

FOUNDATION LEADERSHIP FORUM

January 27-29, 2019 Fort Lauderdale Marriott Harbor Beach



CONFERENCE PROGRAM

AGB ASSOCIATION OF
GOVERNING BOARDS
OF UNIVERSITIES AND COLLEGES



FORUM OVER THE YEARS

QUICK FACTS

- This year marks the 23rd anniversary for the Foundation Leadership Forum, which originated in 1996.
- Since 1996, the number of Institutionally Related Foundation (IRF) AGB members has quadrupled from 50 to over 200.
- The program has evolved from three separate events, initially segmented by endowment size, to one inclusive national conference serving all IRFs.
- Each year, attendance at the Forum has grown, and 2019 will see record participation with nearly 600 attendees.



Decades ago, Rick Legon understood that foundations play important leadership roles on campuses ... especially during times of presidential transition. Foundation leaders have the institutional history and often serve as the first introduction for a new president with major donors, alumni, and the campus community. Given the state of presidential leadership in higher education today ... universities will probably lean on their foundations even more.

Doreen Knapp

Former AGB director of foundation programs (2000-2007), vice president for university advancement and corporate secretary, John Carroll University

Back then, while we were all optimistic that our new 'model organizations/programs' would work, we never realized that we were in essence creating an entirely new profession whose impact would extend to hundreds of institutions and their professional/volunteer leaders, staff, and the students that they serve.

David Bahlmann

President/CEO emeritus, Ball State University Foundation



A LETTER FROM OUR PRESIDENT

Welcome to the 2019 Annual Foundation Forum!



We are pleased that you have joined us in Florida for this year's gathering of public institutionally related foundation leaders—foundation board members, chief executives, and other institution leaders. The 2019 Foundation Forum features an excellent array of program sessions and opportunities for your engagement. As with all AGB convenings, our primary objective is to provide you with a venue to share your insights, ask your important questions, and get solutions-based responses to the issues facing your foundation and board. These are interesting and challenging days for higher education, and the many committed volunteers who serve our institutions and students are key to higher education's overall standing in the eyes of our stakeholders across the country.

This year's meeting will include a record number of attendees, demonstrating the importance of the issues you and your colleagues must address. We never forget that nearly 80 percent of the students enrolled in higher education across the country attend your institutions—two-year and four-year public colleges and universities that serve regional interests, often part of multi-campus systems, each focused on a distinct mission. So, this year's program offers a rich menu of content and the opportunity to learn and share. AGB's meetings are about transparency and candor; I am pleased that you are with us, for your active participation will serve to enrich the conversations over the several days of the meeting. AGB is dependent upon your input and guidance to help us shape our agenda.

This year's Forum is somewhat bittersweet for me, as it will be my final annual gathering of foundation leaders in my position as AGB's president. While I look forward to my post-AGB service beginning July 1, I am grateful to current foundation leaders and all those from whom I learned so much over many years. Working with and on behalf of public institutionally related foundations has been among the highlights of my long service to AGB. Without the leadership of foundations supporting public higher education over nearly 150 years, our higher education system would be dramatically different.

When AGB first opened membership and began building services for the boards and leadership of public institutionally related foundations in the early 1990s, we were encouraged by some of the legendary names who were leaders in the sector. Over these many years we addressed new and longstanding challenges confronting the sector—creating new knowledge, addressing vexing issues, and providing leadership on some important policy fronts. In all these efforts, it was the leadership of your institutions and foundations who encouraged AGB to take risks and to take on the hard issues.

AGB's primary focus to strengthen foundation and institutional governance led us to develop a series of illustrative policies that are today the framework of foundation and institutional working agreements. We helped clarify the standards of a foundation board's governance responsibilities, and we navigated development of specific guidelines for a more collaborative relationship between foundations and their institutions. Along the way, you supported AGB when we worked to roll back a controversial Securities and Exchange Commission proposal that would have fundamentally altered the construct of voluntary boards serving higher education. Currently, the association is making a major adjustment in how we provide immediate responses to real-time issues facing you and your colleagues. Your leadership contributed to those and many other initiatives, and I trust we can count on your continued engagement with AGB into the future.

As we settle in for several days of vital conversations, please know that this association will continue its commitment to your important work and responsibilities. Much of the future of public higher education depends on you and the work of our institutionally related foundations.

I am grateful to have had the opportunity to work with you and to support the amazing things you do for so many of our students. Keep up the good work!

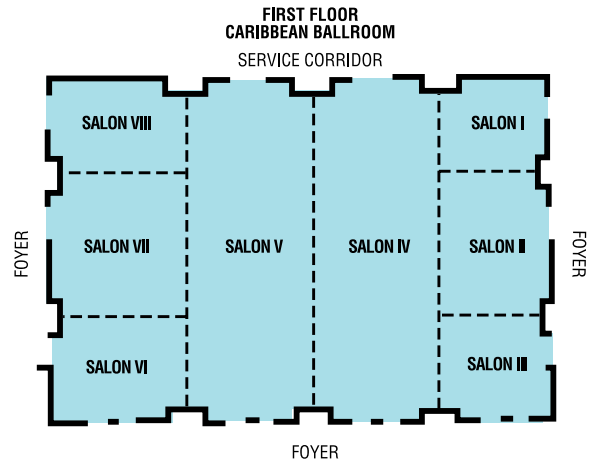
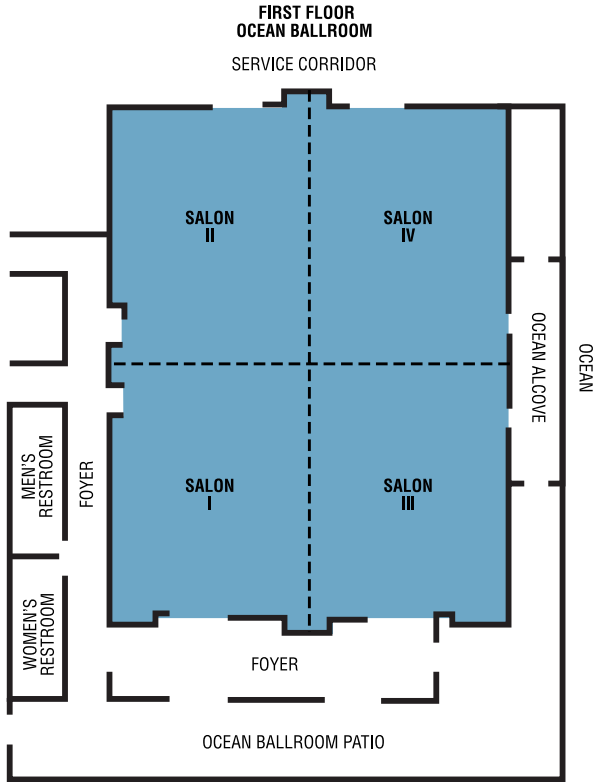
Best regards,

A handwritten signature in black ink, appearing to read 'Richard D. Legon', followed by a long horizontal flourish.

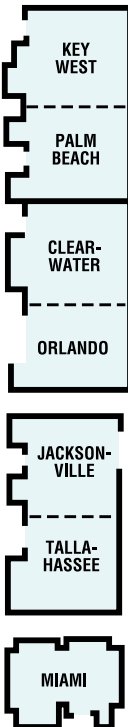
Richard D. Legon

President

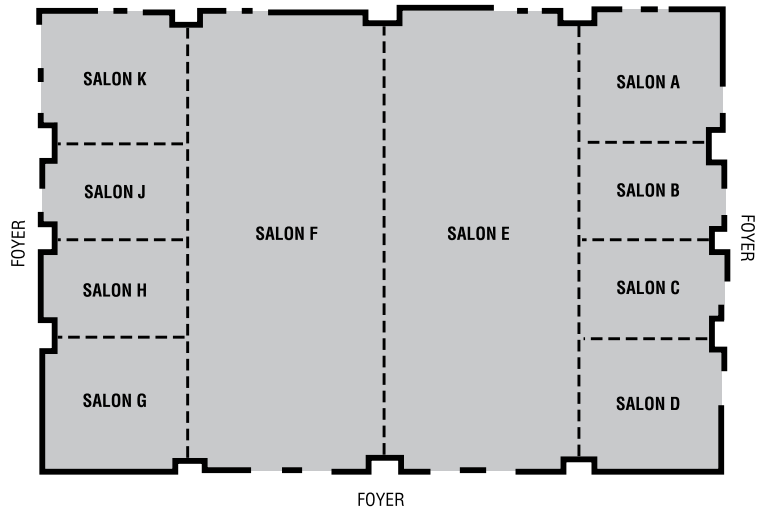
FORT LAUDERDALE MARRIOTT HARBOR BEACH



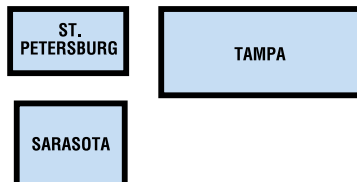
SECOND FLOOR MEETING ROOMS



THIRD FLOOR GRAND BALLROOM
SERVICE CORRIDOR



FIFTH FLOOR MEETING ROOMS



SATURDAY, JANUARY 26

4:00-7:00 PM

REGISTRATION

Caribbean Foyer

SUNDAY, JANUARY 27

9:00 AM-7:00 PM

REGISTRATION

Caribbean Foyer

10:00 AM-5:00 PM

AGB SUITE & SPONSOR RESOURCES

AGB Consulting, AGB Search, and Guardians Initiative
Grand Ballroom Foyer

10:00 AM-5:00 PM

PUBLICATIONS DESK & AGB ONBOARD

Caribbean Foyer



SUNDAY / SCHEDULE AT A GLANCE

9:00 AM-7:00 PM	Registration
10:00 AM-5:00 PM	AGB Suite & Sponsor Resources
10:00 AM-5:00 PM	Publications Desk & AGB OnBoard
1:00-4:00 PM	Preconference Workshops <ul style="list-style-type: none"> Leading Successful Foundation Boards Navigating as a New Foundation Executive
2:30-4:15 PM	Peer Group Roundtables for CEOs and Senior Foundation Staff
5:00 PM	Welcome Remarks and Opening Conversation
6:45 PM	Welcome Reception

AGB name badges are required to access all conference sessions and events and should be worn visibly at all times.

By registering for AGB's Foundation Leadership Forum, you give permission for the use of your likeness in AGB print, online, and video-based marketing materials, as well as other publications.

PRECONFERENCE WORKSHOPS

1:00-4:00 PM

LEADING SUCCESSFUL FOUNDATION BOARDS

Ocean I/II

The popular session Boot Camp for Board Chairs has been re-envisioned as an interactive session for the board's leadership and other board members who aspire to these important roles. A team of recognized board leaders will share insights concerning the fundamental responsibilities for leading successful boards; alert officers to issues and challenges they are likely to confront; provide practical suggestions to enhance board engagement, productivity, cohesiveness, and feelings of accomplishment; and offer opportunities for participants to interact with colleagues from around the country. Topics that will be addressed include: responsibilities of foundation board leaders; working with the chief executive; supporting the foundation-institution partnership; planning and leading meetings and committee work; enhancing board engagement and capacity; recruiting and growing highly effective directors; common challenges; and AGB's *Guardians Initiative*.

Facilitator

- **James L. Lanier**, former vice chancellor for institutional advancement, East Carolina University; former president, ECU Foundation and ECU Real Estate Foundation; and senior fellow, AGB

SUNDAY, JANUARY 27, CONTINUED

Guest Speakers

- **Robert Fealy**, former chair and former interim president, University of Cincinnati Foundation
- **Gale King**, chair, University of Florida Foundation

With thanks to **SEI** New ways.
New answers.*

RECOMMENDED READING

Institutionally Related Foundation Boards: An Introductory Guide for Board Members

Available at the Resource Center, Caribbean Foyer



1:00–2:15 PM

NAVIGATING AS A NEW FOUNDATION EXECUTIVE

Caribbean IV

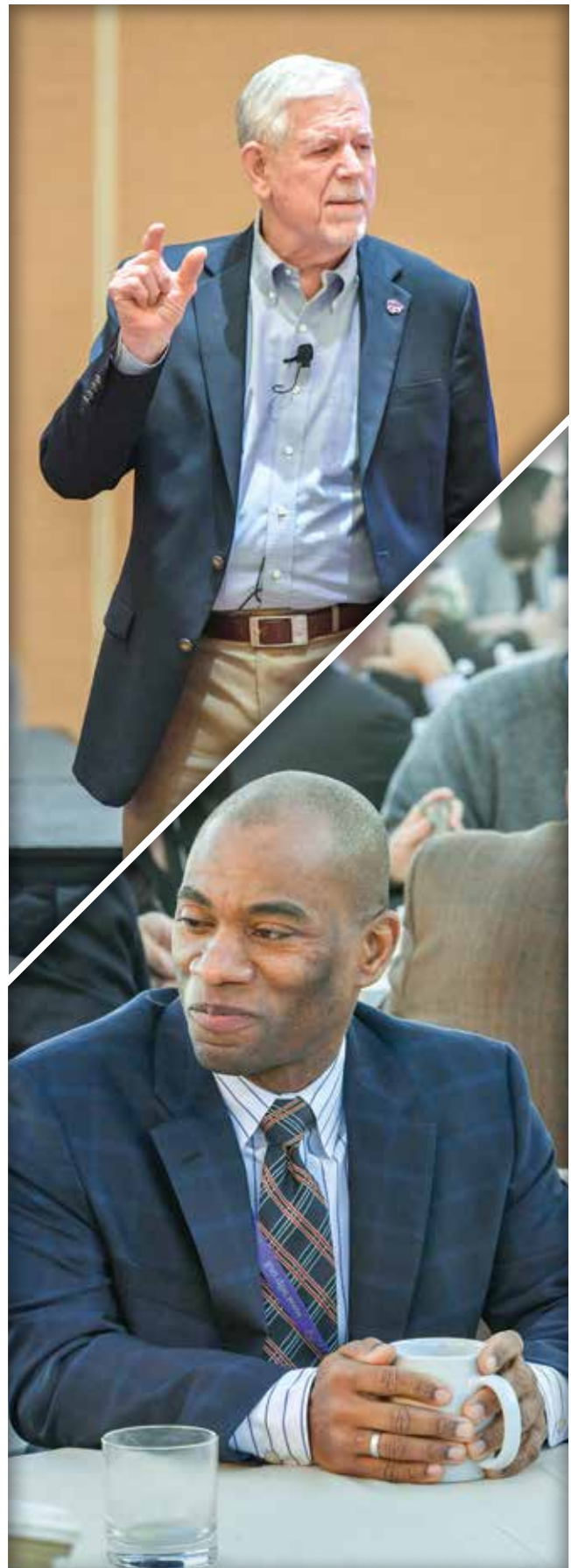
Join your peers in a safe space to ask your most pressing questions as a new foundation leader while getting to know new colleagues prior to the evening plenary session. In this closed-door session, seasoned foundation executives will share their insights and experiences regarding that first 12 to 18 months as a new CEO or executive director. The facilitators will outline key questions new executives should ask about their organizations; conversations they should have with their boards and with institutional leadership; and, perhaps most important, the common pitfalls and opportunities they are likely to encounter. *This session is meant as a precursor to the afternoon Peer Group Roundtables, and is designed for those executives who have been in their role for one year or less and those who are attending the Leadership Forum for the first time.*

Facilitators

- **John B. Carter**, former president and chief operating officer, Georgia Institute of Technology Foundation; senior consultant, AGB
- **Jeff W. Rountree**, chief executive officer, University of Mary Washington Foundation

Conference attendees may participate in question-and-answer sessions at each of the plenaries by visiting slido.com, and entering code AGB2019.

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SUNDAY, JANUARY 27, CONTINUED

2:30-4:15 PM

PEER GROUP ROUNDTABLES FOR CEOs AND SENIOR FOUNDATION STAFF

We heard you! Foundation CEOs and executive directors have asked for dedicated time with counterparts leading similarly sized foundations. These sessions will offer peers a special opportunity to discuss shared issues, opportunities, and challenges and to learn from each other. Although the peer facilitators will guide the conversations, the participants will set the agenda to assure relevance of issues within each group. Select the peer group roundtable most appropriate for you and your foundation, and bring thorny issues and tough leadership/management questions with you.

Community College Foundations

Caribbean VIII

- **Katherine Sawyer**, executive director, Oakton Community College Foundation
- **Joianne Smith**, president, Oakton Community College

FOUR-YEAR INSTITUTION FOUNDATIONS

Assets Under \$100 Million

Caribbean I/III

- **Catherine Brod**, executive director, Purchase College Foundation
- **Christopher M. Dyba**, vice chancellor, university advancement, and president, East Carolina University Foundation

Assets Between \$100-\$250 Million

Caribbean IV

- **Michael Mlinac**, president and chief executive officer, University of North Texas Foundation
- **Deanna Carlson Zink**, chief executive officer, University of North Dakota Alumni Association and Foundation

Assets Over \$250 Million

Caribbean V

- **Susan Burns**, vice president, development and alumni affairs, Wayne State University; president, Wayne State University Foundation
- **Betsy Lauber**, executive director, Foundation for the Indiana University of Pennsylvania

Foundation Board Professionals/Other Foundation Staff

Caribbean VI/VII

- **Debye Alderman**, director of finance and administration, College of Charleston Foundation
- **Karen Monteleone**, director, foundation board relations, University of Central Florida Foundation

5:00 PM

WELCOME REMARKS AND OPENING CONVERSATION

Grand Ballroom

- **David W. Miles**, chair, AGB Board of Directors
- **Richard D. Legon**, president, AGB

Lessons for Leadership Amid Public Skepticism

What can higher education learn from the corporate sector when it comes to public value and public trust? In the spring of 2018, Starbucks Corporation—with a storied tradition of social responsibility—experienced an incident that threatened to shake the confidence of even its most loyal customers and investors. Hear from the executive who led the company's unprecedented response and who is also a leading advocate of American higher education.

Speaker

- **Rosalind Brewer**, group president and chief operating officer, Starbucks Corporation; chair, Spelman College Board of Trustees; member, AGB Guardians Initiative Leadership Group

Interviewer

- **Travis Reindl**, senior communications officer, Bill and Melinda Gates Foundation

6:45 PM

WELCOME RECEPTION

Ocean View Terrace

With thanks to **U.S. TRUST** 
Bank of America Corporation



MONDAY, JANUARY 28



6:30 AM-5:30 PM

REGISTRATION

Caribbean Foyer

7:00 AM-5:00 PM

AGB SUITE & SPONSOR RESOURCES

AGB Consulting, AGB Search, and Guardians Initiative
Grand Ballroom Foyer

7:00 AM-5:00 PM

PUBLICATIONS DESK & AGB ONBOARD

Caribbean Foyer

7:00 AM

BREAKFAST

Grand Ballroom Foyer

With thanks to **AGB SEARCH**

7:00-8:15 AM

BOARD CHAIR CONFIDENTIAL

Ocean I/III

Although this session is complimentary, pre-registration is requested.

Have you ever thought, “Am I the only one who has ever encountered this?” In a unique board member-only session, join other board chairs, chairs-elect, and vice chairs in a facilitated session to discuss the thorny issues that perplex you the most, provide the need for the greatest diplomacy, or perhaps offer you and your board the greatest opportunity to assist and support your institution. Bring your questions, thoughts, and ideas for a dynamic peer-to-peer exchange to help you be the best board chair possible. *Breakfast is included.*

Facilitators

- **Jeffery Kinard**, chair, College of Charleston Foundation
- **Bonnie Stein**, chair, University System of Maryland Foundation

MONDAY / SCHEDULE AT A GLANCE

6:30 AM-5:30 PM	Registration
7:00 AM-5:00 PM	AGB Suite & Sponsor Resources
7:00 AM-5:00 PM	Publications Desk & AGB OnBoard
7:00-8:15 AM	Breakfast
7:00-8:15 AM	Board Chair Confidential
8:30-9:45 AM	Plenary Understanding Endowments and College Access
10:00-11:00 AM	Sharing Forums I
11:15 AM-12:15 PM	Meet the Experts I
12:15 PM	Luncheon
1:00-2:00 PM	Plenary Disruption and Uncertainty in Higher Education
2:15-3:30 PM	Master Classes
3:45-4:45 PM	Afternoon Keynote Plenary An Outlook for Global Economic Change
5:00-6:00 PM	Cocktail Reception

MONDAY, JANUARY 28, CONTINUED

8:30-9:45 AM

PLENARY

Grand Ballroom

Understanding Endowments and College Access

U.S. colleges and universities hold over \$500 billion in endowment assets—a sum with purposes and values that are poorly understood by an array of stakeholders. The urgency of greater public understanding of these funds was punctuated in 2018, when federal tax reforms included a first-of-its-kind tax on private college and university endowments. Beginning with the findings of new research from AGB and the Urban Institute in partnership with TIAA Institute, this session will address the question: What should every university and system foundation board member know and be prepared to discuss with stakeholders when it comes to endowments?

Introduction

- **Anthony Barbar**, chair, Florida Atlantic University Board of Trustees

Moderator

- **Richard Novak**, senior fellow, AGB

Panel

- **Sandy Baum**, nonresident fellow, Urban Institute
- **Matt Owens**, vice president for federal relations and administration, Association of American Universities
- **David Richardson**, managing director of research, TIAA Institute

10:00-11:00 AM

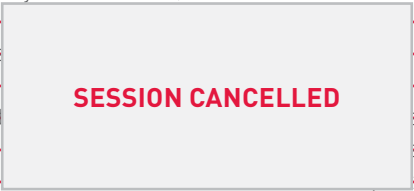
SHARING FORUMS I

Designed to give foundation leaders a space for important dialogues, these facilitated discussions examine ongoing and emerging issues in the foundation space with a strong focus on problem-solving and exchange.

1. If You Build It: A Fresh Perspective on Foundation-Institution Relationships

Caribbean I/III

If you were to build a relationship between your foundation and university from scratch, what would it look like? In 2005, as the first in more than a decade, Georgia College (GCC) was labeled an "emerging" foundation. This session will explore the determinants of foundation success. Hear from the leaders in the development of GCC and the GCC Foundation, and discover what lessons their experiences hold for others who are examining foundation-institution relationships anew.



Speakers

- **Lori Buckheiser**, president, Georgia Gwinnett College Foundation
- **Thomas Hughes**, chair, Georgia Gwinnett College Foundation

2. Indicators of University Success and Value

Caribbean V

Sure, you've cheered the latest superlatives about your university from *Forbes*, *US News*, the *Wall Street Journal*, and others. Plus, it's a good year for your athletic teams! But are these the real accomplishments worth touting, or is there treasure buried just a little deeper beneath the surface? In this session, a seasoned foundation board chair will engage three experienced public university and system chief executives about what they would like foundation board members to know and be able to talk about when advocating for institutions.

Moderator

- **Kathleen Dore**, chair of the University of Iowa Center for Advancement; member, AGB Board of Directors

Panel

- **Robert Caret**, chancellor, University System of Maryland
- **Larry Robinson**, president, Florida A&M University
- **Charles Wight**, president, Salisbury University; former president, Weber State University

Conference attendees may participate in question-and-answer sessions at each of the plenaries by visiting slido.com, and entering code AGB2019.

3. Integrated Risk Management

Caribbean VI/VIII

Is my endowment taking too much or not enough risk in order to fund specific institutional initiatives? What is the potential impact to the broader institution funding objectives over both the short and long term? In today's volatile market, it is more important than ever to understand these questions. Join us to explore a total enterprise approach to endowment risk management that incorporates the institution's financial and funding requirements with the goal of improving long-term financial sustainability.

Speakers

- **Christopher S. Carabell**, managing director, TIAA Endowments and Philanthropic Services
- **Ian Mercier**, president and chief executive officer, Medical College of Georgia Foundation, Inc.; vice president for university foundations, Augusta University

4. Building a Road Map to 2050

Caribbean IV

In 2016, the board of directors of the Iowa State University Foundation (ISUF) set a goal of increasing its annual fundraising from \$100 million per year to \$400 million per year by 2050. And because "a goal without a plan is just a wish," in 2017, the board approved the foundation's first 10-year strategic plan, designed to start the journey toward 2050. Join ISUF leaders to learn about the process for developing a 10-year strategic plan and to discuss what they learned along the way.

Speakers

- **Lisa Eslinger**, chief financial and administrative officer, Iowa State University Foundation
- **Larissa Holtmyer Jones**, president and chief executive officer, Iowa State University Foundation

5. Intentional Endowment Management: Stakeholder Engagement Strategies

Ocean IV

It is critically important to engage with your board on how the portfolio is constructed and managed. Additionally, many campus communities are fielding requests from students, donors, faculty, and other interested constituencies to divest from securities of various sorts (and perhaps invest in others). The panelists will discuss the issues investment committees and foundation boards are considering and potential strategies for each stakeholder group that you can put into practice on your campus.

Moderator

- **Nicole W. Kraus**, managing director and global head of client development, Strategic Investment Group

Panel

- **Anthony D. Cortese**, co-founder and senior fellow, Intentional Endowments Network
- **Jeffrey J. Mindlin**, vice president for investments, Arizona State University Enterprise Partners
- **R. Keith Sauls**, member, College of Charleston Foundation Board of Directors

RECOMMENDED READING

Endowment Management for Higher Education

Available at the Resource Center, Caribbean Foyer



6. The Challenge of Sharing and Protecting Foundation Data

Ocean I/III

Higher education foundations and institutions possess large quantities of sensitive information. They face the daily challenge of protecting this information from cybersecurity and information technology (IT) risk while carrying out their missions. However, of necessity and opportunity, data-sharing has increased in frequency, creating vulnerability to attacks and giving rise to disputes over control and protection of the data. How are your foundation and institution working together to protect this critical asset? And who has the right to use it? During this interactive session, participants will discuss threats and risks to data, legal, and regulatory compliance challenges, as well as strategies to ensure that data ownership, management, and protection are up to the task.

Moderator

- **Thomas K. Hyatt**, partner, Dentons US LLP; senior fellow, AGB

Panel

- **Michael Cullen**, cybersecurity and IT risk senior manager, Baker Tilly
- **Mark Pytosh**, member, University of Illinois Foundation Board of Directors

RECOMMENDED READING

What Board Members Need to Know About Cybersecurity

Available at the Resource Center, Caribbean Foyer



11:15 AM-12:15 PM

MEET THE EXPERTS I

Led by recognized authorities in the field, these sessions are meant to provide focused insights on a particular issue and help foundation leaders of all experience levels navigate and innovate.

Conference attendees may participate in question-and-answer sessions at each of the plenaries by visiting slido.com, and entering code AGB2019.

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1. Beyond the “Yale Model”: Pioneering Portfolio Management circa 2019

Caribbean IV

Successful endowment management is more important to institutional missions than ever before. And yet the principles underpinning success—spelled out 20 years ago by Yale University chief investment officer David Swensen—have been misapplied at great cost. Rather than a paint-by-numbers exercise, the keys to building an enduring investment program are differentiated execution and continuous evolution. Join us as our panelists discuss the pursuit of endowment excellence in today’s environment.

Moderator

- **Alexander P. Kocher**, associate director, investor services, Global Endowment Management

Panel

- **Matt Bank**, principal, Global Endowment Management
- **Ali Bayler**, director of investor relations, Spider Management
- **Brian Hiestand**, chief investment officer, The College of William & Mary

2. Playing the Long Game: Rethinking Fundraising from the Top Down

Caribbean I/III

Are we sacrificing the future of our institutions to get a few wins today? As capital campaign goals become larger (the median target pushed past \$1 billion) and the campaign march itself becomes longer (eight years and rising), higher education advancement risks alienating the next generation of major donors. Even as higher education continues to invest time and resources in capital campaigns, overall alumni participation has been cut in half since 1990. Kansas State University is using an alternative strategy, breaking up huge capital efforts in favor of smaller, short-term sprints. Attendees will hear about this more sustainable way of connecting groups of engaged alumni and families with funding priorities.

Speakers

- **Brent Grinna**, founder and chief executive officer, EverTrue
- **John Morris**, senior vice president of development, Kansas State University

RECOMMENDED READING

The Board’s Role in Fundraising

Available at the Resource Center, Caribbean Foyer



3. Building Board Engagement through Board Assessment

Caribbean VI/VIII

Assessment should have real return on investment and bolster board performance, not just check the box for board obligations. Learn about tools for board and board member assessment that can provide actionable information and lead to enhanced board member engagement, better meetings, and a better board. Hear how University of Cincinnati Foundation and its governance committee used their board assessment to make changes in board composition and the roles and responsibilities of board members, as well as increase engagement.

Speakers

- **Lynette Heard**, executive director of foundation board relations and secretary of the board, University of Cincinnati Foundation
- **Rae Ann Mang**, chair, committee on trustees, University of Cincinnati Foundation
- **Merrill P. Schwartz**, senior vice president for AGB consulting

RECOMMENDED READING

Assessing Board Performance: A Practical Guide for College, University, and Foundation Boards

Available at the Resource Center, Caribbean Foyer



4. Five Things to Examine When Considering Outsourcing

Caribbean V

Navigating a time when a tweet can change the course of history is no easy feat. Throw in changing tax codes, regulations, trade wars, rising interest rates, environmental concerns, etc., and it's not surprising that a growing number of institutions have decided to switch to an outsourced chief investment officer (OCIO) method. The panelists in this session will discuss the pros and cons of an OCIO method, including important considerations to take into account before arriving at a decision.

Moderator

- **Amita Schultes**, managing director, Perella Weinberg/Agility

Panel

- **Jack Finlaw**, president and chief executive officer, the University of Colorado Foundation
- **Thomas Heck**, chief investment officer, Ball State University Foundation
- **Ian Mercier**, president and chief executive officer, Medical College of Georgia Foundation; vice president for university foundations, Augusta University
- **John Stirek**, chairperson-select, Oregon State University Foundation

5. Investors, ESG, and the Evolving Financial Reporting Ecosystem

Ocean IV

From carbon intensity to supply chain transparency, the links between sustainability and financial performance are becoming more clearly defined. This panel will explore decision-useful frameworks to consider how the materiality of environmental, social, and governance (ESG) factors may identify longer-term risks and opportunities that the markets might ignore.

Moderator

- **Anthony D. Cortese**, co-founder and senior fellow, International Endowments Network

Panel

- **Timothy J. Coffin**, senior vice president, Breckinridge Capital Advisors
- **Jeff Cohen**, institutional product strategist, Sustainability Accounting Standards Board
- **Emily Lawrence**, environmental, social, and governance senior specialist, Northern Trust

6. Benchmarking ROI in an Era of Elevated Expectations

Ocean I/III

It takes money to make money—but how much, exactly? This presentation will draw on EAB data to explore return-on-investment (ROI) benchmarks from over 130 institutions. We will dive into the staffing decisions that most directly impact fundraising performance, the optimal size for development teams, the crucial role strategic support staffers play in driving fundraising efficiencies, and more. A panel of foundation executives will discuss their own experiences advocating for growth and benchmarking performance at their institutions. Panelists will also touch on the innovative staffing and organizational models they've implemented to drive results.

Moderator

- **Elizabeth Rothenberg**, strategic research managing director, EAB Global

Panel

- **Tom Jennings**, vice president for university advancement, Florida State University; president, Florida State University Foundation
- **Jeff Martin**, advancement forum practice manager, EAB Global
- **Jane Parker**, president, Auburn University Foundation

MONDAY, JANUARY 28, CONTINUED

12:15 PM

LUNCHEON

Grand Ballroom

1:00-2:00 PM

PLENARY

Grand Ballroom

Disruption and Uncertainty in Higher Education

Public colleges and universities today operate within a pressure-cooker environment. Imperatives to admit and graduate more students at lower cost to taxpayers, coupled with rising tuition prices, have invited marked political intrusion into leadership and governance. Shifting student populations and markets are straining traditional university business models while scandals and instances of campus unrest constantly threaten the reputation of the enterprise. What should foundation boards know about the challenges facing higher education?

Introduction

- **Horacio Valeiras**, member, board of visitors, Virginia Polytechnic Institute and State University; member, AGB Board of Directors

Moderator

- **Kevin P. Reilly**, president emeritus, University of Wisconsin System; senior fellow, AGB

Panel

- **Janine Davidson**, president, Metropolitan State University
- **Kristen Hodge-Clark**, vice president for best practice and innovation, AGB; board member, College of Saint Benedict
- **John Kelly**, president, Florida Atlantic University

2:15-3:30 PM

MASTER CLASSES

These sessions offer participants the opportunity to explore, discuss, and work through the nuances of complex topics at a deeper level. Facilitated by subject-matter experts and backed by case studies, come prepared to engage with—and learn from—session leaders and peers.

1. How Well is Your Endowment Governed (and How Would You Know)?

Caribbean IV

Join four experts in endowment governance and management as they explain and illustrate how to govern (and *not* to govern!) an institution's permanently endowed assets. This session will explore the best-practice structures and

decision-making processes of investment committees. There will be a focus on the mistakes boards and investment committees make that lead to underperformance of funds and even major crises, as well as illustrative examples of better practices and essential investment governance tools. The session will be highly interactive, so bring your questions and the issues or challenges facing you and your investment committee.

Moderator

- **John S. Griswold**, founder and senior advisor, Commonfund Institute; senior consultant, AGB

Panel

- **Thomas Heck**, chief investment officer, Ball State University Foundation
- **Sally Staley**, former chief investment officer, Case Western Reserve University
- **Tim Yates**, managing director, Commonfund

2. What's Measured Is Managed

Caribbean I/III

All aspects of managing and providing oversight to an institutionally related foundation are becoming more complicated. Specifically, risk management oversight is becoming especially important for directors and trustees. How can a director ensure that all the annual statutory and regulatory actions have been undertaken? How can a director know if the foundation had a "good" year? What criteria or benchmarks should be used? In this session, we will discuss major management risks and how to account for them, as well as major strategic benchmarking and how to ensure that your board is on the right track.

Moderator

- **Leslie D. Bram**, former chief operating officer, University of Florida Foundation; senior consultant, AGB

Panel

- **Christy Devocelle**, chief financial officer and treasurer, University of Illinois Foundation
- **Pat McKay**, former chair, Florida Atlantic University Foundation Board of Directors
- **Heather Myers**, partner and delegated product solutions lead, AON

RECOMMENDED READING

Risk Management: An Accountability Guide for University and College Boards

Available at the Resource Center, Caribbean Foyer



3. Managing and Mitigating Conflicts of Interest

Ocean IV

Institution and foundation boards all share the fiduciary duty of loyalty, which is most often in play in addressing conflicts of interest. Effectively addressed, they can permit important and advantageous transactions and investments to proceed. But left unchecked, they can derail a development campaign and lead to lingering damage to reputation and trust. This session will examine the types of conflict-of-interest issues that arise in the foundation context and strategies for managing and mitigating them. Topics covered will include: foundation director and institutional president financial conflicts; co-investing by directors; dualities of interest; and socially responsible investing and asset divestment.

Moderator

- **Thomas K. Hyatt**, partner, Dentons US LLP; senior fellow, AGB

Panel

- **David Bass**, senior director of research, Council for the Advancement and Support of Education
- **Carolyn Flynn**, general counsel and director of gift planning, University of Massachusetts Foundation

4. Building and Engaging Foundation Boards as Principle Partners and Multipliers

Ocean I/III

In this session, the facilitators will follow an incremental process of building and engaging high-performing boards as principal partners and multipliers who identify and engage other principal partners. Discussion will include: building board and retreat agendas; strategic and intentional recruitment and succession planning; institution and foundation ongoing orientation; individual and foundation board evaluations; and individual and foundation board development. Attendees should expect active participation and will leave with actionable items that will further strengthen and advance their respective boards, their size.

Moderator

- **Tom Mitchell**, vice president for advancement, University of Florida; executive vice president, University of Florida Foundation

Panel

- **Elizabeth King**, president and CEO, Wichita State University Foundation
- **Gale King**, chair, University of Florida Foundation



5. Above and Beyond the Call of Duty: The Evolving Role and Impact of IRFs for Their Institutions

Caribbean V

Beyond the traditional role of institutionally related foundations (IRFs), many IRFs and their boards are harnessing their talent and resources to deliver turn-key solutions to institutional challenges. Defining their business as ensuring the institution's holistic success, these IRFs follow the dictum, "We are more than a good bank." In an era of declining institutional capacity, progressive IRFs are working on critical initiatives that institutions are ill-equipped to address. Join the speakers as they talk about new partnership solutions that are addressing institutional need, harnessing IRF talent, strengthening the IRF-university relationship, and pioneering a new definition for IRFs' role and mission.

Moderator

- **Greg Willems**, president, Kansas State University Foundation

Panel

- **John P. Dowd III**, vice president for institutional advancement, The Citadel; chief executive officer, The Citadel Foundation
- **Stephen M. Lacy**, chair, Kansas State University Foundation
- **Richard B. Myers**, president, Kansas State University
- **John Rosa**, former president, The Citadel

YOUR OPINION MATTERS!

Your feedback on our program is valuable. An electronic evaluation of the Foundation Leadership Forum will be emailed to you following the event's conclusion. Please complete it so that we can serve you better.



MONDAY, JANUARY 28, CONTINUED

6. A Pragmatic Approach to Strategic Planning and Institutional Alignment

Caribbean VI/VIII

Strategic planning poses special challenges for those foundations that are not wholly autonomous and/or whose organizational, investment, fundraising, and operational priorities are largely informed by institutional objectives. Traditional strategic planning models assume an abundance of time, money, and human resources, and therefore might not be appropriate for many institutionally related foundations. This session will touch on approaches to planning, clarification of mission, and strategic intent, with a focus on alignment between the foundation and the institution. The panelists will share their recent experience in the strategic alignment exercise.

Moderator

- **George P. Watt Jr.**, former executive director, College of Charleston Foundation; AGB Senior Fellow

Panel

- **Monica Delisa**, vice president for university advancement, Georgia College Foundation
- **Steve M. Dorman**, president, Georgia College

3:30-3:45 PM

NETWORKING BREAK

Grand Foyer

3:45-4:45 PM

AFTERNOON KEYNOTE PLENARY

Grand Ballroom

An Outlook for Global Economic Change

Named one of the 100 "Global Leaders for Tomorrow" by the World Economic Forum, Austan Goolsbee—chairman and professor of economics at University of Chicago Booth School of Business and former presidential adviser—will examine the problems and the opportunities that lie ahead for the U.S. economy, global growth, and for the future of business and financial markets.

Introduction

- **Christina Cutlip**, senior managing director, TIAA

Speaker

- **Austan Goolsbee**, professor of economics, University of Chicago Booth School of Business; former chairman, President's Council of Economic Advisers

With thanks to 

5:00-6:00 PM

COCKTAIL RECEPTION

Ocean View Terrace

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TUESDAY, JANUARY 29

7:00 AM-2:00 PM

REGISTRATION

Caribbean Foyer

7:00 AM-12:00 PM

AGB SUITE & SPONSOR RESOURCES

AGB Consulting, AGB Search, and Guardians Initiative
Grand Ballroom Foyer

7:00 AM-12:00 PM

PUBLICATIONS DESK & AGB ONBOARD

Caribbean Foyer

7:00-8:00 AM

BREAKFAST

Grand Ballroom Foyer

With thanks to **AGB
SEARCH**

7:15-8:00 AM

ROUNDTABLE DISCUSSIONS

Grand Ballroom

During this optional part of the program, participants may choose to join with colleagues over breakfast to discuss hot topics, exchange ideas, and develop collective wisdom. Tables will be labeled to assist participants with selection, suggested points of discussion will be provided, and staff will be on hand to assist with questions. These unfacilitated conversations are intended to provide opportunities for true peer-to-peer learning.



TUESDAY / SCHEDULE AT A GLANCE

7:00 AM-2:00 PM	Registration
7:00 AM-12:00 PM	AGB Suite & Sponsor Resources
7:00 AM-12:00 PM	Publications Desk & AGB OnBoard
7:00-8:00 AM	Breakfast
7:15-8:00 AM	Roundtable Discussions
8:15-9:15 AM	Meet the Experts II
9:30-10:30 AM	Sharing Forums II
10:45 AM-12:00 PM	Closing Plenary It's Complicated: Opportunity and Risk in Intercollegiate Athletics
12:15-3:00 PM	Post-Conference Workshops

Conference attendees may participate in question-and-answer sessions at each of the plenaries by visiting slido.com, and entering code AGB2019.

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8:15-9:15 AM

MEET THE EXPERTS II

Led by recognized authorities in the field, these sessions are meant to provide focused insights on a particular issue and help foundation leaders of all experience levels navigate and innovate.

1. Alumni Engagement: Why Do We Care?

Caribbean IV

Alumni engagement is key to successful fundraising. Unfortunately, over the past 15 years, most higher education institutions have witnessed a decline in alumni participation. But it wasn't always like this. Research has shown that alumni from Reeher Community institutions who graduated between 1970 and 1989 have increased their giving since graduation and that giving tended to peak around 10 to 20 years after graduation before declining. So, what happened to younger generations of donors? Join the speakers for a discussion on the importance of engaging with your alumni and tips for an effective campaign.

Speakers

- **Andy Reeher**, founder, Reeher; vice president of analytics and data, Blackbaud
- **Matthew White**, vice president of fundraising, Utah State University

2. Partners in Campaign Leadership: The Role of the Foundation Board in a Campaign

Caribbean I/III

Enabling and supporting engagement and philanthropy is a primary goal of many institutionally related foundations. Energizing and encouraging our foundation boards and individual members to assume more visible roles as partners in the institution's advancement efforts—particularly with campaigns—is paramount to relevance and success. Increasing numbers of foundation boards around the country have successfully re-envisioned their roles, raised the levels of expectations for members, and partnered with institutional leaders to achieve unprecedented philanthropic leadership success. This session will provide lessons learned from foundation and advancement leaders.



Moderator

- **Matthew T. Lambert**, vice president for university advancement, The College of William & Mary

Panel

- **Danita Nias**, vice president for institutional advancement and chief executive officer, Florida Atlantic University Foundation
- **Michael Powell**, vice chair, William & Mary Foundation
- **Kay Schwichtenberg**, chair-elect, University of Illinois Foundation

RECOMMENDED READING

Foundations for the Future: The Fundraising Role of Foundation Boards at Public Colleges and Universities

Available at the Resource Center, Caribbean Foyer



3. Investment Committee Success: There's More Than One Way to Measure It!

Caribbean VI/VIII

Market performance is broadly out of an investment committee's control, but there are other benchmarks that can indicate committee effectiveness. This session will look at some of the critical aspects of long-term success in the context of what the investment committee can control, what the board can control, and key governance issues that impact the effectiveness of the investment committee, the board, and, ultimately, the foundation. Investment committees should strive for the ability to scrutinize, celebrate, and measure success and failures outside of investment performance.

Moderator

- **Catherine Brod**, vice president for Institutional Advancement, Purchase College and executive director, Purchase College Foundation and Charitable Entities

Panel

- **Matt Finke**, institutional client development, FEG
- **Jeremy Tennenbaum**, senior nonprofit strategist, Vanguard

RECOMMENDED READING

The Investment Committee

Available at the Resource Center, Caribbean Foyer





TUESDAY, JANUARY 29, CONTINUED

4. The Entrepreneurial and Collaborative Foundation: Supporting Institutional Mission through Real Estate Development and Creative Ventures

Caribbean V

Public institutions in Virginia have a long history of building private foundations that not only perform traditional investment-management functions, but are also charged with acquiring, developing, and managing commercial businesses and key parcels of real estate. Today, many Virginia foundations own commercial space of all types. Panelists from small, medium, and large university foundations will share how their respective projects generate revenue while advancing the mission of the institution. Attendees will also learn about the collaborative and idea-sharing efforts of more than 40 university and community college foundations in Virginia through an intentional network and annual gathering.

Moderator

- **Jeff W. Rountree**, chief executive officer, University of Mary Washington Foundation

Panel

- **Douglas L. Hornsby**, chief executive officer, Christopher Newport University Foundations
- **Timothy R. Rose**, chief executive officer, University of Virginia Foundation
- **Tara F. Saunders**, executive director, Old Dominion University Real Estate Foundation

5. Becoming “Guardians” of American Higher Education

Ocean III

Public skepticism of higher education is a serious concern for American democracy, the nation’s economic outlook, and its standing in the world. By educating higher education’s board members candidly about the value of the sector, AGB’s *Guardians Initiative* aims to enable those citizen-leaders responsible for colleges and universities to carry that essential message beyond the institution itself. Come to this session to learn how the Oregon State University Foundation board has heeded the call and what you and your board can do to become *Guardians*.

Moderator

- **Kevin P. Reilly**, president emeritus and regent professor, University of Wisconsin System; senior fellow, AGB

Panel

- **Carol A. Cartwright**, president emerita, Kent State University and Bowling Green State University; senior consultant, AGB
- **J. Michael Goodwin**, president and CEO, Oregon State University Foundation
- **Anthony Williams**, board member, Oregon State University Foundation

9:30-10:30 AM

SHARING FORUMS II

Designed to give foundation leaders a space for important dialogues, these facilitated discussions examine ongoing and emerging issues in the foundation space with a strong focus on problem-solving and exchange.

1. Town Hall: A 10-Year Outlook for the Work of Foundations

Ocean III

The work of our foundations has changed substantially over the past decade, and many have grown in both size and stature. Far from resting on those achievements, they have earned the distinction of being relied upon in increasingly robust and complex ways. As foundation leaders—and, particularly, foundation boards—take stock and look ahead, what might good aspirations look like, and what should leaders be prepared for institutions to ask of them? Come to this session to share questions and insights with national colleagues and peers.

Speaker

- **Richard D. Legon**, president, AGB

Conference attendees may participate in question-and-answer sessions at each of the plenaries by visiting slido.com, and entering code AGB2019.

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2. Board Restructuring

Caribbean V

An adage in board governance says that before the bus can move down the road, the right people need to be in the right seats. But what if your bus doesn't have the right seats? Many boards have reconfigured themselves to achieve better focus, healthier culture, and stronger performance. Gain key insights on whether and how best to undertake restructuring initiatives from two experienced foundation chief executives, and the author of AGB's new publication, *Restructuring Committees*.

Moderator

- **Theodore E. Long**, president emeritus, Elizabethtown College; senior consultant, AGB

Speakers

- **Shane Jacobsen**, president and chief executive officer, University of Vermont Foundation
- **Beverly Everson-Jones**, chair, Virginia State University Foundation Board of Trustees

RECOMMENDED READING

Restructuring Committees

Available at the Resource Center,
Caribbean Foyer



3. Portraits of Generosity: Changes in Charitable Giving Caribbean I/III

Findings from the *2018 U.S. Trust Study of High Net Worth Philanthropy* are shining a light on the philanthropic practices of wealthy millennials and women. This panel discussion on the implications of the findings of this year's study will help attendees understand how giving patterns are changing with these groups, provide university and college foundations with guidance on how to prepare for their increasingly diverse donor base, and discuss how the priorities of these new faces of philanthropy will be reflected in the fundraising practices and governance processes of university and college foundations.

Moderator

- **William F. Jarvis**, managing director, U.S. Trust

Panel

- **Dexter A. Bailey Jr.**, senior vice president and executive director of Stony Brook Foundation, Stony Brook University
- **Dee Metaj**, vice president of Development, Indianapolis Campus at Indiana University Foundation
- **James Keller**, chair, University of Vermont Foundation

4. A State and Federal Policy Outlook for Universities and Supporting Foundations

Caribbean IV

The 2018 midterm elections saw the flipping of party control across five seats in the U.S. Senate, thirty-eight House seats, eight state legislatures, and eight governorships. Two years into the current administration, several key positions in the U.S. Department of Education remain unfilled, and postsecondary education priorities remain somewhat unclear. Last year, Brett Kavanaugh was confirmed to the Supreme Court. What does it all mean for coming legislation, regulation, and judicial decisions affecting higher education? Sit down with AGB's in-house experts to get the latest insights.

Moderator

- **Cherí E. O'Neill**, president and chief executive officer, Colorado State University Foundation

Panel

- **Timothy J. McDonough**, vice president for government and public affairs, AGB
- **Rich Novak**, senior fellow, AGB

10:45 AM-12:00 PM

CLOSING PLENARY

Grand Ballroom

It's Complicated: Opportunity and Risk in Intercollegiate Athletics

The prospective benefits attached to intercollegiate athletics programs are prodigious—including campus community-building and engagement with local, regional, and even national stakeholders, not to mention enrollment health. Yet the risks associated with college sports, both financial and reputational, have increased dramatically. As intercollegiate athletics reaches a crossroads, this panel of seasoned leaders will provide insights on the direction of change.

Introduction

- **Beverly Seay**, board member, University of Central Florida; vice chair, AGB Board of Directors

Moderator

- **D. Welch Suggs Jr.**, associate professor, Grady School of Journalism and Mass Communication, University of Georgia

Panel

- **Carol A. Cartwright**, co-chair, Knight Commission on Intercollegiate Athletics; president emerita, Kent State University and Bowling Green State University; and senior consultant, AGB
- **Mark Emmert**, president, National Collegiate Athletics Association
- **Richard D. Legon**, president, AGB
- **Roderick J. McDavis**, managing principal, AGB Search; president emeritus, Ohio University; and past chair, NCAA Division I Committee on Academics

Conference attendees may participate in question-and-answer sessions at each of the plenaries by visiting [slido.com](https://www.slido.com), and entering code AGB2019.

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POST-CONFERENCE WORKSHOPS

There is an additional fee of \$125 for members and \$155 for nonmembers for the post-conference workshops. Lunch will be provided to attendees.

12:15-3:00 PM

Talent Development, Succession Planning, and Leadership Transition

It often seems as though change is the only constant in higher education leadership today, and paths to foundation executive roles—and effectiveness in those positions—are frequently winding. Boards and chief executives share a responsibility for ensuring the work of the foundation is strengthened through leadership transitions, not inhibited by them. Participants in this session will examine what it means to systematically develop foundation staff talent, prepare for succession, and steward the foundation through transition.

Facilitators

- **Tahsin Alam**, associate vice president for talent management and organizational development, Rutgers University Foundation
- **Roderick J. McDavis**, managing principal, AGB Search; president emeritus, Ohio University
- **Kimberly S. Templeton**, principal, AGB Search

Making the Case for Your University

In today's environment, telling the story about higher education through the lens of foundation board volunteers is essential. This session will focus on how best to tell that story to current and future stakeholders—those who are inside your institution as well as those external stakeholders who need to be persuaded. The process of how you communicate that message is undergoing some reform. In this session, the facilitator will share actionable insights about powerful “speech acts” that can transform how you transmit information in new and effective ways. Discussions will focus on telling higher education's story in an environment of distrust and skepticism; how board members can shape a non-defensive story about the true value of higher education; and how emotional resilience affects efforts to lead change.

Facilitator

- **Howard Teibel**, president and founder, Teibel Education Consulting



Built to Last: Diverse Financial Structures and Strategies for a Sustainable Foundation

To be successful as a partner in supporting the mission of the host institution, foundations must be mature, highly effective organizations with well-governed boards and vibrant and sustainable operating models. The foundation must be funded and fiscally sound, or it cannot fulfill its mission, and the tried-and-true annual budgeting process might not be sufficient in testing or assuring resilience. In this session, volunteer board leaders and senior foundation executives will be given an opportunity to review actual and conceptual financial structures in a scenario-based workshop. Participants should expect to be challenged in discussing and evaluating both revenue and expense strategies within the risk tolerance and culture of their respective institutions. This session is meant to provide the tools to accurately evaluate and assess the foundation's financial model to ensure a sustainable future.

Facilitators

- **John B. Carter**, former president, Georgia Institute of Technology Foundation; senior consultant, AGB
- **John P. Dowd III**, vice president for institutional advancement, The Citadel; chief executive officer, The Citadel Foundation

RECOMMENDED READING

Understanding Foundation Finances: Financial Oversight and Planning for Foundation Boards

Available at the Resource Center, Caribbean Foyer



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Profiles of each sponsor follow. More information is available at the Sponsors Resource Center, Grand Ballroom Foyer (2nd Floor).

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These donor stories become an integral part of individual stewardship packages, interactive donor recognition walls, website donor story galleries, as well as centerpiece features during major donor events.

Clients also leverage our storytelling expertise to clearly communicate the vision and priorities of institutional leadership while emotionally demonstrating the profound impact of private funding. We have extensive experience in weaving these stories into donor-focused campaign events, including campaign launches, mid-campaign rallies, and campaign close finales.

From creation to presentation, Mindseye Project Partners works with each client to develop and deliver meaningful events and content designed to inspire and move the audience to action.



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AGB SEARCH

AGB Search focuses exclusively on higher education leadership, conducting executive searches on behalf of colleges, universities, institutionally related foundations, and systems.

Each member of our consulting team brings years of experience as a higher education leader to the firm. We not only understand the demands of leadership, but also are deeply invested in supporting the next generation of leaders.

Using extensive networks, diverse perspectives, and the depth of search experiences, AGB Search offers a range of services to meet a variety of search and transition needs.

FULL SEARCH

AGB Search helps your institution capitalize on the strategic opportunities that each leadership search presents. Our specialization in higher education ensures the expertise, currency, and commitment you need to achieve your aspirations. We collaborate with boards, search committees, and administrators to tailor each search, providing the right assistance at the right time as you cultivate, vet, select, and transition successful leaders.

INTERIM SEARCH

There are times when the right choice is an interim appointment. AGB Interim Search offers a selective pool of well-vetted candidates—recent retirees and accomplished late-career executives—for cabinet-level positions, from president to dean. You can select an interim appointee in a matter of days, if necessary, or we can use our professional networks to identify additional candidates when time allows. Our fees are low and fixed, with discounts for institutions that engage the firm for a full search to fill the interim position.

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In partnership with CUPA-HR, CES assists boards and presidents in setting executive compensation at levels that are both justifiable and competitive. CES can examine an individual position, an entire cabinet, or an entire system. Using the most recent industry information, the service creates a defensible peer group—and aspirant group, if desired—and provides comparison analysis on salary and other components of executive compensation. We also offer guidance on factors that may help you determine appropriate compensation levels.

By combining our proven approach with your aspirations, the outcome of your search and transition can be more than a successful appointment—it can be a renewed vision for the future.



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AGILITY

- \$9.2 billion assets under management
- 34 clients, comprised primarily of foundations and endowments
- 27-person investment team, led by four partners with a combined industry experience of over 90 years
- Named *Institutional Investor's* "Outsourced Chief Investment Officer of the Year" in 2013, 2014, 2015, and 2017
- Headquartered in Denver, CO

ABOUT AGILITY

Agility provides customizable, high-quality investment solutions to college and university endowments and foundations. Our approach to investing is characterized by a long-term, broadly diversified, multi-asset class investment methodology that has been successfully employed by the largest U.S. universities to achieve attractive risk-adjusted returns.

OUR APPROACH

Our primary objective is to meet sophisticated investors' demands for attractive risk-adjusted investment returns across market environments. We look to achieve this goal by providing daily oversight and employing rigorous investment and risk management practices. **In short, we help fiduciaries manage their significant obligations.**

Our approach also includes managing and monitoring client legacy assets, which include those assets that might not easily be sold, such as private equity, real estate, or hedge funds. When constructing client portfolios, we take these legacy assets into consideration and build around them to ensure proper diversification.

We serve as an extension of our clients' staff and volunteer boards, working with them to create customized investment programs based on the specific needs of their institution. The Agility Investment Team is supported by experienced compliance, risk management, legal, trading, and operational teams. Together, we form strategic partnerships with our clients.

OUR TEAM

Agility is led by chief executive officer and chief investment officer Chris Bittman. Mr. Bittman is the former chief investment officer of the University of Colorado Foundation. He leads a 47-person team with a unique understanding of the needs and expectations of endowment stakeholders. Team members have deep experience as former CIOs and senior staff portfolio managers for the University of Colorado Foundation, the University of Texas Investment Management Company, Baylor University, George Washington University, and Harvard Management Company.

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CREATING VIBRANT ALUMNI RELATIONSHIPS

Does your institution struggle to create lasting and meaningful relationships with alumni and friends who live far from campus? You are not alone. Major cities are filled with supporters who yearn to connect with their alma maters, but who have had little contact with the schools since graduation. But the logistical challenges of managing engagement and philanthropic activities in distant locations are prohibitive. ALUMinate has introduced a shared services model that combines the use of advanced technology and local professional resources to identify, engage, and cultivate your top donor prospects.

EFFECTIVELY DESIGNING AND SUPPORTING REGIONAL ADVANCEMENT PROGRAMS

Game-watch and general networking events are fine for some alumni, but your top prospects expect much more—assuming you even know who they are. Our process employs proprietary, cutting-edge software powered by our partner, Uprising Technologies, to analyze your CRM database and mine social media and other publicly available data. This allows us to identify, verify, and develop holistic, insightful profiles for the proverbial golden needles in the haystack—i.e., your top donor prospects in each locale. Once this set of prospects is identified (beyond those you already know and are engaged with), we collaborate with your advancement and alumni relations teams to devise communication and engagement strategies based on our “affinity cloud” process. Next, ALUMinate provides the local professional resources required to deliver the type of communication, events, and programs most valued by top donor prospects. Through effective engagement designed to build trust, passion, and affinity, converting top prospects into major donors is within reach.

SPARKING CONVERSATIONS AND LEARNING THROUGH ONGOING RESEARCH

ALUMinate’s Research Consortium is an association of advancement and alumni affairs professionals that drives research and discussions focused on regional alumni engagement and philanthropy. This consortium provides members with evidence-based learnings, so they can systematically and thoughtfully build alumni affinity and support. Our research seeks to be at the forefront of the important issues and explore them in depth. Learn what other professionals are doing and the new tools available to help you advance your reach. In addition, the consortium enables members to hear and share success stories, take part in peer-to-peer discussions, make networking connections, and access weekly content—including research findings, articles, interviews, profiles, and more. **And membership is free!**

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AON

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Risk – We provide consulting, brokerage, and data and analytics services to help clients reduce their cost of risk.

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Health – We provide consulting, brokerage, and exchange solutions to help clients mitigate rising health care costs and improve employee health and well-being.

OUR STORY

Our clients are facing a volatile world. Economic, demographic, and geopolitical trends—each accelerated by the rapid pace of technological change—are creating new challenges and opportunities for businesses. It's our role to help clients reduce volatility and improve performance in an increasingly uncertain and complex world.

OUR SOLUTIONS

Aon Hewitt Investment Consulting, Inc. provides independent, innovative solutions to address the complex challenges of over 480 clients in North America, with total client assets of approximately \$2 trillion as of June 30, 2017*. Our firm advises institutional investors such as corporations, public organizations, union associations, nonprofit organizations, health systems, endowments, and foundations. With our knowledge of navigating financial risks and global capital markets, we strive to provide flexible, thoughtful, investment management solutions, from advice to fully delegated execution.

For Institutional Use Only Investment advice and consulting services provided by Aon Hewitt Investment Consulting Inc., an Aon company.

Aon Hewitt Investment Consulting Inc. is a federally registered investment advisor with the U.S. Securities and Exchange Commission. AHIC is also registered with the Commodity Futures Trading Commission as a commodity pool operator and a commodity trading advisor and is a member of the National Futures Association.

**Represents \$2.02 trillion in advised U.S. retainer non-discretionary assets and \$80.7 billion in discretionary assets under management.*



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BLACKBAUD

Blackbaud (NASDAQ: BLKB) is the world's leading cloud software company powering social good. Serving the entire social good community—nonprofits, foundations, corporations, education institutions, healthcare institutions, and individual change agents—Blackbaud connects and empowers organizations to increase their impact through software, services, expertise, and data intelligence. The Blackbaud portfolio is tailored to the unique needs of vertical markets, with solutions for fundraising and CRM, marketing, advocacy, peer-to-peer fundraising, corporate social responsibility, school management, ticketing, grantmaking, financial management, payment processing, and analytics. Serving the industry for more than three decades, Blackbaud is headquartered in Charleston, South Carolina, and has operations in the United States, Australia, Canada, and the United Kingdom. For more information, visit www.blackbaud.com.



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BRECKINRIDGE CAPITAL ADVISORS



Founded in 1993, Breckinridge Capital Advisors is an independently owned investment manager specializing in investment-grade fixed-income portfolios for institutions and private clients. As of September 30, 2018, Breckinridge managed over \$36 billion in assets for a wide variety of clients ranging from high net worth individuals to institutions.

MISSION

Our mission is to provide the highest caliber of investment-grade fixed-income portfolio management. We believe that having this as our only investment mandate strengthens our capabilities in research, trading, and portfolio management.

While Breckinridge is opportunistic in credit selection and portfolio structure, we are grounded in principal preservation. We seek to generate positive fixed-income returns that counterbalance riskier assets in periods of economic distress and uncertainty—as this is when fixed-income returns typically matter most to investors.

ESG INTEGRATION

Breckinridge's long-term focus drives us to be forward-looking with our research, continuously striving to discover and prioritize those risks and opportunities that will matter most over time. As such, we were an early adopter of environmental, social, and governance (ESG) factors analysis into the investment process.

We believe that companies and municipalities with stronger ESG scores relative to their peers are likely to be better prepared to meet future challenges and new opportunities. ESG analysis also provides a more holistic view of the character and caliber of management, because it examines policies and practices that are potentially more beneficial to long-term results than to short-term profit.

We are pleased to see that the momentum for ESG investing continues to build, and we remain committed to our work in sustainability, now and for the long term.

CUSTOMIZED BOND PORTFOLIOS

At Breckinridge, we believe that investment-grade fixed-income investors are better served by owning a portfolio of individual bonds directly.

With separate accounts, our clients also have significant flexibility to customize portfolio parameters. Breckinridge doesn't mass produce "cookie cutter" portfolios. We collaborate extensively to determine how we can best achieve our clients' needs, working with clients and their advisors and consultants to customize portfolios to appropriately align with each client's objectives, risk tolerances, and liquidity requirements.

Breckinridge has built robust systems that allow us to accommodate a wide range of customizations while still keeping portfolios well-aligned with investment strategy. Our portfolios can be customized by benchmark, duration target, credit quality, sector weightings, tax status, state specification, and values-based screens. We remain committed to further enhancing our proprietary technology so that we can continue to offer our clients a high level of customization.

To learn more, call Tim Coffin at 617.443.1120 or visit our website: www.breckinridge.com

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COMMONFUND

Commonfund is proud to be ranked in the top ten most trusted institutional asset managements for nonprofits¹. With over \$25 billion in assets under management, we:

- Have the flexibility and scale to independently source investment managers that may otherwise be unavailable to our investors
- Provide asset management services supported by resources and expertise across investments, risk, operations, and service that we believe any single institution would aspire to assemble on their own
- Offer a comprehensive range of public, private, and alternative asset classes and strategies to help our investors fulfill their missions

OUTSOURCED SOLUTIONS

Through our US registered investment adviser, Commonfund Asset Management Company, Inc., we offer investors a diverse spectrum of portfolio-management services based on their needs, preferences, and resources.

STRATEGY MANDATES

In addition to working with investors on their total portfolio, our registered investment adviser subsidiaries also have the flexibility to assist on a particular strategy area or single mandate within a portfolio.

OPERATING ASSETS MANAGEMENT

Commonfund also offers investment solutions for operating assets that are tailored to each institution's unique needs. Commonfund Treasury Solutions offers programs at three liquidity levels—daily, weekly, or longer periods for core balances. We take a strategic approach to operating assets management that is designed for institutions (public and private) maintaining \$50 million or more in operating assets and that have limited internal resources.

RESPONSIBLE INVESTING PROGRAMS

We are known for environmental, social and governance (ESG) and impact investing¹ and have the ability to provide investment programs that can meet the needs of institutions who desire a tight alignment between their mission and their portfolio.

¹ The Commonfund rankings cited are from Market Strategies International. Cogent Reports™ US Institutional Investor Brandscape: February 2018 and are based on respondents' answers to questions in which they were asked to rank 55 asset managers on various brand attributes. The results were reported by Cogent based on four groups of respondents: Pension <\$500M, Pension \$500M+, Non-Profit <\$500M, Non-Profit \$500+. The survey was fielded online October 13, 2017 to November 28, 2017 and 371 investors with \$100 million or more in institutional investable assets participated in the survey. Survey participants were required to play a direct role in the evaluation and selection of investments or asset managers within their organization. In determining the sampling frame for this study, Cogent indicated that it relied upon Standard & Poor's Money Market Directories (MMD) database of institutional investors. MMD supplied Cogent with a list of contacts at pensions and non-profits with a minimum of \$100 million in investable assets. Cogent further reported that, to ensure the population for this research was representative of the universe of institutional investors, strict quotas were established by Cogent based upon a nested classification of institutional investor by category and size of assets. It also represented that data were weighted to be representative of the distribution of institutions by asset size and category according to the most recent MMD data. The data have a margin of error of +5.0% at the 95% confidence level.

References in this brochure to "Commonfund", "we" or "our" are to The Common Fund for Nonprofit Organizations, Commonfund Asset Management Company, Inc., Commonfund Capital, Inc., Commonfund Securities, Inc. and/or one or more affiliates thereof, as the context requires.

The information provided is for general information purposes only and is not an offer to sell or a solicitation of an offer to buy any securities, options, futures, or other derivatives related to securities in any jurisdiction. It is also not an offer or solicitation to participate in any particular trading strategy. All Commonfund investment funds are offered only by means of detailed offering memoranda and related disclosure materials. Potential investors should read all such materials with care prior to investing. Certain Commonfund funds impose various eligibility requirements (see www.commonfund.org). Securities are distributed by Commonfund Securities, Inc., a member of FINRA. Advisory services are provided by Commonfund Asset Management Company, Inc. and Commonfund Capital, Inc.

September 2018

commonfund

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DENTONS US LLP NONPROFITS PRACTICE

Dentons' lawyers provide counsel to nonprofit organizations on governance, regulatory, and transactional matters, including working with nonprofit governing boards and board committees to address such issues as legal compliance; fiduciary duty; conflicts of interest; bylaws and policy development and revision; senior management compensation and benefits; CEO transition; president employment agreements; succession planning; fundraising; lobbying and political campaign activity; board development; board assessments; membership matters; chapter and affiliate matters; policy development; corporate restructuring; and mergers and joint ventures.

We have particular experience and expertise in the representation of public and private higher education institutions and associations, and public and private health-care institutions and associations, including academic medical centers. We are proud to serve as general counsel to the Association of Governing Boards of Universities and Colleges (AGB).

OUR TEAM

Our nonprofits team includes legal experts, consultants, policy professionals, authors, former state attorneys general, former legislators and staffers, nonprofit board members and officers, nonprofit executives, former federal and state regulators, and tax litigators. Our team leadership has been recognized for its excellence in nonprofit law in such leading publications as *Chambers USA: America's Leading Lawyers for Business*, *US News Best Lawyers*, the *Washington Post*, and *Bloomberg BNA*.

ABOUT DENTONS

Dentons is the world's largest polycentric global law firm, connected to the communities where its clients want to do business, offering legal counsel from over 8,800 lawyers in more than 158 locations spanning 66 countries.

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DEUTSCHE BANK



Deutsche Bank
Wealth Management

Deutsche Bank has partnered with institutional investors for over a century, providing objective advice and customizable solutions designed to fit their complex needs. Our fiduciary capabilities are rooted in Bankers Trust Company, which was founded in 1903 and operates today as Deutsche Bank Trust Company Americas. We remain steadfast in our commitment to mission alignment with our investors through our core corporate values of sustainability, integrity, and partnership.

INSTITUTIONAL ADVISORY SERVICES: GLOBAL PERSPECTIVE WITH LOCAL EXPERTISE

Institutional Advisory Services is a single point of contact in Deutsche Bank with significant experience working with nonprofits, charitable organizations, and other institutional investors, always focused on the enhancement of an institution's financial resources. Through a collaborative discovery process, we identify institutional needs and seamlessly mobilize the capabilities of the larger bank, all to develop comprehensive solutions that help preserve and grow your institution—today and into the future.

INVESTMENTS

We offer a range of investment solutions, among them, discretionary and advisory portfolio management services. We are equipped to function as your fiduciary partner—essentially an extension of your current staff and resources—through our outsourced investment services, backed by the resources of a global financial services firm. We have a wide range of core and satellite investment solutions available through Deutsche Bank programs and open architecture implementation. Our outsourced investment services are tailored to the specific needs of each institutional client, based on their unique requirements for investment policy, risk management, and delegating investment decisions. Our fiduciary investment management services offer flexible implementation through a fully discretionary or collaborative advisory mandate.

BANKING

We provide a suite of banking solutions for institutional clients designed to maximize returns, minimize risks, and fully integrate treasury management services, including investment management of short-term pools, into a single relationship. Credit facilities and global master custody accounts are available.

PHILANTHROPY

Our wide-ranging philanthropic services are designed to enhance the overall financial integrity of our institutional clients through advisory solutions, board education, mission alignment, marketing content, best practices, and investment products. Our institutional clients leverage the substantial resources of Deutsche Bank, rooted in our over 100-year legacy providing fiduciary services.

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EAB ADVANCEMENT SERVICES



THE EAB STORY

EAB partners with education leaders, practitioners, and staff to accelerate progress and drive results. We are honored to work with the most progressive colleges, universities, community colleges, K-12 districts, independent schools, and graduate programs in the country.

At EAB, we are data enthusiasts and dreamers, researchers and problem-solvers, technologists and innovators. Our firm has a 40-year tradition of delivering exceptional service, insight, and results. Although the way we serve education has evolved, our core beliefs have not. Every day, we harness the collective power of 1,400+ schools, colleges, and universities to uncover proven solutions and transformative insights.

And since complex problems require multifaceted solutions, we work with each school differently to apply these insights through a customized blend of research, technology, and services. The story of EAB is intricately intertwined with the story of each school we serve—together we can safeguard and improve education so all students have the opportunities they want and deserve.

EAB'S ADVANCEMENT FORUM

The Advancement Forum focuses on the full range of strategic and operational issues facing development and alumni relations executives and their teams. We serve all aspects of the chief advancement officer's purview: fundraising, campaign strategy, alumni and volunteer engagement, and talent management. The Advancement Forum's best practice research, implementation toolkits, and benchmarking services allow CAOs and their teams to reach their annual fundraising goals, engage more alumni, and build consensus among stakeholders across campus.

EAB'S ADVANCEMENT MARKETING SERVICES

Advancement Marketing Services equips advancement offices with the enhanced infrastructure to help them reach their fundraising goals via effective multi-channel fundraising across both modern and traditional channels. By combining tried and proven direct-marketing strategies with a data-driven, multichannel approach, we deliver campaigns that inspire current and prospective donors to give, as well as engaging with your alumni, parents, and friends to deepen connections to your campus.

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THE #1 ADVANCEMENT AUTOMATION PLATFORM

EverTrue is the leading advancement automation platform. Since 2010, EverTrue has been on a mission to build relationships in pursuit of a better world. Today, more than 300 institutions use EverTrue's software and services to engage alumni, raise support, and measure team progress in a beautiful, user-friendly platform. EverTrue's advancement automation technology connects each department with best-in-class insights and each other, giving teams the tools they need to manage relationships across the giving pyramid and grow donations faster. EverTrue is headquartered in Boston, MA and is backed by University Ventures and Bain Capital Ventures.

TESTIMONIALS

"EverTrue offers one of the most promising products I have ever seen. The results for Boston University have exceeded our expectations so fully that we are committed to making it available to everyone in our advancement organization."

— *Scott Nichols, senior vice president, alumni affairs and development, Boston University*

"It's time for our industry to adapt and embrace a more modern, omni-channel and personalized outreach strategy that engages alumni based on their interests. As UConn begins to change course, we are lucky to have a forward-looking partner like EverTrue to help us navigate this uncharted territory and provide the valuable insights we need to help inform our strategy."

— *Josh Newton, former president and CEO, UConn Foundation*

"EverTrue represents a leap forward for alumni relations and development. With tools like this, we can see what people are interested in right now and produce a better user experience for alumni."

— *Andrew Gossen, executive director of digital innovation, development, and alumni relations, Cornell University*

"With powerful donor insights at our fingertips, especially social media engagement data, we are able to better capitalize on the giving potential of our constituents."

— *Mark Koenig, assistant vice president for advancement services, Oregon State University*

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FEG INVESTMENT ADVISORS



Fund Evaluation Group, LLC (FEG) has three decades of experience helping institutional investors pursue their long-term goals. We offer customized investment services, including consulting, outsourced chief investment officer (OCIO), and research services. Client assets under advisement total approximately \$69 billion¹.

MISSION

Empower our clients to achieve their goals through superior investment performance, objective insights, and research.

SERVICES

FEG offers flexible, customized solutions tailored to a client's individual needs ranging from a hands-on, traditional consulting approach to a delegated, fully outsourced chief investment officer (CIO) approach. All services are backed by the same disciplined investment process, providing continuity across the spectrum.

- **Consulting** – FEG has partnered with institutional clients to develop robust investment programs for over 30 years. FEG Consulting supports client decision making with our advice, insight, and skill at developing sound investment programs. We design and monitor portfolios to help clients pursue their missions and objectives.
- **Outsourced Chief Investment Officer (OCIO)** – FEG OCIO partners with clients to develop robust and customized investment programs, and then carry out the implementation and day-to-day management of the portfolios. We serve as a seamless extension of internal resources so our clients can focus on the core objectives of their organizations.

CLIENTS

Institutions, including university endowments, public and private foundations, corporate retirement plans, healthcare, family offices, and not-for-profit organizations.

LOCATIONS

FEG has more than 130² employees and is headquartered in Cincinnati with satellite offices in Dallas, and Indianapolis.

¹ As of June 30, 2018, Assets under Advisement (AUA) include discretionary and non-discretionary assets of FEG and its affiliated entities. These assets are typically non-discretionary. Some asset values may not be readily available at the most recent quarter end, therefore the previous quarter's values were used for this calculation. The values may be higher or lower, depending on the current market conditions. Of the \$69bn AUA, FEG's total assets under management (AUM) are \$6.5bn which includes discretionary (\$4.8bn) and non-discretionary AUM (\$1.7bn)

² As of 9/30/2018. Total employees include part-time employees and interns.

Neither the information nor any opinion expressed in this report constitutes an offer, or an invitation to make an offer, to buy or sell any securities.

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GLENMEDE

Glenmede is a \$40 billion independent trust company, created over 60 years ago to serve as investment manager and trustee of the Pew family's charitable interests—The Pew Trusts. Today we manage over \$9 billion on behalf of endowment and foundation clients.

For more than 20 years, Glenmede has been an alternative investments pioneer, customizing sophisticated endowment-style portfolios with allocations to private equity, absolute return, real estate, emerging markets, and other strategies capable of exploiting market inefficiencies.

Headquartered in Philadelphia, Pennsylvania, Glenmede's investment and relationship management professionals also provide personalized service from offices in New York, New York; Morristown and Princeton, New Jersey; Cleveland, Ohio; Washington, DC; Wilmington, Delaware; and West Palm Beach, Florida.

GLENMEDE

Founded on ideals. Built on ideas.

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GLOBAL ENDOWMENT MANAGEMENT



Global Endowment Management (GEM) is an outsourced CIO firm (OCIO) that actively manages investment assets in the style of leading endowments and foundations, assuming direct responsibility for asset allocation, manager selection, risk management, and investment reporting. Our mission is to act as the investment staff for our investors, supporting their missions and programs by striving to produce competitive returns from their endowment assets. Our guiding principles are as follows:

- We are entrusted with our investors' capital and must serve their interests.
- We maintain our confidences and respect private information.
- Our business is built on our reputation and relationships. Both are founded on integrity.
- We are thoughtful and thorough in our analyses, and maintain humility in our demeanor.
- We seek to attract, develop, and retain exceptional people because they are our principal assets.
- We seek opportunities where others may not have looked, and we avoid complacency in all facets of our work. Creativity and imagination are part of intelligent risk-taking.

Our business objective is to deliver risk-adjusted returns and best-in-class service. GEM is committed to maintaining an asset size that will not compromise our performance or our service. GEM intentionally maintains a targeted, modest asset size with mid-range fees, enabling us to attain investment scale and retain a first-class team to provide exceptional service for a limited number of investors.

HISTORY AND TEAM

The firm was founded in early 2007 by Thruston Morton and Hugh Wrigley, CEO and head of private investments, respectively, at DUMAC Inc., the asset-management arm of Duke University; and Stephanie Lynch, the 8-year CIO of The Duke Endowment (TDE). Porter Durham, former staff counsel at TDE, joined as general counsel and COO in May 2007, and Michael Smith joined in April 2010 from the University of Florida Investment Company, where he was founding CIO. Ryan Henderson became our sixth partner in 2015 after joining GEM in June 2007 from Goldman Sachs & Co.

EDGE

- **Focus.** Our fully discretionary outsourced-investment approach has been in place since the firm's inception and is the only service that we provide to our investors. We assume full responsibility for all aspects of investment management, operational services, and investor service and support. We believe this structure is optimal: by shifting investment authority from a part-time committee to GEM, investors can secure real-time, opportunistic responses to evolving market opportunities and risks.
- **Structure.** We develop custom asset allocations to suit investors' unique return, risk, and liquidity objectives, and to adjust for legacy illiquid investments. For external manager and internally managed exposures, GEM invests primarily through pooled vehicles. Our structure has several advantages. It allows all GEM investors to receive pro-rata exposure to the full array of GEM's external managers, avoiding conflicts of interest while also providing scale, with its attendant benefits to all investors.
- **Sourcing.** An important component of the sustainability of our selection skill is our differentiated and proprietary sourcing methods. We believe the *quality* of our ideas is largely determined by the *quantity* of our ideas, and we depend on our myriad sourcing systems to uncover a large number of unique opportunities. What resonates with external managers is our principal investing experience, professional awareness, and thorough understanding of portfolio construction, strategy selection, and risk management.

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JOHNSON, GROSSNICKLE AND ASSOCIATES



Johnson, Grossnickle and Associates (JGA) takes an authentic, strategic approach to providing philanthropic consulting services. We focus on the concepts of mission, strategy, and accountability that underlie the philanthropic relationship and help organizations move beyond just raising money to focusing on the meaningful and enduring impact of their work.

EMPOWERING POTENTIAL

Since our founding in 1994, JGA has successfully served more than 250 nonprofit clients. While we have partnered with all types of nonprofit organizations, we have established an especially strong record of work with clients representing education; healthcare; arts and culture; and community- and faith-based organizations.

Our more than 150 years of combined experience working with nonprofit organizations and foundations is where our authentic approach first becomes apparent. We've been senior or chief advancement officers, leaders of a nonprofit, and philanthropic consultants. Whatever scenario or challenge you're facing, it's likely we've faced it, too.

So, while our breadth and depth of experience allow us to serve as thought leaders in crafting strategic solutions, we're also thought lenders, openly sharing our years of experiences and expertise.

We strive to respect and respond to your particular culture and traditions. We ask, listen, and research individual needs and concerns.

While your organization's needs may be similar to another's, it's never exactly the same. That's why our solutions are unique, strategically crafted to meet and exceed your goals. JGA will not provide you with standard solutions or formulas to meet those challenges. Instead, we thoughtfully provide customized solutions. Our approach is to "measure twice and cut once" and provide you with sound advice as well as qualitative and quantitative analysis, recommendations, and action plans.

Johnson, Grossnickle and Associates is not only a premier provider of philanthropic and strategic consulting solutions for nonprofits—we're your authentic partner in opening doors, inspiring creativity, and empowering your organization to make your corner of the world a better place. Discover for yourselves.

YOUR GUIDE IN STRATEGY

- Creating a plan of action to help you advance your mission and map your organization's future with strategic plans, development plans, major and planned giving programs, campaign evaluations, and facilitation of board and staff retreats/planning sessions.

YOUR GUIDE IN PHILANTHROPY

- Helping to strengthen and assess your current development program through development assessments, development audits, and major and planned gift metrics.
- Connecting you with your donors and identifying capacity through campaign planning and strategy, philanthropic assessments, feasibility studies, case statements, and ongoing philanthropic counsel.

YOUR GUIDE IN ORGANIZATIONAL EFFECTIVENESS

- Strengthening your organization for the future by conducting program or organizational evaluations, organizational effectiveness assessments, and financial modeling and analyses.

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NORTHERN TRUST

University and college administrators face ever-greater challenges in maintaining financial sustainability, balancing available resources, and demonstrating accountability and transparency. To meet these challenges in today's economic environment, the selection of a financial partner has never been more critical. The goal of Northern Trust's Foundation & Institutional Advisors national practice is to support nonprofits in achieving the organization's long-term objectives. Northern Trust provides world-class investment-consulting solutions, leveraging our institutional resources with our considerable experience serving endowments and foundations.

Northern Trust can serve as a dedicated investment advisor, offering recommendations regarding asset allocation and manager selection or as a fully outsourced CIO, where a financial advisor works with your board of directors and investment committee to set and implement investment policy. Within these pre-determined parameters, the financial advisor makes investment strategy recommendations and facilitates manager selection, asset allocation, and portfolio construction, as well as risk management, administrative services, and comprehensive reporting on your behalf.

Strategic alliances with third-party managers allow Northern Trust to offer qualified institutional investors direct access to a unique and exclusive endowment-style investment model. The endowment model, founded on diversification, manager selection, and risk management—with an emphasis on alternative investments—seeks to deliver superior risk-adjusted returns based on the investment approach pioneered by the largest university endowments. Designed for long-term investments, the endowment strategy can be accessed as a cornerstone in an integrated investment program, ranging across a spectrum of less liquid "perpetual capital" solutions that include generous allocations to less liquid alternatives and private-asset exposures.

For over 125 years, Northern Trust has been serving individuals, corporations, institutions, and nonprofits worldwide. Northern Trust offers a unique value proposition to nonprofit organizations, combining the expertise and perspective gained through generations of service to successful families with the investment management and custody infrastructure required by large institutional clients. We applaud your organization's commitment to its mission, constituency, and community, and are available to assist your organization in achieving its goals—both philanthropic and financial.



**NORTHERN
TRUST**

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RENAISSANCE REGULATORY SERVICES



WHO WE ARE

Renaissance Regulatory Services (RRS) is a privately-owned boutique consulting firm based in Boca Raton, Florida. Our senior managers, consultants, and partners consist of former regulators and compliance professionals who have extensive SEC, FINRA, and state regulatory experience. The staff of RRS are active participants with industry trade groups and speak frequently at industry events focused on regulatory compliance.

WHAT WE DO

Renaissance Regulatory Services supports our clients by providing comprehensive regulatory, compliance, and operational consulting to investment advisers, broker dealers, private funds, investment companies, and banks. We specialize in SEC, FINRA and State compliance examinations, written supervisory procedures, internal-controls testing, regulatory reporting, and registration services. RRS also provides fiduciary training and compliance program reviews for endowments and state plans. Our services are customized to fit each firm's unique operations and can be performed onsite or remotely. Our goal is to provide unsurpassed technical support and outstanding service that will increase the efficiency and effectiveness of your firm's compliance program and reduce costs.

RRS is founded on the premise that the financial services industry is constantly changing. New products and services, changing regulations, and globalization create unique issues in compliance and operations for firms of all sizes and business models. To *manage through change*, firms must have the ability to quickly recognize and respond to the regulatory compliance and operational challenges that arise.

OUR SOLUTIONS TO HELP YOUR FIRM MANAGE THROUGH CHANGE

PRACTICAL GUIDANCE

- Cost effective solutions for firms.
- Consultants that respond to regulatory, compliance, and business requirements.

TECHNICAL EXPERTISE

- Consultants with extensive regulatory examination and consulting experience.
- Testing practices that include risk-based, forensic, and statistical sampling methodologies.

CUSTOMIZED SOLUTIONS

- Multiple levels of service designed to meet or exceed regulatory requirements.
- Support solutions that allow firms to concentrate on core competencies.

CONSISTENT SUPPORT

- Consultants that fill technical gaps when regulatory or business changes occur.
- Services delivered onsite or remotely.

COMPLIANCE SERVICES

- Fiduciary training
- Compliance program, policy and procedure development, and benchmarking
- Compliance examination and testing
- Business planning and registration services
- Financial reporting and bookkeeping
- Compliance support services

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RUFFALO NOEL LEVITZ



ABOUT RUFFALO NOEL LEVITZ

Increased fundraising pressure and new challenges in enrollment require colleges and universities to adapt to meet goals, drive growth, and improve student outcomes. As the higher education landscape evolves, Ruffalo Noel Levitz is leading innovation to meet the needs of institutions and the students and alumni they serve.

INTELLIGENT SOLUTIONS

Ruffalo Noel Levitz fuels higher education enrollment management, student success, and fundraising innovation for more than 1,900 colleges and universities. Our solutions are powered by advanced analytics, personalized engagement, and industry-leading insights to assure students find the right college or university, graduate on time, secure their first job in their chosen field, and give back to support the next generation.

RNL COMPLETE FUNDRAISING:

RNL Complete Fundraising delivers more intelligent campaigns that reach the right donors at the right time with the right message through the right set of channels. RNL is reinventing fundraising in higher education, engaging and developing donors at each stage in their philanthropic journey—and meeting the needs of colleges and universities through connected, scalable solutions that are proven to increase results for annual giving programs, digital fundraising campaigns, major gifts and planned giving. Visit www.RuffaloNL.com/CompleteFundraising

RNL COMPLETE ENROLLMENT

RNL Complete Enrollment provides every crucial component for transforming your institution's strategic enrollment, retention, and student outcomes. We deliver the right data and insights to attract the right students, optimize your class, cultivate applicants and ensure student success. Visit www.RuffaloNL.com/CompleteEnrollment

EXPERTISE & INSIGHT

Our team of passionate experts provides unparalleled experience in data analysis, fundraising, enrollment management, creative services, strategic consulting and marketing technology. Our industry-leading research is designed to help you meet your objectives and thrive in a complex environment.

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RUSSELL INVESTMENTS



To fund your institution's priorities, you need the right investing approach.

For over 37 years Russell Investments has been providing outsourced CIO solutions to educational institutions and nonprofit organizations. That experience gives us a profound and comprehensive understanding of many challenges you face each day. Our unique integration of strategic advice, investment management, and implementation utilizing unaffiliated third-party managers, performance reporting, and day-to-day administrative support can help colleges and universities to more effectively evaluate investment opportunities and implement them in a timely fashion.

We provide:

- Strategic advice on asset allocation and governance strategy
- Daily, dynamic portfolio management via our commingled funds, which includes:
 - Portfolio construction aligned with your strategic asset allocation
 - Manager research, selection, and ongoing monitoring
 - Total portfolio risk management
- Ongoing performance measurement, evaluation, and rebalancing
- Administrative support, including:
 - Scholarship distribution services
 - Endowment and donor accounting services
 - Planned giving administration
 - Securities gift processing and custom donor communications
 - Audit assistance
 - Secure online access to reporting

We know that the money we manage on your behalf needs to be there to support your institutional priorities now and into the future.

We'd love to talk about how Russell Investments can help. Visit our OCIO resource center at russellinvestments.com/nonprofit

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SEI INSTITUTIONAL GROUP

SEI New ways.
New answers.®

As one of the first and largest providers of outsourced investment management services, SEI has a 25-year track record delivering custom investment solutions that help our clients achieve their goals. College and university foundations are often challenged with finding a balance between risk and return within the portfolio to support their core mission. That's why many organizations are moving to the OCIO model to help achieve a better balance. SEI's OCIO program includes investment management, strategic advice, risk management, and overall committee support. The program is designed to deliver:

- Solid long-term investment performance
- Reduced costs through economies of scale
- A committee process focused on strategic decisions
- An established investment program with experienced resources
- A clear governance process to ensure investment decisions are properly vetted

We offer flexible options for discretionary investment management based on your preferred governance infrastructure.

SERVING NONPROFITS FOR MORE THAN 25 YEARS

Higher education clients have unique needs and our dedicated team understands those needs when building flexible, dynamic strategies that include:

- Custom asset allocation that integrates spending policy, liquidity, and hurdle rates
- Investment policy development that aligns with your mission
- Modeling and scenario testing to improve the stability and predictability of the investment portfolio
- Educating staff and new committee members on industry and investment topics

We have a team of professionals dedicated to serving the needs of our nonprofit clients. We manage assets for university and education endowment funds; private and community foundations; museums; and religious organizations. SEI also sponsors the Nonprofit Management Research Panel, which regularly publishes research focused on the needs, challenges, and trends affecting nonprofit organizations.

A TIME-TESTED INVESTMENT PROGRAM

As a firm, we invest more than \$10 million annually in research tools and technology. By leveraging our \$330 billion¹ in assets under management, we can create investment vehicles managed by some of the leading institutional asset managers.

A CUSTOM SOLUTION TO MEET GOALS

We have a team of more than 300 experts in strategic advice and investment management working to create a strategy and asset allocation tailored to your financial goals, risk tolerance, and liquidity needs.

ABOUT SEI'S INSTITUTIONAL GROUP

SEI's Institutional Group is one of the first and largest global providers of OCIO services. The company began offering these services in 1992 and today acts as an OCIO for more than 450 institutional clients. Through a flexible model designed to help our clients achieve financial goals, we provide asset allocation advice and modeling; investment-management risk monitoring and stress testing; active liability-focused investing; and integrated goals-based reporting.

¹ As of June 30, 2018

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STRATEGIC INVESTMENT GROUP



Strategic was founded 30 years ago by the senior members of the investment office managing the World Bank's multi-billion dollar portfolio. They understood the complex role of a fiduciary and founded Strategic as a purpose-built outsourced chief investment office (OCIO).

Strategic partners with clients to provide sophisticated, customized investment solutions. Our mission has always been to provide the same type of comprehensive customized fiduciary investment solutions to organizations that do not choose to, or do not have the ability to, build this capability internally. This frees clients from the day-to-day business of managing investment portfolios so that they can focus on their core mission.

WHY OUTSOURCE

To obtain a broad range of experienced resources and strengthen investment governance.

An OCIO can help fiduciaries fulfill their wide-ranging and complex responsibilities. The key is to partner with a co-fiduciary dedicated to helping design and implement investment policies tailored to your particular objectives, mission, willingness to bear risk, and changing circumstances, yet one that makes sure all clients benefit from the firm's best ideas. The ideal OCIO relationship is a seamless extension of an institution's fiduciary bodies and internal staff, complementing them with the additional resources needed to steward investments effectively.

WHAT STRATEGIC'S OCIO SOLUTIONS DELIVER

We believe these distinguishing features make Strategic a compelling value-added partner:

- **Experience:** Providing OCIO solutions since 1987.
- **Comprehensive Investment Process:** We manage total portfolio exposures within an integrated risk budgeting framework.
- **Performance:** While past performance is not a guarantee of future results, we have delivered compelling added value, net-of-fees for 30 years.
- **Commitment:** Outsourcing is our business. We are compensated only by our clients, and, unlike many competitors, do not face potential conflicts related to other lines of business.
- **Access:** We believe our open-architecture platform allows us to source top-tier managers.
- **Customization:** We craft unique solutions for unique needs.
- **Accountability:** Our deep, experienced, stable team serves as a co-fiduciary.

QUICK FACTS

- Pioneer in dedicated OCIO model since 1987
- Conflict-free business model
- 100 employees
- SEC-registered investment adviser
- \$29.6 billion in discretionary assets under management
- 29 discretionary OCIO relationships
- 42-person investment team, average tenure of investment team leadership: 18 years with Strategic, 29 years of industry experience

Our mission is to empower investors through experience, innovation, and excellence.

® A registered service mark of Strategic Investment Management, LLC. AUM and client count are as of June 30, 2018. Staff count is as of September 30, 2018.

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TEIBEL EDUCATION CONSULTING



BUILDING EXCEPTIONAL TEAMS

Moods of skepticism or resignation limit our capacity to create possibilities to meet external forces with resolve, ambition, and curiosity. At Teibel Education, we work with institutions and boards to transform their leaders as agents of change through group coaching, advisory, and consulting engagements. Our graduates are able to navigate power in academia, administration, and board leadership through a deeper awareness of the undercurrents of accountability and authority, while developing the courage to face the powerful forces that impede change.

ONLINE AND FACE-TO-FACE COACHING

Courage and creativity sit untapped across your organization in the ways you least expect. We can help you unleash the power of your people in one of our online or hybrid coaching programs.

LEADERSHIP DEVELOPMENT GROUP COACHING PROGRAM

The goal of this program is to put leaders in a mood of possibilities that can produce transformation. Graduates embody an increased capacity to meet external forces with resolve and curiosity. Over the course of this 4-month hybrid group coaching, we will explore how you can transform yourself as an agent of change.

CREATIVITY & INNOVATION PROGRAM

The goal of the Creativity & Innovation Program is to produce a permanent shift in the way cross-departmental teams work together to instill a culture of service. This program shifts a team's capacity to be storytellers, demonstrate inspiration, and produce real value across your institution.

PROGRAMS AND SERVICES

Teibel Education Consulting works with leaders to develop new habits to coordinate actions in support of their shared commitments. We conduct team-building, change management, and innovation programs to unleash the dynamism of your diverse community.

REACH OUT TO YOUR CONSTITUENTS THROUGH OUR PODCAST NETWORK

Thousands count on Teibel Education's podcast, *Navigating Change*, as a key resource for information and inspiration in higher education and nonprofit organizations. Since 2010, *Navigating Change* has served the education community with conversations that dissect the most complex issues facing institutions, cultivating new ideas in a highly competitive education environment. Subscribe at teibelinc.com/podcast.

Teibel Education's Sustainable Excellence Project addressed our cultural challenges and as a result, we will achieve significant savings across our institution.

Janet Morgan Riggs
President, Gettysburg, College

Howard led a series of successful retreats for our board and staff that accelerated our commitment to action and strengthened our ability to work together as a team.

Jodie Kelley
Board chair, Commonwealth Academy

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teibelinc.com

TIAA is a Fortune 100 financial services organization dedicated to helping our clients achieve financial well-being.

We were founded nearly a century ago as the vision of one of history's great philanthropists, Andrew Carnegie, to make a difference in the lives of teachers. Since then, we have helped millions at academic, medical, research, and cultural organizations—the people whose work makes the world a better place—retire with financial security.

Today, we are a global asset manager with award-winning performance and \$915 billion (as of 9/30/16) in assets under management. Our investment model and long-term approach aim to benefit the 5 million people and more than 16,000 institutions we serve.

As we pursue powerful performance that drives better outcomes for our clients, we are committed to growing, innovating, continually improving and building on our proud history of diversity and inclusion.

ADVANCED SERVICES AND STRATEGIES DESIGNED ESPECIALLY FOR ENDOWMENTS AND FOUNDATIONS

TIAA, in conjunction with its group of companies, offers a high level of strategic advice, portfolio management, and trust services to some of the world's most prestigious institutions. Our goal is to help empower nonprofits to pursue their missions through the growth of their permanent capital while also diligently managing their risk and administrative priorities. Those institutions rely on our insight, commitment, and nearly 100 years of experience to help them with:

- *Investment policy.* Helping evolve investment policy statements to keep pace with changing economic conditions and institutional goals.
- *Asset management.* Developing and managing portfolios which balance the need for short-term growth and income with long-term investments designed to preserve capital across generations. Our capabilities include the full range of asset management solutions, including single sleeve, strategic and tactical asset allocation, alternatives, fund of funds, and real asset expertise.
- *Research and thought leadership.* Groundbreaking original research on financial market trends, economic analysis, and nonprofit finance and investment strategies and best practices.
- *Outsourced CIO.* Providing endowment-style investing for institutions seeking customizable, investment discretionary management, as well as accounting, reporting, and other strategic functions.
- *Gift planning.* Enhancing program design and implementation, including asset management, gift administration, and comprehensive reporting.
- *Trust and custody services.* Safekeeping securities, collecting income and revenues, managing distributions, and offering a full range of administrative services.

TIAA-CREF Individual & Institutional Services, LLC, Teachers Personal Investors Services, Inc., and Nuveen Securities, LLC, Members FINRA and SIPC, distribute securities products. Annuity contracts and certificates are issued by Teachers Insurance and Annuity Association of America (TIAA) and College Retirement Equities Fund (CREF), New York, NY. Each is solely responsible for its own financial condition and contractual obligations.

TIAA-CREF Trust Company, FSB provides investment management and trust services.

Investment, insurance and annuity products are not FDIC insured, are not bank guaranteed, are not bank deposits, are not insured by any federal government agency, are not a condition to any banking service or activity, and may lose value.

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U.S. TRUST BANK OF AMERICA CORPORATION



U.S. Trust has been a leading investment advisor to endowments and foundations for over 160 years. With over \$27.5 billion under management for nonprofit institutions, our dedicated team of 200 professionals located in offices throughout the United States supports your mission with a comprehensive suite of fiduciary services including:

Investment outsourcing, in which we function as an extension of your internal investment staff

Consulting and advisory support for governance and fund-raising activities, including board evaluation, capital campaigns, planned giving and donor stewardship

Administrative resources such as sub-fund accounting services and aggregated reporting that can lighten the administrative burden on your finance team

Expertise in evaluating, managing and disposing of non-financial assets such as real estate, farm- and timberland, works of art, and oil and gas royalties that may come to you through investment or gift

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VANGUARD

Vanguard is one of the world's largest investment management companies, with \$5.1 trillion in global assets under management.* Vanguard is also the second largest investment manager to endowments and foundations.† With \$93 billion in nonprofit assets under management,* our dedicated nonprofit teams strive to help clients select the best investments and services for their needs. All of our investments, methodologies, and services are supported by ongoing research on the issues most important to institutional investment professionals.

Vanguard's ownership structure** places our clients at the core of everything we do. We understand that each organization has different needs and objectives, and Vanguard is built to serve nonprofit clients and their missions.

The benefits our clients enjoy include:

- A disciplined, customized approach based on our clients' mission-driven goals.
- Dedication to creating real value in client portfolios.
- Diverse investment management capabilities and scale.
- Fiduciary confidence that affords nonprofit organizations greater peace of mind.

Vanguard Institutional Advisory Services® (VIAS™), an independent, specialized business unit of Vanguard, has been providing asset allocation guidance and portfolio advisory services to nonprofit organizations since 1997. VIAS offers insightful recommendations that, when coupled with our diverse portfolio offerings, can help create a sound investment strategy.

With headquarters in Valley Forge, Pennsylvania, Vanguard employs about 16,500 people worldwide. More information is available at institutional.vanguard.com.

IMPORTANT INFORMATION

Advice services offered through VIAS are provided by Vanguard Advisers, Inc., a registered investment advisor.

All investing is subject to risk, including the possible loss of the money you invest.

* As of June 30, 2018.

† Source: *Pensions & Investments*, May 2018.

** Vanguard is client-owned. As client-owners, shareholders own the funds that own Vanguard.



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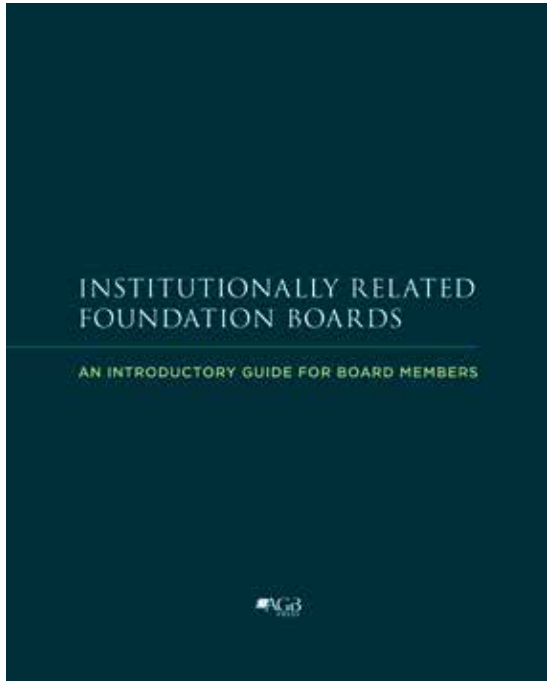
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Whether you are just embarking on your service as a foundation board member or reacquainting yourself with the essentials of your role, this new AGB publication offers an authoritative, timely, and practical guide.

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SPEAKER BIOGRAPHIES

Tahsin I. Alam

Mr. Alam is associate vice president, talent management and organizational development at the Rutgers University Foundation and serves as a member of the Foundation President's Executive Leadership Group. He leads a 10-person team responsible for the recruitment, onboarding, performance appraisal, professional development, and retention of professional fundraisers, alumni relations professionals, and associated staff. A higher education search industry veteran with over 14 years of experience in presidential and advancement professional searches, Mr. Alam began his career as an associate with Isaacson Miller. After 8 years with the firm's development and alumni relations search practice, he went on to become a managing associate with the Nonprofit Professional Advisory Group. He served as a partner for the development and communications search practice where, in 4 years, the practice grew from inception to the most profitable practice at the firm. Mr. Alam has also conducted presidential, dean of faculty, and dean of student level searches. He holds a BA in politics, economics and theater from Bates College.

Debye Alderman

Ms. Alderman serves as the assistant treasurer of the College of Charleston Foundation and as the executive director of finance and administration for the College of Charleston's Institutional Advancement division. In these positions she directs all of the foundation's fiscal operations including investments, risk management, treasury, budgets, and reporting. In addition, Ms. Alderman provides financial operational and strategic leadership to the institutional advancement division of the college. Prior to joining the College of Charleston in 2015, she was the assistant controller for endowment and gift accounting at Emory University for 15 years. Before moving into nonprofit work, she held financial positions

at BellSouth. Ms. Alderman earned an MBA in finance and accounting and a bachelor's degree in music therapy from the University of Georgia.

Dexter A. Bailey Jr.

Mr. Bailey is senior vice president for university advancement at Stony Brook University and executive director of the Stony Brook Foundation. During his more than 20-year career, he has managed programs that have generated a combined \$800 million in philanthropic support. Since 2011, he has designed and implemented a dynamic fundraising and alumni-relations program at Stony Brook University, highlighted by a \$151 million lead gift that launched the \$600 million Campaign for Stony Brook—the largest such campaign initiative in SUNY history. Before joining Stony Brook, Mr. Bailey served as vice president for advancement at Worcester Polytechnic Institute; executive associate director for external relations for intercollegiate athletics at the University of California Berkeley; and assistant dean for development at both the University of Washington School of Law and the Ohio University College of Education. He earned a BS in journalism from the EW Scripps School of Journalism at Ohio University and an MBA from the University of Toledo.

Matt Bank

Mr. Bank is a Principal at Global Endowment Management ("GEM"). He joined GEM in March 2018 following six years as a Partner at Windhorse Capital Management, an Outsourced CIO that became part of New Providence Asset Management. Prior to that, he spent five years at Goldman, Sachs & Co. in New York. He holds a B.A. in Government from Dartmouth College from which he graduated with honors, and an M.B.A. from the Tuck School of Business. He is also a CFA Charterholder.

Anthony Barbar

Mr. Barbar is President and Chief Executive Officer of Barbar & Associates, LLC and has been involved in the acquiring, planning, financing, developing, consulting, advising, managing, leasing and sales of real estate projects for the past 30 years. During his 30-year career in real estate, he has handled the purchase negotiations for over \$1 billion in commercial and residential properties and commercial lease negotiations for more than 1,000,000 square feet of space. Mr. Barbar earned a bachelor's degree in International Business from Florida Atlantic University in Boca Raton. He holds a Florida Real Estate Brokers License and is a member of the Realtors Association of the Palm Beaches where he serves as chairman of the Grievance Committee and is a member of the Commercial Alliance. He is also a member of the Florida Association of Realtors where he is a director and a member of the Commercial Alliance Committee.

David Bass

Mr. Bass serves as senior director of research for the Council for Advancement and Support of Education (CASE), overseeing the global development, direction, and implementation of primary and secondary research programs. From 2007 to 2017 he served as director of foundation programs and research at AGB. In that capacity he was responsible for programs, research, and thought leadership supporting the work of foundation boards and effective institution-foundation partnerships. He also conducted research, authored publications, and led programs for both foundation and institutional leaders on endowment management, legal issues, and fundraising. From 2000 to 2007, Mr. Bass served as director of the National Center for Institutionally Related Foundations and director of government relations at CASE. He holds an MBA and certificate in nonprofit management from Johns

Hopkins University, an MA and doctoral coursework from the University of Virginia, and studied literature and art history as an undergraduate at The College of William and Mary and St. Andrews University.

Sandy Baum

Dr. Baum is a nonresident fellow at the Urban Institute and professor emerita of economics at Skidmore College. She earned a BA in sociology at Bryn Mawr College, where she is currently a member of the board of trustees, and a 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 has co-authored the College Board's annual publications *Trends in Student Aid and Trends in College Pricing* since 2002. Through the College Board and the Brookings Institution, she has chaired major study groups that released proposals for reforming federal and state student aid. She is the principle researcher on the Urban Institute's website on college affordability, and her recent work includes Urban Institute briefs on graduate student enrollments and financing, studies of college endowments, and state grant programs. She is a member of the Board of the National Student Clearinghouse.

Ali Bayler

Ms. Bayler joined Spider Management in 2010 following a decade of previous investment and consulting work with asset management and law firms. Spider actively invests approximately \$4.6 billion for the University of Richmond and a select group of unaffiliated endowments and foundations in globally and asset class diversified investments. She has a BA in economics from the University of Richmond, an MBA from Johns Hopkins University, and is a Level II Candidate in the CAIA (Chartered Alternative Investment Analyst) program.

Leslie D. Bram

Ms. Bram is the former COO of the University of Florida Foundation, Inc. She retired from the foundation in September 2014 and currently serves as an AGB consultant. She joined the UF Foundation as its associate general counsel in 1990. In 1994, she was promoted to associate vice president and chief operating officer. In this capacity, she supervised the administrative and business affairs of the UF Foundation. Ms. Bram has held several university lectureships, worked as a private attorney in Philadelphia, and served as associate university counsel and assistant to the vice chancellor for development at the University of North Carolina, Chapel Hill. Ms. Bram is a cum laude graduate of the University of Pennsylvania College of Law. Her undergraduate degree is from Carnegie Mellon University and she holds a master's in English from Northeastern University.

Rosalind Brewer

As chief operating officer and group president for Starbucks, Ms. Brewer leads the company's operating businesses across the Americas (Canada, U.S. and Latin America), as well as the global functions of supply chain, product innovation, and store development organizations. She was appointed to the Starbucks board of directors in March 2017 and continues to serve on the board. Prior to joining Starbucks, Ms. Brewer served as president and chief executive officer of Sam's Club—the 8th largest U.S. retailer—with sales of \$57 billion for fiscal year 2016. She joined Sam's Club, the members-only warehouse channel of Wal-Mart Stores, Inc. in 2012 and made history by becoming the first woman and first African American to lead a Walmart division. Ms. Brewer earned a BS in chemistry from Spelman College and attended Wharton's Advanced Management Program and Stanford University's Directors' College. She also chairs the board of trustees at Spelman College and is a former director of Lockheed Martin and Molson Coors Brewing Company.

Catherine Brod

Ms. Brod is the executive director of the Purchase College Foundation. Prior to joining Purchase College, she served as the vice president of development and executive director of the foundation at the College of DuPage. Before DuPage she spent 15 years at Harper College, working as their executive director, vice president for community relations, and chief advancement officer. She also served as the director of development and marketing for a national cancer research foundation. At University of Illinois at Chicago (UIC) Medical Center, Ms. Brod served as executive director of the Illinois Eye Foundation and advancement director for the Department of Ophthalmology and Visual Sciences. She has both a BA and MA in communications from Eastern Illinois University, and is completing a PhD in education from National Louis University. She has professional certifications in fundraising management from DePaul University and a not-for-profit management and not-for-profit marketing certification from the Business Institute at the University of Wisconsin-Madison.

Susan E. Burns

Ms. Burns is the Vice President for Development and Alumni Affairs and the President of the Wayne State University Foundation. In 2016, Burns returned to the university where she previously served in various development leadership positions from 2001-2008, including the position she currently holds. She spearheaded the planning and successful implementation of the university's first comprehensive capital campaign, with a goal of \$500 million. In the three years since returning to Wayne State, Ms. Burns led the team to the successful completion of its second capital campaign, exceeding the \$750 million goal three months ahead of schedule. She has previously served as president of the St. John Providence Health Foundations for more than seven years and was recognized with the prestigious Outstanding Fundraising Executive Award by the Association of Fundraising Professionals (AFP) – Greater Detroit Chapter in 2010.

Lori Buckheister

Ms. Buckheister serves as the vice president for Advancement providing leadership in the key areas of advancement services, alumni engagement, communications, development and government relations. Buckheister is the GGC Foundation's president. She previously held the position of associate vice president for Development position at GGC for three years. In that role, she assisted in the administration of GGC's Foundation and led the creation and implementation of the college's strategic development plan. She earned her Master of Art degree in religion from Wake Forest University and her Bachelor of Science degree in business administration from Meredith College in Raleigh, N.C. She is a 2008 graduate of Leadership Gwinnett. She and her husband, Davis, live in Suwanee, Ga., with their two children.

Christopher Carabell

Mr. Carabell is a managing director and the head of endowment business strategy for TIAA Endowment and Philanthropic Solutions (TEPS), a subsidiary of TIAA that specializes in the management of endowments and foundations. Before joining TEPS, he was a managing director in the Institutional Investment & Advisory Services group within Bank of America Merrill Lynch, where he worked with institutional clients on the development and implementation of investment policy statements, asset allocation, portfolio strategy, and investment manager selection. Prior to that, Mr. Carabell was director of equity research for BARRA—Rogers Casey's institutional consulting group—where he was responsible for asset class coverage, manager research, and investment program design. He was also director of investments for the Boy Scouts of America National pension and endowment plans. He has been a member of the investment community since 1990. Mr. Carabell earned an MBA from Southern Methodist University and a bachelor's of business administration degree in finance and economics from Baylor University.

Robert L. Caret

Mr. Caret became the fourth chancellor of the University System of Maryland (USM) in July 2015. USM is the state's public higher education system, comprising 12 institutions, two regional higher education centers, and system office. The system, which serves more than 175,000 students and has more than a million living alumni worldwide, has an operating budget of \$5.6 billion and attracts nearly \$1.3 billion in external grants and contracts each year. USM is a recognized leader in college affordability, academic and research excellence, innovation, economic and workforce development partnerships, and the effective and efficient use of resources. Previously, Dr. Caret served as president of the University of Massachusetts system, Towson University, and San Jose State University, and as a faculty member, dean, executive vice president, and provost during a 25-year tenure at Towson. Active in the national higher education community, Dr. Caret serves as the vice chair of the National Association of System Heads and the chair of the Association of Public and Land-grant Universities Board of Directors.

John B. Carter

Mr. Carter is a senior consultant for AGB and brings more than 34 years of experience in higher education foundation work, alumni relations, and organization restructuring. In 2013, he retired from Georgia Tech, having served 14 years as president and chief operating officer of the Georgia Tech Foundation and 16 years as vice president and executive director of the Georgia Tech Alumni Association. He was responsible for overseeing the policies, programs, and services of the foundation and coordinating the activities with Georgia Tech, particularly with the office of the president, the alumni and athletic associations, and the fundraising staff and consultants. In 2012, Mr. Carter received the CASE Commonfund Award for outstanding service to the foundation profession, and, in 2013, he received the Georgia Institute of Technology Alumni Service Award. He holds a bachelor's degree

in industrial engineering from the Georgia Institute of Technology and is a trustee of the Georgia Tech Foundation and director of the College of Charleston Foundation.

Carol A. Cartwright

Dr. Cartwright, president of Kent State University from 1991-2006, made history as the first female president in Ohio. After retiring, she stepped in as president of Bowling Green State University from 2008-2011. Prior to Kent State, she was vice chancellor for academic affairs at the University of California-Davis and dean for undergraduate programs and vice provost at Penn State, where she was a faculty member from 1967-1988. She held prominent leadership positions in higher education's most influential organizations and served on the board of directors of NPR and of the Woodrow Wilson International Center for Scholars. She is co-chair of the Knight Commission on Intercollegiate Athletics, a member of the NCAA Committee on Infractions, and a trustee of Heidelberg University. She received distinguished alumni awards from the University of Wisconsin-Whitewater, where she earned her bachelor's degree, and from the University of Pittsburgh, where she earned masters and PhD degrees.

Tim Coffin

Mr. Coffin is a senior vice president and consultant relations manager at Breckinridge. In this role, he focuses on developing the firm's institutional relationships. He has helped lead the introduction of Breckinridge's environmental, social, and governance (ESG) capabilities to clients. He has been with the firm since 2012 and has over 20 years of fixed-income experience. Prior to Breckinridge, Mr. Coffin was a vice president at Fidelity Investments, where he launched and managed the firm's municipal finance group within Fidelity Capital Markets. Prior to Fidelity, he spent over 10 years with Corby Capital Markets, Inc., where he managed the sales and marketing teams and served his last three years as the firm's president. He currently

serves on the governing board for Ridley College and is a member of the Municipal Fiscal Health Working Group for the Lincoln Institute of Land Policy. Mr. Coffin received a bachelor's degree from Hobart College.

Jeff Cohen

Mr. Cohen serves as an institutional product strategist at the Sustainability Accounting Standards Board (SASB). In his role, he educates and partners with companies, institutional investors, and asset owners, facilitating dialogue on financially material industry specific ESG topics, and metrics for implementation into business strategy and investment decision making. Prior to joining SASB, Mr. Cohen was head of business development at Sonen Capital, an ESG & Impact dedicated OCIO, where he worked with investors seeking to achieve impact across asset classes and various environmental and social themes. Prior to Sonen, he was a director of investment opportunities at Venovate, a Fin-tech platform connecting institutional investors with unique private placement investments. He has spent his career working with sophisticated investors at organizations such as Deutsche Bank, Merrill Lynch, and Gerson Lerhman Group. He holds an MBA from Georgetown University and a BBA from the University of Michigan. Mr. Cohen is a CAIA charter holder and Fundamentals of Sustainability Accounting Credential Holder.

Anthony D. Cortese

Dr. Cortese is the chairman of the board of trustees of Green Mountain College and is a principal of the Intentional Endowments Network, whose purpose is to foster sustainable investing. He is also the founder of Second Nature, where he organized a pact between 600 colleges and universities who agreed to become carbon neutral in operations and educate their students about sustainability. Formerly, Dr. Cortese was commissioner of the Massachusetts Department of Environmental Protection and dean of Environmental Programs at Tufts University, where he earned degrees in

environmental engineering. He has a PhD in environmental health sciences from the Harvard School of Public Health.

Mike Cullen

Mr. Cullen is a senior manager with Baker Tilly, a national accounting and advisory firm. He is the higher education and research institution cybersecurity and IT risk leader. For over 16 years, he has worked with a variety of higher education institutions of various size and complexity, both public and private, four-year, two-year, community, and technical, as well as research laboratories. He has led myriad cybersecurity and IT risk assessments and audits, developed information privacy and cybersecurity programs, performed ethical hacking of IT systems, conducted digital forensic investigations, and advised on the intersection of cybersecurity and IT with pedagogy, research, operations, and compliance. Mr. Cullen has presented to a variety of audiences, including executives, technologist, and auditors, at local, regional, and national conferences and Federal Publications Seminars. Additional, he has presented numerous webinars and on-campus at numerous universities. Mr. Cullen is also a Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP), and Certified Information Privacy Professional (CIPP/US).

Christina Cutlip

Ms. Cutlip is a senior managing director for the institutional financial services division of TIAA, a Fortune 100 financial services organization. She is the head of the Client Engagement & National Advocacy team, which is responsible for expanding relationships with industry and government associations, while also focusing on client engagement. She was appointed by the secretary of labor to the Department of Labor ERISA Advisory Council for a 3-year term in 2013. Ms. Cutlip is on the board of The Council of Independent Colleges and chairs the board of Almasi Collaborative Arts, a nonprofit that strives to facilitate artistic collabora-

tions between African and American artists. Ms. Cutlip earned a BA in economics from Grinnell College, an MBA from Regis University, and is currently pursuing a PhD in organizational leadership. As a FINRA-registered representative and principal, she holds Series 7, 24, and 51 licenses while maintaining accident, health, life, and variable annuity licenses. Additionally, Christina has obtained the Certified Employee Benefits Specialist (CEBS) professional designation.

Janine Davidson

Ms. Davidson, Ph.D., is the president of Metropolitan State University of Denver, the state's third-largest public university. Prior to her appointment in 2017, she served as the 32nd undersecretary of the United States Navy and the president's appointed "chief management officer" for the Navy and Marine Corps. Her appointment as Navy "under" followed nearly 30 years of professional government and academic service in national-security policy and academia. Her honors include: HillVets Top 100 Most Influential Veterans, University of South Carolina Distinguished Alumna, Secretary of the Navy Medal for Distinguished Public Service, Secretary of Defense Medal for Outstanding Public Service, and Girl Scouts of Colorado Woman of Distinction. She is also almost unbeatable at cornhole and a fearless dancer.

Monica Delisa

Prior to joining the Georgia College Advancement staff in March, 2014, Ms. Delisa served as assistant vice president of development for the Texas A&M Foundation. Throughout her career, she has been deeply involved in university advancement also serving at the University of Arizona in several different capacities, as well as a private high school in Tucson, Arizona. During her free time, she enjoys helping her family with their 4H and sports endeavors. Ms. Delisa and her husband, Vince, live in Gray, Georgia. They have three daughters.

Christine Devocelle

Ms. Devocelle is the Senior Vice President for Financial & Administrative Operations and Chief Financial Officer; UIF Board Treasurer and joined the Foundation in 1997. Formerly the Foundation's vice president for development services, she serves as a senior advisor to the UIF president and as treasurer of the UIF board of directors—serving as the staff liaison to the Budget & Finance Committee of the Board. She also serves on the Audit, Investment Policy, and Executive Committees of the Board. She is both a registered Certified Public Accountant (CPA) and Certified Internal Auditor (CIA). Christy is a financial accounting graduate of Illinois State University and completed her MBA at the University of Illinois at Urbana-Champaign.

Kathleen Dore

An Iowa City native, Ms. Dore worked at the University of Iowa Alumni Association (UIAA) from 1977 to 1981. Through her efforts as associate director, the UIAA experienced phenomenal growth in both membership and programming. While there, Ms. Dore implemented the Volunteer Alumni Counselor Program and created a model women's program that was copied by other alumni associations around the country. She entered the cable television industry in 1982, when she joined Rainbow Media Holdings, Inc., and then served as regional director of the American Movie Classics Company. In 1988, Ms. Dore joined Bravo as executive vice president and general manager. In 1996, she was named president of the Bravo Networks, which include Bravo, The Independent Film Channel, Bravo International, IFC Productions, and MuchMusic. Although deeply engaged in one of the most competitive and demanding businesses in this country, Dore has continued to be involved with the University of Iowa, building on her earlier service to the UIAA.

Steve M. Dorman

Dr. Dorman is the 11th president of Georgia College & State University. He has called for Georgia College to aspire

to become a preeminent national public liberal arts university and has laid out an ambitious direction, which includes emphasizing success of students, faculty and staff; increasing campus diversity; investing in campus technology; focusing on economic development for the region; and increasing the university endowment. Dr. Dorman was recently elected to the AASCU's Board of Directors. Prior to his selection as Georgia College's president, he served as a professor and dean of the College of Health and Human Performance at the University of Florida; taught both undergraduate and graduate students; and served in academic leadership roles at Texas A&M University. A published author, Dr. Dorman is a health educator by training and has written about school health programs. He earned a BS biology at Lee College, a MS in public health, and PhD in health education, both at the University of Tennessee in Knoxville.

John P. (Jay) Dowd III, PH.D.

Mr. Dowd joined The Citadel Foundation (TCF) as Chief Executive Officer in February 2013. In this position, he serves as Vice President for Institutional Advancement at The Citadel, the Military College of South Carolina. Mr. Dowd provides direct oversight and responsibility for all fundraising initiatives to include interaction with other campus organizations and their boards, including The Citadel Alumni Association and The Citadel Brigadier Foundation (athletics). Mr. Dowd earned his Bachelor of Arts degree in history from Winthrop University in 1989, his Master of Education degree from the University of South Carolina in 1993 and his Doctor of Philosophy degree in Educational Administration with a cognate in Public Administration from USC in 2015.

Christopher M. Dyba

Mr. Dyba joined East Carolina University (ECU) in March of 2014 as the vice chancellor of university advancement and president of the ECU Foundation. He is a graduate of Louisiana State University and Duke University. Upon

completion of graduate school, he joined the development office at Duke and worked for eight years as both an annual fund reunion giving officer and a major gift officer. After Duke, Mr. Dyba worked for more than six years at Auburn University as the director of advancement for the College of Business managing a team and the campaign through its successful completion. A native of Louisiana, Mr. Dyba returned to aid Tulane University in its post-Hurricane Katrina efforts to reestablish its advancement office. While at Tulane he served as the senior associate vice president for development, where he built development teams for ten schools and units, served as a major, principal, and international gift officer, as well as led and redeveloped the university's annual fund program.

Mark A. Emmert

Dr. Emmert became the fifth president of the NCAA in October 2010. During his tenure, he has championed greater support and opportunity for student athletes in all divisions and sports. His commitment to academic success, well-being, and fairness has resulted in several initiatives. Before joining the NCAA, Dr. Emmert was president of the University of Washington. He was also the chancellor at Louisiana State University; provost and chancellor at the University of Connecticut; and held various administrative positions at Montana State University-Bozeman and the University of Colorado. Dr. Emmert is the former chair of the executive group of the Worldwide Universities Network and served on the National Security Higher Education Advisory Board, among others. He is a fellow of the National Academy of Public Administration and was previously an American Council on Education Fellow and J.W. Fulbright Administrative Fellow. Dr. Emmert graduated from the University of Washington with a degree in political science and has both a master's degree and PhD in public administration from Syracuse University.

Lisa Eslinger

Ms. Eslinger serves as the chief financial and administrative officer of the Iowa State University Foundation. She started at the foundation on August 1, 1998 as the controller. She was promoted to vice president of finance in November 2003 and then to senior vice president of finance and operations in January 2010. During her time with the organization, she has developed key partnerships with campus leaders, deans, department chairs and many others at Iowa State University. She graduated from the University of Northern Iowa in 1984.

Beverly Everson-Jones

Ms. Everson-Jones is the CEO of The LAMP Group, LLC. The firm provides executive consultation in the areas of governance, risk & controls and provides CFO and general management services for corporate, non-profit and government entities. Prior to becoming a full-time entrepreneur in 2013, Mrs. Everson-Jones was a Director with Fannie Mae serving 16 years in various leadership roles in the areas of Enterprise Risk Management and Performance Management for the Operations and Technology divisions. She earned a bachelor's degree in accounting from Virginia State University and holds a master's degree in business from the Johns Hopkins University. Everson-Jones serves on several non-profit boards and currently chairs the Virginia State University Foundation Board. She is a member of the American Institute of Certified Public Accountants and certified in IT Governance as well as IT Risk & Controls.

Robert Fealy

Mr. Fealy is Co-founder and President of ALUMinate, Inc., a provider of data analytics and regional alumni engagement and fundraising services to universities and colleges, and Executive Chairman of Uprising Technologies, which serves higher education with data integration, identity management and associated front-end advancement solutions. His not-for-profit work includes serving as immediate-past Chairman and Interim President of

the University of Cincinnati Foundation, Chairman of the board of the Chicago Children's Choir, Trustee of The Morton Arboretum, and a partner in Social Venture Partners. He holds a bachelor's degree from the Lindner College of Business and was awarded an honorary Doctor of Commercial Science degree from the University of Cincinnati in 2013, and the Presidential Medal for Excellence in 2017.

Matt Finke

Mr. Finke is a vice president with Fund Evaluation Group, LLC (FEG). As a member of institutional development team, his responsibilities include fostering relationships with college and universities, religious organizations, and healthcare entities. He has been with FEG since 2011, when he joined as a consulting analyst. Prior to FEG, Mr. Finke worked at Cincinnati-based nonprofit serving as the director of programs developing initiatives to benefit children in Cincinnati public schools. He is involved in his community and serves in a board capacity for multiple education, healthcare, and religious organizations throughout Cincinnati. As an experienced speaker, Mr. Finke has presented at multiple education related conferences nationwide on issues such as asset management industry overviews, the importance of building good governance at the board level, and how to avoid investment pitfalls. He received an MBA in business administration from Thomas More University and earned a BA in finance from Transylvania University.

Jack Finlaw

Mr. Finlaw has been the president and CEO of the University of Colorado (CU) Foundation since November 2014. The CU Foundation partners with the University of Colorado to steward the university's private philanthropy and manage its endowment. From 2011 to 2014, he was chief legal counsel to Colorado Governor John Hickenlooper. Mr. Finlaw had been a member of Hickenlooper's senior staff since 2003, serving as director of Denver's Theatres and Arenas Division and as deputy chief of staff during Hickenlooper's

tenure as mayor of Denver. Prior to his public sector career, he was a corporate lawyer with a practice focused on public and private equity and debt offerings and mergers and acquisitions. He served as deputy general counsel at Comcast Corporation from 1999 until 2002 and was corporate counsel for Jones Intercable, Inc. from 1984 until 1999. Mr. Finlaw began his career as a lawyer at Kirkland & Ellis. He is a graduate of Georgetown University and the University of Denver's College of Law.

Carolyn Flynn

Ms. Flynn is the general counsel and director of gift planning for the UMass Foundation. Prior to UMass, she was an associate in the private clients group at Cummings & Lockwood in Stamford, Conn. where she advised individuals, as well as non-profit clients, on trusts and estates and charitable giving. She is a past president of the Planned Giving Group of New England. She has presented at local and national conferences including: Council for Advancement and Support of Education, Planned Giving Group of New England and the United States Department of Agriculture. Ms. Flynn earned her B.A. from the College of the Holy Cross, her J.D. from the University of Connecticut School of Law and her M.A. in Public Policy from the University of Chicago.

Brent Grinna

Mr. Grinna founded EverTrue in 2010, shortly after serving as a volunteer fundraiser for his undergraduate alma mater, Brown University. This experience led him to realize that the higher ed world lacked the same technological advances available to the for-profit sector. As donor information shifts to social platforms like LinkedIn and Facebook, he saw an opportunity to provide advancement teams with highly accurate data accessible through an intuitive interface. Today, more than 300 institutions and organizations are using EverTrue's web and mobile apps to strengthen their donor pipelines and increase giving participation and engagement.

Mike Goodwin

Mr. Goodwin is President and CEO of the Oregon State University Foundation. Under his leadership, the university's first campus-wide fundraising campaign, The Campaign for OSU, raised more than \$1.14 billion from 106,000 donors. The OSU Foundation passed the \$100 million CAE (Council for Aid to Education) milestone for annual fundraising for the first time in 2012, more than doubling OSU's five-year CAE average of \$38 million prior to the campaign. Mr. Goodwin also added to the Foundation's strategic plan a commitment to advocacy: educating constituents and convening groups in support of public higher education in Oregon and beyond. Prior to arriving at OSU in November 2004, Mr. Goodwin directed the largest and most successful campaign in Georgetown University's history, the \$1 billion Third Century Campaign, as vice president of alumni and university relations.

Austan Goolsbee

Mr. Goolsbee is the Robert P. Gwinn Professor of Economics. He previously served in Washington as the Chairman of the Council of Economic Advisers and a member of the President's cabinet. His research has earned him recognition as a Fulbright Scholar and an Alfred P. Sloan fellow. In prior years he was named one of the 100 Global Leaders for Tomorrow by the World Economic Forum, and one of the six "Gurus of the Future" by the Financial Times. His ability to explain economics clearly has made him popular in the media. Jon Stewart describes him as "Eliot Ness meets Milton Friedman" and he has twice been named as a "star" professor by BusinessWeek's "Guide to the Best Business Schools."

John S. Griswold

As head of Commonfund Institute, Mr. Griswold directed investor education and market research activities for Commonfund, a nonprofit investment management company. He joined Commonfund as head of client services in 1992. He initiated and supervised the Commonfund Benchmarks Studies of the performance of educational

endowments, foundations, operating charities, and healthcare institutions. In addition, he supervised and spoke at Commonfund's annual Endowment Institute, the Commonfund Forum, monthly trustee roundtables, and nonprofit and investment industry conferences in the U.S., Europe, and Canada. Mr. Griswold retired from Commonfund at the end of 2016. He is a member of numerous nonprofit boards and investment committees, including the board of trustees of BoardSource, The Boys and Girls Clubs of America, the Greenwich Roundtable (where he serves as chair), and the Regional Plan Association of New York. Mr. Griswold is a graduate of Yale University and attended the Columbia University Graduate School of Business. He is a member of the Yale Club of New York.

Lynnette Heard

Ms. Heard is the executive director of foundation board relations and secretary of the board for the University of Cincinnati Foundation. She assists the president in leading, organizing, and overseeing planning, strategies, and operations of the UC Foundation Board of Trustees. She previously worked in a variety of educational administrative leadership roles, including executive director of the Office of the President at the University of Dayton, executive director for the Southwestern Ohio Council for Higher Education (SOCHE), and executive assistant to President and Secretary to the Board at Wright State University. She has held national positions with the Association of Governing Boards and the National Association of Presidential Assistants in Higher Education. She holds a bachelor's degree in Education from University of Cincinnati and a master's degree in education from Wright State University.

Thomas Heck

Mr. Heck is chief investment officer of the Ball State University Foundation, after having served as vice president and treasurer for 20 years. In 2011 he led the foundation through the process of transitioning to the outsourced chief

investment officer (OCIO) investment model. Mr. Heck serves on the board of directors of the United Methodist Foundation of Indiana, is chair of the investment committee of the Community Foundation of Muncie and Delaware County, and has served on boards of several other church and not-for-profit organizations. He received a BS in education from Purdue University in 1976, an MS in accounting from Ball State University in 1983, and the CFA Charter in 2007.

Brian Hiestand

Mr. Hiestand joined The College of William and Mary in 2005 to serve as its first chief investment officer overseeing all of the investment management functions for the endowment, including asset allocation and manager selection and review for The William and Mary Investment Trust. Chartered in 1693 by King William III and Queen Mary II of England, The College of William and Mary is the second oldest college in America. Prior to joining William and Mary, Mr. Hiestand was the first director of alternative investments for the Indiana University Foundation in Bloomington, Indiana, where he launched their alternative investment program, including allocations to hedge funds, venture capital, private equity, and timberland. Prior to joining the I.U. Foundation, he was a principal and portfolio manager at Harris Investment Management. In 2011, Mr. Hiestand received the Institutional Investor Small Endowment of the Year Award. He also serves as the chair of the investment committee for the Williamsburg Health Foundation. He received his BS and MBA from Bowling Green State University.

Kristen N. Hodge-Clark, Ph.D.

Dr. Kristen N. Hodge-Clark was recently appointed as vice president for best practice and innovation with the Association of Governing Boards of Universities and Colleges (AGB). Prior to this appointment, she served as AGB's director of research for over five years. In this capacity, she spearheaded the Association's strategic research agenda on a range of issues including

reputational risks for universities, governing board structure and culture, and freedom of speech issues on college campuses. She is an expert on higher education governance, minority serving institutions (MSIs), and issues of campus climate. Dr. Hodge-Clark has authored several publications including her most recent reports, *Taking the Pulse of Campus Climate: Key Findings of the AGB Survey on Diversity and Inclusion*, and *Strengthening HBCU Governance and Leadership*. In addition to her roles with AGB, she currently serves as an adjunct professor at Georgetown University in the School of Continuing Studies where she teaches research methods and program evaluation. In the summer of 2018, she was appointed as to the board of trustees for the College of Saint Benedict. Prior to joining AGB, she served as a policy analyst with the Association of American Universities (AAU). Dr. Hodge-Clark earned her Ph.D. in American Studies from the University of Maryland, College Park and her B.A. in English, Phi Beta Kappa and Magna Cum Laude, from Spelman College.

Larissa Holtmyer Jones

Ms. Holtmyer Jones serves as President and CEO of the Iowa State University Foundation. She is responsible for the people, processes and systems that advance the mission of Iowa State University through philanthropy and oversees stewardship for the gifts the university receives. She serves as principal liaison between the leadership of Iowa State and the foundation board of directors. She previously served as vice president for development at the foundation, a role she had held since August 2008. Prior to joining the ISU Foundation in 1997, she led the corporate and foundation relations program at the Kelley School of Business at Indiana University in Bloomington, Ind., and led the annual giving program at Christian Brothers University in Memphis, Tenn. She holds two Iowa State degrees — a bachelor's degree in marketing (1994) and a master's of business administration (2003).

Thomas Hughes

Mr. Hughes is a prominent Georgia Gwinnett College community leader and business. He has served as a charter member of the Foundation Board and chair for more than five years. He was elected in 1993 as Gwinnett County Commissioner for District 1 and served until 2001. He served as a committee member that was instrumental in working with the University System of Georgia Board of Regents to secure a four-year college for Gwinnett County. He has also been an ardent supporter of the Gwinnett Civic & Cultural Center, encouraging its development and expansion. His other civic duties include serving as a member of the boards of Gwinnett Clean & Beautiful, Buford Basketball Association and Gwinnett Hospital System, and chairman of the board for Gwinnett Convention & Visitors Bureau.

Thomas K. Hyatt

Mr. Hyatt is a partner in Dentons' Health Care practice and co-chair of the US Nonprofit Entities practice. He focuses on corporate, nonprofit regulatory and tax-exempt organization issues for health care providers. He is also widely known for his work on behalf of nonprofit public and private universities and colleges and institutionally related foundations. He frequently works with boards of directors and senior management teams on governance, corporate structure, and strategic planning issues. He makes educational presentations to boards of directors on current issues, conducts in-service training, and facilitates board discussions and retreats. Mr. Hyatt regularly lectures on business and tax planning issues for nonprofit health care providers and higher education institutions and associations, and he has written books and numerous articles about tax-exempt organization topics. He is particularly experienced in facilitating the process between governing boards of colleges and universities (and institutionally related foundations) and presidents for preparing and revising employment agreements and for undertaking an appropriate compensation analysis.

Shane Jacobson

Mr. Shane was the University of Vermont Foundation's first employee, hired as the COO to help launch the Foundation in 2011. He led efforts to create the Foundation's operational and governance infrastructure and was later appointed vice president for development. As president and CEO of the Foundation, he is responsible for strategic leadership of the university's Move Mountains campaign and for the design, implementation and management of a comprehensive advancement organization. The campaign has surpassed the initial goal by 10-percent with a final year yet to go. He serves as an ex-officio member of the Board of Directors and Executive Committee of the UVM Foundation, and as a member of the UVM President's Executive Team.

William Jarvis

Mr. Jarvis is a managing director, market strategy and delivery with U.S. Trust, Bank of America Private Wealth Management based in New York. Experienced with investment policy and governance for endowed nonprofit organizations, he is responsible for strategic thought leadership with institutional and private philanthropic clients. He is a financial services executive and attorney who brings 35 years of experience to this role. Mr. Jarvis joined U.S. Trust in 2017 from Commonfund, where, as the executive director of the Commonfund Institute, he led that firm's educational, research and professional development activities, serving as Commonfund Institute's head of research for over ten years. During the course of his career, he has worked at JP Morgan, Greenwich Associates, and Davis Polk & Wardwell. Mr. Jarvis holds a BA in English literature from Yale University, a JD from the Northwestern University School of Law, and an MBA from the J.L. Kellogg Graduate School of Management. He does not provide legal advice in his role at U.S. Trust.

Tom Jennings

Mr. Jennings became vice president for university advancement at Florida State University (FSU) and president of the FSU Foundation in 2010. In this role, he leads FSU's advancement division of nearly 200 staff members, including the FSU Alumni Association, FSU Foundation, FSU Real Estate Foundation, and the Seminole Boosters. The FSU Foundation and Seminole Boosters raise funds for academic and athletic programs and manage endowments totaling over \$500M. Mr. Jennings also led Florida State's recent successful \$1 billion comprehensive fundraising campaign. He previously served as assistant vice president for development at the University of Virginia, overseeing fundraising in several colleges and units. During his 8 years there, Mr. Jennings served as associate dean in the College and Graduate School of Arts & Sciences, leading a \$500 million campaign as part of UVa's \$3 billion campaign. Earlier, he worked in fundraising roles at Washington & Lee University, serving ultimately as director of university development.

James Keller

Mr. Keller is President of Green Mountain Business Consultants, a consulting business solving a diversity of issues for small and medium size enterprises and is currently co-chairman of the board of advisors for the University of Vermont Grossman School of Business and Vice-Chair of the University of Vermont Foundation. In January of 2008, he retired from Weyerhaeuser Company after a 33-year career. He joined Weyerhaeuser in 1974 as an investment analyst and held various positions in Land and Timber, Newsprint, Bleached Paperboard, Containerboard and Packaging. In 1972, he earned a Bachelor of Science degree in mechanical engineering from the University of Vermont. In 1974 he received a Master of Business Administration from the Tuck School at Dartmouth College.

John Kelly

Mr. Kelly was named president of Florida Atlantic University on January 17, 2014, becoming the seventh president of the University. President Kelly declared his intention to make FAU the fastest-improving university in America, and it soon became clear that goal was within reach. In 2016, the Florida Board of Governors ranked FAU the top-performing public university in the state. Highlights of his first two years in office include a record-breaking \$16 million gift from the Schmidt Family Foundation to build a premier academic/athletic facility on the Boca Raton campus. Mr. Kelly holds a bachelor's degree from Clemson University, a master's degree and Ph.D. from The Ohio State University.

Jeffery Kinard

A 1977 graduate of the College of Charleston, Mr. Kinard has spent his career in large corporate, small industry, and public accounting. This diverse background—ranging from working with state regulatory commissions to high income individuals—has given him a unique perspective to bring to his consulting CPA practice, specializing in business advice and litigation-support services throughout the state. A resident of the Pawleys Island area of South Carolina for over 30 years, Mr. Kinard is a past president of the Pawleys Island Rotary Club, past chair of the Georgetown County Chamber of Commerce, the Georgetown County Economic Development Commission, and the Georgetown County Planning Commission. Active at his alma mater, he is a past president of the College of Charleston Alumni Association, and for the past 10 years he has served on the College of Charleston Foundation Board of Directors in multiple leadership roles, to include treasurer, vice chair and chair.

Elizabeth King

With more than 40 years of experience in higher education, Dr. King has served as president chief operating officer of the Wichita State University (WSU) Foundation since 2006. She began with WSU in 1991, serving both

as the vice president for university advancement and the executive director of the WSU Foundation. She is the youngest vice president ever named at the university and the second female vice president. Since her arrival, the WSU Foundation's assets have grown from \$53.8 million to \$344 million and annual fundraising exceeded \$66 million in FY18. Dr. King has received numerous awards, most recently being the 2009 CASE Commonfund Institutionally Related Foundation Awards for executive leadership. She was named as one of "50 Kansans You Should Know" in a 2012 issue of Ingram's, Kansas City's business magazine. In 2018, she was inducted into the Women in business Hall of Fame. Dr. King received a BA from Wheaton College and an MEd and PhD in higher education administration from the University of North Texas.

Gale King

Ms. King is executive vice president and chief administrative officer for Nationwide, a Fortune 66 financial services company with 33,000 associates. She oversees Nationwide's Human Resources, Corporate Real Estate, Corporate Security, and Aviation operations. She is also a member of Nationwide's executive committee. Under her leadership, the company has been recognized for its leading HR practices and an employer of choice for its strong culture, performance orientation, and commitment to diversity and inclusion. The company has received numerous recognitions. Ms. King is on the board of directors for AutoZone, and serves on the compensation committee. She is active in the community and serves as a board trustee and chair for the University of Florida Foundation, vice chair for the National Urban League, board trustee for the Executive Leadership Council and Columbus Museum of Art. Additionally, she is an inaugural member of the Columbus Women's Commission. Ms. King is a graduate of the University of Florida with a bachelor's degree in journalism and a master's degree in public administration.

Alexander Kocher

Mr. Kocher is an associate director on the investor services team at Global Endowment Management. Previously, he was a senior analyst on the public investments team at GEM until July 2017. Prior to joining GEM in July 2014, He was an investment banking analyst in Jefferies' Consumer and Retail group. Mr. Kocher graduated from The College of William & Mary with a BBA in finance and a double major in international relations. He is a CFA Charterholder.

Nicole Wellmann Kraus

Ms. Kraus is the managing director, global head of client development of Strategic Investment Group. She has more than two decades of experience in the Outsourced Chief Investment Office (OCIO) industry. She oversees the building of Strategic Investment Group's client relationships. She also worked at Hirtle, Callaghan & Co., where she partnered with the firm's largest clients and ultimately led the institutional practice. Prior to that she spent nearly 12 years at SEI Investments working with endowments, pension funds, health-care organizations, and foundations. Ms. Kraus has extensive experience working with college and university endowments. She has actively collaborated with NACUBO for nearly a decade and has presented at NACUBO events multiple times, including at NACUBO Endowment Management Forum in 2013 and on an Endowment Study Webcast in 2013. She is often asked to provide insights on best practices for college and university investment committees. She holds a BA in English and computer applications from the University of Notre Dame. She is a Chartered Financial Analyst.

Steve Lacy

Mr. Lacy graduated from Kansas State University in 1976 with a bachelor's degree in accounting. He earned a master's degree in business administration from the university in 1977. He is chairman and CEO of Meredith Corp., which has publishing and broadcasting offices across the country and is based in Des Moines. He is on

the executive committee of the dean's advisory council for the College of Business Administration, serves on the board of trustees of the Kansas State University Foundation and is on the foundation's board of directors. He was honored in 2006 as the College of Business Administration's Distinguished Business Leader of the Year and was inducted into the Distinguished Business Leaders Hall of Fame that same year. In 2008, Stephen Lacy was named an alumni fellow by the K-State Alumni Association.

Matthew T. Lambert

As vice president for university advancement, Dr. Lambert oversees all William & Mary efforts related to alumni engagement, private fundraising and philanthropic outreach, university marketing, and alumni communications. William & Mary launched "For the Bold: The Campaign for William & Mary" in October 2015. The \$1 billion initiative was rolled out with the announcement of a \$50-million anonymous campaign commitment—the largest ever received by the university. A graduate of William & Mary with a bachelor's degree in psychology and sociology, Dr. Lambert earned a master's degree from The Ohio State University, and a doctorate from the University of Pennsylvania. Prior to returning to William & Mary in 2013 as the vice president for university development, he was associate vice president in Georgetown University's office of advancement. In addition to teaching undergraduate and graduate courses, he is active in public policy research and scholarship and is the author of the books *Privatization and the Public Good: Public Universities in the Balance* and the forthcoming *Advancing Higher Education*.

James L. Lanier

Mr. Lanier, an AGB and AGB Institutional Strategies consultant, works with university and foundation boards on assessment, operations, and governance issues, and trains AGB facilitators and consultants. For more than 23 years, he served as vice chancellor for institutional advancement and CEO

of the East Carolina University (ECU) Foundation and the ECU Real Estate Foundation. While at ECU, he also served as a governance consultant for AGB, focusing on governance, strategic planning, and fundraising. Previously, Mr. Lanier spent 12 years at Louisburg College, including five years as director of development, working closely with the president and trustees and leading the college's first-ever successful major capital campaign. He has chaired the CASE National Assembly, the National Commission on Philanthropy, and the National Steering Committee for Institutionally Related Foundations. He is a recipient of the CASE Commonfund Institutionally Related Foundation Professional Leadership Award. Mr. Lanier serves as a senior instructor at the Duke University Non-Profit Institute. He earned his BS and MEd from East Carolina University, and he has also completed a number of postgraduate programs, including the Institute for Educational Management at Harvard.

Betsy Lauber

Ms. Lauber has been the Executive Director for the Foundation for Indiana University of Pennsylvania since 2011. The Foundation for IUP manages over \$356 million in assets, over \$85 million in an investment portfolio (of which \$57 million is permanently restricted) and over \$250 million in student housing. She has directed numerous refinancing transactions on the \$250 million housing project that have produced substantial cost savings and provided millions in additional funds to the school. Her staff also provides support to all fundraising activities on campus. Her Master's degree is in Psychology from Bowling Green State University with a concentration in statistics and her B.A. is in Psychology from College of Mount St. Vincent.

Emily Lawrence

Ms. Lawrence is a sustainable investing senior specialist at Northern Trust Asset Management, where she is responsible for education and innovation in Northern Trusts' sustainable investing capabilities. In addition to

representing the investment platform, she collaborates directly with clients to conduct trainings and facilitate discussions on concepts, themes, and trends through individual meetings, webinars, and thought leadership. She is also an active member of the Northern Trust Sustainable Investing Council and the Proxy Voting Committee. In 2017, Ms. Lawrence was appointed to the Principles for Responsible Investment working group and the Climate Action and Resiliency Plan Working Group for the government of Evanston, IL. Prior to joining Northern Trust, she managed research production for MSCI ESG Research's screening research and bespoke research teams. Ms. Lawrence received an MRes in international conflict resolution from the Institut Catholique de Paris, and holds an MSc in European politics and governance from the London School of Economics. Additionally, she holds a BA in French language and literature from the University of New Hampshire.

Richard D. Legon

Mr. Legon began his tenure as AGB's fourth president in 2006, following his several assignments with the association that preceded his selection as president. During his presidency, AGB has enhanced its leadership role in recognition of the heightened focus on board and institutional governance. He has led the association in some high profile initiatives in recent years, mostly focused on policy issues challenging higher education's unique form of governance, as well as urging a new level of board and presidential collaboration. Under his leadership, AGB has taken the lead on such issues as intercollegiate athletics, education quality and outcomes, conflict of interest, external influences impacting higher education independence, risk assessment, state threats to institution independence, and others. Mr. Legon, who holds undergraduate and graduate degrees from The George Washington University as well as an honorary doctorate from the University of Charleston (West Virginia.), currently serves on the board of trustees of Spelman College.

Theodore Long

Mr. Long served as President of Elizabethtown College (PA) from 1996-2011. Since 2004, he has also served as a trustee of Capital University. He has broad experience addressing effective presidential leadership, board-president relations, strategic planning, board assessment and development, committee restructuring, institutional transformation, and the board's role in leading change. As a senior consultant for AGB, he has assisted 60 college board with such issues and has coached several presidents. He is the author of AGB's recent publication "Restructuring Committees." He remains active in national initiatives to promote civic learning, to enhance global education, to foster whole-person education, and to rethink the higher education business model. Dr. Long holds degrees from Capital University (B.A.), Duke University (M.A.) and the University of Virginia (Ph.D.), all in sociology.

Lynette Marshall

Ms. Marshall serves as president and chief executive officer of the University of Iowa (UI) Center for Advancement, an organization that combines the UI Foundation and the UI Alumni Association. She leads the organization's mission to advance UI through engagement and philanthropy. During her tenure, the UI Foundation experienced record growth and became a national leader in creating a culture of philanthropy. In 2016, UI completed "For Iowa. Forever More.," raising more than \$1.975 billion and exceeding the initial goal by \$275 million. Ms. Marshall joined the organization in 2006 and provides leadership to several national groups, including the AGB, the Council for the Advancement and Support of Education (CASE), and the CASE 50 Steering Committee, and she currently serves as dean of the Big Ten Fund Raisers Institute (BTFR). Before joining UI, she worked in fundraising at the University of Illinois at Urbana-Champaign for 25 years. She earned a BS in agricultural science and a master's in educational policy studies at the University of Illinois at Urbana-Champaign.

Jeff Martin

Mr. Martin is the practice manager with EAB's Advancement Forum. His recent research has focused on digital advancement strategy, major gift pipeline development, and big data in fundraising. He oversees the Advancement Forum's ROI benchmarking initiative, and he has led and supported studies on mid-level giving, student philanthropy, parent giving, academic partnerships, and alumni relations. Previously, Mr. Martin worked with the Academic Affairs Forum on strategies for scaling learning innovations and with the Student Affairs Forum on responding to students of concern. He also served as a custom research associate, completing over 30 white paper reports on topics ranging from responsibility center management budget models to international online education. He received a bachelor's degree in history from Brown University.

Roderick J. McDavis

Dr. McDavis became the managing principal of AGB Search in 2017 after serving as the president of Ohio University for 13 years. He is responsible for leading and managing AGB Search's executive search, interim search, and compensation evaluation services. Prior to being appointed president of Ohio University, Dr. McDavis held various academic and administrative positions at the University of Florida, the University of Arkansas, and Virginia Commonwealth University. He has served as chair of the Inter-University Council of Ohio, The Interlink Alliance, and the National Collegiate Athletic Association (NCAA) Division I Committee on Academics. He was a member of the NCAA Board of Governors, the NCAA Division I Board of Directors, the Ohio Third Frontier Advisory Board, the Ohio Board of Regents Commercialization Task Force Academia Subcommittee, the ACE Blue Ribbon Panel on Global Engagement, and the board of directors of the American Association of Colleges for Teacher Education. Dr. McDavis earned

his BS in social sciences from Ohio University, his MS in student personnel administration from the University of Dayton, and his PhD in counselor education from the University of Toledo.

Timothy J. McDonough

As vice president for government and public affairs, Mr. McDonough directs AGB's policy activities, public affairs and strategic communications, and trustee advocacy initiatives. He is a recognized leader in American higher education with more than 30 years of experience in association and nonprofit executive management, public policy, and strategic communications. Prior to joining AGB in January 2017, Mr. McDonough provided 18 years of executive leadership and strategic positioning on both national and international issues for the American Council on Education (ACE) and its 1,800-member college and university presidents—work that included setting strategic direction on matters of public policy and communication, providing advice and counsel to national association executives, and leading national outreach campaigns. He left ACE as vice president for communications. Mr. McDonough has served on the board of directors of the Education Writers Association, the national professional organization of education reporters, as well as the Bacchus & Gamma Peer Education Network. He holds a BA in government from Georgetown University and an MA in journalism from the University of Maryland, College Park.

Pat McKay

Ms. McKay is a former chair of the Florida Atlantic University Foundation Board and currently heads up Templeton & Company's Family Office Practice. She joined Templeton & Company in January 2009. Prior to joining Templeton, she served as Chief Financial Officer at Office Depot, Inc., where she also served on its Board of Directors. Prior to that position, she was the CFO at Restoration Hardware, Inc. and held senior finance leadership positions at AutoNation, Inc., and Dole Food Company, Inc. She began her career with an international account-

ing firm where she served as an audit manager. She was named Influential Business Woman by The South Florida Business Journal and has been inducted into FAU's National Alumni Association Hall of Fame. She holds a B.B.A. from Florida Atlantic University.

Dee Metaj

Ms. Metaj is a 25-year veteran of higher education fundraising. In her current role as Indiana University Foundation vice president for development, Indianapolis, she led the Indiana University-Purdue University Indianapolis IMPACT Campaign—which raised \$1.39 billion, exceeding its initial goal of \$1.25 billion. Ms. Metaj began her career in mental health by working with emotionally impaired adolescents. She was then asked to become director of development and external relations at the National Foundation for the Improvement of Education. Her higher education fundraising experience began at Olivet College, where she established the college's first corporate and foundation relations program. She then worked at Michigan State University, serving as a senior development director and university planned giving officer, lead development officer in the College of Osteopathic Medicine, and associate director of corporate and foundation relations. Prior to that, she was the vice president of development at the Oregon Health and Sciences University Foundation. A graduate of Michigan State University, she earned a BA in the College of Social Science with a dual major in psychology and sociology.

Ian Mercier

Mr. Mercier is the vice president for University Foundations at Augusta University. In this role, he serves as president and CEO for the Medical College of Georgia, Augusta University, and the Georgia Health Sciences Foundations—who collectively serve a recently consolidated university within the University System of Georgia. These foundations have over \$300M in invested assets under management. Mr. Mercier is a graduate of the Commonfund endowment institute

and is currently completing doctoral work in organizational leadership at Northeastern University. He also has master's degrees in business administration and public administration from Villanova University.

David Miles

Mr. Miles is a financial adviser, entrepreneur and investor for more than thirty years. David Miles is Managing Partner at ManchesterStory Group and Chairman & principal owner of Miles Capital, Inc. ManchesterStory Group makes venture investments in early- to growth-stage companies across the United States in InsurTech, FinTech & Healthcare. He received his J.D. from Harvard Law School, a Master of Public Policy from Harvard's Kennedy School of Government, and his B.A. from Drake University. He has extensive nonprofit board experience and has long been an advocate for higher education, serving on the Drake University Board of Trustees, the Iowa Board of Regents, and the Board of Directors of the Association of Governing Boards of Universities and Colleges ("AGB"). In addition to serving on the boards of several ManchesterStory portfolio companies, he presently serves on the board of directors of Winnebago Industries and Northwest Financial Corp.

Jeffrey Mindlin

Mr. Mindlin serves as Vice President of Investments at ASU Enterprise Partners. In this capacity, Jeff is responsible for managing the Arizona State University Foundation for A New American University's (ASUF) highly diversified investment assets to maximize long-term, risk adjusted returns. He provides critical support of the Investment Committee and oversight of the Outsourced Chief Investment Officer (OCIO) while also helping drive synergies within the other Enterprise Partner affiliates. He also oversees the university's Education Technology Accelerator and angel investor network programs, acts as a trustee to the retirement plan, and advises on the investment management of ASU's operating funds. He earned the

Chartered Financial Analyst® (CFA) designation. He obtained bachelor's degrees in economics and in finance from the College of Business Honor's Program at Arizona State University, where he also received the prestigious Moeur Award.

Thomas J. Mitchell

Mr. Mitchell joined the University of Florida as vice president for advancement in June 2010. He leads an organization of 360 employees with annual private support commitments of \$449 million. The University of Florida endowment currently totals more than \$1.7 billion. Upon the heels of the successful conclusion of the Florida Tomorrow campaign in October 2012, Mr. Mitchell spearheaded a university-wide pre-campaign planning process to launch Go Greater—an 8-year, \$3+ billion effort focused on big ideas, multidisciplinary initiatives, and strengthening the endowment. As of October 2018, campaign commitments currently total \$1.8 billion. Mr. Mitchell is active in national organizations including CASE and AGB, and is a frequently sought-after speaker. He has received the CASE IRF Commonfund Award in recognition of his significant contributions to the field of institutionally related foundations. Mr. Mitchell has also served on the CASE 50 Steering Committee since 2015 and was recently elected to the CASE Board of Directors. He has authored more than 300 papers on institutional advancement and managing institutionally related foundations.

Mike Mlinac

Mr. Mlinac has been president and chief executive officer of the University of North Texas Foundation since mid-2015 after joining the organization as chief financial officer in 2012. He brings over 40 years of accounting, business, and investment experience to the foundation. His background includes 10 years leading a private family office practice; 17 years as a senior executive with Fidelity Investments, managing a variety of US and international business operations; and seven years working as an audit/consulting/financial professional with Ernst &

Young. Mr. Mlinac is a Certified Financial Planner™ and a CPA (inactive). He earned a BS in mathematics/business administration from LaRoche College and an MBA from Harvard University. Mr. Mlinac also serves on the board of trustees of LaRoche College, as its finance and investment committees chair. In previous roles, he has held Series 6, 7, 24, 26, 27, and 63 securities licenses.

Karen Monteleone

Ms. Monteleone is an accomplished higher education professional with extensive experience in board development, volunteer and event management, and alumni engagement. She began her higher education career at the University of Central Florida (UCF) Alumni Association serving in several capacities, including membership program management, marketing, student development, and the oversight of alumni relations programs for three colleges. This experience led to her current role as the director for foundation board relations and development, where she serves as a liaison between the UCF Foundation Board of Directors, the foundation CEO, and all university boards and constituencies. Prior to joining UCF, Ms. Monteleone served as the affiliate marketing consultant for the Orlando Sentinel, where she developed and executed major marketing campaigns for the Sentinel's affiliate partners to achieve goals on local and national fronts. She holds a bachelor's degree in advertising and public relations and a master's degree in educational leadership from the University of Central Florida. She is also a graduate of UCF's Leadership Empowerment Program.

John Morris

Mr. Morris joined the Kansas State University (KSU) Foundation in April 2016, as the senior vice president of development. He leads all aspects of fundraising, working with foundation leadership, campus partners, and the KSU Foundation Board to strengthen the foundation's overall fundraising capacity. Mr. Morris came to the KSU Foundation from the University of Min-

nesota Foundation, where he served as a senior director of development. At the University of Minnesota Foundation, Mr. Morris led his development team to increase their growth in gift production by 60 percent. Prior to his position at the University of Minnesota Foundation, he held the position of associate vice president of advancement at Benedictine University in Lisle, Illinois. Under his leadership, giving to the athletics department increased 300 percent, and he led the university to an all-time high in annual fundraising production. Mr. Morris received his bachelor's degree from Winona State University in Winona, Minnesota, and his master's from Illinois State University in Normal, Illinois.

Heather Myers

Ms. Myers is a partner and nonprofit solutions leader at Aon. In her role, she is responsible for ensuring the firm's nonprofit clients and prospects remain informed of key issues impacting the market and have access to innovative solutions to help meet their objectives. She is also a member of Aon's U.S. investment committee. Ms. Myers started in the financial industry in 1989, working in international consulting and fixed-income manager research at Russell Investments. At Russell, she served as head of multi-currency fixed income research, senior practice analyst for fixed income and currency, and senior consultant, and was a member of Russell's external hedge fund of fund research practice for advisory clients. In 2008, she assumed the role of director of endowment and foundation strategy. Ms. Myers serves on the investment committee at Whitman College and John T. Gorman Foundation. She has a BA in political science from Whitman College and maintains a FINRA Registered Principal Series 24 License, as well as Series 7 and 63 Licenses.

Danita Nias

Ms. Nias is a preeminent expert in fundraising, strategic planning and institutional leadership thanks to more than 20 years of experience in higher education advancement and

campaigns. FAU hired her in 2016 to catapult the university into a new era of excellence; as leader of a 50-person advancement team, she oversees all aspects of FAU's fundraising program, including principal gifts, data management, alumni and volunteer relations and communications. In her short tenure, she set two consecutive fundraising records and reduced the cost-per-dollar raised by 62.5 percent. She is spearheading FAU's first comprehensive capital campaign in two decades. She has a bachelor's degree in business with a concentration in personnel and labor relations from the Robert H. Smith School of Business at Maryland, and a master's degree in international relations from the Maxwell School of Citizenship and Public Affairs at Syracuse University.

Cheri E. O'Neill

Ms. O'Neill is President/CEO of the Colorado State University Foundation, which helps promote, develop and enhance CSU by receiving, managing, and investing all contributions, gifts, and bequests given to the university. A veteran foundation, nonprofit, and advancement leader in the higher education arena, she was most recently President/CEO of the Ball State University Foundation, where she oversaw a team of 75 professionals responsible for development, alumni relations, and stewardship of the endowment. Before that, she was CEO of the 200,000-member Alpha Chi Omega women's fraternity, its foundation and its housing corporation. For 17 years, she served in increasingly responsible roles (including admissions, international recruiting, alumni relations, and development) for Indiana University, its Kelley School of Business and its College of Arts and Sciences.

Richard Novak

Mr. Novak is a senior fellow at AGB, serving to advance the association's interests and member needs in state and federal policy and board education. During his 21-year career at AGB, he served as the senior vice president for programs and research and as executive director of the Ingram Center. He

has directed or co-directed studies in several states; overseen special programs on board and presidential leadership; led several initiatives on the effectiveness of public college and university governing boards; advocated for the reform of public board member selection practices; overseen the association's programs and research for both public and private members; and worked to incorporate environmental sustainability into governing board agendas. Internationally, Mr. Novak has worked on governance and higher education projects for the Ministry of Higher Education in Egypt, the Ireland Higher Education Authority, and the Republic of the Marshall Islands.

Matt Owens

Mr. Owens has served at AAU since April 2002. As Executive Vice President and Vice President for Federal Relations, he provides strategic leadership and management to the association's priorities. He oversees AAU's federal relations activities and has primary responsibility for overall federal budget and appropriations advocacy. He shares responsibility for issues related to research costs and other regulatory and compliance issues. He also staffs the AAU Board of Directors, the Audit and Finance Committee, and the AAU Membership Committee. Mr. Owens also worked for the Association from 1994-1997. Mr. Owens earned a Master of Public Administration (MPA) from the University of North Carolina at Chapel Hill, a Bachelor of Arts in English from the University of California at Davis, and an Associate of Arts in English from Santa Rosa Junior College.

Jane DiFolco Parker

Ms. Parker's higher education career spans 45 years, including stints at Emory University, the Arizona State University Foundation, and Auburn University. Since 2012, she has been vice president for development at Auburn University, and president of the Auburn University Foundation and Auburn's Real Estate Foundation. During Ms. Parker's tenure, Auburn received its largest-ever gift; celebrated record-setting fundraising years; launched

Auburn's largest campaign, with a goal of \$1B; and achieved its goal 16 months ahead of schedule, ultimately raising more than \$1.2 billion. Prior to Auburn, she served as executive vice president and managing director of development for the Arizona State University Foundation. From 1972 to 2009, Ms. Parker served Emory University in positions leading up to vice president for operations in its Office of Development and Alumni Relations. Previously, she was senior assistant dean, director of admissions, and director of academic services at the Emory School of Law.

Michael Powell

Mr. Powell is the former chairman of the Federal Communications Commission (FCC), nominated by President Bill Clinton and sworn in on November 3, 1997. He served as a member of the FCC for eight years during which time he was designated its chair by President George W. Bush in January 2001 and continued in that capacity until April 2005. In his current role as President & CEO of NCTA – The Internet & Television Association, he leads one of the largest trade associations in Washington, D.C., representing the communications and content industries. He serves as Vice Chair of the William & Mary Foundation, and previously served as Rector of the school's Board of Visitors. Additionally, he is on the boards of the Mayo Clinic, America's Promise Alliance, and the National Archives Foundation.

Stanley Preczewski

Mr. Preczewski was named president of Georgia Gwinnett College in May 2014. A retired U.S. Army colonel, he began his civilian career as the inaugural vice president for Academic and Student Affairs at GGC in 2006, where he oversaw the initial regional accreditation process. During his tenure as vice president, he was charged with growing the student population from zero to more than 9,700 in six years; opening the College's six academic schools; moving GGC from a commuter to residential institution and hiring more than 700 faculty and staff members. He also initiated the international

affairs program, intercollegiate athletics and ROTC. Earning his Bachelor of Science degree in engineering from Cornell University and his commission in the United States Army in 1980, he also holds an M.S. in engineering from the University of Massachusetts, an M.A. in national security strategy and planning from the United States Naval War College and a Ph.D. in higher education from the University of Missouri, Columbia.

Mark Pytosh

Mr. Pytosh occupies the position of President, Chief Executive Officer & Director at CVR Partners LP and President, Chief Executive Officer & Director at CVR GP LLC. He is also on the board of The University of Illinois Foundation and The Fertilizer Institute and Executive Vice President-Corporate Services at CVR Refining LP and Executive Vice President-Corporate Services at CVR Energy, Inc. In the past, he held the position of Chief Financial Officer & Executive Vice President of Tervita Corp., Chief Financial Officer & Executive Vice President of Covanta Holding Corp. and Chief Financial Officer & Executive Vice President for Covanta Energy Corp. (a subsidiary of Covanta Holding Corp.), Member-Executive Council at Cohesive Capital Partners, Chief Financial Officer & Executive Vice President at Waste Services, Inc., Managing Director-Investment Banking at Lehman Brothers, Inc., Managing Director at Donaldson, Lufkin & Jenrette International, Principal at Kidder Peabody and Executive Vice President for Capital Environmental Resource, Inc.

Andrew Reeher

With more than two decades of experience in consumer marketing, executive leadership, and entrepreneurship, Mr. Reeher has made a career out of the application of data to improve organization performance. He served in a variety of management roles, including vice president of marketing at Deluxe Corporation, where he spearheaded brand management, product management, distribution strategy, direct marketing, internal and external communications, public relations, stra-

tegic organizational development, and consumer technology delivery efforts. In 2001 Mr. Reeher joined consulting firm Core Group. In 2002 Mr. Reeher started Reeher LLC to provide a shared management system that provides insight and frontline focus to improve management practices within university fundraising. Through the adoption of this cooperative approach, the Reeher Community has grown to more than 130 higher education institutions and Reeher subscribers have reached new highs in performance and productivity in all aspects of college and university advancement. Mr. Reeher has a BA in history from Grove City College and an MBA from the University of Chicago. He now serves as the vice president of data and analytics at Blackbaud.

Kevin Reilly

Mr. Reilly is president emeritus and regent professor with the 26-campus University of Wisconsin (UW) System, having served as president from 2004-2013. Under his leadership, enrollment grew to 182,000—an all-time high—and sponsored research continued to expand beyond \$ 1 billion annually. Both transfer students and the number of degrees awarded rose by 13 percent, with privately donated need-based student aid increasing by 124 percent. He served as chancellor of UW-Extension from 2000 to 2004 and as provost and vice chancellor from 1996 to 2000. At the American Council on Education (ACE), he has been a member and officer of the board of directors, presidential advisor for leadership, and chair of the ACE Commission on Adult Learning and Educational Credentials. He earned his B.A. at the University of Notre Dame, and his M.A. and Ph.D. at the University of Minnesota.

Travis Reindl

Mr. Reindl is a senior communications officer with the US program of the Bill & Melinda Gates Foundation, concentrating on postsecondary success through strategic communications. Prior to joining the foundation, he completed a three-year stint at the National Governors Association's (NGA) Center for Best Practices, where he

oversaw the postsecondary education work area, concentrating on increasing postsecondary access and completion, finance, governance, and accountability. During his tenure at NGA, Mr. Reindl led the 2010-2011 Chair's Initiative, which focused on increasing college completion. A fifth-generation native of South Dakota, he holds a BA from the University of Notre Dame and an MPP from the University of Maryland-College Park.

David Richardson

Mr. Richardson is a Senior Economist at the TIAA Institute. Before joining the Institute, he served as Senior Economist for Public Finance at the White House Council of Economic Advisers and held the New York Life Chair in Risk Management and Insurance at Georgia State University. Previously, he worked as a financial economist in the Office of Tax Policy at the U.S. Treasury and was an assistant professor in the Department of Economics at Davidson College. He earned an M.A. and a Ph.D. in economics from Boston College, and a B.B.A. from the University of Georgia.

Larry Robinson

Dr. Robinson currently serves Florida A&M University's (FAMU) 12th president and a distinguished service professor in the School of the Environment. He is actively engaged in research with students and faculty as the director and principal investigator of the Center for Coastal and Marine Ecosystems, established with an award from the National Oceanic and Atmospheric Administration's (NOAA) Educational Partnership Program. From 2007 to 2009, Dr. Robinson served as senior scientific advisor at the U.S. Department of Agriculture's Cooperative State Research, Education, and Extension Service. In May 2010, he served in a U.S. Senate-confirmed position as Assistant Secretary of Commerce for Conservation and Management at NOAA where he supported and managed NOAA's coastal and marine programs. From 1984 to 1997, Dr. Robinson served as a research scientist and group leader of a neutron activation analysis facility at Oak Ridge National

Laboratory. Dr. Robinson attended Lemoyne-Owen College, earned a BA in chemistry (summa cum laude) from Memphis State University, and a PhD in nuclear chemistry from Washington University in St. Louis, MO.

John Rosa

Mr. Rosa became the 19th president of The Citadel on January 3, 2006. He returned to his alma mater after serving as superintendent of the U.S. Air Force Academy. Commissioned in the United States Air Force upon graduation, he is a command-rated fighter pilot with more than 3,600 flying hours, including a tour as an exchange pilot with the Royal Air Force. He commanded at the squadron, group and wing levels in South Korea, Idaho, South Carolina, New Mexico and Georgia. He served as inspector general for Pacific Air Forces in Hawaii and as commandant of the Air Command and Staff College in Alabama. As deputy director for operations for the Joint Chiefs of Staff in Washington, D.C., he led the National Military Command Center at the Pentagon, including during the September 11 attacks and served as spokesman for the Joint Chiefs as U.S. troops deployed to Afghanistan and Iraq. In July 2003, he was named superintendent of the U.S. Air Force Academy. He retired from active duty in November 2005.

Timothy R. Rose

Dr. Rose has worked at the University of Virginia (UVa) since 1987 and is chief executive officer of the University of Virginia Foundation, steward of approximately 5,200 acres for the university. The foundation is active in the acquisition of properties for UVa, manages the university's real estate gift program, and provides shared services to other university-related foundations and assistance to the university's Capital Campaign. Dr. Rose formerly served as an assistant vice president for administration at UVa and has held positions in student affairs at Miami University and James Madison University. He received bachelor's and master's degrees from Miami University and a PhD from UVa. He has served in various leadership positions with

the Urban Land Institute, Albemarle County Police Foundation, Charlottesville Regional Chamber of Commerce, County of Albemarle Airport Planning Committee, Rivanna Water & Sewer Authority, North Charlottesville Business Council, Charleston's School of the Building Arts, Leadership Charlottesville, Thomas Jefferson Planning District Sustainability Council, Charlottesville Community Land Trust, Trinity Presbyterian Church, Salvation Army, Center for Non Profit Excellence and Love INC.

Elizabeth Rothenberg

Dr. Rothenberg is managing director at EAB. In her role, she works with members in both the advancement forum and the student affairs forum. Dr. Rothenberg's research focuses on key issues in higher education, such as supporting college student mental health, driving young alumni engagement via technology, and the changing face of the 21st century donor. Before joining EAB, she worked in both higher education and business. She spent two years in operations and finance at McMaster-Carr, an industrial supply company. After completing her bachelor's degree at Hamilton College, Dr. Rothenberg received a Master of Studies degree in modern history from Oxford University and a PhD in British history from Duke University. Her doctoral dissertation focused on changing understandings of commercial relationships in early modern England.

Jeff Rountree

Mr. Rountree is chief executive officer of the University of Mary Washington (UMW) Foundation and president of Eagle Property Holdings, LLC. The UMW Foundation serves as private asset managers for the university, stewarding over \$45 million in restricted and unrestricted funds and \$150 million in real estate investments. Mr. Rountree serves as president of Eagle Property Holdings, a limited liability corporation that owns and manages nearly 900,000 sf of commercial, retail, restaurant, office, residential, and multi-family holdings, as well as 490 acres of undeveloped land in the

Fredericksburg, VA region. He graduated from Mary Washington College in 1991 and returned to his alma mater in 1999. During his tenure Mr. Rountree served as vice president for university development and vice president for university advancement, where he oversaw all aspects of the university's alumni and fundraising program. He has also witnessed the assets of the UMW Foundation grow from \$10 million to nearly \$200 million in the time he has been with the University and the UMW Foundation.

R. Keith Sauls

Mr. Sauls is managing partner of Exeter Venture Group, a privately held firm focused on early stage technology companies, foundations, and family offices with specific areas of expertise in venture capital, real estate, ESG and Impact investing. He began his more than 25-year finance career with SunTrust Bank and has had tenures with Bessemer Trust, GenSpring Family Offices, Crawford Investment Counsel, and J.P. Morgan, performing roles as diverse as portfolio management, trust and estate planning, and business development. He holds a finance degree from the College of Charleston and an MBA from Emory's Goizueta Business School and is a CFA charterholder. Mr. Sauls currently serves as vice chair of the investment committee of the Charleston of Charleston Foundation Board and the Board of Governors of the College of Charleston Business School. In 2005, he received the Distinguished Alumni Award from the College of Charleston Alumni Association, and in 2016 received the Howard Rudd Businessperson of the Year Award from the College.

Tara Saunders

Ms. Saunders is the Executive Director of the Old Dominion University Real Estate Foundation. In her position, she is responsible for acquiring, managing, and developing real estate projects to benefit the University. The ODU Real Estate Foundation has assets of \$85 million. She served over 18 years as the Deputy Director for the City of Portsmouth, the Assistant Direc-

tor for the City of Suffolk, and Senior Development Manager for the City of Chesapeake responsible for attracting companies including Mitsubishi, Panasonic, Chubb Insurance, Target Distribution, APM Terminals and many others that have generated millions of dollars in new investment and thousands of new jobs throughout the Hampton Roads area. She earned a B.S in Business Administration degree in 1985 and a Master of Business Administration degree in 1992 from Old Dominion University.

Katherine Sawyer

Ms. Sawyer leads Oakton Community College's foundation and marketing programs as its chief advancement officer. She joined Oakton after nearly seven years serving as Elgin Community College's executive director of institutional advancement and ECC Foundation. Reporting to the president, she was responsible for leading a college advancement program that included an \$8.3 million institutionally-related educational foundation. Her duties included board development; strategic plan and policy development; resource development including annual, major and planned gift fundraising and grant writing; donor stewardship; finance and investment management; and the college alumni program.

Merrill Schwartz

Dr. Schwartz is senior vice president for AGB Consulting. Her primary responsibilities include managing a consulting practice of governance experts serving AGB member colleges, universities, systems, and foundations. As a member of AGB's leadership team, she contributes to achieving the organization's strategic goals. Previously, Dr. Schwartz served as AGB's director of research and was responsible for conducting research and writing about trusteeship, governance, and the academic presidency. She managed book projects and conferences, and served as the liaison to AGB's Board Professionals Leadership Group, a corps of volunteers that provides professional development opportunities for board professionals. Dr. Schwartz earned a

PhD in higher education administration and leadership from the University of Maryland and an MPA and BA from the University.

Kay Schwichtenberg

Ms. Schwichtenberg received her Master of Business Administration from the University of Illinois at Chicago. She has a bachelor's degree from St. Norbert College, was an Ambassadorial Rotary Scholar at the University of Brussels, Belgium and completed the executive program at the London School of Business. She is currently Executive Vice President of Public and Animal Health at Central Life Sciences a firm specializing in the development, manufacturing, and marketing of animal health, public health and agricultural products. Her 35-year career has centered on the blending of technology and marketing to deliver specialized science-based products to both consumer and business-to-business markets. Previously, she served as president of Wellmark International and vice president of Sandoz Agro, Inc.

Amita Schultes

Dr. Schultes is a managing director at Perella Weinberg Partners and member of the investment team of Agility. In this role, she is responsible for leading client relationships and contributing to the research effort. Prior to joining Perella Weinberg Partners, she was at Colonial Consulting from 2002 to 2017, where she most recently served as a partner and senior consultant responsible for serving as the sole investment consultant to numerous nonprofit institutional investors and pension plans. She was previously a senior consultant of Ibbotson Associates, where she developed asset allocation programs for asset management companies, insurance companies, and broker dealers. Dr. Schultes began her career as an investment consulting analyst at Salomon Smith Barney. She earned a BA and MA in economics from the University of Illinois at Chicago, an MS in financial markets and trading from the Illinois Institute of Technology, and a PhD in finance/applied management and decision sciences from Walden University.

Beverly J. Seay

Ms. Seay has been a prominent business executive in the Central Florida modeling and simulation community for 25 years. She led the innovation of key pioneering approaches in systems engineering, modeling, and simulation, and the delivery of complex, composable software and hardware systems. She has global experience in markets that include emergency and disaster management, critical infrastructure, C4ISR, healthcare, and defense. Ms. Seay is currently the chair of the University of Central Florida's Engineering and Computer Science Dean's Advisory Board and a member of the board of trustees at the University of Central Florida, the Georgia Tech College of Computing Advisory Board, the Georgia Tech Capital Campaign Steering Committee, and the University of Nebraska's Peter Kiewit Institute Advisory Board. Her appointments also include the Commonwealth of Virginia's Modeling and Simulation Advisory Council, the Florida for Inspiration and Recognition of Science and Technology Executive Advisory Group, and the National Center for Collaboration in Medical Modeling Simulation. Ms. Seay holds a master's degree in computers, information and control engineering and a bachelor's degree in mathematics from the University of Michigan.

Joianne Smith

Ms. Smith, Oakton Community College's fourth president, continues the college's strong tradition of student success. Prior to being selected president, she worked tirelessly to increase student engagement and to promote an inclusive and caring environment for teaching and learning. Her presidency began on July 1, 2015, following 13 years of service to Oakton as dean of students (2002-2004) and later, vice president for Student Affairs (2005-2015). Her prior experience includes assistant director of University Residence Life at Northwestern University (2001-2002), and dean of Brainerd Commons at Middlebury College (1999-2001). She earned her BA in

Psychology and Religion from Wittenberg University and her MS and PhD in Counseling Psychology from Virginia Commonwealth University.

Sally Staley

Ms. Staley is a board member, investment committee chair/member, and advisor to institutional asset owners and investment managers. She specializes in investment-related governance. She is the retired chief investment officer of Case Western Reserve University, where she oversaw \$3 billion of endowment and retirement plan assets for more than 15 years. She is a current board member and investment subcommittee chair for Great Lakes Theater Festival Inc.; a member of the investment advisory board for Fairport Asset Management; a member of the advisory committee of the Certified Investment Fund Director Institute; and a former board member and investment committee chairperson for the Saint Luke's Foundation of Cleveland. She holds a MIA from Columbia University and a BA from The College of Wooster, where she currently serves as a trustee and member of the investment and governance committees.

Bonnie Stein

Ms. Stein is the CEO, president, and co-founder of Jemma Financial Services and JemmaEveryday.com. A Baltimore-based national company, Jemma Financial is designed to help women of all ages, backgrounds, and financial ability take hold of their future by becoming better and more informed savers and investors. Jemma Financial is designed and led by women who offer practical financial advice and solutions to help women build financial security as they meet their goals and aspirations. In partnership with Jemma Financial Services, Jemmaeveryday.com is a website geared to provide content from Jemma Financial Service's corporate partners on family, work, health, and money. Ms. Stein received a bachelor's degree in behavioral science from the University of Maryland University College.

John Stirek

Mr. Stirek began his career with Trammell Crow Company in 1986 as an office and industrial leasing agent in Seattle, WA. He became a project partner in 1989 and moved to Portland, OR in 1991 to become a division partner. In 1995, Mr. Stirek became managing director for Oregon and Nevada. In 1997, he was promoted to Western U.S. director of development and investment. He then served as chief operating officer from 2001 to 2003, and now serves as president for the company's Western operations.

D. Welch Suggs Jr.

Mr. Suggs, Jr., is an associate professor of journalism and sports media at the University of Georgia. He spent 10 years as a reporter on business and social issues in sports, with stints at Street & Smith's SportsBusiness Journal and The Chronicle of Higher Education, among others. After leaving journalism, he worked as an assistant to the president at Georgia and as associate director of the Knight Commission on Intercollegiate Athletics before starting his faculty role in 2011. He is associate director of the Grady Sports Media undergraduate certificate program and studies college athletics policy, access issues in sports journalism, and social issues in sport. He is the author of *A Place on the Team: The Triumph and Tragedy of Title IX* (Princeton University Press, 2006).

Howard Teibel

Mr. Teibel is the founder and president of Teibel Education Consulting. Over the past three decades, he has worked with nonprofit leaders and teams to develop new habits to coordinate actions in support of their shared commitments. As a public speaker and writer for numerous higher education associations, Mr. Teibel contributes to the national discourse on emerging trends facing this industry. Additionally, his 10-year-old podcast "Navigating Change" brings together leaders to discuss innovations and new practices that can transform how teams in academia and business work together. His client roster includes institutions such

as the University of Colorado, Rutgers University, Association of Governing Boards, Cornell University, University of San Francisco; and renewable energy businesses such as Ameresco. Having recently moved from Boston to Boulder, CO, he enjoys hiking, biking, and meditation and is passionate about guiding business leaders to create constructive discourse on regional and global issues facing our country.

Kimberly Templeton

Ms. Templeton has 25 years of experience as an executive search professional in the higher education, nonprofit, and legal sectors; advancement leader; and corporate attorney. She has partnered with private and public institutions to identify institutional leaders at the president, vice president, associate vice president, and other levels. She has particular expertise in the advancement sector. Prior to joining AGB Search, Ms. Templeton served as vice president and practice director for Higher Talent, Inc. and as director of business and candidate development for Garrison & Sisson. Previously, she spent nine years in her role as director of external affairs for the Taubman Museum of Art. Ms. Templeton began her career as an attorney with Cahill Gordon & Reindel. She received a JD from New York University School of Law and a BA from Franklin and Marshall College (Phi Beta Kappa). She holds professional certification as a lobbyist from the Association of Government Relations Professionals. Ms. Templeton has served on the boards of nonprofit disability organizations and is a frequent speaker on inclusive education, including at the White House in 2015.

Jeremy Tennenbaum

Mr. Tennenbaum, is senior nonprofit strategist at Vanguard, a newly created position designed to advise hospitals, university and college endowments, foundations, and other exempt nonprofit pools on a wide range of issues, from governance to investment policy statement creation to spending rates. Before joining Vanguard in March 2018, he was chief financial officer at the

Altman Foundation, responsible for investments, finance, human resources, and information technology. Previously, he was chief executive officer of Spouting Rock Consulting, and prior to that he led a single-family office for the owners of Continental Grain. Mr. Tennenbaum has held senior roles at Seagate Technology, Wellington Management Company, and Salomon Brothers Inc. He earned a bachelor's degree in politics from Princeton University and a master's degree in finance from MIT's Sloan School of Management. Mr. Tennenbaum is a long-time board member (and immediate past president) of the CFA Society of Philadelphia.

Horacio Valeiras

Mr. Horacio is the managing partner of HAV Capital, managing global equity and global macro strategies. Prior to HAV Capital, he was the CIO of Allianz Global Investors Capital, which managed approximately \$50 billion in assets. He started his finance career at First Boston as a technology analyst and investment strategist. In 1992, he joined Miller Anderson and Sherrerd as an international equity portfolio manager and chair of the asset allocation committee. Mr. Horacio has an MBA from University of California, Berkeley, an MS and a chemical engineer's degree from MIT, and a BS in Chemical Engineering from Virginia Tech. He serves on numerous boards, including the Virginia Tech board of visitors, The Association of Governing Boards for Universities and Colleges (chair of finance and investment committee), and The San Diego Foundation. He has also served on the Virginia Tech Foundation board of directors and The Scripps Research Institute board.

George P. Watt Jr.

Mr. Watt joined AGB as a senior fellow in July 2017, with a focus on AGB's support of institutionally-related foundations. In this role, he assists and advises on programs and research supporting the work of public university foundation boards. Prior to joining AGB, Mr. Watt served since 2008 as executive vice president of institu-

tional advancement at the College of Charleston (SC) and executive director of the College of Charleston Foundation, leading an executive team and two volunteer boards in a comprehensive advancement strategy that included alumni relations, university development, annual fund programs, advancement services and institutional funds management.

Charles A. Wight

Mr. Wight was appointed the ninth president of Salisbury University effective July 1, 2018. He served since 2013 as president of Weber State University (WSU) in Ogden, UT. During his five years as Weber State's president, the university achieved significant progress. He led a \$164 million fundraising campaign that exceeded the original goal by \$39 million. Need-based financial aid was expanded to make the university more accessible to students from modest means. He created the school's first LGBT Resource Center, named its first chief diversity officer and opened a Community Education Center in downtown Ogden to guide students of color through the application and financial aid processes.

Greg Willems

Mr. Willems assumed the role of president and chief executive officer of the Kansas State University Foundation on Feb. 27, 2015. He is the sixth individual to lead the foundation, which was founded in 1944 as the official fundraising organization for Kansas State University. He served as the vice president for development at the University of Hawaii Foundation and was responsible for the planning and execution of all campaigns and managed all of the fundraising programs for the 10 campuses in the University of Hawaii System. Mr. Willems has served as executive director of development at the University of British Columbia in Vancouver, Canada. In this capacity, he served on the vice president for development and alumni engagement's executive team and co-managed the constituency based fundraising division. Mr. Willems was a senior director of development for the

Texas A&M Foundation and served in a leadership role for Texas A&M University's successful \$1.5 billion "One Spirit One Vision Campaign."

Tony Williams

Mr. Williams is partner and chairman of Washington2 Advocates (W2A), a government relations and public affairs firm that specializes in solving problems with local, state, and federal governments. W2A is based in Bellevue, Washington, and has offices in Washington, D.C. and Portland, Oregon. He helped launch W2A after a 15-year career on Capitol Hill, where he managed political campaigns, worked as a press secretary and served as Chief of Staff to U.S. Senator Slade Gorton. He served on the OSU Foundation board from 2007 to June 2015, returning in July 2016. He serves on the External Relations Committee and the Compensation and Talent Management Committee. He earned his B.S. in technical journalism from Oregon State University in 1987.

Matthew White

Mr. White joined Utah State University in January of 2018 as the Vice President of Advancement and President of the Foundation. He is the chief fundraiser for the university, providing leadership and strategic direction for the university's philanthropic endeavors and oversight of the alumni association and alumni board. As president of the USU Foundation, he works with the university's leading advocates, advisors, and investors that are dedicated to elevating USU through philanthropy and engagement. He received his bachelor's degree from the University of Evansville, his master's degree from Saint Louis University in Higher Education and Administration and Public Policy and his Ph.D. work from Saint Louis University also in Higher Education Administration and Public Policy.

Timothy T. Yates

Mr. Yates is a managing director at Commonfund and responsible for custom solutions for clients across public and private markets. In this role, he leads a team of investment professionals that advise, implement, and monitor custom investment solutions. He is also a senior member of the firm's private emerging markets portfolio leadership team, with a particular focus on Latin America. Mr. Yates joined Commonfund as an associate in the Commonfund Capital Associate Program. He later joined the Strategic Solutions Group, Commonfund's OCIO platform, where he was responsible for the design, tailoring, and implementation of total portfolio solutions. Before joining Commonfund, Mr. Yates was an instructor of Spanish and Italian at Fordham Preparatory School. He holds an MBA in finance with a designation in international business from Fordham University and a BA in modern languages from Trinity College. He is also a member of the investment committee for St. Paul's Church in Fairfield.

Deanna Carlson Zink

Ms. Zink has worked in higher-education non-profit for more than 30 years and became the CEO of the UND Alumni Association and the UND Foundation (two separate non-profit organizations) in January 2014. During her first year, she led the two organizations through a successful merger. Prior to becoming the CEO, she served as the Association Executive Vice President and the Campaign Director for the \$324 million North Dakota Spirit Campaign. She started with the organization in 1986 and has served in a variety of roles during her tenure. She holds her CFRE and serves on several University and Community Boards. She also has been a leader in North Dakota with the Association of Fundraising Professionals.

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