation forms back from clients; unsolicited advice from adjustors and counsel; even a suddenly peeved in-law. We receive feedback every day of our lives, from friends & family, colleagues, clients, bosses and strangers. We're assessed, coached, and criticized about our performance, personalities, and appearance daily...

The business world spends billions of dollars and millions of hours each year teaching people how to *give* feedback more effectively. Triad Consulting Group's Doug Stone & Sheila Heen argue in their 2014 book, *"Thanks For The Feedback"*, that we've got it backwards and show us why the smart money is on educating *receivers* – in business as well as in personal relationships. It's the receivers, after all, who interpret what they're hearing and decide whether (and how) to change. Coauthors of the international bestseller *"Difficult Conversations"*, Stone & Heen suggest that while receiving feedback can be fraught, doing it well can be taught. Triad Managing Director & Harvard lecturer, Debbie Goldstein, walks us through this book's key findings, exploring how we, as mediators and business owners, might use feedback more often, and more effectively, to improve our ADR practices. *(Book included for attendees)*

Crowdsourcing: The Wisdom of This Room

Hosted by Lee Jay Berman

1:15pm to 2:30pm

Conscious of the fact that we have a large number of the busiest neutrals in the nation attending the Retreat, we'll end 2015 by "crowdsourcing" the entire room...

We'll pass the mic around, inviting the participants to share their own experiences - from transitioning to fulltime ADR practice, to valuable business lessons learned over the years. Lee Jay Berman, Darren Lee, John Freud and other speakers will discuss the importance of client outreach, marketing efforts and the best ways to take your mediation practice to the next level.







CLE & CME CREDITS

As of FEB 6: NADN has begun confirming CLE (and "CME" approval, where relevant) for the larger state bar associations. The 2013 Retreat was universally approved, with the following course#s and CLE hours:

- Florida Bar CLE: Course#1303262N (20 General CLE credits, including 2.0 Ethics credits).
- Florida CME: This course provides 20 CME hours total, including 2.0 Hrs for Ethics.
- Georgia Bar: Sponsor 4877, Course#173822 (14.5 Regular CLE Hours, including 2.0 Ethics Hours)
- Tennessee Bar: Course #135359 (16.5 General CLE Hours, including 2.0 Dual/Ethics Hours)
- Tennessee CME: This course provides 16.5 CME hours total, including 2 Hrs for Ethics.
- Texas Bar: Sponsor 13345, Course #901268163 (16.5 Regular CLE Hours, including 2.0 Ethics Hours)
- Alabama Bar: "NADN Retreat" Approved for 16.5 Regular CLE Hours, including 2.0 Ethics Hours
- Indiana Bar: Sponsor 0106973, Course #0164526 Approved 16.5 Regular CLE Hours, incl. 2 Ethics Hours
- North Carolina Bar: Sponsor 6034, Court 1 (14.5 Regular CLE Hours)
- Kentucky Bar: Course #138208 (16.5 General CLE Hours)
- New Hampshire Bar: Course #052399 (15.5 General CLE Hours, incld. 1 Ethics Hr)
- New Jersey Bar: Provider#1364 (19.8 General CLE Credits, incld. 2.4 Ethics)
- Oregon Bar: Course #60601/Sponsor 0106973 (17.75 General CLE Hours)
- Vermont Bar: Course "NADN" (14.5 General CLE Hours, incl. 2 Ethics)
- Iowa Bar: Course #113582 (16.5 General CLE Hours, incl. 2 Ethics)
- Illinois Bar: Provider#NAT0002 (16.5 General CLE Hours, incl. 2 Ethics)
- NY members to use Alabama Bar Course Approval # for 16.5 CLE, incl. 2 Ethics Hrs.
- Arizona & Massachusetts no CLE or CME requirements.

By April 2015 we are assured of CLE/CME approval from all state organizations.

If you've any questions as to approval for **your** state, please contact Roster Coordinator, Rose-Anne Raies, at (813) 600-3678 or roseanne@NADN.org.

Note: We'll update this page in the PDF brochure with final reporting info in May, once we know which state chapters have confirmed members in attendance.

REGISTRATION FORM

2015 NADN Advanced Mediation Training Retreat Four Seasons Hotel, Denver, CO - August 12-15 2015

Only members of the National Academy of Distinguished Neutrals are eligible to attend this course.

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SPECIAL REQUIRI	EMENTS (Dietary etc)	4/ MAR	. \ `
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THIS TOTA	AL WILL BE BILLED TO MY	Y CREDIT CARD ON FILE ON <u>April 1st</u>	2015
Sig	gnature	Date	

(If your credit card is not on file for Academy dues, please contact Rose-Anne Raies to make arrangements)

Hotel Reservations:

Hotel rooms are in addition to the above attendance fees. Make your reservation directly with the Four Seasons Hotel by calling (303) 389-3300 after March 1st 2015 - NADN room rate is \$285.00+tax nightly, from Wed Aug 12 through Sat Aug 15, though attendees <u>can</u> access this rate for a longer stay if arriving earlier/staying later. Please be sure to identify yourself as an NADN member. May 1st is the final cutoff for reservations at this discounted rate.

Cancellation Policy:

Full course refund before May 13th 2015 - no refunds thereafter, as hotel contract penalties will be applied to NADN.