

PRELIMINARY AGENDA

AGB 2012 NATIONAL CONFERENCE ON TRUSTEESHIP

April 20-24 ■ Washington, D.C.
Gaylord National Hotel

NATIONAL CONFERENCE ON TRUSTEESHIP

April 22-24 ■ National Conference on Trusteeship
April 20-22 ■ Workshop for Board Professionals
April 21-22 ■ Preconference Workshops

www.agb.org/nct

National Conference on Trusteeship

AGB's 2012 National Conference on Trusteeship, the only national gathering designed specifically for higher education boards and institution leaders, will focus on governance-related issues and provide opportunities to learn best practices, find out how other boards are addressing challenges, hear provocative talks by internationally recognized thought leaders, and engage with board members and leaders from across higher education.

You will discuss improving college access, degree completion, and educational quality; hear new ideas on changing higher education's business model; and you'll have the opportunity to discuss challenges particular to your institution's sector in facilitated discussions among board members and institution leaders.

This year, we will look at the big ideas and emerging trends that are transforming higher education and the responsibility of governing boards, together with institution leaders, to lead that transformation. Among the featured speakers, panelists, and moderators:

- **Clayton Christensen**, author of *The Innovative University: Changing the DNA of Higher Education from the Inside Out*
- **Richard Arum**, author of *Academically Adrift: Limited Learning on College Campuses*
- **Jamie Merisotis**, president of Lumina Foundation for Education
- **Gwen Ifill**, senior correspondent for the PBS NewsHour
- **Mark Emmert**, president of the National Collegiate Athletic Association (NCAA)
- **Helen Aguirre Ferré**, chair of the board of trustees at Miami Dade College

And to top it off, you will enjoy the political humor of Washington's famous Capitol Steps. These are just a few of the highlights. You'll find more detail, including the registration form, in this program. We look forward to seeing you in April in Washington, D.C.



Richard D. Legon
President, AGB



James Weaver
Chair, AGB Board of Directors, and former Chair and Trustee, Gettysburg College

Schedule at a Glance



Panorama of Washington Monument and Thomas Jefferson memorials

“To play its indispensable function in the new competitive environment, the typical university must change more quickly and fundamentally than it has been doing.”

Clayton Christensen
The Innovative University

April 20-22

Workshop for Board Professionals*

12:30 pm Friday to
12:15 pm Sunday

Saturday, April 21

Preconference Workshops*

9:00 am - 4:00 pm**

8:30 am - 12:00 Noon

1:30 - 4:30 pm

Complimentary evening shuttles to/from Washington DC
6:00 - 11:00 pm

Sunday, April 22

Preconference Workshops*

8:30 am - 3:30 pm**

8:30 - 11:30 am

12:30 - 3:30 pm

Luncheon and Program for International Guests
12:00 Noon - 2:00 pm

Live Jazz Performance
Howard University Jazz Ensemble
3:30 - 4:00 pm

Opening Plenary Session
4:00 - 6:00 pm

Opening Reception
6:00 - 7:00 pm

Monday, April 23

Breakfast
7:00 - 8:30 am

Roundtables
7:30 - 8:30 am

Plenary Session
8:45 - 10:15 am

Concurrent Session
10:30 - 11:45 am

Luncheon Plenary
12:00 Noon - 1:30 pm

Sessions by Sector
1:45 - 3:00 pm

Plenary Session
3:15 - 4:15 pm

Reception
5:30 pm

Performance: The Capitol Steps
6:15 - 7:00 pm

Tuesday, April 24

Breakfast
7:15 - 8:45 am

Roundtables
7:45 - 8:45 am

Plenary Session
9:00 - 10:30 am

Concurrent Sessions
10:45 am - 12:00 Noon

Conference Concludes
12:00 Noon

* Additional fee required.

** All day workshops include lunch; half-day workshops do not.

Schedule is subject to change.

Register by
February 4, 2012 and save!

Preconference Workshops



Did you know?

76% of conference attendees also participate in a preconference workshop.



*Friday, April 20, 12:30 pm to
Sunday, April 22, 12:15 pm*

Workshop for Board Professionals

This very popular workshop, designed exclusively for board professionals, builds on your expertise, enhances your understanding of governance, and strengthens your role. Plenary sessions will focus on how boards lead change and build exceptional academic institutions, ethics and integrity in the board room, and hot-seat situations. Concurrent sessions and small group roundtable discussions explore dozens of topics, including communication strategies for boards, governance challenges for HBCUs, the paperless office, fundraising, working with a new board chair, assessing board performance, legal issues, board orientation, presidential transitions, successful retreats, becoming a strategic advisor, cutting-edge technology, new to your job, and much more.

Activities on Friday include a two-hour boot camp on essential skills for board professionals, sightseeing tours, a mentoring session for first-time attendees, and a welcome reception. Your registration fee includes events on Friday, breakfast on Saturday and Sunday, and lunch Saturday.

FACULTY

- **Dusti Cermak**, associate director, donor relations, The University of Iowa Foundation, and chair, Program Committee
- **Adriel Hilton**, executive assistant to the president and chief diversity officer, Upper Iowa University, and vice chair, Program Committee

tip»

This workshop is open to board professionals in higher education—those who serve boards in roles such as assistant to the president, general counsel, secretary of the college, assistant secretary of the board, vice president, and chief of staff.

Complete agenda available
online at www.agb.org.

Preconference Workshops

SATURDAY, APRIL 21

All Day Sessions

9:00 am - 4:00 pm

The Board-President Partnership in Fundraising

How best can the president and the board work together to ensure that your institution has an effective, efficient, and successful fundraising program? What is needed from each in terms of mutual expectations? The workshop will cover prospect identification, cultivation, and solicitation (and the special responsibilities of the board and president); what you need to know about major gifts, planned gifts, and capital campaigns; the influence of the stock market; the structure of the development office; and much more. Lunch is included.

FACULTY

- **Rita Bornstein**, former president, Rollins College, and author of *Fundraising Advice for College and University Presidents: An Insider's Guide*, recently published by AGB Press
- **Patricia Jackson**, vice president for development, Smith College
- **James Lanier**, former president, East Carolina State University Foundation, and AGB senior fellow



"In these financially challenging times, chief executive officers of today's colleges and universities are expected to serve as their institutions' lead fundraisers. Still, many presidents remain uncomfortable in this essential role."

Fundraising Advice for College and University Presidents

Morning Sessions

8:30 am - 12:00 Noon

Risk Management

A comprehensive, strategic risk assessment that identifies major risks to mission success has become a critical responsibility for governing boards and senior administrators. Only recently have colleges and universities come to this realization. This session will review best practices in risk assessment from a policy perspective and suggest ways that boards can effectively and appropriately assess and monitor risks as part of their fiduciary responsibilities.

FACULTY

- **Janice Abraham**, president and CEO, United Educators

Afternoon Sessions

1:30 - 4:30 pm

How Boards Lead Change at Public Colleges and Universities (session for independent institutions on Sunday)

When do public institution boards need to step up to lead change at the institutions and university systems they govern? What value can board members add to the change process? How can boards contribute to institutional change by collaborating with their chief executive, not usurping their role or descending into micromanagement?



Calling on lessons learned by the author of AGB's *Leading Change: How Boards and Presidents Build Exceptional Academic Institutions*, this interactive workshop will engage participants in these and other questions.

FACULTY

- **Terrence MacTaggart**, former chancellor, University of Maine System, and AGB consultant

1:30 - 4:30 pm

Presidential Assessment

Based on AGB's recent *Survey of Higher Education Governance*, 90 percent of boards reported conducting annual presidential assessment. However, only 50 percent reported conducting comprehensive presidential assessments, down from 59 percent in 2009. This session will cover principles and best practices in annual and comprehensive presidential assessment from the experiences of not only faculty leaders, but also participants. Learn how you might tailor your presidential assessment program to your institution's situation.

FACULTY

- **Yvonne Jackson**, president, Beecher Jackson; former board chair, Spelman College; and AGB director
- **Kenneth "Buzz" Shaw**, chancellor emeritus, Syracuse University; and former president, University of Wisconsin System; and AGB consultant

Register Now!
Visit www.agb.org/nct

Preconference Workshops

SUNDAY, APRIL 22

All-Day Sessions

8:30 am - 3:30 pm

Seminar for New Board Members

An essential session for all new board members. Learn the full range of trustee responsibilities. Using small group discussions, case studies, and Q&A sessions, this seminar will address standards for best practice, with a deep dive into accountability and finance. Participants will receive AGB's primer, "Effective Governing Boards," at the seminar. Needs of trustees from public and independent institutions will be addressed. Lunch is included.

With thanks to **commonfund**
INSTITUTE

FACULTY

- **Kent John Chabotar**, president, Guilford College
- **Jill Derby**, former board chair, Nevada Board of Regents, and AGB consultant



"Effective Governing Boards is designed to meet a new standard of governing board engagement ... that recognizes the nuances associated with academic trusteeship in an environment that mandates all of higher education to focus on the nation's education priorities."

Effective Governing Boards

Register by
February 4, 2012 and save!



8:30 am - 3:30 pm

Academy for New Presidents

AGB has created a day-long seminar for presidents on working effectively with the board. While the seminar is designed for presidents in the first three years on the job, any sitting president may participate in these exclusive sessions geared specifically for institution chief executive officers. Includes special sessions with focused conversation on particular needs of your college or university's sector.

The agenda, designed with the input of long-serving presidents and with key portions tracked separately for public and independent institutions, is built around several important topics:

1. Understanding and developing the board you inherit.
2. Creating an effective partnership with the chair.

3. Managing factors important to the board's work, such as brokering the relationships between senior staff and committee chairs, effectively using and structuring board committees, leveraging the external work of the board, and creating an effective board culture.
4. Avoiding key pitfalls of new presidents and their boards.

The day will conclude with an opportunity for participants to explore "sticky governance challenges."

There is no cost for presidential participants who have also registered for the National Conference on Trusteeship. The fee for non-conference attendees is \$335.

For questions, please contact Peter Eckel, AGB vice president for governance and leadership programs.
Peter@agb.org or 202-776-0829

tip»



All-day sessions include lunch; half-day sessions do not.

Preconference Workshops

Morning Sessions

8:30 - 11:30 am

Leadership Strategies for Board Chairs of Public Colleges, Universities, and Systems

For incoming, new, and experienced board chairs. Examine the distinctive work of public governing boards and strategies for assessing leadership without micromanaging; working successfully with the president; making the agenda relevant and interesting; managing “hot topics” as well as difficult trustees; what you should expect of the president and what the president should expect of you; and leading the board to excellence. Reception for board chairs Saturday evening included.

FACULTY

- **Thomas Meredith**, former head of state university systems in Georgia, Alabama, and Mississippi, and AGB consultant
- **Adele Phelan**, former trustee and board chair, Metropolitan State College of Denver

Strategic finance is the alignment of resources with the institution’s mission and strategic plan. It provides a roadmap for transforming the way higher education conducts its business.

8:30 - 11:30 am

Leadership Strategies for Board Chairs of Independent Colleges and Universities

For incoming, new, and experienced board chairs. Learn successful strategies for leading the governing board; developing, motivating, and evaluating members of the board; working with the president; making board work relevant and rewarding; and managing “hot topics”—all while balancing the competing demands that are fundamental to this role. Share with other board chairs the challenges that concern you most and solutions that have worked for you. Reception for board chairs Saturday evening included.

FACULTY

- **Lyn Chynoweth**, board chair, Moravian College
- **Bryant Cureton**, former president, Elmhurst College

8:30 - 11:30 am

Strategic Finance for Colleges and Universities

Nearly all institutional leaders know that the times require a more strategic allocation of resources if they are to thrive. Strategic finance is a comprehensive method to address that challenge. It begins with defining an institutional future that will sustain equilibrium between revenue and expense trends. Learn proven strategies to ensure that the board, president, and other officers are setting strategic direction, aligning all resources in that direction, monitoring progress, and making needed course corrections.

FACULTY

- **Ellen Chaffee**, president emerita, Valley City State University and Mayville State University, and AGB senior fellow
- **Rick Staisloff**, principal, rpk GROUP, and AGB consultant

12:00 Noon - 2:00 pm

*Luncheon and Program for all International Guests**

- **Maureen McLaughlin**, director, International Affairs Office, U.S. Department of Education

** By invitation only*

12:30 - 3:30 pm

Afternoon Sessions

How Boards Lead Change at Independent Colleges and Universities (session for public institutions on Saturday)

When do private institution boards need to step up to lead change at the institutions they govern? What value can board members add to the change process? How can boards contribute to institutional change by collaborating with their CEO, not usurping the role of their president or descending into micromanagement? Calling on lessons learned by the author of AGB’s *Leading Change: How Boards and Presidents Build Exceptional Academic Institutions*, this interactive workshop will engage participants in these and other questions.



FACULTY

- **Terrence MacTaggart**, former chancellor, University of Maine System, and AGB consultant



Terrence MacTaggart

Preconference Workshops

SUNDAY, APRIL 22

Afternoon Sessions, continued

12:30 - 3:30 pm

Presidential Search and Transition

The wave of leadership transitions that has been anticipated for many years has begun. Learn best practices for a successful search, including establishing a search committee and developing its charge, selecting a firm—or deciding not to—managing the steps in the search process, negotiating terms of employment, ensuring a smooth transition, and avoiding search disasters. This interactive workshop will focus on the roles of the board and search committee throughout the process.

FACULTY

- **James Ferrare**, senior vice president, AGB, and managing principal, AGB Search
- **Thomas Hyatt**, partner, SNR Denton

“The work of the board should be grounded on and supported by the work of its committees.”

2011 AGB Survey of Higher Education Governance

Register Now!
Visit www.agb.org/nct

12:30 - 3:30 pm

The Work of the Governance Committee

The governance committee (a new-and-improved committee on trustees) shapes and enhances the performance of the board by identifying needed talent, orienting new members, providing continuing education, assessing individual and board performance, planning for leadership succession, and inspiring and rewarding service. It's also the board's central resource for best practices, knowledge, inspiration, and innovation to drive, develop, and sustain the board's policies and practices at the highest levels of governance excellence. Learn the tools for transforming a good board into a great board and how to successfully engage board members in that work.

FACULTY

- **E.B. Wilson**, chairman emeritus of the board of trustees of St. Lawrence University, and AGB consultant

12:30 - 3:30 pm

Working with Legal Counsel to the Board *(Cosponsored with the National Association of College and University Attorneys)*

This preconference session will address several topics of interest to board members. Among them are: How the legal function is typically organized on a college or university campus; duties of the general counsel when providing advice to the board or its members; understanding the trustee's legal responsibilities; confidentiality expectations; understanding the contours (and limitations) of attorney-client privilege; legal protection for trustees—indemnification and liability insurance; the contexts in which trustees and legal counsel interact, including conflicts of interest and litigation against the institution and individual trustees; and special areas of joint board-counsel concern, such as freedom-of-information laws and understanding tenure and academic freedom, and the connection between the two.

FACULTY

- **James Mingle**, university counsel and secretary of the corporation, Cornell University
- **Lawrence White**, vice president and general counsel, University of Delaware



James Ferrare



Thomas Hyatt



Gwen Ifill

2012 National Conference on Trusteeship

SUNDAY, APRIL 22

3:30 - 4:00 pm

*Enjoy a performance by the
Howard University Jazz Ensemble*

4:00 - 6:00 pm

Opening Plenary Session

Rethinking the Business Model: Responsibilities for Governing Boards

Persistent shortfalls in operating budgets are occurring at both public and independent colleges and universities for a variety of reasons, including: reductions in state and federal appropriations, endowment volatility and private fundraising uncertainties, and limits on tuition increases, either self-imposed or demanded by governors. Institutions are affected differently, but those with an eye on the future, as well as the bottom line, are thinking strategically about their business models. Expenditures and greater attention to productivity and efficiency are clearly part of the solution but so are business models that look at revenue streams and expenditures in a new light, through partnerships and collaborations. Governing boards must be fully engaged in these conversations, bringing expertise from the business and corporate world, but also understanding and supporting innovations that will be advanced by presidents and chancellors.

Complete agenda available
online at www.agb.org.

PANELISTS

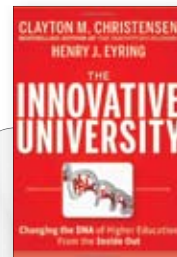
- **Todd Hutton**, president, Utica College
- **Austin Ligon**, board of visitors, University of Virginia, and AGB director
- **Sidney Ribeau**, president, Howard University
- **Holden Thorp**, chancellor, University of North Carolina, Chapel Hill
- **Jane Wellman**, executive director, National Association of System Heads

MODERATOR

- **Gwen Ifill**, moderator and managing editor, *Washington Week*, and senior correspondent for the PBS NewsHour

6:00 - 7:00 pm

Opening Reception



Clayton Christensen

The Innovative University illustrates how higher education can respond to the forces of disruptive innovation and offers a nuanced and hopeful analysis of where the traditional university and its traditions have come from and how it needs to change for the future.

MONDAY, APRIL 23

7:00 - 8:30 am

Continental Breakfast

7:30 - 8:30 am

Roundtable Discussion

8:45 - 10:15 am

Plenary Session

The Innovative University

Author and faculty member of the Harvard Business School, Clayton Christensen, will discuss his recent book, *The Innovative University: Changing the DNA of Higher Education from the Inside Out*. Christensen, known for his provocative work and writings on the business and healthcare sectors, has applied his insights on disruptive innovation to higher education. His book predicts that fundamental change is coming to higher education, driven by unsustainable cost increases and disruptive technologies.

With thanks to **Bank of America
Merrill Lynch**

INTRODUCTION

- **The Hon. James Geringer**, former governor, Wyoming; chairman, board of trustees Western Governors University; vice chair, AGB Board of Directors

SPEAKER

- **Clayton Christensen**, professor of business administration, Harvard Business School, and author

2012 National Conference on Trusteeship

MONDAY, APRIL 23

10:30 - 11:45 am

Concurrent Sessions

Special Opportunity For Board Chairs

Breakout session for board chairs with Clayton Christensen (Limited spaces. Chairs must register in advance.)

Demographics as Institutional Strategy: Recruiting and Retaining Today's and Tomorrow's Students

Enrollment management is a core function of institutional well-being; it is the institution's strategy regarding the students it seeks to enroll and retain. The seemingly straightforward effort to build a new class becomes more complicated as the nation's demographics change, and exponentially more difficult as the demographics become more diverse.

SPEAKERS

- **Gabriel Esteban**, president, Seton Hall University (invited)
- **Millie Garcia**, president, California State University
- **Art Kirk**, president, St. Leo University

Developing a Realistic International Education Strategy

That U.S. higher education needs to be increasingly internationalized is no longer debatable. Higher education's international engagement occurs through several ways: sending students aboard and accepting international students; internationalizing the curriculum; shared research projects and joint degree programs with international universities; and even establishing a permanent overseas campus. Many of these decisions must be considered strategically among faculty, administrators, and the board in-keeping with the institutional mission and any planning process.

SPEAKERS

- **Barbara Snyder**, board member, Case Western Reserve
- **Jim Stalder**, trustee, Carnegie Mellon University, and AGB director
- **Peter Stearns**, provost, George Mason University

Long-Term Strategic Planning: Developing a Solid Focus on an Unpredictable Future

How do boards and campus leaders set a 20-plus year direction in a day of instability? Boards face a seemingly irreconcilable challenge: Engage the institution in long-term planning for an unpredictable, if not volatile, future. Yet, at the same time, the belief has been strongly reinforced that campuses need to prepare for not only the future, but plan strategically for the long-term. Without an intentional roadmap into the distant future, boards can make choices seemingly appropriate in the short-term, but that lead to long-term instability. A cohort of institutions is taking this challenge seriously.

SPEAKERS

- **Carol Christ**, president, Smith College
- **Brit Kirwan**, chancellor, University System of Maryland
- **Leo Lambert**, president, Elon University

State Deregulation, Autonomy, and Accountability

Due in part to recent declines in state funding, receptive elected leaders, and persistent efforts by institutional leaders seeking greater freedom from state controls, many states are granting enhanced institutional autonomy and fiscal flexibility to their colleges and universities. Granting freedom from state regulations shows confidence in institutional governance and management. How best can boards and institutions advocate and prepare for such flexibility and autonomy? What are the potential risks and downsides?

MODERATOR

- **Richard Novak**, senior vice president for programs and research, AGB

SPEAKERS

- **Darryl Greer**, president, New Jersey Association of State Colleges and Universities
- **Richard Hurley**, president, University of Mary Washington
- **Jacqueline Woods**, trustee, Kent State University and Muskingum College, and AGB director

Register by
February 4, 2012 and save!

2012 National Conference on Trusteeship

MONDAY, APRIL 23

12:00 Noon - 1:30 pm

Luncheon Plenary

Reforming College Athletics: Not Just a Conversation for Division I

College athletics has been under increased scrutiny by the press, the public, and policymakers. Although the focus has been much more intense on big-time Division I programs, each level of play has issues requiring attention, if not reform. NCAA President Mark Emmert will address recent efforts by the NCAA to tackle difficult and controversial issues of reform and suggest the policy leadership necessary from governing boards to enable success at the institutional level.

- Mark Emmert, president, NCAA

1:45 - 3:00 pm

Governance Challenges within Higher Education Sectors

Tracked Sessions by Sector

Join board members and administrators from similar institutions to discuss special governance challenges unique to your sector. Facilitated by knowledgeable individuals, these sessions are designed for free and open discussion.

SECTORS AND FACILITATORS

- Catholic colleges: **Mary Pat Seurkamp**, College of Notre Dame (MD) (invited)
- Comprehensive independent institutions: **Bob Scott**, president, Adelphi University

- Comprehensive public institutions (with own board): **Suzanne Shipley**, president, Shepherd University (WV)
- HBCU's (public and private): **James Minor**, director, Higher Education Programs, Southern Education Foundation
- Liberal arts colleges: **S. Georgia Nugent**, president, Kenyon College
- Public multicampus systems and statewide boards: **Kevin Reilly**, president, University of Wisconsin System
- Research universities: **Hunter Rawlings**, president, Association of American Universities (invited)

3:15 - 4:15 pm

Plenary Session

Academically Adrift

In *Academically Adrift: Limited Learning on College Campuses*, Richard Arum and co-author Josipa Roksa reported an unsettling decrease in academic rigor at many institutions. They reported that more than one-third of students showed no improvement in critical thinking skills after four years of college (based on testing results using the Collegiate Learning Assessment), with 35 percent of students reporting studying five hours per week or less,



and 50 percent saying that they didn't have a single course that required 20 pages of writing in their previous semester. Are we asking and demanding too little of our students? What are the implications for governing board oversight of academic quality?

- **Richard Arum**, professor of sociology, New York University

5:30 - 6:15 pm

Reception

6:15 - 7:00 pm

Performance by the Capitol Steps

With thanks to

 AGB SEARCH



The Capitol Steps began as a group of Senate staffers who set out to satirize the very people and places that employed them. Although not all of the current members of the Steps are former Capitol Hill staffers, taken together, the performers have worked in a total of 18 Congressional offices and represent 62 years of collective House and Senate staff experience.

2012 National Conference on Trusteeship

TUESDAY, APRIL 24

7:15 - 8:45 am

Continental Breakfast

7:45 - 8:45 am

Roundtable Discussions with Colleagues

(repeated from Monday)

9:00 - 10:30 am

Plenary Session

Improving College Access, Degree Completion, and Quality: What Board Members Need to Know And Do

It has become the national imperative for all colleges and universities to increase the numbers of college graduates the country and the economy require for a successful future. Increasing the number of graduates requires a commitment by boards, administrators, faculty, and students to both college access and success for all students, including those traditionally less well represented. Student success also requires a commitment to educational quality.

PANELISTS

- **The Hon. Gerald Baliles**, director, Miller Center of Public Affairs, University of Virginia, and former governor, Virginia (invited)
- **Barbara Gellman-Danley**, president, University of Rio Grande and Rio Grande Community College

- **Stan Jones**, president, Complete College America (invited)
- **Jamie Merisotis**, president, Lumina Foundation
- **Rich Morrill**, president, The Teagle Foundation

MODERATOR

- **Helen Aguirre Ferré**, chair, board of trustees, Miami Dade College, and AGB director

10:45 am - 12:00 Noon

Concurrent Sessions

Higher Education and Environmental Sustainability

Driven by a necessity to reduce operating costs and by concerns about the natural environment, many colleges and universities are integrating sustainable principles and practices into their culture, mission, and strategic plans. Governing boards have to be centrally engaged in these discussions, particularly if up-front cost implications will require tough decisions and priority setting. Hear the latest on these developments and some specific institutional examples.

PANELISTS

- **Anthony Cortese**, president, Second Nature
- **Jo Ann Gora**, president, Ball State University
- **David Shi**, former president, Furman University

Developing and Ensuring Sound Governance Policies

It is essential that boards ensure that they have the appropriate policies in place and monitor their use of them. These policies should clarify the components and implementation of legal and fiduciary responsibilities, but many board handbooks go beyond these fundamental areas. Most important are the board's bylaws, and a statement on board member responsibilities detailing expectations for individual members of the board, including communication with constituencies, philanthropy, ethics, and conflict of interest. This session will review the elements of sound governance policies and strategies to review and audit effective board policies.

With thanks to



FACULTY

- **Mary Kennard**, vice president and general counsel, American University
- **Richard Legon**, president, AGB

Complete agenda available
online at www.agb.org.

Hon. James Geringer



Helen Aguirre Ferré



2012 National Conference on Trusteeship

Using Metrics and Dashboard Indicators for Board Decision Making

Governing boards can make a substantial contribution to effective governance by helping to establish specific measures and indicators that monitor the institution's or system's performance. A good set of metrics provides data to assist the board in governing strategically. Cooperating in the process of developing and regularly reviewing dashboard indicators can help the board engage with the administration and keep institution or system priorities fresh in everyone's mind. Hear how two boards have effectively used metrics and dashboard indicators.



PANELISTS

- **Clyde Allen**, regent, University of Minnesota (invited)
- **Laura Trombley**, president, Pitzer College

Did you know?

42% of participants in the 2011 National Conference on Trusteeship represented independent institutions, and 41% represented public institutions.



Gaylord National Hotel

Hotel and Travel Information

Meetings will take place at the Gaylord National Harbor. Visit www.agb.org/nct for a link to AGB's room block. AGB's negotiated rate is \$259/night. *(Please note that a refundable one-night deposit on a credit card will be required for each room reserved at Gaylord National hotel.)*

Gaylord National is just a 15-minute drive from Reagan National Airport and within a 45-minute drive from Dulles and Baltimore/Washington International Airports. Shuttle service and car service are available from either airport to the hotel. Hertz is Gaylord Hotel's preferred partner for car rentals. And for a unique day trip, take a water taxi across the Potomac to historic Old Town Alexandria.

Address

Gaylord National Hotel and Convention Center
201 Waterfront Street
National Harbor, MD 20745

GPS Mobile Devices Coordinates

N38° 47.0489', W077° 1.0026'

AGB Thanks Our Sponsors

AGB is the only national association that serves the interests and needs of academic governing boards, boards of institutionally related foundations, and campus chief executives and other senior-level campus administrators on issues related to higher education governance and leadership.

For more information about AGB's sponsorship opportunities, contact Brent Mundt, director of resource development, at brentm@agb.org, or call 202-776-0831.

Register Now!
Visit www.agb.org/nct



Registration Form

2012 NATIONAL CONFERENCE ON TRUSTEESHIP

April 22-24: National Conference on Trusteeship
 April 20-22: Workshop for Board Professionals April 21-22: Preconference Workshops
 www.agb.org/nct



Registration for the NCT is not mandatory for those who wish only to attend a workshop.

PROVIDE INFORMATION ABOUT YOURSELF

NAME (to appear on your badge—25 character limit)

TITLE (President, Trustee, Board Chair, etc.—30 character limit)

INSTITUTION / ORGANIZATION

ADDRESS BUSINESS HOME

CITY STATE ZIP

DAYTIME TELEPHONE / FAX E-MAIL

I will require special services or diet (please list)

CHOOSE YOUR REGISTRATION RATE

Fees include conference materials, Sunday's opening reception, continental breakfasts on Monday and Tuesday, and Monday's Plenary Luncheon.

I am a first-time National Conference attendee

Single Registrant Rate

- Early-bird rate for each AGB member (before February 4) @\$795 _____
- Member rate (after February 4) @\$875 _____
- Nonmembers (early-bird rate does not apply) @\$995 _____

Group Rate

- Early-bird rate for each AGB member (before February 4) @\$755 _____
- Three or more people from one member institution registering at the same time—for each registrant @\$805 _____

National Conference subtotal \$ _____

SIGN UP FOR OPTIONAL EVENTS

For registrants:

- For Board Chairs Only: Session with Clay Christensen

For your guest(s):

- Sunday Opening Reception (per guest) @\$55 _____
- Monday's Plenary Luncheon (per guest) @\$65 _____
- Capitol Steps (Monday night) @\$20 _____

Guest Name(s) _____

Optional Events subtotal \$ _____

SELECT OPTIONAL PRECONFERENCE WORKSHOPS

A separate registration fee is charged for each workshop, covering all instructional materials and refreshment breaks; daylong workshops include lunch.

- APRIL 20-22** Workshop for Board Professionals—3 days (\$385)
 First time attendee, check here

SATURDAY, APRIL 21

- All Day** 9 am-4 pm TheBoard-President Partnership in Fundraising (\$335)

- Morning** 8:30 am-Noon Risk Management (\$225)

- Afternoon** 1:30-4:30 pm How Boards Lead Change at Public Colleges and Universities (\$225)
 Presidential Assessment (\$225)

SUNDAY, APRIL 22

- All Day** 8:30 am-3:30 pm Seminar for New Board Members (\$335)
 Academy for New Presidents (\$335)
Complimentary for those registered for the NCT; \$335 for those not attending the NCT.

- Morning** 8:30-11:30 am Leadership Strategies for Board Chairs of Independent Colleges and Universities (\$225)
 Leadership Strategies for Board Chairs of Public Colleges and Universities (\$225)
 Strategic Finance for Colleges and Universities (\$225)

- Afternoon** 12:30-3:30 pm How Boards Lead Change at Independent Colleges and Universities (\$225)
 Presidential Search and Transition (\$225)
 The Work of the Governance Committee (\$225)
 Working with Legal Counsel to the Board (\$225)

Preconference Workshops subtotal \$ _____

TOTAL REGISTRATION FEE AND PAYMENT INFORMATION

Preconference Workshops subtotal \$ _____
 National Conference subtotal \$ _____
 Optional Events subtotal \$ _____
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- My check or purchase order payable to AGB is enclosed.

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MAIL OR FAX YOUR COMPLETED REGISTRATION FORMS

AGB National Conference on Trusteeship
 1133 20th Street NW, Suite 300, Washington, D.C. 20036
 Fax: 202/223-7053 or 202/775-8790

Use one form per attendee (the form may be copied). Return by April 6, 2012. After that, all attendees must register on site. Please print all information. If you have questions, call Jessie Oplak at 202/776-0840 or e-mail registrar@agb.org. Please call the Gaylord National Harbor at 800/000-0000 to make hotel reservations. Hotel reservation deadline: March 20, 2012. Hotel reservation deadline: March 7.

All cancellations and requests for refunds must be submitted in writing. AGB will issue a full refund if written notification of cancellation is postmarked by February 24, 2012. AGB is unable to issue refunds for attendees who cancel after this date. If you are unable to attend, a substitute is welcome in your place at no additional charge. AGB will issue refunds after the conference. AGB is not responsible for any cancellation/change charges assessed by airlines, travel agents, or hotels.



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Register Now! Visit www.agb.org/nct or call 202/776-0840



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