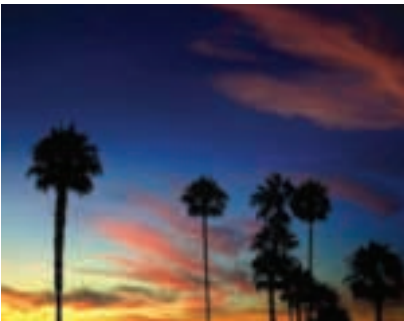


PROGRAM AND RESOURCE GUIDE
APRIL 3-5, 2011

ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES

NATIONAL CONFERENCE ON TRUSTEESHIP



HYATT REGENCY CENTURY PLAZA
LOS ANGELES, CALIFORNIA

AGB ASSOCIATION OF
GOVERNING BOARDS
OF UNIVERSITIES AND COLLEGES

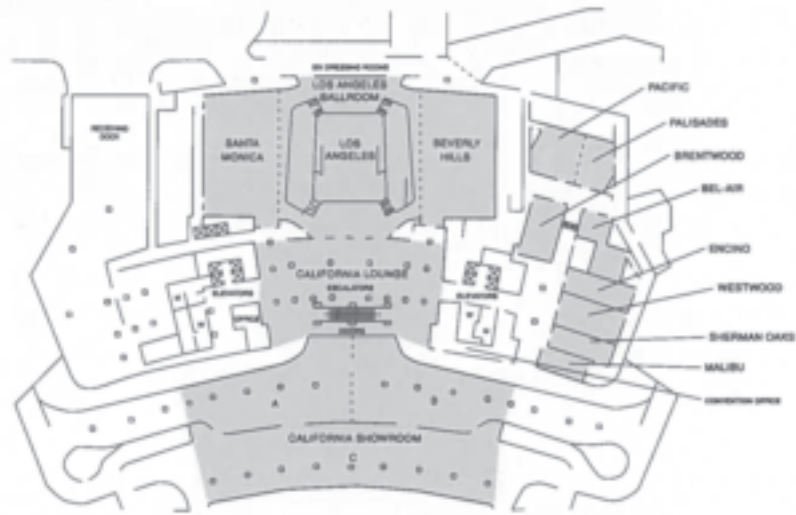
1921-2011 | CELEBRATING 90 YEARS OF SERVICE

WELCOME

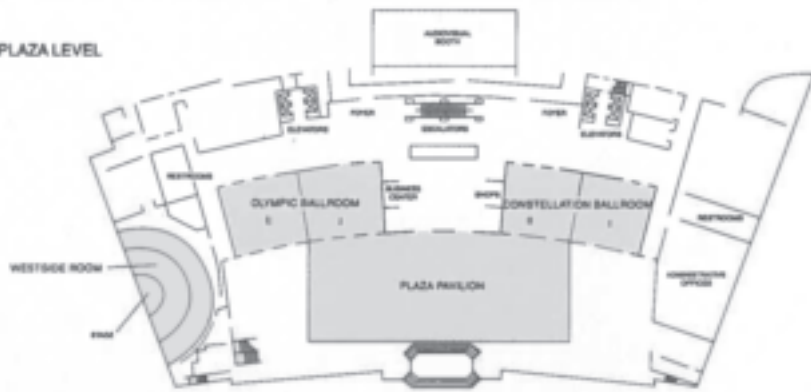
HYATT REGENCY CENTURY PLAZA

LOBBY LEVEL IS THE HIGHEST FLOOR, FOLLOWED SEQUENTIALLY BY SOUTH MEZZANINE, PLAZA, AND CALIFORNIA, WHICH IS LOWEST.

CALIFORNIA LEVEL



PLAZA LEVEL



SOUTH MEZZANINE LEVEL



LOBBY LEVEL



IN 1921, A GROUP OF TRUSTEES AND HIGHER EDUCATION LEADERS MET WITH THE EXPRESS GOAL OF ESTABLISHING AN ORGANIZATION TO GATHER THEM REGULARLY.



This is the story of the founding of the Association of Governing Boards of Universities and Colleges. We are thrilled to celebrate our goth year with you.

Over the years, the program for the National Conference on Trusteeship has aimed to cover critical issues facing boards and leaders of our nation's higher education institutions. In 1923, at the first national meeting of the organization, one of the papers presented was "What the University Can Do for the State." During the Great Depression, sessions addressed questions around productivity, cost, and efficiency during state and federal budget crises. In 1952, sessions addressed "The Proper Relationship Between Governing Boards and Administrative Officers," and "Academic Tenure."

Now, decades later, parallels remain, and governing boards are called upon to make decisions in a time of great change and unprecedented complexity. We have designed this conference to address those issues, provide valuable information, and create opportunities for you to share your thoughts, ideas, and concerns. We are looking forward to many productive conversations.

Your participation in this meeting is very important to us. We invite you to provide feedback to AGB staff throughout the meeting, so we can be sure to serve you and your institution both during our time together in Los Angeles, and as we return to our respective homes.

This year is special. We are proud of our historic role as a convener of board members and other higher education leaders, and we celebrate those 90 years of service to governing boards and institution leaders at this conference. We welcome a number of former AGB directors who join current AGB board members at the meeting to recognize the association's many years of service. We hope you have a chance to speak with them. We are grateful to them for their service to AGB and to the colleges and universities they hold so dear.

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

Thank you for joining us, and thank you for your service to higher education. We look forward to visiting with you during the conference.

Sincerely,



Richard D. Legon
President, AGB



James M. Weaver
Chair, AGB Board of Directors and
Former Chair and Trustee, Gettysburg College



ABOUT AGB

FOR MORE INFORMATION ABOUT AGB, ASK A STAFF MEMBER DURING THE CONFERENCE, VISIT WWW.AGB.ORG, OR CALL 202-296-8400.

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

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.

AGB BOARD OF DIRECTORS 2011-2012

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VICE CHAIR

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James M. Weaver
Gettysburg College
Former board chair and trustee

Jacqueline F. Woods
Kent State University
Muskingum College

SCHEDULE AT A GLANCE

APRIL 1-3

1:30 pm - Noon
(Friday to Sunday) Workshop for
Board Professionals*

APRIL 2

9:00 am - 4:30 pm Preconference Workshops*

APRIL 3

8:30 am - 3:30 pm Preconference Workshops*
4:00 - 6:00 pm Opening Plenary Session
6:00 - 7:00 pm AGB Opening Reception

APRIL 4

7:00 - 8:30 am Breakfast
7:30 - 8:30 am Roundtables
8:45 - 10:15 am Plenary Session
10:30 - 11:30 am Plenary Follow-up
Sessions By Sector
Noon - 1:30 pm Luncheon Plenary
1:45 - 3:00 pm Concurrent Sessions
3:15 - 4:30 pm Plenary Session
5:30 pm A Championship
Evening: NCAA Men's
Basketball Championship
Viewing Party*

APRIL 5

7:00 - 8:00 am Breakfast
8:00 - 9:15 am Plenary Session
9:30 - 10:30 am Roundtables
10:45 am - Noon Concurrent Sessions
Noon Conference
adjourns

*Additional fee required.

RESOURCE BOOTHS

All booths are located in the California Lounge.

APRIL 1-5

REGISTRATION DESK

Friday 11:00 am - 5:30 pm
Saturday 7:00 am - 5:00 pm
Sunday 7:00 am - 6:00 pm
Monday 7:00 am - 5:00 pm
Tuesday 7:00 am - Noon

APRIL 2-5

AGB BOOKSTORE

AGB CONSULTING SERVICES

SPONSOR RESOURCES

Saturday 7:00 am - 5:00 pm
Sunday 7:00 am - 4:00 pm
Monday 7:00 am - 5:00 pm
Tuesday 7:00 - Noon

- Browse AGB's latest publications, place book orders, and learn about AGB's services.
- Schedule a time to speak with Patti Kunkle, director of AGB Consulting Services, about the range of services we offer. Sign-up sheets are available.
- Learn about the organizations that sponsored this year's NCT. Materials are available in the sponsor resource area near registration.
- Print meeting handouts for free.

AGB MEMBER SERVICES

KNOWLEDGE CENTER

AGB Member Services staff are ready to answer your questions about member benefits. Stop by the bookstore to learn more and for a demonstration of the Knowledge Center

Saturday 7:00 am - 5:00 pm
Sunday 7:00 am - 4:00 pm
Monday 7:00 am - 5:00 pm
Tuesday 7:00 - Noon

CLUB SODEXO

Relax, unwind, and check email at Club Sodexo.

Saturday Noon - 5:00 pm
Sunday 9:30 am - 4:00 pm
Monday 9:30 am - 4:00 pm
Tuesday 7:00 - 10:45 am

PRECONFERENCE WORKSHOPS

PLEASE SEE THE REGISTRATION DESK FOR INFORMATION ABOUT THE PRECONFERENCE WORKSHOPS.

APRIL 1-3

12:30 pm Friday to Noon Sunday

WORKSHOP FOR BOARD PROFESSIONALS*

Build on your expertise and enhance your understanding of governance and your role as a board professional. Plenary sessions will focus on the most pressing issues for higher education: financial realities, restructuring, cost, access, and affordability; and academic quality and shared governance. Concurrent session topics include assessing board performance, management skills, legal issues, financial oversight, board orientation, presidential transitions, cutting edge technology, new to your job, and much more. Additionally, the workshop will offer many opportunities to participate in small-group roundtables. Activities on Friday include a campus tour of UCLA, a mentoring session for newcomers, and a welcome reception. Your registration fee includes events on Friday, breakfast on Saturday and Sunday, and lunch Saturday.

**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.*

FACULTY

- **Dusti Cermak**, associate director, Donor Relations, The University of Iowa Foundation, and vice chair, Program Committee
- **Charlene Reed**, secretary to the board of trustees, Kent State University, and chair, Program Committee

With thanks to

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BOARD MEMBER SERVICES INC.

BoardEffect

SATURDAY APRIL 2

9:00 am - 4:00 pm

SUCCESSFUL FUNDRAISING IN HARD TIMES: WHAT PRESIDENTS AND TRUSTEES NEED TO KNOW

How do you ensure your institution has an effective, efficient, and successful fundraising program in tune with the current economic climate? How do you evaluate your institution's development efforts? The workshop will cover the influence of the stock market; the structure of the development office; prospect identification, cultivation, and solicitation; what you need to know about major gifts, planned gifts, and capital campaigns; and much more. Lunch is included.

FACULTY

- **Patricia P. Jackson**, vice president for development, Smith College
- **James L. Lanier**, former president, East Carolina State University Foundation, and AGB senior fellow

9:00 am - Noon

WYE SEMINAR: EDUCATIONAL LEADERSHIP IN THE AMERICAN AND GLOBAL POLITY

Following the Wye/Aspen format, a selection of readings from classical and contemporary texts will be used as the basis for a facilitated discussion of the role of educational leadership in the 21st century. Participants will probe basic social and educational values and consider the public purposes of education in a free, democratic society. The seminar will give participants a taste of liberal education at its best. Reading materials will be provided in advance.

FACULTY

- **Lucille Sansing**, former president, Argosy University, San Francisco Bay Area



1:30 - 4:30 pm

HOW BOARDS LEAD CHANGE

When do boards need to step up to lead change at the institutions they govern? What values 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 case studies from the forthcoming AGB publication on how boards lead change, this interactive workshop will engage participants in these and other questions.

FACULTY

- **Susan Whealler Johnston**, executive vice president, AGB, and trustee, Rollins College
- **Terrence MacTaggart**, AGB senior fellow

With thanks to



1:30 - 4:30 pm

PREPARING FOR PRESIDENTIAL ASSESSMENT

Who should conduct the presidential assessment? Who should participate in it? How often should a presidential assessment occur? How can assessment be positive and productive? What is the president's role? Learn about principles and best practices in annual and comprehensive presidential assessment at this workshop. It will examine ways to assess and contribute to the leadership development of the president and the board by exploring the concept of "integral leadership."

FACULTY

- **Yvonne R. Jackson**, board chair, Spelman College, and president, Beecher Jackson
- **Thomas C. Meredith**, former head of state university systems in Georgia, Alabama, and Mississippi

1:30 - 4:30 pm

YOUR MOST VISIBLE ASSET: THE PHYSICAL PLANT OF THE MODERN UNIVERSITY

Participants in this workshop will discuss aligning financial and physical plant decisions, facility master plans, the use of credit and credit availability, and deferred maintenance. The workshop will also cover the desirability of seeking LEED certified buildings and making the physical plant and its operations more environmentally sustainable and efficient. What's the value to the future of the institution of a new health center or an attractive water feature? When should an institution look for short-term savings vs. long-term utility? This workshop will engage participants in the responsibilities of the board for campus planning and how to weigh competing alternatives, set goals, finance plans, and monitor the progress of the campus physical plant.

FACULTY

- **Lander Medlin**, executive vice president, Association of Physical Plant Administrators of Universities and Colleges
- **Brooks Baker**, former president, Association of Physical Plant Administrators of Universities and Colleges, and associate vice president for facilities services at the University of Alabama, Birmingham

SUNDAY APRIL 3

8:30 am - 3:30 pm

SEMINAR FOR NEW TRUSTEES

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.

FACULTY

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

With thanks to



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 the 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

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 keeping politics out of discussions. Reception for board chairs Saturday evening included.

FACULTY

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

8:30 - 11:30 am

STRATEGIC FINANCE FOR COLLEGES AND UNIVERSITIES

Strategic finance means aligning resources with the institution’s mission and strategic plan. It enables boards, executive leaders, and campus personnel to focus their efforts to achieve a fiscally sustainable future that fulfills their mission-driven vision. An essential first step is to diagnose the institution’s current and anticipated situation with respect to alignment of resources, mission, and strategic plan. The next is to lead the process of strengthening the alignment. This session outlines how to implement strategic finance.

FACULTY

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

With thanks to



12:30 - 3:30 pm

STRENGTHENING THE WORK OF THE ACADEMIC AFFAIRS COMMITTEE

What are best practices for the committee charge, membership, agendas, and communication? What can the chief academic officer and the academic affairs committee chair do to develop a mutually supportive working relationship? How can the academic affairs committee function strategically to ensure good academic stewardship by the board? This interactive workshop will address these and other questions facing academic affairs committees in today’s higher education environment.

FACULTY

- **Carol Guardo**, former president, Rhode Island College, and former trustee, Cabrini College
- **Jonnie G. Guerra**, former provost, Cabrini College

12:30 - 3:30 pm

PRESIDENTIAL SEARCH AND TRANSITION

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 P. Ferrare**, senior vice president, AGB, and managing principal, AGB Search
- **Thomas K. Hyatt**, partner, SNR Denton, and AGB senior fellow

12:30 - 3:30 pm

LEADING BOARD COMMITTEES

Most board work is done in committees. Crafting each committee’s charge, coordinating the work of committees with the full board, and selecting effective and creative leaders are essential to ensuring the strategic future of the institution. Learn how to create strategically focused agendas, orchestrate constituent engagement, work effectively with institution leaders, and advocate committee recommendations to the full board. Committee leadership is the essential proving ground for the next generation of board leaders.

FACULTY

- **Arnold Speert**, former president, William Paterson University
- **E.B. Wilson**, chairman emeritus, board of trustees of St. Lawrence University

12:30 - 3:30 pm

STRATEGIC APPROACHES TO INVESTMENT MANAGEMENT AND FINANCE

In the wake of the 2008 market and credit crises, institutions are increasingly adopting integrated approaches to endowment and financial management. This workshop addresses the fundamentals of investment management and governance, including asset allocation, spending policy, risk management, the role of the investment committee, and approaches to implementation. The workshop also explores ways boards can align the work of investment and finance committees, as well as other strategies to mitigate risk and the volatility of revenues.

FACULTY

- **John S. Griswold Jr.**, executive director, Commonfund Institute
- **E. Lyndon Tefft**, chief operating officer, Commonfund Institute



CONFERENCE PROGRAM



CANTOR



FALLOWS



HOWARD



SUAREZ

SUNDAY, APRIL 3

4:00 - 6:00 pm

OPENING PLENARY SESSION

LOS ANGELES BALLROOM

Welcome and Introduction

- Richard Legon, president, AGB
- James M. Weaver, chair, AGB Board of Directors

FOREIGN POLICY: AN AMERICAN PERSPECTIVE

James Fallows will base his address on his observations from his time in Beijing covering international issues for *The Atlantic*. He will pay particular attention to rising powers China and India, and their focus on education, as well as address America's role in a world in turmoil and transition.

- James Fallows, national correspondent, *The Atlantic*

With thanks to

Bank of America
Merrill Lynch

6:00 - 7:00 pm

AGB 90 OPENING RECEPTION

CELEBRATING 90 YEARS OF SERVICE TO BOARDS AND HIGHER EDUCATION

BEVERLY HILLS BALLROOM

With thanks to

MORGAN CREEK
CAPITAL MANAGEMENT, LLC

MONDAY, APRIL 4

7:00 - 8:30 am

CONTINENTAL BREAKFAST

CALIFORNIA LOUNGE, SOUTHERN MEZZANINE, AND WESTWOOD FOYER (OUTSIDE OF ROUNDTABLES)

7:30 - 8:30 am

ROUNDTABLES

See descriptions and locations on Page 12. All roundtables repeat on Tuesday.

8:45 - 10:15 am

PLENARY SESSION

RESPONDING TO TODAY'S CHALLENGES: IS GOVERNANCE UP TO THE TASK?

LOS ANGELES BALLROOM

The next decade presents us with several continuing challenges. Access, diversity, student retention and completion, quality, relevance, and research for a changing economy remain on the front burner. The financial crisis continues to challenge public and independent institutions, albeit to differing degrees. Is higher-education governance up to the challenge of addressing these issues? Can it serve the nation's goals even as American society seems more fractured than in earlier decades? How can trustees be of the most value as they sit at the intersection of society's needs and institutional aspirations? This session will be followed by facilitated sector-specific breakout conversations.

MODERATOR

- **Ray Suarez**, senior correspondent, *The NewsHour*, PBS

PANELISTS

- **Nancy Cantor**, chancellor, Syracuse University
- **Muriel Howard**, president, American Association of State Colleges and Universities
- **David Miles**, president, Iowa Board of Regents
- **Suzanne Woolsey**, board chair, Colorado College, and trustee, California Institute of Technology
- **Mark Yudof**, president, University of California

10:30 - 11:30 am

PLENARY FOLLOW-UP

SESSIONS BY SECTOR

Join trustees and institution leaders from your sector for engaging conversation based on issues raised at the plenary session, "Is Governance Up to the Task?" Facilitated by experienced chief executives, these sessions will focus on sharing common challenges and best practices, and on key leverage points within the governing board's purview.

OLYMPIC I

Public Single Campus: **R. Barbara "Bobby" Gitenstein**, president, The College of New Jersey

OLYMPIC II

Public University Systems: **Terrence MacTaggart**, senior fellow, AGB

CONSTELLATION I

Independent Session One: **Joanne Glasser**, president, Bradley University*

CONSTELLATION II

Independent Session Two: **Ted Long**, president, Elizabethtown College**

* Institutions with enrollment above 2,500

** Institutions with enrollment below 2,500

Noon - 1:30 pm

LUNCHEON PLENARY

THE OUTLOOK FOR THE AMERICAN ECONOMY

LOS ANGELES BALLROOM

The American economy continues to rebound from the Great Recession. But doubts and unease persist about whether unemployment, an ailing housing industry, rising fuel prices, or some unforeseen event will interrupt a sustained economic recovery. Our higher education system is dependent on a strong economy reflected in vital and growing household incomes and government spending, as well as a healthy business sector. Mark Zandi, one of the nation's top economists, will provide his analysis of and predictions for the U.S. economy in the months and years ahead.

SPEAKER

- **Mark Zandi**, chief economist, *Moody's Analytics*

1:45 - 3 pm

CONCURRENT SESSIONS

WOMEN IN THE BOARD ROOM AND IN THE PRESIDENT'S OFFICE: WHAT DIFFERENCE DOES IT MAKE?

OLYMPIC I

Of college presidents, 18.7 percent are women; of board members, 29.9 percent are women; and 18.5 percent chair the board. While over the last 35 years, the percentage of women on college and university boards has more than doubled, as has the percentage of women who serve as college or university presidents, the overall percentages are still much lower than the percentage of women enrolled in college, serving as faculty members, or receiving PhDs. What changes has this increased presence of women in leadership brought to the academy and the board room? Does it matter that the percentage of women in leadership doesn't mirror that of women throughout the rest of the academy? If so, what can be done about it?

MODERATOR

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

PANELISTS

- **Stephen M. Jordan**, president, Metropolitan State College of Denver
- **Lucie Lapovsky**, trustee, Western New England College, Cedar Crest College, and American Public University System
- **S. Georgia Nugent**, president, Kenyon College
- **Joyce Roché**, board chair, Dillard University; member, AGB board of directors; former president and CEO, Girls Inc.

POST-CRISIS APPROACHES TO INVESTMENT POLICY

OLYMPIC II

The market events of the past two years, in combination with longer-term trends, have changed the context in which investment committees operate. Where investment committees once oversaw portfolios consisting of fixed income instruments and domestic equities, alternatives now account for half of the average college or university endowment. The complexity of new investment instruments and strategies creates opportunities as well as new risks. In this session, NACUBO President John Walda and Commonfund President and CEO Verne Sedlacek discuss the ways boards are adapting their approaches to allocation, risk management, and spending, and changing their management and governance practices to reflect the new realities of the post-crisis investment world.



MILES



WOOLSEY



YUDOF



ZANDI

MODERATOR

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

SPEAKER

- **Verne O. Sedlacek**, president and CEO, Commonfund

SCHOOL STANDARDS AND COLLEGE READINESS

CONSTELLATION I

Nearly 60 percent of first-year college students are not academically ready for postsecondary studies and must enroll in remedial classes. If the nation is to remain competitive economically and educationally, we will have to graduate more students from high school, including many more from disadvantaged backgrounds, with the ability to succeed in college. The current move toward college readiness standards has major implications for colleges and universities, both public and independent. How can higher education engage effectively in the conversation on school improvement, common core standards, and college readiness, including preparing teachers to teach to higher standards? How should board members familiarize themselves with these issues and encourage their institutions' participation and support of state-level P-16 efforts on college readiness?

MODERATOR

- **Richard Novak**, senior vice president, Programs and Research, AGB

PANELISTS

- **Pat Callan**, president, National Center for Public Policy and Higher Education
- **Janet Holmgren**, president, Mills College
- **Lynn Huntley**, president emeritus, Southern Education Foundation

SUCCESSFUL TRANSITIONS IN THE COLLEGE PRESIDENCY

CONSTELLATION II

Governing boards have a responsibility to ensure the well-being of the institution for future generations. It is fundamental to this responsibility that boards do all in their power to ensure that a smooth and successful transition occurs when a president departs and an incoming one takes office. A successful search is, of course, a necessary step. But what other important responsibilities can boards assume to ensure a successful transition? When does this work begin? What can the departing president do to contribute to a successful transition?

MODERATOR

- **James P. Ferrare**, senior vice president, AGB, and managing principal, AGB Search

PANELISTS

- **Charles Ambrose**, president, University of Central Missouri
- **Brian Casey**, president, DePauw University
- **Richard Phillips**, board member, University of Central Missouri
- **Sarah Wallace**, board chair, DePauw University

3:15 - 5:30 pm

PUBLIC POLICY PLENARY SESSION

3:15 - 4:30 pm

FEDERAL EDUCATION POLICY

LOS ANGELES BALLROOM

Several federal education and funding issues before the 112th Congress have major implications for how colleges and universities provide student assistance, undergo accreditation, conduct research, and interact with K-12 education. In addition, the U.S. Department of Education has positioned itself as a major player in education policy: from *Race to the Top*, to an emphasis on higher degree attainment, to large boosts in Pell Grant funding and other federal programs, to new proposed regulations on academic credit hours, to the White House Summit on Community Colleges. What are the unresolved issues that must be resolved? What does future education policy foretell? And what should board members know about federal issues that will inform board discussions?

MODERATOR

- **Hon. Jim Geringer**, trustee, Western Governors University, and vice chair, AGB Board of Directors

PANELISTS

- **Terry Hartle**, senior vice president, Division of Government and Public Affairs, American Council on Education
- **Eduardo Ochoa**, assistant secretary for postsecondary education, U.S. Department of Education



4:30 – 5:30 pm

HIGHER EDUCATION MEETS HEALTH CARE REFORM: THE PERILS AND OPPORTUNITIES FOR GOVERNANCE AND LEADERSHIP

LOS ANGELES BALLROOM

In the wake of the new federal legislation, governing boards are well positioned to lead efforts to improve health care for their institution's employees, while educating the next generation of health professionals. How can they best accomplish those goals and avoid the risks associated with rising health-care costs? What danger signs should boards and higher education leaders look out for?

MODERATOR

- **Hon. Jim Geringer**, trustee, Western Governors University, and vice chair, AGB Board of Directors

SPEAKER

- **Darrell Kirch, M.D.**, president and CEO of the Association of American Medical Colleges

5:30 pm

A CHAMPIONSHIP EVENING: NCAA MEN'S BASKETBALL NATIONAL CHAMPIONSHIP VIEWING PARTY

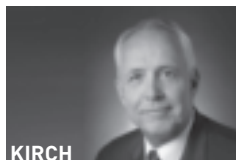


Additional fee required.

X BAR



GERINGER



KIRCH



TWIGG

TUESDAY, APRIL 5

7:00 - 8:00 am

CONTINENTAL BREAKFAST

CALIFORNIA LOUNGE

8:00 - 9:15 am

PLENARY SESSION

LESSONS LEARNED IN ACADEMIC TRANSFORMATION

LOS ANGELES BALLROOM

The National Center for Academic Transformation has been at the forefront of academic course redesign at over 150 colleges and universities. Focusing on high-demand and introductory courses in dozens of academic areas, the center has successfully re-engineered courses using information technology. The results have been enhanced student achievement, increased student satisfaction, and reduced costs. This session will explain academic redesign and use illustrative examples from several institutions.

SPEAKER

- **Carol Twigg**, president, National Center for Academic Transformation

With thanks to



ASSOCIATION OF AMERICAN PUBLISHERS, INC.

9:30 - 10:30 am

ROUNDTABLES

See descriptions and locations on Page 12.

10:45 am - Noon

CONCURRENT SESSIONS

ENGAGING THE BOARD ON ACADEMIC QUALITY AND OVERSIGHT

OLYMPIC I

Governing boards have a fiduciary responsibility to oversee academic program quality that is equal to their oversight responsibilities for other policy issues. But how can boards do so appropriately and effectively? What questions should boards ask about the curriculum and how students are progressing through it? What indicators of quality and student success should the board monitor?

MODERATOR

- **Thomas C. Longin**, senior fellow, AGB

PANELISTS

- **Peter Smith**, senior vice president, Kaplan Higher Education
- **Eileen Wilson-Oyalaran**, president, Kalamazoo College

INTERCOLLEGIATE ATHLETICS AS SEEN BY THE KNIGHT COMMISSION

WESTSIDE

College athletics continue to vex many. They are a source of pride and campus unity. But we also question their role in colleges and universities—the attention they garner, their true cost, their effect on academic integrity. The problems may be more pronounced in Division I institutions, but they exist to some degree in all divisions. In 2010, the Knight Commission on Intercollegiate Athletics issued its latest report, “Restoring the Balance: Dollars, Values, and the Future of College Sport,” calling for greater transparency in athletic finances, for rewarding practices that make academic values a priority, and for treating college athletes as students and not as professionals. What implications might the report have for intercollegiate athletics? What answers might it hold for trustees and administrators who struggle to reconcile and balance the role of athletics in college and university life?

MODERATOR

- **Richard Legon**, president, AGB

PANELISTS

- **Carol Cartwright**, president, Bowling Green State University
- **Janet Hill**, trustee, Duke University
- **William “Brit” Kirwan**, chancellor, University System of Maryland

THE BOARD’S ROLE IN ASSESSING RISK

OLYMPIC II

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.

SPEAKER

- **Gary Langsdale**, risk officer, Pennsylvania State University

TUITION AND STUDENT AID IN A PERIOD OF COST CONTAINMENT: GUIDANCE FOR BOARDS AND PRESIDENTS

CONSTELLATION 1

What should a board consider when presented with a proposal to raise tuition? What data would be necessary to aid in decision making? Should a board consider how an increase would affect the student mix, the strategic plan, net revenue, the financial aid budget, and retention? What other issues might confront the board when making tuition decisions during a difficult economic climate? This session will provide insight on what boards should understand when addressing tuition and higher education financing.

SPEAKER

- **Sandy Baum**, professor emerita of economics, Skidmore College, and independent higher education consultant

Noon

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WE APPRECIATE YOUR ATTENDANCE AT THE NATIONAL CONFERENCE ON TRUSTEESHIP AND YOUR FEEDBACK ON OUR PROGRAM. AN ELECTRONIC EVALUATION OF THE MEETING WILL BE SENT TO ALL PARTICIPANTS WITHIN TWO WEEKS AFTER THE MEETING. THE EVALUATION AND ALL SESSION HANDOUTS WILL BE AVAILABLE ON AGB’S WEBSITE AT WWW.AGB.ORG/NCT.





ROUNDTABLES

MONDAY, APRIL 4

7:30 - 8:30 am

1. INDEMNIFICATION AND INSURANCE FOR TRUSTEES: WHO'S PROTECTING WHOM

SENATORS II (SOUTH MEZZANINE)

- **Robert Avery**, senior vice president and counsel and secretary to the board of trustees, Roger Williams University

2. FORGING A STRONG WORKING PARTNERSHIP WITH YOUR AFFILIATED FOUNDATION

BRENTWOOD

- **David Bass**, director of foundation programs and research, AGB

3. STAFFING THE BOARD FOR MAXIMUM TRUSTEESHIP ENGAGEMENT

SHERMAN OAKS

- **Aristide Collins**, senior executive director of board relations and secretary of the university, The George Washington University
- **Barbara Porter**, chief of staff to the president, The George Washington University

TUESDAY, APRIL 5

9:30 - 10:30 am

4. BOARDS AND LITIGATION

REGENTS (SOUTH MEZZANINE)

- **Philip Crowley**, trustee, Stevens Institute of Technology

5. IMPLEMENTING A NEW MODEL FOR BOARD-PRESIDENT RELATIONSHIPS

OLYMPIC II

- **Clyde Evans**, trustee, A.T. Still University of Health Sciences
- **W. Jack Magruder**, president, A.T. Still University of Health Sciences

6. WOMEN TRUSTEES IN HIGHER EDUCATION

DIRECTORS I (SOUTH MEZZANINE)

- **Hannah Arfer-Fisher**, director, Oregon State Board of Higher Education
- **Rosemary Powers**, director, Oregon State Board of Higher Education

7. BUYING INTO THE GAME WITHOUT SELLING THE FARM: ACCESSING PRIVATE EQUITY TO SUPPORT INDEPENDENT AND PUBLIC HIGHER EDUCATION

DIRECTORS II (SOUTH MEZZANINE)

- **Michael Goldstein**, trustee, Fielding Graduate University

8. FIXING A BROKEN MODEL FOR FINANCING PUBLIC COLLEGES

BRENTWOOD

- **Darryl Greer**, CEO, New Jersey Association of State Colleges and Universities

9. ENGAGING TRUSTEES TO OVERCOME GROUPTHINK

PACIFIC

- **William Griffin**, vice chairman, board of trustees, College of Lake County
- **Jerry Weber**, president, College of Lake County

10. BUILDING BOARD DIVERSITY

PALISADES

- **Marilyn French Hubbard**, vice chair, board of trustees, Central Michigan University

11. PRESIDENTIAL COMPENSATION AND CONTRACTS

CONSTELLATION I

- **Tom Hyatt**, partner, Sonnenschein, Nath & Rosenthal

12. A TRUSTEE'S ROLE IN FUND RAISING

PARK (SOUTH MEZZANINE)

- **Mary Kennard**, vice president, general counsel, and secretary, American University
- **Tom Minar**, vice president of development, American University

13. BOARD STRATEGIES FOR COLLEGE COMPLETION

GOVERNORS I (SOUTH MEZZANINE)

- **Marcus Lingenfelter**, director of state government relations, The College Board
- **Jim Moran**, vice chancellor for academic and student affairs, Pennsylvania State System of Higher Education

14. COMPETITIVE STRATEGY IN HIGHER EDUCATION

SENATORS I (SOUTH MEZZANINE)

- **Jose Llanes**, professor, organization and leadership, Auburn University

15. ENTERPRISE RISK MANAGEMENT FOR SMALL PRIVATE LIBERAL ARTS COLLEGES: RISK PERCEPTIONS OF TRUSTEES AND PRESIDENTS

CONSTELLATION I

- **Patrick Amice**, client executive, RCM&D
- **Jane North**, executive vice president, Gettysburg College

16. NATIONAL MOVEMENT ON STUDENT LEARNING AND ACCOUNTABILITY

GOVERNORS II (SOUTH MEZZANINE)

- **David Paris**, executive director, New Leadership Alliance for Student Learning and Accountability

17. THE VALUES-BASED INSTITUTION IN THE 21ST CENTURY: CHALLENGES, COMPROMISE, AND SUCCESS

PREVIEW II

- **Mark Schulman**, president, Saybrook University

18. FIXING THE BROKEN SYSTEM: NEW COMPACT TO FUND HIGHER EDUCATION

PACIFIC

- **Marc Shaw**, senior vice chancellor, The City University of New York
- **Charles Shorter**, trustee, The City University of New York

19. THE CRISIS OF THE UNDIFFERENTIATED LIBERAL ARTS COLLEGE

WESTWOOD

- **David Strauss**, principal, Art & Science Group

20. BUILDING AND SUSTAINING A POSITIVE BOARD CULTURE

ENCINO

- **Janet Riggs**, president, Gettysburg College
- **James Weaver**, board chair, AGB, and former chair and trustee, Gettysburg College

21. THE PRESIDENTIAL SEARCH: THE PROCESS FOR A SMALL COLLEGE

WESTWOOD

- **Donald Wertman**, trustee, Keuka College

22. AGB BENCHMARKING DEMONSTRATION

MALIBU

- **Merrill Schwartz**, director of research, AGB

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The Association of Governing Boards launched AGB Search in June 2010 to provide high-level search and consultation services to institutions and foundations. These services go well above traditional search practice. AGB Search also advocates for and assists in the implementation of strong transition planning with the ultimate goal of strengthening institutional and foundation governance in the United States.

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About Commonfund

Founded in 1971, Commonfund is devoted to enhancing the financial resources of nonprofit institutions including endowments, foundations, healthcare, and service organizations through superior fund management, investment advice, and treasury operations. Commonfund manages approximately \$25 billion for over 1,500 nonprofits, representing one of the largest pools of endowment and operating funds in the world.

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**As of 9/30/10.*



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Founded in 1995, Legacy Leaders is the most experienced provider of proactive, integrated mail and phone planned giving marketing services in the world. We implement donor-focused bequest marketing programs designed to cost-effectively accelerate planned giving programs to the next level for colleges and universities in North America.

Researchers now know that 40 percent of college-educated people are willing to make a planned gift. However, traditional marketing efforts are generating planned gifts from only a small percentage of college graduates, thereby leaving billions of dollars on the table. Unfortunately, limited staffing and tightening budgets make it impossible for colleges and universities to tap these significant, unrealized assets.

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Morgan Creek Capital Management, LLC is a registered investment adviser providing investment management and advisory services to institutions and wealthy families. We provide customized solutions to clients in need of a comprehensive investment program, as well as discretionary strategies to assist clients in building investment programs based on the University Endowment Model. Morgan Creek provides Asset Allocation, Manager Selection, and Portfolio Construction through advisory relationships and discretionary strategies.

Morgan Creek was founded in July 2004 by Mark W. Yusko, former chief investment officer of The University of North Carolina at Chapel Hill (UNC) Endowment. The core of the Morgan Creek investment team has worked together for many years in a fiduciary capacity managing one of the most complex endowment management programs in the country. Mr. Yusko and Mike Hennessy, former vice president and a founding member of the UNC Management Company, were responsible for building the Investment Office and subsequent Management Company operations for the UNC Endowment and worked closely with the Investment Fund Board to develop investment policy, set goals and objectives, establish a strategic framework, select investment managers, and manage portfolio risk. Currently, Morgan Creek's investment team is made up of professional investment staff from endowment backgrounds at some of the top university programs in the United States (Notre Dame, UNC, Duke, Stanford) as well as individuals with other institutional and private wealth investment experience who we believe provide the firm with one of the strongest investment teams in the world.

At Morgan Creek, we believe that we are first and foremost investors, not simply allocators of capital. As investors, we make active investment decisions to add value within our clients' portfolios and our discretionary funds. These investment decisions and active asset allocation shifts are based upon our views of the economy and market environment.

Morgan Creek offers other competitive advantages and differentiators such as:

- a) Experience managing assets in a fiduciary capacity
- b) Expertise in alternative assets
- c) Access to what we consider to be top-tier managers
- d) World-class 25 person global investment team (public and private expertise)

Morgan Creek's headquarters are in Chapel Hill, North Carolina. In addition, we currently have offices located in New York City, Hong Kong, and Beijing. Today Morgan Creek has 59 employees world-wide.

In 2005, Mark & Stacey Yusko founded the Morgan Creek Foundation to support local community organizations with an educational focus. A portion of the Morgan Creek Capital Management profits are contributed to the foundation each year to support its mission. In appreciation of the Morgan Creek Foundation's innovation and contribution to the community, The Chapel Hill-Carrboro Chamber of Commerce recently recognized The Morgan Creek Foundation as its "2010 Non-Profit Business of the Year."

MORGAN CREEK
CAPITAL MANAGEMENT

ALTERNATIVE THINKING ABOUT INVESTMENTS

PERELLA WEINBERG PARTNERS

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Perella Weinberg Partner's Agility investment team provides a high-quality endowment-model investment approach to college and university endowment clients. The endowment approach to investing is characterized by a long-term, broadly diversified, global, multi-asset class investment methodology that has been successfully employed in recent decades by large U.S. universities in achieving superior risk-adjusted returns.

The investment strategy employs open architecture manager selection, tactical asset allocation, active management, and integrated risk management. The investment strategy is made up of five different asset class sub-strategies:

- Absolute Return
- Global Equities
- Global Fixed Income
- Private Capital
- Real Return Assets

Each asset class is headed by a portfolio manager with experience managing multi-billion dollar portfolios on behalf of university endowments, corporate pension plans, or large multi-family offices. The Agility team identifies and hires external managers from around the world who they believe can significantly contribute to the portfolio's risk/return profile. The Agility team can also make direct investments, put on hedges, add portfolio overlays, and make other active, tactical allocation maneuvers as warranted by changing market conditions.

Agility is led by Chris Bittman, chief executive officer and chief investment officer of the Agility Investment Platform. Mr. Bittman is the former chief investment officer of the University of Colorado Foundation. He leads a team with a deep understanding of the needs and expectations of endowment stakeholders. In addition to Mr. Bittman, senior investment team members include: Kent Muckel, former chief investment officer of Baylor University and lead portfolio manager for the University of Colorado Foundation under Mr. Bittman; Trey Thompson and Darren Myers, both of whom managed

portfolios on behalf of the \$20 billion University of Texas Investment Management Company (UTIMCO); and Eric Haskel, who served as a senior partner and head of real estate for a \$9 billion advisory firm focused on the investment needs of ultra high net worth families and endowments.

About Perella Weinberg Partners

Founded in June 2006, Perella Weinberg Partners is a global financial services firm that provides corporate advisory and asset management services to a variety of global clients and investors. Investors in its asset management business include:

- Corporations
- Endowments
- Family Offices
- Foundations
- Fund of Funds
- Public and Corporate Pensions
- Sovereign Wealth Funds

The firm's founding partners include Joseph Perella, chairman and chief executive officer of Perella Weinberg Partners, and former Morgan Stanley vice chairman, chairman of institutional securities and investment banking, and member of its management committee; Peter Weinberg, head of corporate advisory and former chief executive officer of Goldman Sachs International; and Terry Meguid, head of asset management and former head of worldwide investment banking at Morgan Stanley.

Today, from its New York headquarters and additional offices in London, Abu Dhabi, Austin, Denver, and San Francisco, the firm is made up of approximately 325 employees, including 45 partners who were recruited from a wide variety of leading financial institutions.

The firm's asset management business manages approximately \$6.6 billion worldwide, and consists of a diversified group of alternative investment vehicles that appeal to investors globally, including: The multi-asset class Agility Investment Platform, European private equity real estate, water/clean technology, distressed credit and special situations, asset based value, and global diversified healthcare.

PERELLA
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Unparalleled Industry Commitment

PricewaterhouseCoopers' commitment and service to education and nonprofits is without equal. As the leading provider of audit, tax, and advisory services to the majority of public and private colleges, universities, and academic medicine and research centers in the country, PwC's Education and Nonprofit Practice is widely recognized for its industry knowledge, deep technical experience, and leading thought leadership.

Whether ranked by market share, the prestige and diversity of our client portfolio, or the depth of industry-focused professionals, no other firm rivals PwC as the dominate professional services firm serving the education and nonprofits. We are the service provider of choice. Our leadership position allows us to provide our clients with valuable insight and leading practices amid changing legislative priorities and emerging industry developments. Our seasoned professionals sit on many standard-setting bodies, enabling us to represent our clients' positions and facilitate our ability to identify and distribute leading-edge information to each of our clients.

PwC: Experienced, Focused, Insightful

Our practice features industry-focused specialists with firsthand experience serving a wide range of educational institutions and nonprofit organizations. Every client—both large and small—is connected to an unparalleled network of resources, seasoned industry professionals, and unmatched industry knowledge. Our professionals are committed to helping our clients turn their complex business issues into opportunities and measurably enhance their ability to build value, manage risk, and improve performance by providing innovative solutions today.

Industry Thought Leadership

We back up our industry depth with widely recognized thought leadership and practice support programs. We keep our clients up-to-date on the latest developments affecting education and nonprofit enterprises worldwide. Confronted with a vast array of issues and challenges, organizations look to PwC to identify the leading business and technical issues and to solve their complex business needs. We answer that call by producing thought-provoking, leading-edge webcasts, position papers, and publications to support the industry nationally and guide our clients in the right direction.

PricewaterhouseCoopers (www.pwc.com) provides industry-focused assurance, tax, and advisory services to build public trust and enhance value for its clients and their stakeholders. More than 155,000 people in 153 countries across our network share their thinking, experience, and solutions to develop fresh perspectives and practical advice.

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For more than 35 years, Russell has provided investment advice and management services to nonprofit organizations. Our collaborative experience with clients gives us a solid understanding of, and appreciation for, the challenges you face in balancing your public interest activities with the preservation and distribution of assets.

We understand that challenges, as well as goals and objectives, vary from one organization to the next. That's why Russell offers:

- Investment management
- Alternative investments
- Consulting services
- Implementation services
- Comprehensive nonprofit administration services, including:
 - Transaction processing
 - Cash management
 - Target allocation maintenance
 - Securities gift processing
 - Loan collateral administration
 - Endowment accounting
 - Donor record keeping services
 - Planned giving administration
 - Distribution services
 - Donor advised services
 - Regulatory updates for non-profits

Just as your organization focuses its resources on people, so too does Russell. Our mission—"Improving financial security for people"—drives our commitment to help you achieve more with your investment program.

Your Russell client executive will work with you to help you tailor your investment strategy so it is aligned with your mission and goals. And Russell's program administration team will help you manage many time-consuming accounting and administrative tasks.

We're focused on you, so you can focus on your core mission.

Russell manages \$149.3 billion in assets (as of 9/30/10) and has over 20 offices around the globe. For more information about how we help endowments and foundations around the world achieve their goals, visit www.russell.com/institutional.



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Our mission

Sodexo's mission is twofold:

- To improve the quality of daily life of all the people we serve.
- Contribute to the economic, social, and environmental development of the communities, regions, and countries where we operate.

Sodexo shares the aims of the education community. From universities to nursery schools, Sodexo supports the institution's mission of learning and excellence by creating safe and comfortable environments, conducive to academic success. Sodexo offers the benefits of customized dining experiences and living and learning spaces, provided by our full palette of services that improve quality of life.

Our core values

- **Service spirit.** As our founder and chairman, Pierre Bellon, has often said, "True dignity lies in being of service to others." For the men and women of Sodexo, this "Service Spirit" is more than a slogan; it's an attitude towards daily life that is embodied in all that we do each day to take care of those whom we serve. It's about listening and paying attention to details. It is also being available, responsive, welcoming, and efficient, and doing what we say we will do.
- **Team spirit.** In a team environment, everyone contributes their individual talents, personality, and particular skills. The winning team is the one whose members also demonstrate respect and appreciation for each other.
- **Spirit of progress.** Every day, Sodexo team members strive to give their best. This means going the extra mile, continuously improving performance and daring to take the initiative.

Our ethical principles

- Loyalty
- Respect for people
- Transparency
- Business integrity

Our services

- Integrated Facilities Management
- Dining services
- Catering
- Vending
- Maintenance
- Engineering
- Landscaping
- Custodial

Highlights

- Sodexo Education serves institutions of learning in 80 countries, on 5,150 sites
- Named Worldwide Super Sector Leader by *Dow Jones Sustainability World Index*
- #2 in the Top 50 Companies for Diversity, *DiversityInc*
- Top 10 Companies for Persons with Disabilities, *DiversityInc*
- Top 10 Best Companies for Hispanics, *Hispanic Business Magazine*



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United Educators Insurance (UE), a Reciprocal Risk Retention Group, is a licensed insurance company owned and governed by more than 1,200 member colleges, universities, independent schools, public school districts, public school insurance pools, and related organizations throughout the United States. Members range from small, private schools to multi-campus public universities.

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United Educators is rated A (Excellent) by A.M. Best.

United Educators' Mission

- To meet the specific liability insurance needs of educational institutions on a long-term basis.
- To price coverage predictably and rationally based on education's own losses, avoiding the high-risk exposures of commercial insurance.
- To identify emerging liability issues and assist administrators in formulating sound policies and practices to manage risk and reduce loss.
- To handle claims fairly, quickly, and proactively to support the cost-effective resolution of disputes.
- To partner with institutions and brokers to manage risk and catastrophic losses.



VANGUARD

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Vanguard is one of the world's largest investment management companies with approximately \$1.4 trillion* in assets under management. Our unique approach to investment management relies on both internal and external advisors to manage our investment portfolios.

We offer a diverse selection of 160 equity and fixed income strategies in the United States and additional strategies serving non-US investors. These investment portfolios include both index and actively managed offerings ranging from money market and fixed income to equity, international, and low-correlated strategies.

Vanguard is the fourth largest investment manager for endowments and foundations.** With more than \$35 billion in nonprofit assets under management and more than 1,400 clients, our dedicated nonprofit service teams strive to help clients select investments and practices best suited for their needs. All of our investments, methodologies, and services are supported by ongoing research on issues of paramount importance to institutional investors.

In addition to our wide range of investment strategies and research, we also offer Vanguard Institutional Advisory Services®. This specialized group provides a full suite of investment advisory services to both nonprofit and defined benefit clients, including:

- Investment-policy consulting.
- Asset allocation modeling.
- Investment management and oversight.
- Performance monitoring.
- Comprehensive reporting.
- Onsite reviews and investment committee support.

Vanguard was founded in 1975*** and is owned by the member funds, which are owned by our clients. Our unique structure drives everything we do and keeps us focused on our clients' best interests—we don't take unnecessary risks to generate higher profits. This structure also allows us to apply cost efficiencies in a way no other investment company can. That cost savings can allow our nonprofit clients to invest more in their missions.

All investing is subject to risk.

Vanguard Institutional Advisory Services is an operating division of Vanguard Advisers, Inc., a registered investment advisor, and Vanguard Fiduciary Trust Company, a Pennsylvania-registered bank.

* As of August 1, 2010.

** Pension & Investments, May 2010.

*** Vanguard was incorporated in 1974 and began operations in 1975.



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SPEAKERS

Charles Ambrose

Charles M. Ambrose is the president of the University of Central Missouri. He is currently guiding a strategic governance model initiative in partnership with AGB and the Lumina Foundation as well as conducting an academic review process on campus. Most recently, Dr. Ambrose served a 12-year presidency at Pfeiffer University, an independent, comprehensive institution located in Misenheimer, N.C., where his leadership contributed to the development of many new endeavors and academic programs. He is credited with the design and implementation of *The Pfeiffer Initiative*, the institution's strategic plan, which emphasizes service and leadership. He has worked his entire professional career in higher education administration and advocacy. Dr. Ambrose is a former NCAA student-athlete who served as the chair of the National College Athletic Association, Division II, President's Council, including service on the association's executive committee from 2006-08.

Sandy Baum

Sandy Baum is an independent higher education policy analyst and consultant. A senior fellow at the George Washington School of Education and Human Development and professor emerita of economics at Skidmore College, Dr. Baum earned her BA in sociology at Bryn Mawr College and her PhD in economics at Columbia University. She has written and spoken extensively on issues relating to college access, college pricing, student aid policy, student debt, affordability, and other aspects of higher education finance. Dr. Baum is a senior associate at the Institute for Higher Education Policy and Affiliated Consultant for HCM Strategists. She has worked with numerous organizations including the Advisory Committee on Student Financial Assistance, AGB, Canada Student Loans Program, the Jack Kent Cooke Foundation, and the National Association of Student Financial Aid Administrators (NASFAA). She co-chaired the Rethinking Student Aid study group and is managing a study of the impact of student aid simplification on states, funded by the Lumina Foundation.

Patrick M. Callan

Patrick M. Callan is president of the National Center for Public Policy and Higher Education. He has previously served as executive director of the California Higher Education Policy Center, the California Postsecondary Education Commission, the Washington State Council for Postsecondary Education, the Montana Commission on Postsecondary Education, and as vice president of the Education Commission of the States. Mr. Callan is the author of many articles and papers on education, educational opportunity, public accountability, financing of higher education, and leadership. He is co-editor of *Public and Private Financing of Higher Education: Shaping Public Policy for the Future* (1997) and co-author of *Designing State Higher Education Systems for a New Century* (2001). In 2001, he collaborated with Gene Maeroff and Michael Usdan on *The Learning Connection, New Partnerships Between Schools and Colleges*. He has served as an advisor to blue ribbon commissions, state education and higher education boards, governors' offices, and legislative committees in many states.

Nancy Cantor

Nancy Cantor is the chancellor and president of Syracuse University. Prior to her appointment at Syracuse, Chancellor Cantor served as chancellor of the University of Illinois at Urbana-Champaign; provost and executive vice president for academic affairs at the University of Michigan, prior to which she had been dean of its Horace H. Rackham School of Graduate Studies and vice provost for academic affairs; and as a professor of psychology and senior research scientist at the Institute for Social Research at Michigan. Previously, she had been chair of the department of psychology at Princeton University. Chancellor Cantor holds an AB from Sarah Lawrence College and a PhD in psychology from Stanford University. She is a fellow of the American Academy of Arts and Sciences, a member of the Institute of Medicine of the National Academy of Sciences, and a member of the National Academies Roundtable on Science and Technology for Sustainability.

Carol A. Cartwright

Carol A. Cartwright is the first woman to become president of Bowling Green State University. Dr. Cartwright's career has been distinguished by innovative teaching, pioneering research and national leadership. She became Kent State University's 10th president—and the first woman president of a state university in Ohio—in March 1991. She retired as president in 2006. Prior to that, she was vice chancellor for academic affairs at the University of California at Davis and dean for undergraduate programs and vice provost at The Pennsylvania State University. Dr. Cartwright earned master's and doctoral degrees from the University of Pittsburgh and her bachelor's degree from the University of Wisconsin at Whitewater. Dr. Cartwright has held prominent leadership roles on higher education's most influential national organizations, including the American Association for Higher Education, the American Council on Education, the National Association of State Universities and Land-Grant Colleges, and the American Association of Colleges and Universities.

Brian W. Casey

Brian Casey became DePauw University's 19th president on July 1, 2008. Previously, he served as associate dean for academic affairs in the Faculty of Arts and Sciences at Harvard University. Dr. Casey earned a BA in philosophy and economics from the University of Notre Dame and a JD from Stanford University Law School in 1988, graduating with honors. He was a member and article editor of the Stanford Law Review. After pursuing a career in law, he earned his PhD in the history of American civilization from Harvard University. As assistant provost at Brown University, he was charged with academic planning across the arts and sciences. As associate dean for academic affairs at Harvard University, Dr. Casey had responsibility for faculty appointments, recruitment, and development, as well as strategic academic planning across the Faculty of Arts and Sciences. In 2008, he accepted the position of president of DePauw University.

James Fallows

James Fallows is a national correspondent for *The Atlantic Monthly*. He has worked for the magazine for nearly 30 years and has lived in Seattle, Berkeley, Austin, Tokyo, Kuala Lumpur, Shanghai, and Beijing. He received his undergraduate degree in American history and literature from Harvard and a graduate degree in economics from Oxford as a Rhodes scholar. He spent two years as chief White House speechwriter for Jimmy Carter, two years as the editor of *US News & World Report*, and six months as a program designer at Microsoft. Mr. Fallows has been a finalist for the National Magazine Award five times and has won once; he has also won the American Book Award for nonfiction and has won a N.Y. Emmy award for the documentary series *Doing Business in China*. He was the founding chairman of the New America Foundation. He is the author of *Blind into Baghdad* (2006) and *Postcards from Tomorrow Square* (2009) and is at work on another book about China.

James Ferrare

Jamie Ferrare is senior vice president of AGB and principal of AGB Search. Before joining AGB Search, he was a past president and a senior consultant with Academic Search, Inc., where he served for 10 years and successfully completed over 80 searches. Prior to joining Academic Search, Dr. Ferrare was dean of the school of education at Drake University. Prior to his deanship, Dr. Ferrare was a faculty member and assistant dean responsible for policy development, budgeting, and student support. Before coming to Drake, he served as associate executive director of the School Administrators of Iowa and as associate superintendent of schools for the nationally renowned West Des Moines Community School district. He also has taught elementary and middle school. Dr. Ferrare earned his BS in education and his MED in reading and education from the Edinboro University of Pennsylvania. His PhD in educational administration is from Iowa State University.

Hon. Jim Geringer

Jim Geringer is the director of policy and public sector strategies for the Environmental Systems Research Institute, Inc., the world leader in location based software and applications. Gov. Geringer received a bachelor's degree in mechanical engineering from Kansas State University and was on active duty with the U.S. Air Force from 1967 to 1977, working on aerospace programs. In 1979, he went into farming and cattle feeding full-time in rural Wyoming. Elected to the Wyoming House of Representatives in 1983, he served for six years before he was elected to the state senate. He served as governor of Wyoming from 1995 to 2003. He is a past chairman of the Western Governors' Association and the Education Commission of the States, and served on former Sen. John Glenn's National Commission on Mathematics and Science Teaching for the 21st Century. He has been an AGB director since 2005 and is secretary of the AGB board.

R. Barbara Gitenstein

R. Barbara Gitenstein, president of The College of New Jersey, is the first woman president in the college's 153-year history. She previously served as provost and executive vice president at Drake University and has over 30 years of experience as a college professor and administrator in both the public and private sectors. Dr. Gitenstein began her career in higher education as an assistant professor of English at Central Missouri State University. She held various faculty posts including professor of English and chair of the English department before being appointed associate provost at SUNY-Oswego. She also held the post of acting assistant provost for academic programs with the SUNY system while on leave from SUNY-Oswego. In 1992, she was appointed to the position of provost at Drake University. Dr. Gitenstein received a BA with honors in English from Duke University and a PhD in English and American Literature from the University of North Carolina, Chapel Hill.

Joanne Glasser

Joanne K. Glasser is the tenth president of Bradley University, and the school's first female president in its 112-year history. A native of Baltimore, President Glasser previously served as president of Eastern Kentucky University for six years. Prior to that, she served as executive vice president and chief advancement officer at Towson University in Baltimore and as an attorney for Baltimore County government. President Glasser serves as chair of the NCAA Division I Committee on Athletics Certification, vice chair of its executive subcommittee, and as a member of the Board of Directors: Division I Presidential Advisory Group. She is a member of the American Council on Education Commission on Effective Leadership, and the Council for Advancement and Support of Education. President Glasser is a graduate of George Washington University and the University of Maryland School of Law, and she has a certificate from the Harvard University Graduate School of Education Institute for Higher Education Management.

Terry W. Hartle

Terry W. Hartle is the senior vice president, Division of Government and Public Affairs, at the American Council on Education (ACE). For more than a decade, he has directed ACE's comprehensive effort to engage federal policy makers on a broad range of issues including student aid, scientific research, government regulation, and tax policy. Prior to joining the council in 1993, Dr. Hartle served for six years as education staff director for the Senate Committee on Labor and Human Resources, then chaired by Sen. Edward M. Kennedy. Prior to 1987, Dr. Hartle was director of social policy studies and resident fellow at the American Enterprise Institute and a research scientist at the Educational Testing Service. He received a doctorate in public policy from The George Washington University, a master's in public administration from the Maxwell School at Syracuse University, and a bachelor's degree in history (summa cum laude) from Hiram College.

Janet Hill

Janet Hill is a principal in Hill Family Advisors, where she oversees the family's assets and investments. She retired as co-owner and vice president of Alexander & Associates, Incorporated, a corporate consulting firm in Washington, D.C., after 30 years in management and ownership. From 1978-81, Mrs. Hill was the special assistant to the Secretary of the Army, and before that, a scientist with a private consulting firm in the Washington, D.C., area. From 1974-77, Mrs. Hill taught, in succession, high school, junior college, and college mathematics. She conducted courses in algebra, trigonometry, calculus, linear algebra, topology, and cross-disciplinary courses in mathematics and economics. She has taught in Chicago, New Orleans, Dallas, and Honolulu. Mrs. Hill is a member of the boards of directors of Sprint Nextel, Inc., Wendy's/Arby's Group, Inc., and Dean Foods, Inc., and a vice president of Hill Ventures, Inc., a real estate investment business.

Janet L. Holmgren

Janet Holmgren was appointed in 1991 as president of Mills College and Susan Mills Professor, a title reserved for presidents who teach. President Holmgren, the mother of two daughters, is a national advocate for women and higher education and a spokeswoman on such issues as women's leadership, national education policy, diversity, and higher education fundraising. President Holmgren currently serves on the boards of Princeton University, the Carnegie Foundation for the Advancement of Teaching, and the National Council for Research on Women. She received her PhD in Linguistics from Princeton University, where she served as vice provost before coming to Mills.

Muriel A. Howard

Muriel A. Howard was named president of AASCU in April 2009, its first African-American president and first female president. Formerly the president of Buffalo State College, State University of New York, Dr. Howard has been an active member of AASCU for many years. Her volunteer involvement with AASCU includes serving as chair of the board of directors (2006-07) and committee and commission memberships that include the Voluntary System of Accountability Presidential Advisory Committee, the Millennium Leadership Initiative, the Commission on Public University Renewal, and the Alliance for Regional Stewardship. Dr. Howard also served as a faculty member for AASCU's New Presidents' Academy. A graduate of the City University of New York's Richmond College, Dr. Howard holds a master's degree in education and a doctor of philosophy in educational organization, administration, and policy from the University at Buffalo. She earned a certificate from the Institute for Educational Management at Harvard University.

Lynn Walker Huntley

Lynn Walker Huntley is president of the Southern Education Foundation, a public charity promoting equity and excellence in education in the American South. She previously directed its Comparative Human Relations Initiative, examining the consequences of inequality in Brazil, South Africa, and the United States, and was director of the Rights and Social Justice Program at the Ford Foundation. Ms. Huntley attended Fisk University and received her AB in sociology from Barnard College. She received her law degree from Columbia University, where she was the first African-American woman to become a member of The Law Review. She joined CARE's Board in 2001 and currently serves as vice chair. Ms. Huntley has served on the program and policy, diversity, search, management and audit, and nominating and governance committees and the girls' education subcommittee.

Susan Whealler Johnston

Susan Whealler Johnston, executive vice president of AGB, joined the staff in July 2000 as director of private sector programs and soon became a vice president. She has nearly 30 years' experience in higher education, including 18 years as a faculty member and administrator, most recently serving as dean of academic development at Rockford College. She served as associate dean at Regent's College in London, England, from 1995 to 1996. Dr. Johnston earned her PhD and MA in 18th-century British literature from Purdue University. Her undergraduate degree in English, *summa cum laude*, is from Rollins College. She received an honorary doctorate from Rockford College. Her research, publications, and presentations are in the areas of governance, higher education, and Jane Austen. Included among her publications is a chapter on governing boards and civic engagement in *Higher Education for the Public Good: Emerging Voices from a National Movement* and *AGB's Survey of Higher Education Governance*.

Stephen M. Jordan

Stephen Jordan is the president of Metropolitan State College of Denver. Under his leadership, Metro State is pursuing his vision to become the nation's preeminent public urban baccalaureate college; exploring new avenues of community and business partnerships; offering master's degrees in selected areas; and working to achieve the federal designation of Hispanic Serving Institution. Dr. Jordan serves on the boards of the Downtown Denver Partnership, the Denver Metro Chamber of Commerce Leadership Foundation, and the Hispanic Chamber of Commerce of Metro Denver. Dr. Jordan began his career in academia at the University of Colorado Board of Regents, followed by the Arizona Board of Regents. In 1994, he was named executive director of the Kansas Board of Regents and four years later became president of Eastern Washington University. He holds a doctorate and a master's degree in public affairs from the University of Colorado Denver and a bachelor's degree from the University of Northern Colorado.

Darrell G. Kirch

Darrell G. Kirch, M.D., is president and CEO of the Association of American Medical Colleges (AAMC) and a member of the Institute of Medicine of the National Academies. Previously, Dr. Kirch served for six years as senior vice president for health affairs, dean of the college of medicine, and CEO of the Milton S. Hershey Medical Center at The Pennsylvania State University. Before joining Penn State, Dr. Kirch served as dean and senior vice president for clinical activities at the Medical College of Georgia. He co-chaired the Liaison Committee on Medical Education, the accrediting body for U.S. medical schools, and now serves as a member-at-large of the National Board of Medical Examiners and as chair of the Department of Veterans Affairs' Special Medical Advisory Group. A psychiatrist and clinical neuroscientist by training, Dr. Kirch was the acting scientific director of the National Institute of Mental Health and received the Outstanding Service Medal of the United States Public Health Service. He earned his BA and MD from the University of Colorado.

William E. Kirwan

William "Brit" Kirwan, chancellor of the University System of Maryland since August 1, 2002, is a nationally recognized authority on critical issues shaping the higher education landscape. He served as president of Ohio State University for four years and as president of the University of Maryland, College Park, for 10 years. Prior to his presidency, he was a member of the University of Maryland faculty for 24 years. Currently, Dr. Kirwan chairs the National Research Council Board of Higher Education and Workforce and the College Board's Commission on Access, Admissions, and Success in Higher Education; and co-chairs the Knight Commission on Intercollegiate Athletics. He also is vice chairman of the Business-Higher Education Forum board of directors. Dr. Kirwan received his bachelor's degree in mathematics from the University of Kentucky and his master's and doctoral degrees in mathematics from Rutgers, The State University of New Jersey.

Gary W. Langsdale

Gary Langsdale serves as university risk officer for The Pennsylvania State University, with portfolio responsibility for "Enterprise Risk Management," including such areas as operational, hazard, privacy, and reputational risks; he also serves as president of the university's captive insurance subsidiary, Nittany Insurance Company. Previously, he was director of risk management at International Paper Company. Mr. Langsdale has 35 years of experience in the insurance and risk management field, is a guest lecturer for several undergraduate and graduate courses at Penn State, has authored or edited articles for *Financial Executive*, *Risk Management*, and *Treasury Management* magazines, and has co-authored two recent white papers for the University Risk Management and Insurance Association (URMIA). In 2009, *Business Insurance* magazine named him one of three members of its "Risk Management Honor Roll." Mr. Langsdale has a bachelor's degree from Allegheny College and holds the "Associate in Risk Management" professional designation.

Lucie Lapovsky

Lucie Lapovsky is an economist who consults, writes and speaks widely on issues related to higher education finance, strategy, governance, and enrollment management. She has almost 30 years of experience in higher education finance in both the public and private sectors. Dr. Lapovsky served as president of Mercy College, a multi-campus institution of 10,000 undergraduate and graduate students with campuses in New York City, Westchester, and online, from 1999 to 2004. Prior to that, she served as vice president for finance at Goucher College and worked at the University of Maryland at College Park, the Maryland Higher Education Commission, and the Maryland State Department of Budget and Fiscal Planning. She received her BA from Goucher College, and her MA and PhD in economics from the University of Maryland at College Park. She also attended the Institute for Educational Management at Harvard and the Directors Institute at Duke.

Richard D. Legon

Rick Legon has been the president of AGB since 2006. His experience working with boards in higher education and in other areas of the nonprofit world spans more than 36 years, much of it focused on the board's responsibilities in the areas of fund raising and finance. Mr. Legon frequently is called on to work with college, university, and foundation boards to address board responsibilities, board structure and development, and fund-raising effectiveness and was instrumental in developing AGB's portfolio of services for public college and university foundations. Mr. Legon holds an MPA from George Washington University and has held posts with other non-profit associations, and in both federal and local government. He is a member of the board of visitors of Virginia State University and is a former trustee of the University of Charleston (West Virginia). He also serves on the boards of the American Council on Education, American Rivers, and the Association Mutual Health Insurance Company.

Theodore E. Long

Theodore E. Long became the 13th president of Elizabethtown College on September 1, 1996. Prior to coming to Elizabethtown, he served as provost and vice president for academic affairs at Merrimack College in North Andover, Massachusetts, and earlier taught sociology at George Washington University, Hollins University, and Washington and Jefferson College. A graduate of Capital University, where he majored in sociology and philosophy, Dr. Long earned a masters degree in sociology from Duke University and a PhD in sociology from the University of Virginia. In addition, he attended the Institute for Educational Management at Harvard University and the Harvard Seminar for New Presidents. As a scholar, Dr. Long has studied and written on religious movements, religion and politics, religion and the economy, religious conversion, social change, socialization, and the training of physicians. He served as president of the Association for the Sociology of Religion in 1990-91, and has been active in many other scholarly associations.

Thomas C. Longin

Thomas Longin is the former vice president for programs and research for AGB (1997-2002). Prior to joining AGB, he served for 12 years as provost of Ithaca College and for three years as vice president for academic affairs at Seattle University. He was dean of the School of Humanities and Sciences at Ithaca College from 1976-82, and before that a faculty member at Ithaca College, Virginia Tech, and Carroll College. Since retiring, Dr. Longin has continued to facilitate board workshops for AGB, serves as executive editor of *Planning for Higher Education* (SCUP), and has engaged in consultancies on strategic planning; board and committee organization, structure and focus; board, educational quality and strategic finance; and collaborative governance. He recently led AGB's pilot project on strategic finance and college/university costs. Dr. Longin holds a PhD in American social and intellectual history from the University of Nebraska (Lincoln), a master's in history from Creighton University, and a bachelor's in history from Carroll College.

Terrence MacTaggart

Terry MacTaggart, an AGB senior fellow, is an experienced leader and scholar in higher education. His consulting and research work focuses on higher education leadership and policy, strategic planning, institutional advancement, trustee development, and leadership evaluation. He has served as a faculty member and administrator at several public and independent colleges and universities, where he has led or participated in substantial institutional transformations. Dr. MacTaggart has held the chancellor's position at the Minnesota State University System and on two occasions at the University of Maine System. His academic credentials include a master's and doctoral degree in English Literature from Saint Louis University, an MBA from St. Cloud University, an honorary doctor of law degree from the American College of Greece, and membership in Phi Beta Kappa.

David W. Miles

David Miles was appointed to the Iowa Board of Regents, the governing board of Iowa's public universities and special schools, in 2007. He is currently serving his second term as president. Previously, Mr. Miles was a member of the board of trustees of Drake University for 11 years, serving three years as chair. Mr. Miles has been a financial adviser, entrepreneur, and investor for more than 25 years. He is the principal owner and chief executive officer of Miles Capital, Inc., a registered investment advisory firm based in West Des Moines, Iowa, with \$3.6 billion in client assets under management. Founded in 1982, Miles Capital manages fixed income and equity portfolios for institutional and individual investors. Mr. Miles received his JD from Harvard Law School, a master's of public policy from Harvard's Kennedy School of Government, and his BA from Drake University. He serves on the board of directors of Northwest Financial Corporation.

Richard Novak

Rich Novak is Senior Vice President for Programs and Research and leads the Ingram Center for Public Trusteeship and Governance at AGB. He oversees the association's programs and research for both public and private members. The Ingram Center's mission is to strengthen the relationship between academic institutions and state governments by enhancing the performance and capacity of governing boards. While at AGB, Mr. Novak has directed special initiatives on board and presidential leadership; led a multi-state study on the effectiveness of public college and university governing boards; worked to incorporate environmental sustainability into governing board agendas; and directed or co-directed studies in several states, including Maryland, South Carolina, Louisiana, Mississippi, and New Jersey. Internationally, he has co-directed a project on governance for the Ministry of Higher Education in Egypt, funded by UNESCO; consulted with the Ireland Higher Education Authority; and worked extensively in the Republic of the Marshall Islands.

S. Georgia Nugent

S. Georgia Nugent is the eighteenth president of Kenyon College. In 1969, Dr. Nugent became a member of Princeton's first coeducational class, graduating cum laude in 1973, the same year the first class of women graduated from Kenyon. She was the first female graduate of Princeton to hold a full-time faculty appointment at the university. Dr. Nugent received a PhD in classics from Cornell University and began her teaching career as an instructor at Swarthmore College before returning to Princeton as an assistant professor in 1979. In 1985, she moved to the classics department at Brown University, where she was appointed an associate professor. She became the assistant to Princeton's president in 1992 and associate provost in 1995. In 2001, Dr. Nugent became dean of the McGraw Center. A widely published scholar of the classics, she specializes in epic poetry and Greek tragedy and has numerous articles and presentations to her credit, as well as a book on allegory.

Eduardo M. Ochoa

President Barack Obama named Eduardo M. Ochoa assistant secretary for postsecondary education on Feb. 23, 2010. He serves as the secretary's chief advisor on higher-education issues and administers more than 60 programs—totaling nearly \$3 billion annually—that are designed to provide financial assistance to eligible students enrolled in postsecondary institutions. Prior to joining the department, Dr. Ochoa served for seven years as the provost and vice president for academic affairs at Sonoma State University, part of the California State University system. Dr. Ochoa earned his bachelor's degree in physics, with a minor in philosophy, from Reed College in 1973 and his master's in nuclear science and engineering at Columbia University in 1976. He completed his PhD in economics at the New School for Social Research, where his thesis on labor values and the prices of production during the postwar period won the Edith Hansen award for an outstanding dissertation in economics and political science.

Richard Phillips

Richard Phillips was named to the University of Central Missouri's (UCM) Board of Governors in February 2005 and served as board president from 2008-10, chairing the presidential search committee that hired UCM's current president. His career in public education spans 45 years, including 14 years as superintendent and assistant superintendent of schools and 14 years with the Missouri Department of Elementary and Secondary Education. His many career achievements include supervising the design and implementation of the Missouri School Improvement Program; co-founding the Show-Me Curriculum Administrator's Association and the Missouri Student Success Network; and more recently serving as interim deputy commissioner for the Missouri Department of Elementary and Secondary Education in 2010. Retired since 2000, Mr. Phillips has established a consulting firm that provides educational services to public schools and state agencies. His work focuses on enhancing student performance and providing assistance to groups working with children at risk of school failure.

Joyce M. Roché

Since 2000, Joyce Roché has been the president and CEO of Girls Inc., the nonprofit organization whose mission is to inspire all girls to be strong, smart, and bold. Previously, Ms. Roché served as president and chief operating officer of Carson Products Company and vice president of Global Marketing at Avon Products, Inc., serving as Avon's first African-American female vice president, the first African-American vice president of marketing, and the company's first vice president of global marketing. Ms. Roché is a graduate of Dillard University and holds an MBA from Columbia University. She has successfully completed Stanford University's Senior Executive Program and holds honorary doctorates from Dillard University and North Adams State College. She currently sits on the boards of AT&T Inc., Macy's Inc., Tupperware Brands, and AGB. She is the chair of the board for Dillard University and has served on the boards of Anheuser-Busch Companies, Girls Inc., and The National Underground Railroad Freedom Center.

Verne O. Sedlacek

Verne Sedlacek was named president and chief executive officer of Commonfund in 2003. He also serves as a member of the Commonfund Group Investment Committee. Mr. Sedlacek joined Commonfund in 2002 as executive vice president and chief operating officer. Previously, he served as the president and COO of John W. Henry & Co, Inc., and as president and director of Westport Capital Management Corporation and Global Capital Management Limited from 1998-2002. He also served as the executive vice president and CFO of Harvard Management Company, Inc. Mr. Sedlacek serves on the boards of the National Futures Association, the Futures Industry Association, the Chicago Mercantile Exchange, and the Global Markets Advisory Committee of the Commodity Futures Trading Commission. Mr. Sedlacek received an AB in economics from Princeton University, an MBA in accounting from New York University, and his CPA from the State of New York in 1978.

Peter P. Smith

Peter Smith is the senior vice president of Kaplan University. Dr. Smith has spearheaded efforts to personalize degree programs and learning support systems while strengthening their outcomes-based pedagogy at the program and course level. He also has developed new market positions and services for the fast-changing adult postsecondary education market. He is currently one of several bloggers appearing regularly on the Kaplan site. Dr. Smith is the former assistant director of the United Nations Educational, Scientific, and Cultural Organization (UNESCO) and served as the founding president of California State University at Monterey Bay (CSUMB). He also served as the first president of the statewide Community College of Vermont from 1970-78 and as the dean of the Graduate School of Education and Human Development at George Washington University. He served as Vermont's lieutenant governor from 1982-86, and in 1989 was elected to the U.S. House of Representatives. Dr. Smith holds a doctor of education degree from Harvard University.

Ray Suarez

Ray Suarez joined *The NewsHour* in October 1999 as a Washington-based senior correspondent, coming from NPR, where he had been host of the nationwide call-in news program *Talk of the Nation* since 1993. Prior to that, he spent seven years covering local, national, and international stories for WMAQ-TV in Chicago. Earlier in his career, Mr. Suarez was a Los Angeles correspondent for CNN, a producer for the ABC Radio Network in New York, a reporter for CBS Radio in Rome, and a reporter for various American and British news services in London. Since 2009, he has covered the global health beat for *The NewsHour*, traveling to South Africa, Peru, Haiti, Mexico, Tanzania, China, the Netherlands, and Denmark. Mr. Suarez holds a BA in African History from New York University and an MA in the social sciences from the University of Chicago.

Carol A. Twigg

Carol A. Twigg is the president and CEO of the National Center for Academic Transformation, a resource for colleges and universities, providing leadership in how the effective use of information technology can improve student learning while reducing instructional costs. From 1993-98, Dr. Twigg served as vice president of Educom (now EDUCAUSE), where she advanced the need for new models of student-centered, online teaching and learning. Before joining Educom, Dr. Twigg was the associate vice chancellor for learning technologies for the State University of New York (SUNY) and held a number of senior academic administrative positions at SUNY Empire State College, SUNY's college without a campus. She has taught at SUNY/ Buffalo, the State University College at Buffalo, and Empire State College. Dr. Twigg received her BA from the College of William and Mary and a PhD in English Literature from the State University of New York at Buffalo.

John D. Walda

John Walda assumed the presidency of the National Association of College and University Business Officers (NACUBO) on June 1, 2006. Previously, he served as president of the Indiana University Board of Trustees for eight years, as chairman of the Indiana Lottery Commission, as a director and chairman of AGB, and as chairman of the board of Clarian Health Partners, which owns and operates the Indiana University Hospitals. He currently serves as the chairman of the steering committee for the Washington Higher Education Secretariat, on the board of directors for the American Council on Education, as a director of the Indiana University Foundation, and as a trustee for Carroll College. Mr. Walda is also on the board of directors for the Yellowstone Park Foundation. Mr. Walda was a partner in the law firm Bose McKinney & Evans and was senior vice president-federal relations for BoseTreacy Associates LLC. Mr. Walda received both his BA and JD from Indiana University.

Sarah R. Wallace

Sarah Wallace is the chair of the board of First Federal Savings and Loan Association in Newark, Ohio, and served as the president and CEO from 1983-99. Mrs. Wallace serves on the boards of The Park National Bank and Park National Corporation, the Licking County Foundation, the Newark Campus Development Fund, and the First Federal Foundation, and is the chair of the board of A Call to College, which provides last dollar grants and college advising services to students in Newark. She is the president and a trustee of the Thomas J. Evans Foundation and a member of the Newark Rotary Club. Mrs. Wallace has served on the Central Ohio Technical College Board of Trustees since 2002 and served as the board chair from 2004-10. She served a two-year term on the Federal Reserve Board Thrift Institutions Advisory Council in 1984-85, reporting to Federal Reserve Board Chairman Paul Volcker. Mrs. Wallace holds a bachelor's from DePauw University and an MBA from Indiana University.

Eileen B. Wilson-Oyelaran

Eileen B. Wilson-Oyelaran is the president of Kalamazoo College. Dr. Wilson-Oyelaran has an extensive background in higher education that includes teaching and administrative positions at Salem College, Winston-Salem State University, and Obafemi Awolowo University in Ile-Ife, Nigeria, where she also served as a consultant for UNICEF. Her primary areas of scholarly interest are child development and multicultural education, and she has worked extensively with faculty in higher education and K-12 to improve educational outcomes for women and students from underrepresented groups. Dr. Wilson-Oyelaran is the vice-chair of AGB's president's council and serves on the boards of the National Association of Independent Colleges and Universities, the Council of Independent Colleges, Pomona College, the Greater Kalamazoo United Way, the Kalamazoo Community Foundation, the Irving S. Gilmore International Keyboard Festival, and the Bronson Healthcare Group. Dr. Wilson-Oyelaran obtained a BA in sociology from Pomona College and an MA and PhD in education from the Claremont Graduate University.

Suzanne H. Woolsey

Suzanne Woolsey serves as chair of the board of trustees for Colorado College and as a trustee of the California Institute of Technology. She has served as a director of Rocky Mountain Institute and as an editorial writer for the *Washington Post*; associate director of human resources of veterans and labor for the White House Office of Management and Budget, and as research program director of the Urban Institute. She is also a member of the Council on Foreign Relations. She serves as chair and trustee of the Institute for Defense Analyses, Inc. She has been a director of the Fluor Corporation since 2004 and a director of Changing World Technologies, Inc., since 2008. She serves as a Trustee of Invesco Van Kampen Dynamic Credit Opportunities Fund and the German Marshall Fund of the United States. Dr. Woolsey received her bachelor's degree in history and psychology from Stanford University and her MA and PhD in social and clinical psychology from Harvard University.

Mark G. Yudof

Mark Yudof is the president of the University of California, a university system with 10 campuses, five medical centers, three affiliated national laboratories, and a statewide agriculture and natural resources program. Mr. Yudof served as chancellor of the University of Texas System from 2002-08 and as president of the four-campus University of Minnesota from 1997 to 2002. Before that, he was a faculty member and administrator at the University of Texas at Austin for 26 years, dean of the law school from 1984-94, and executive vice president and provost from 1994-97. He was also a visiting professor at the law schools at the University of Michigan and UC Berkeley, and conducted research as a visiting fellow at the University of Warwick in England. He earned an LLB degree (cum laude) in 1968 from the Law School of the University of Pennsylvania, where he also earned a BA degree (cum laude with honors) in political science.

Mark Zandi

Mark Zandi is chief economist of Moody's Analytics—a leading provider of economic research, data, and analytical tools—where he directs research and consulting. His recent research has focused on the determinants of mortgage foreclosure and personal bankruptcy, analyzed the economic impact of various tax and government spending policies, and assessed the appropriate policy response to bubbles in asset markets. He is the author of *Financial Shock*, an exposé of the financial crisis. His forthcoming book, *Paying the Price*, provides a roadmap for meeting the nation's daunting fiscal challenges. A trusted adviser to policymakers and an influential source of economic analysis for businesses, journalists, and the public, Dr. Zandi has testified before Congress on the economic outlook, the merits of fiscal stimulus, financial regulatory reform, and foreclosure mitigation. Dr. Zandi received his PhD at the University of Pennsylvania, where he did his research with Gerard Adams and Nobel laureate Lawrence Klein, and received his BS from the Wharton School at the University of Pennsylvania.

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