

# 2010 NATIONAL CONFERENCE ON TRUSTEESHIP

PROGRAM AND RESOURCE GUIDE

**AGB** ASSOCIATION OF  
GOVERNING BOARDS  
OF UNIVERSITIES AND COLLEGES

ORLANDO  
MARCH 19-23, 2010  
[www.agb.org](http://www.agb.org)



# WELCOME TO THE 2010 NATIONAL CONFERENCE ON TRUSTEESHIP

## **THIS YEAR'S NATIONAL CONFERENCE ON TRUSTEESHIP MAY PRESENT MORE QUESTIONS THAN ANSWERS. IT WILL LIKELY STIMULATE MORE DISCUSSION THAN PRESENTATION.**

Given the backdrop for our meeting—continued uncertainty about revenues, costs, endowments, oversight issues and the resulting implications for higher education—we believe this to be appropriate. We hope you'll find it invigorating and engaging.

The urgency of the questions facing higher education places new demands on boards and institutional leaders. The public, policy makers and the media are paying heightened attention to access, degree attainment, academic quality, and governance. Governing boards must determine their place in discussions of educational quality and their role in helping to shape the future course of their institutions. Institutional and system leaders are being asked to satisfy national needs for college graduates and research. These leaders and boards must determine how they will work together even more effectively.

As you attend the conference's plenary sessions, workshops, roundtables, and concurrent sessions, we hope you'll find many ways to ask your questions and test your ideas. We trust you'll find much to warrant your attention and interest, and we hope you'll share your thoughts about the association's work with us, the directors who are in attendance and the AGB staff. We want to know how AGB can support your work as your board and your institution or system tackle the questions, challenges, and opportunities that confront us all.

We also extend our appreciation to the corporate sponsors of this year's meeting. We are grateful for their support of AGB's work and for their commitment to advancing good governance and leadership in higher education. You will find descriptions of their organizations in this program.

Finally, we hope you will enjoy your visit to the beautiful venue for our conference and the Orlando area. Thank you for joining us. We look forward to visiting with you during the conference. We appreciate your attendance at this important, exciting and valuable program.



A handwritten signature in black ink, appearing to read "Richard D. Legon".

**Richard D. Legon**  
*President, AGB*



A handwritten signature in black ink, appearing to read "Cynthia Baldwin".

**The Honorable Cynthia Baldwin**  
*Chair, AGB Board of Directors;  
Trustee Emerita, Duquesne University*

# SCHEDULE AT A GLANCE

## MARCH 19—21

1:30 PM FRIDAY TO  
NOON SUNDAY  
**WORKSHOP FOR BOARD  
PROFESSIONALS**

## SATURDAY, MARCH 20

9:00 AM – 4:30 PM  
**PRECONFERENCE  
WORKSHOPS**

## SUNDAY, MARCH 21

8:30 AM – 3:30 PM

### **PRECONFERENCE WORKSHOPS**

3:00 – 3:45 PM

STRATEGIC FINANCE FOR  
COLLEGES AND UNIVERSITIES:  
AN INTRODUCTION TO  
AGB'S STRATEGIC FINANCE  
INITIATIVE

4:00 – 6:00 PM

### **OPENING PLENARY SESSION**

THE NATIONAL AGENDA  
FOR HIGHER EDUCATION

ADDRESSING THE GROWING  
NEED FOR ACCESS TO HIGHER  
EDUCATION

6:00 – 7:00 PM

### **OPENING RECEPTION**

## MONDAY, MARCH 22

7:00 – 8:30 AM

### **CONTINENTAL BREAKFAST**

7:30 – 8:30 AM

### **ROUNDTABLES**

8:45 – 10:00 AM

### **PLENARY SESSION**

CAN THIS MARRIAGE BE  
DUPLICATED? A CONVERSATION  
ABOUT SUCCESSFUL  
BOARD-CEO RELATIONSHIPS

10:15 – 11:30 AM

### **CONCURRENT SESSIONS**

NOON – 1:30 PM

### **LUNCHEON PLENARY**

GLOBAL HOT SPOTS:  
WHAT'S NEXT?

1:45 – 3:00 PM

### **CONCURRENT SESSIONS**

3:15 – 4:30 PM

### **PLENARY SESSION**

THE BOARD'S RESPONSIBILITY  
FOR ACADEMIC QUALITY

4:45 – 5:45 PM

### **PLENARY SESSION**

WHAT THE IRS WANTS FROM  
HIGHER EDUCATION

## TUESDAY, MARCH 23

7:00 – 8:30 AM

### **CONTINENTAL BREAKFAST**

8:00 – 9:15 AM

### **PLENARY PANEL**

OVERCOMING INERTIA:  
CAN HIGHER EDUCATION  
CHANGE?

9:30 – 10:30 AM

### **ROUNDTABLES**

10:45 – NOON

### **CONCURRENT SESSIONS**

NOON

### **CONFERENCE CONCLUDES**

## REGISTRATION, BOOKSTORE AND RESOURCE AREA HOURS

*All booths are located in  
International Ballroom III*

### REGISTRATION DESK HOURS

FRIDAY, MARCH 19	10:00 AM – 6:00 PM
SATURDAY, MARCH 20	7:30 AM – 5:00 PM
SUNDAY, MARCH 21	7:30 AM – 6:00 PM
MONDAY, MARCH 22	7:00 AM – 5:00 PM
TUESDAY, MARCH 23	7:00 AM – NOON

### AGB BOOKSTORE AGB CONSULTING SERVICES

Learn more about AGB's publications, services  
and consulting in the AGB Bookstore.

SUNDAY, MARCH 21	9:30 AM – 4:00 PM
MONDAY, MARCH 22	7:00 AM – 5:00 PM
TUESDAY, MARCH 23	7:00 – 11:00 AM

### CLUB SODEXO

Relax, unwind, and check email at Club Sodexo

SUNDAY, MARCH 21	9:30 AM – 4:00 PM
MONDAY, MARCH 22	7:00 AM – 5:00 PM
TUESDAY, MARCH 23	7:00 – 11:00 AM

### SPONSOR RESOURCE AREA

Learn more about the organizations that have  
sponsored this year's National Conference.  
See profiles beginning on page 13.

SUNDAY, MARCH 21	9:30 AM – 4:00 PM
MONDAY, MARCH 22	7:00 AM – 5:00 PM
TUESDAY, MARCH 23	7:00 – 11:00 AM

# ABOUT AGB

## MISSION

The Association of Governing Boards of Universities and Colleges strengthens and protects this country's unique form of institutional governance through its research, services, and advocacy. AGB is committed to citizen trusteeship of American higher education.

## GUIDING VALUE

AGB is guided by its support for the men and women who hold higher education in trust, with respect for what has come before and high expectations for what will come in the future.

## BOARD OF DIRECTORS

### CHAIR

**Honorable Cynthia A. Baldwin**  
*Trustee Emerita, Duquesne University*

### VICE CHAIR

**James Weaver**  
*Gettysburg College*

### SECRETARY

**Honorable Jim Geringer**  
*Western Governors University*

### TREASURER

**Honorable Jack B. Jewett**  
*University of Arizona Foundation*

**Elizabeth Ballantine**  
*Grinnell College*

**Rita Bornstein, Ph.D.**  
*President Emerita Rollins College*

**Debra S. Farar, Ed.D.**  
*The California State University*

**Helen Aguirre Ferré**  
*Miami Dade College*

**Marilyn French Hubbard, Ph.D.**  
*Central Michigan University*

**Yvonne R. Jackson**  
*Spelman College*

**Clifford M. Kendall**  
*University System of Maryland*

**W. Austin Ligon**  
*University of Virginia*

**Andrea Loughry**  
*University of Tennessee System*

**Charles H. McTier**  
*Emory University*

**Constance L. Proctor**  
*University of Washington*

**David H. Roberts**  
*Thunderbird School of Global Management; Occidental College*

**Joyce Roché**  
*Dillard University*

**Verne O. Sedlacek**  
*President and CEO, Commonfund*

**Charles Shorter**  
*City University of New York*

**James C. Stalder**  
*Carnegie Mellon University*

**James R. Wilson**  
*College of Wooster*

For more information about AGB, ask a staff member during the conference, visit [www.agb.org](http://www.agb.org), or call 202/296-8400.

# PRECONFERENCE WORKSHOPS

Orlando/Orange County Convention & Visitors Bureau, Inc.®

## FRIDAY TO SUNDAY, MARCH 19-21

[ 1:30 PM FRIDAY – NOON SUNDAY ]

### Workshop for Board Professionals

**Meredith Harper Bonham**, chief of staff and secretary to the board of trustees, Hamilton College, and Program Committee Chair

**Charlene Reed**, secretary to the board of trustees, Kent State University, and Program Committee Vice Chair

Sponsored by BoardVantage

With contributions from Diligent BoardBooks and DirectorsDesk/NASDAQ

## SATURDAY, MARCH 20

[ 9:00 AM – 4:00 PM ]

### Successful Fundraising in Hard Times: What Presidents and Trustees Need to Know

**Jake Schrum**, president, Southwestern University

**James Lanier**, former president, East Carolina University Foundation; AGB senior fellow

Sponsored by Gonser Gerber Tinker Stuhr and Alexander Haas

[ 9:00 AM – 12 NOON ]

### Wye Seminar: Educational Leadership in the American and Global Polity

**David Townsend**, director of the Wye Seminars, and senior advisor, Aspen Institute

[ 1:30 – 3:30 PM ]

### Management of Trustee Conflicts of Interest

**Martin Michaelson**, partner, Hogan and Hartson

[ 1:30 – 4:30 PM ]

### Preparing for Presidential Assessment

**Richard Morrill**, president, Teagle Foundation; chancellor, University of Richmond

**Kenneth "Buzz" Shaw**, chancellor emeritus and university professor, Syracuse University

## SUNDAY, MARCH 21

[ 8:30 AM – 3:30 PM ]

### Seminar for New Trustees

**Kent John Chabotar**, president, Guilford College

**Jill Derby**, former board chair, Nevada Board of Regents

**Beverly E. Ledbetter**, vice president and general counsel, Brown University

Sponsored by Commonfund Institute

[ 8:30 – 11:30 AM ]

### Better, Cheaper, Faster: Board-CEO Partnership for Change

**Ellen Chaffee**, AGB Senior Fellow; president emerita, Valley City State University and Mayville State University

**Rick Staisloff**, vice president for finance and administration, College of Notre Dame of Maryland

With generous support from Lumina Foundation for Education

### Leadership Issues for Board Chairs of Independent Colleges and Universities

**Yvonne Jackson**, board chair, Spelman College; member, AGB Board of Directors

**Doug Orr**, president emeritus, Warren Wilson College; trustee, Berea College and University of North Carolina, Asheville

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

**Thomas D. Layzell**, former president, Kentucky Council on Postsecondary Education

**Thomas C. Meredith**, former head of state university systems in Georgia, Alabama, and Mississippi

[ 12:30 – 3:30 PM ]

### Achieving High Performance

**Susan Whealler Johnston**, executive vice president, AGB; trustee, Rollins College

**Terry MacTaggart**, AGB senior fellow; former chancellor, University of Maine System

With generous support from Lumina Foundation for Education

### Presidential Search and Transitions

**James P. Ferrare**, senior consultant, Academic Search, Inc.

**Thomas K. Hyatt**, partner, Sonnenschein Nath & Rosenthal LLP; AGB senior fellow

### The Board and Educational Quality

**Bernard W. Harleston**, trustee, Leslie University; trustee emeritus, Tufts University; senior associate, New England Resource Center for Higher Education, University of Massachusetts Boston; and former president, The City College of New York

**Michael F. Middaugh**, associate provost for institutional effectiveness, University of Delaware; commissioner, Middle States Commission on Higher Education

With generous support from Lumina Foundation for Education

# CONFERENCE PROGRAM

## SUNDAY, MARCH 21

[ 3:00 – 3:45 PM ]

### Strategic Finance for Colleges and Universities

#### ■ OAKMONT

AGB's Strategic Finance Initiative works with presidents to align scarce resources and emerge from economic challenge to a sustainable future. AGB will provide a one-day Strategic Finance workshop for eligible public governing boards. This session will introduce you to the initiative and provide details on the workshops.

Ellen Chaffee, *AGB Senior Fellow*

[ 4:00 – 6:00 PM ]

### OPENING PLENARY SESSION

#### ■ NATIONAL BALLROOM

#### WELCOME AND INTRODUCTION

Richard Legon, *president, AGB*

### The National Agenda for Higher Education



Martha Kanter,  
*Under Secretary,  
U.S. Department of  
Education*

#### INTRODUCTION

Hon. Cynthia Baldwin, *chair,  
AGB Board of Directors; trustee emerita,  
Duquesne University*

### KEYNOTE ADDRESS

### Addressing the Growing Need for Access to Higher Education



Freeman Hrabowski, III,  
*President, University of  
Maryland, Baltimore  
County*

President Freeman Hrabowski will open the conference by challenging us to raise the bar on access and quality, asking more of institutions and their leaders.

With special thanks to



[ 6:00 – 7:00 PM ]

### Opening Reception

#### ■ MAIN POOL AREA

## MONDAY, MARCH 22

[ 7:00 – 8:30 AM ]

### CONTINENTAL BREAKFAST

- NATIONAL BALLROOM FOYER
- OUTSIDE ROUNDTABLE ROOMS  
(SEE PAGE 10)

[ 7:30 – 8:30 AM ]

### ROUNDTABLES

See descriptions and locations on Page 10.  
*Note, many roundtables repeat on Tuesday.*

[ 8:45 – 10:00 AM ]

### PLENARY SESSION

#### ■ NATIONAL BALLROOM

### Can This Marriage Be Duplicated? A Conversation about Successful Board-CEO Relationships



Richard Chait,  
*Research Professor,  
Harvard Graduate School  
of Education*

We all know relationships are hard work. The relationship between a president and his or her board can be especially challenging because of its complexity. It has professional as well as political, social and personal dimensions. Governance guru and provocateur Dick Chait will lead teams of presidents and their board leaders in a discussion of what makes their partnerships successful.

#### PANELISTS

Stephen Jordan, *president*, and  
Adele Phelan, *board chair, Metropolitan  
State College of Denver*

Gordon Gee, *president*, and Alex Shumate,  
*board member, Ohio State University*

Lawrence Bacow, *president*, and  
James Stern, *board chair, Tufts University*

[ 10:15 – 11:30 AM ]

### CONCURRENT SESSIONS

### 10 Things Boards Need to Know Now about Higher Education Finances

#### ■ COLONIAL

Are the dismal days behind us now, or is more turbulence on its way? What does the economy hold for higher education's future, and what should boards be focusing on to ensure stability and opportunities for growth going forward?

John Mattie, *National Education & Nonprofit leader, PricewaterhouseCoopers*

John Nelson, *managing director,  
Moody's Investors Service Health  
Care & Higher Education Teams*

### Branding From the Inside Out: Beyond Logos

#### ■ OLYMPIC

A brand is much more than your institution's logo or tagline—it is your institution's promise to deliver and delivery on that promise. A strategic focus on your institution's distinctiveness sharpens institutional planning, energizes enrollment efforts, and breathes new life into college relations.

Jo Ann Gora, *president, Ball State University*

Elizabeth Scarborough,  
*CEO & partner, SimpsonScarborough*

### New Relationships with Institutional Foundations

#### ■ AUGUSTA

With reduced funding from states and an increased need for resources, institutions are looking to their foundations for ever greater support. But institutional foundations have their own challenges and often their own agendas. As a result, too many times foundations and institutions reach a stand-off, and no one benefits. How can foundations and institutions forge new relationships and move forward together to serve the needs of students and states?

David Bass, *director of foundation  
programs & research, AGB*

Jerry Farley, *president, Washburn University*

Paul Robell, *vice president for  
development & alumni affairs, University  
of Florida Foundation, Inc.*

## What Boards Should Know About the Coming Wave of Presidential Retirements

### ■ CONGRESSIONAL

Higher education experts anticipate a large wave of presidential retirements in the next few years. What are the implications for board work? Where will new leaders come from and how well prepared will they be to face the challenges of leading at a time of great change? What should boards anticipate about these new leaders and the search processes that will result in their hires? How can a well-planned transition process ensure the new leader's success? Is it time for higher education to embrace succession planning?

**Rita Bornstein**, *president emerita, Rollins College; member, AGB Board of Directors*

**Peter Eckel**, *director of programs and initiatives, American Council on Education*

*With special thanks to*

TIAA-CREF institute

[ NOON – 1:30 PM ]

## LUNCHEON PLENARY

### Global Hot Spots: What's Next?

### ■ NATIONAL BALLROOM

#### INTRODUCTION



**James Wilson**, *member, AGB Board of Directors; trustee, The College of Wooster*

#### SPEAKER



**Robin Wright**, *award-winning journalist, foreign affairs analyst, and expert on the Middle East*

Robin Wright has reported from more than 140 countries on six continents for the *Washington Post*, the *Los Angeles Times*, the *New Yorker*, the *New York Times Magazine*, *TIME*, *Atlantic Monthly*, *Foreign Affairs* and other publications. She will share her insights on the world's political and military hot spots.

[ 1:45 – 3:00 PM ]

## CONCURRENT SESSIONS

### Philanthropy and Fundraising: A New Normal?

### ■ COLONIAL

The last decade saw record giving to higher education, with billions raised annually. But, the last year's economic upheaval and continuing job losses have put an end to this run of strong growth in giving. Is higher education looking at a new normal for philanthropy? What can institutions expect as the economy makes a slow recovery and individuals recalculate capacity for giving?

**Jane Eaves**, *partner, Conser Gerber Tinker Stuhr, LLP*

**Una Okonkwo Osili**, *director of research, The Center on Philanthropy at Indiana University*

*Sponsored by*

**Bank of America  
Merrill Lynch**

### Board – Faculty Relations

### ■ OLYMPIC

At a time when higher education confronts serious challenges, current governance structures often fall short of providing the needed pathway to change. Boards and faculty typically do not understand each other's roles and responsibilities related to governance, leaving presidents in the murky middle. For institutions to be truly responsive to the appropriate demands of their constituents, our systems of governance must work in the interest of the institutions.

#### FACILITATOR

**Tom Longin**, *trustee, Carroll College (MT)*

#### PANELISTS

**Barbara Gitenstein**, *president, The College of New Jersey*

**Michael Robertson**, *professor, The College of New Jersey*

**Suzanne Thomas**, *past chair, Skidmore College*

### Student Debt, Student Aid, and the Price of College

### ■ AUGUSTA

American higher education is caught in a dilemma: More students than ever need to attend and graduate from college, but the price of education is growing increasingly out of reach for average students and their families. What do economic studies of higher education tell us about affordability? What can be done with institutional aid? Where are student debt levels headed? What are the implications for the future?

**Sandy Baum**, *senior policy analyst, The College Board*

### System Governance: Challenges for the Future

### ■ CONGRESSIONAL

State systems of higher education currently educate over half of all students in higher education. If they are to continue to provide the educational programs and access that citizens demand and states need, boards and executive leaders must be prepared for challenges that range from financial capacity to leadership succession. In addition, they must be able to bring the academy and public policymakers together to ensure excellence.

#### FACILITATOR

**Thomas Meredith**, *former head of state university systems in Georgia, Alabama, and Mississippi*

#### PANELISTS

**Terence MacTaggart**, *AGB senior fellow; former chancellor, University of Maine System*

**Michael Spector**, *chair, board of regents, University of Wisconsin System*

**Nancy Zimpher**, *chancellor, State University of New York*

## AGB'S BENCHMARKING SERVICE

### LIVE DEMONSTRATION

MONDAY 7:30 – 8:30 AM  
TUESDAY 9:30 – 10:30 AM  
OAKMONT A

**Merrill Schwartz**, *Director of Research, AGB*

# CONFERENCE PROGRAM

[ 3:15 – 4:30 PM ]

## PLENARY SESSION

### The Board's Responsibility for Academic Quality

#### ■ NATIONAL BALLROOM

Among boards' fiduciary responsibilities are overseeing academic programs and ensuring educational quality. If boards do not embrace their responsibilities in this area and work with presidents and other administrators and faculty on assessment, colleges and universities stand to lose more public confidence in their quality and perhaps some of their autonomy. But, questions remain about how boards can meaningfully engage in the area of educational quality. Peter Ewell, a trustee and leading national expert on matters of academic quality and assessment, will ask a panel to probe these questions on the board's responsibility for educational quality.

#### INTRODUCTION



**Yvonne Jackson**,  
member, AGB Board of  
Directors; board chair,  
Spelman College

#### MODERATOR



**Peter Ewell**,  
vice president, National  
Center for Higher  
Education Management

Systems; board member, Truman State  
University and Ashford University

#### PANELISTS

**Stanley Ikenberry**, interim president,  
University of Illinois at Urbana-Champaign,  
co-director, National Institute for Learning  
Outcomes Assessment

**Marie Johns**, board member, Howard  
University

**Paul Lingenfelter**, president, State Higher  
Education Executive Office

**Sylvia Manning**, president, The Higher  
Learning Commission, North Central  
Association

**Ed Welch**, president, University  
of Charleston

With generous support from  
Lumina Foundation for Education

[ 4:45 – 5:45 PM ]

## PLENARY SESSION

### What the IRS Wants from Higher Education

#### ■ INTERNATIONAL BALLROOM II

In October 2008, the Internal Revenue Service mailed a compliance survey to approximately 400 colleges and universities. The 33-page questionnaire asked institutions to furnish a wide range of data related to endowment management and performance, executive compensation and benefits, and UBIT. To assist higher education, AGB and NACUBO recently issued a report on an independent study of the completed surveys conducted by Ernst & Young. This independent analysis promotes clarity and understanding of the results for higher education, the general public, and policymakers. This session will provide information about the report, its findings, and the implications for higher education.

#### SPEAKERS

**Richard Legon**, president, AGB

**John Walda**, president, National Association  
of College and University Business Officers

## TUESDAY, MARCH 23

[ 7:00 – 8:30 AM ]

### CONTINENTAL BREAKFAST

#### ■ NATIONAL BALLROOM FOYER

[ 8:00 – 9:15 AM ]

## PLENARY SESSION

#### ■ NATIONAL BALLROOM

### Overcoming Inertia: Can Higher Education Change?

Higher education's mission is to facilitate change in others, but it seems essentially immune to systemic change itself. AGB president Rick Legon will lead a panel of experts in a discussion of what board members and institutional leaders can do to positively affect the future of higher education.

#### INTRODUCTION

**Jim Weaver**, vice chair, AGB Board of  
Directors; board chair, Gettysburg College

#### FACILITATOR

**Richard Legon**, president, AGB

#### PANELISTS

**Hon. Jim Geringer**, former governor of  
Wyoming; board chair, Western Governors  
University; member, AGB Board of Directors

**Kevin Reilly**, president,  
University of Wisconsin System

**José Jaime Rivera**, president,  
University of the Sacred Heart

**Jane Wellman**, executive director,  
Delta Project on Postsecondary Costs

**Robert Zemsky**, chair and CEO,  
The Learning Alliance

[ 9:30 – 10:30 AM ]

## ROUNDTABLES

See descriptions and locations on page 10.

### AGB Benchmarking Service Demonstration

#### ■ OAKMONT A

[ 10:45 AM – NOON ]

## CONCURRENT SESSIONS

### Demographic Shifts and a New Enrollment Reality

#### ■ CONGRESSIONAL

Different parts of the country and different institutions will find the next decade a turning point. At many institutions, traditional college-aged students will become less common, and non-traditional students will become the new normal. For some, demand will grow beyond the capacity to serve, while others will find traditional sources of students drying up. What should boards be thinking about now to plan for a new reality in enrollment?

**Richard Blomgren**, dean of admission,  
Warren Wilson College

**Helen Aguirre Ferré**, board chair,  
Miami Dade College; member, AGB Board  
of Directors

**Gary Fretwell**, senior vice president,  
Noel-Levitz

## The Current Legal Environment for Higher Education

### ■ OLYMPIC

Lawsuits are a part of modern life, but are certain types of suits and legal issues more common in higher education? What issues are more likely to affect faculty and students? What's the regulatory environment for colleges and universities? How are financial issues affected by the legal environment? And, what new legal challenges are on the horizon?

**Robert Donin**, *general counsel, Dartmouth College*

**William Mullooney**, *vice president for policy & general counsel, Valencia Community College*

**Karen Stone**, *vice president & general counsel, University of North Florida*

## Planning Imperatives for Public Higher Education

### ■ COLONIAL

As state and system higher education leaders undertake planning initiatives for higher education, what priorities rise to the top? What is the responsibility of the state's institutions in contributing to the national goal of increasing degree attainment? How important are adult education, K-12 partnerships, and articulation between two-year and four-year institutions? How can state policy makers, educational leaders, and boards contribute to defining and addressing these and other imperatives as part of a "public agenda" within the realistic constraints of dramatically reduced budgets?

### FACILITATOR

**Rich Novak**, *AGB senior vice president for programs & research and executive director, Ingram Center for Public Governance and Trusteeship*

### PANELISTS

**Pat Callan**, *president, National Center for Public Policy & Higher Education*

**Eric Fingerhut**, *chancellor, Ohio Board of Regents*

**Brian Noland**, *chancellor, West Virginia Higher Education Policy Commission*

## Understanding and Protecting Academic Freedom: A Governing Board's Responsibility and Opportunity

### ■ AUGUSTA

Governing boards play a central role in defining and protecting academic freedom for the faculties of their institutions. In this session, several seasoned trustees will share their perspectives on various dimensions of that role, including adopting and revising academic personnel policies, reviewing any proposed faculty dismissals, and defending the institution against external or internal threats to the academic freedom of its personnel. Note will be taken of pertinent AGB policies that emphasize the centrality of academic freedom, integrity, and autonomy.

**Hon. Cynthia A. Baldwin**, *chair, AGB Board of Directors; trustee emerita, Duquesne University*

**Alison Bernstein**, *vice president for knowledge, The Ford Foundation*

**Cliff Kendall**, *board chair, University System of Maryland; member, AGB Board of Directors*

**Robert O'Neil**, *executive director, The Thomas Jefferson Center for the Protection of Free Expression and former president, University of Virginia*

[ NOON ]

CONFERENCE CONCLUDES



# ROUNDTABLES

## MONDAY, MARCH 22

[ 7:30 – 8:30 AM ]

- 1. Enterprise Risk Management**  
■ ROYAL MELBOURNE A
  - **Allen J. Bova**, *director, risk management and insurance, Cornell University; board member, United Educators*
  - **Margaret Tungseth**, *assistant treasurer and director of risk management, Concordia College; president, University Risk Management and Insurance Association (URMIA)*
- 2. Balancing Board Responsibilities and Political Ties**  
■ ROYAL MELBOURNE A
  - **David G. Carter**, *chancellor, Connecticut State University System*
  - **John A. Doyle**, *trustee, Connecticut State University System*
- 3. The Board's Role in Starting an Athletic Program**  
■ ROYAL MELBOURNE A
  - **Michael Cassidy**, *director of intercollegiate athletics, Roosevelt University*
  - **Don Field**, *trustee, Roosevelt University*
- 4. Working with Difficult Trustees**  
■ ROYAL MELBOURNE B
  - **Alan Cureton**, *president, Northwestern College*
  - **Rob Stevenson**, *managing director, SIMA International*
- 5. Building the Board You Want**  
■ ROYAL MELBOURNE B
  - **Dawn Brill Duques**, *trustee, Teacher's College, Columbia University*
- 6. The Role of the President and Board in Transforming an Institution**  
■ ROYAL MELBOURNE B
  - **Karen Gross**, *president, Southern Vermont College*
  - **Raymond Lenoue**, *trustee, Southern Vermont College*
- 7. Boards and the 3 A's: Assessment, Accountability, and Accreditation**  
■ ROYAL DUBLIN A
  - **Judith Dozier Hackman**, *associate dean for assessment, Yale College; board vice president, MacMurray College*
  - **Colleen Hester**, *president, MacMurray College*
- 8. Servant Leadership and Board Service**  
■ ROYAL DUBLIN A
  - **Teresa Ingrassia**, *trustee, Rockford College*
- 9. Increasing Board Engagement**  
■ ROYAL DUBLIN A
  - **Elizabeth W. Kassebaum**, *secretary to the board of trustees and vp for college projects, College of Charleston*
  - **Marie M. Land**, *board chair, College of Charleston*

## 10. What Boards Need to Know About Division III Athletics

- ROYAL DUBLIN B
- **Dale T. Knobel**, *president, Denison University*

## 11. Leading and Communicating in Tough Times

- ROYAL DUBLIN B
- **Toni Murdock**, *chancellor/ceo, Antioch University*
- **Arthur J. Zucker**, *board chair, Antioch University*

## 12. Engaging Minority Trustees

- ROYAL DUBLIN B
- **Maurice C. Taylor**, *vp for university operations, Morgan State University*

## 13. Governing Boards and Advisory Boards: Building Collaboration\*

- OAKMONT B (LOBBY LEVEL)
- **Patrick Mullen**, *board chair, Kent State University*
- **Charlene Reed**, *secretary, Board of Trustees, and chief of staff, Kent State University*

## 14. Five Traps of Sustainability\*

- OAKMONT B (LOBBY LEVEL)
- **Jim Martin**, *professor, Mount Ida College*
- **Jim Samels**, *president, The Education Alliance*

## 15. Effective Use of Bonuses in Presidential Contracts\*

- OAKMONT B (LOBBY LEVEL)
- **Raymond D. Cotton, Esq.**, *Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.*

\*Monday only Roundtables

## TUESDAY, MARCH 23

[ 9:30 – 10:30 AM ]

Repeat of Monday Roundtables 1-12, plus

## 16. Partnering with For-Profits:

- Five Ways to Open the Conversation**
- OAKMONT B (LOBBY LEVEL)
- **Jim Martin**, *professor, Mount Ida College*
- **Jim Samels**, *president, The Education Alliance*

## 17. A Checklist for a Great Board

- OAKMONT B (LOBBY LEVEL)
- **Robert O'Neil**, *executive director, The Thomas Jefferson Center for the Protection of Free Expression; and former president, University of Virginia*

## 18. Recognizing and Compensating the President's Spouse

- OAKMONT B (LOBBY LEVEL)
- **Raymond D. Cotton, Esq.**, *Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.*

## 19. The Board's Role in Campus Technology

- OAKMONT B (LOBBY LEVEL)
- With generous support from SunGard Higher Education.*

# AGB CONSULTING SERVICES

## AGB PRESS

### AGB CONSULTING

Over the past three years, over 200 presidents, chancellors, boards, and institutionally related foundations have turned to AGB consulting for help to address strategic challenges, to solve a particularly vexing problem, to develop better relationships, and to plan for their institutions' futures.

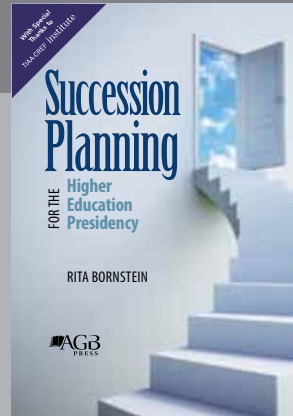
Our consulting engagements are designed with you to achieve the outcomes you seek. Our accomplished consultants have served as presidents and trustees and are experienced in leading successful institutions toward the desired results.

Recent engagements have addressed:

- Strengthening board and presidential relations
- Board structure and function
- Strategic finance and planning
- Presidential assessment
- Board assessment

**Stop by the AGB Consulting table in the bookstore for more information.**

AGB Consulting Services  
202.296.8400 • becs@agb.org • www.agb.org



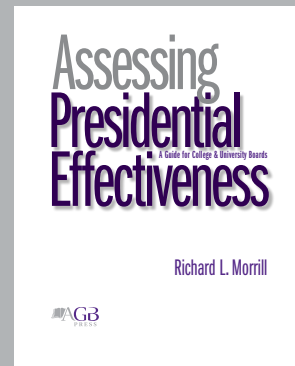
#### Succession Planning for the Higher Education Presidency

By Rita Bornstein  
Stock #043  
Member Price: \$39

Thanks to  
TIAA-CREF Institute

#### Assessing Presidential Effectiveness: A Guide for College & University Boards

By Richard L. Morrill  
Stock #022  
Member Price: \$49



#### Effective Governing Boards: A Guide for Members of Governing Boards of Public (or Independent) Colleges and Universities

Stock #059-P (Public), #059-I (Independent)  
Member Price: \$25

Thanks to  
Commonfund Institute

Visit our in-conference bookstore or visit us online at [www.agb.org/bookstore](http://www.agb.org/bookstore) to purchase your copies today!

# 2010 CONFERENCE SPONSORS



FOR INFORMATION ABOUT AGB'S SPONSORSHIP OPPORTUNITIES, CONTACT BRENT MUNDT, DIRECTOR OF RESOURCE DEVELOPMENT, AT BRENTM@AGB.ORG OR (202) 776-0831.