

**JANUARY 26–28, 2020**

Manchester Grand Hyatt  
San Diego, California

# NOW NEXT

FOUNDATION LEADERSHIP FORUM  
2020

**CONFERENCE PROGRAM**

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

# NOW NEXT

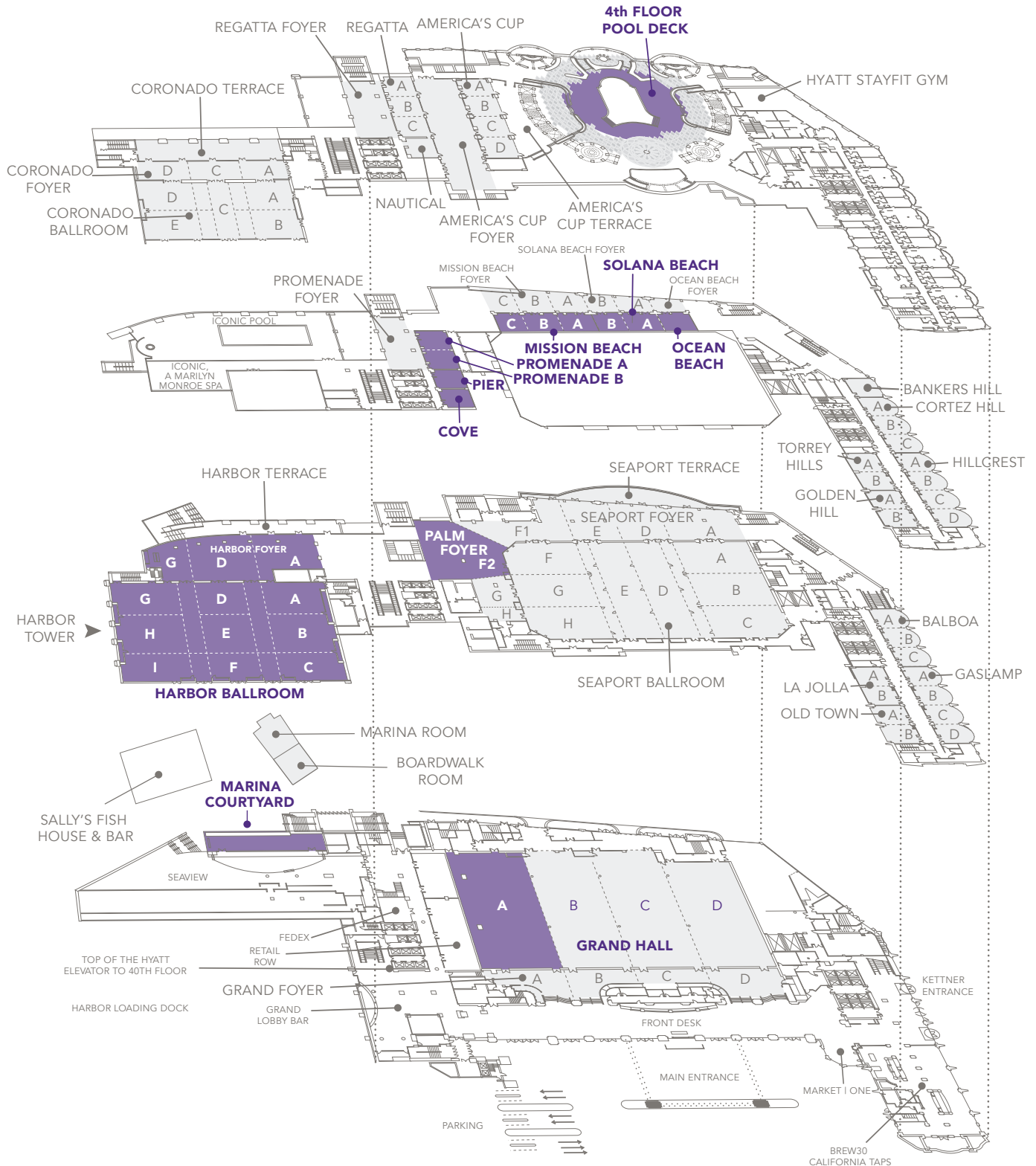
## FLOOR PLAN • MANCHESTER GRAND HYATT • SAN DIEGO

4TH LEVEL

3RD LEVEL

2ND LEVEL

LOBBY LEVEL



# A LETTER FROM OUR PRESIDENT AND CEO



## WELCOME TO AGB'S 2020 ANNUAL FOUNDATION FORUM!

Welcome to the 24<sup>th</sup> annual Foundation Leadership Forum, the only national conference focused on board governance for institutionally related foundation (IRF) boards and executive leaders. This year's event, ***Now, Next: Leading for Today and Tomorrow***, promises to inform, inspire, and energize the more than 600 attendees gathered here from across the U.S., equipping you to lead with confidence in 2020 and beyond.

Our theme of "Now, Next" is particularly relevant for IRFs and for higher education. As we work to navigate the seismic shifts we are "now" facing—driven by years of low state funding, ever-diminishing enrollments, and increased scrutiny from stakeholders—foundations and the institutions they serve are adapting and innovating to prepare for what's "next" and to lay the groundwork for the future.

The theme is also timely for me, as I am "now" in my first year leading AGB since joining in July of last year, and I've been keenly focused on the "next," having renewed our commitment and reimagined our approach to delivering value. Our members now have access to new and improved exclusive benefits to help strengthen their leadership, foster institutional vitality, improve society's perception of higher education, and advance sound public policy on behalf of higher education.

Our new member-centric, value-driven mission is reflected in this year's Forum. Adhering to our strong belief in collaboration and engagement, we've reflected on member feedback from past Forums and input from AGB's new Council of IRF Executive Leaders and bolstered the Forum experience with new, creative programming and opportunities to connect. Over the course of the next three days you will strengthen your partnership with others in the IRF community and hear best practices for navigating today's and tomorrow's challenges. We'll equip you not only to ***respond*** to your institution's needs but to ***lead*** as you support shared strategic priorities and strengthen the institution-foundation relationship.

This gathering represents a remarkable assembly of higher education leadership. It also represents the brain trust and innovation that will help advance institutional outcomes and student success. And AGB is here to guide you every step of the way – now, next, and beyond.

I look forward to connecting with you over the next several days. Enjoy the Forum!

Henry Stoever



# GROW AND DIVERSIFY REVENUE.

Build a long-term, sustainable financial model.

**Growing and diversifying revenue is critical to institutional viability** and must go far beyond cost-cutting measures. Institutional capabilities are often challenged, however, when it comes to diversifying and implementing new revenue streams.

**AGB Consulting's Revenue Growth & Diversification Program** can help you:

- Identify your “prosperity gaps”
- Analyze your quality of earnings
- Understand how to respond to emerging market trends
- Leverage technologies to build new revenue streams
- Develop tactical implementation plans

## How can AGB help you?

To learn how AGB Consulting can help your foundation board grow and diversify revenue, stop by the AGB Consulting booth in the AGB Experience located in the Harbor Foyer

**AGB**  
[agb.org/consulting](https://agb.org/consulting)

REVENUE GROWTH  
& DIVERSIFICATION

AFFILIATIONS,  
PARTNERSHIPS  
& MERGERS

STATE HIGHER  
EDUCATION POLICY  
& GOVERNANCE

BOARD & PRESIDENTIAL  
ASSESSMENT &  
DEVELOPMENT

STRATEGY &  
TRANSFORMATION

GOVERNANCE



# HEIGHTEN YOUR FOUNDATION'S MOST IMPORTANT RELATIONSHIP.

## INSTITUTE FOR FOUNDATION BOARD LEADERS AND CHIEF EXECUTIVES

JUNE 22—24 | ASPEN, COLORADO

The most important relationship for effective governance at an institutionally related foundation is the one between its board leader and its chief executive. To succeed, both individuals must commit to working fully as partners—for the institution and the students their foundation serves.

### Create trust and a focused agenda.

Facilitated group sessions enable board leader/chief executive teams to develop trust while building a focused agenda that moves both the board and the foundation forward. By participating in this institute, board leaders and chief executives will:

**DISCUSS:**

Innovations and best practices with foundation and governance experts.

**EXPLORE:**

How to mutually align the relationship between foundations and institutions.

**DEVELOP:**

An agenda for improving board practices and advancing the foundation.

**PARTICIPATE:**

In personal consultations designed to assess the strengths of the board.

**ENGAGE:**

With a network of peers and learn from their experience.

[agb.org/Aspen2020](https://agb.org/Aspen2020)

For questions or assistance, please contact [registar@agb.org](mailto:registar@agb.org).

AGB

# SCHEDULE OF SESSIONS

## SATURDAY, JANUARY 25

**3:00 PM – 6:00 PM**

### Registration

*Location: Palm Foyer*

## SUNDAY, JANUARY 26

**8:00 AM – 7:00 PM**

### Registration

*Location: Harbor Foyer*

**9:00 AM – 7:00 PM**

### AGB Experience

*Location: Harbor Foyer*

**11:30 AM – 12:30 PM**

### Meet the President

*Location: Harbor A*

Henry Stoeve, AGB's new president and chief executive officer, joined AGB in July, bringing his vision for growth, engagement, and impact to members, staff, and the broader higher education community. This small group session offers an up-close and personal view into that vision. Bring your questions and thoughts to this information gathering, where open dialogue and a lively exchange of ideas are encouraged.

#### Speaker:

- **Henry Stoeve**, AGB president and chief executive officer



**11:30 AM – 12:45 PM**

### Forum Jump-Start: Program Overview and Networking for Newcomers

*Location: Harbor C*

For Forum first-time attendees and newly joined institutionally related foundation members of AGB, this orientation and networking session is a great way to kick off your 2020 Forum experience. Get advice on how to make the most of your Forum journey including an overview of the program, lessons learned from veteran Forum attendees and a facilitated Q&A. Connect with other first-timers as well as seasoned Forum attendees and AGB staff who will make you feel welcome from your first “hello” to the Forum’s finale. You’ll also learn about AGB’s member benefits and how to get the most out of your membership! We’ll be keeping it relaxed and social with lunch provided. Preregistration is required and space is limited.

#### Speakers:

- **Patricia Kunkle**, AGB vice president for membership experience
- **Robert Waters**, AGB vice president for experiential programs and partnerships
- **George Watt**, AGB senior consultant and senior fellow; former executive vice president of institutional advancement, College of Charleston; former executive director, College of Charleston Foundation

**1:00 PM – 4:00 PM**

### Successfully Leading Foundation Boards and Committees

*Location: Harbor D/E*

Chairing a board or committee comes with its own set of expectations, challenges, and sometimes, the need for new skills and attributes. Whether you are in a leadership role now or are an aspiring chair, join this comprehensive, interactive workshop to learn about the leadership challenges, responsibilities, and good practices of foundation board leaders. Board chairs, committee chairs, chairs-elect—and board members who aspire to leadership

roles—will engage with peers and experts through roundtable discussions and presentations about effective work at the full board and committee level. We will open with a plenary session followed by breakout sessions for a deep dive into specific challenges faced by committees based on the following six groupings: 1) executive (board chairs and chairs-elect only); 2) governance/nominating; 3) investment; 4) finance/audit; 5) development/campaigns and 6) real estate, property, and P3s.

With thanks to  **ellucian**.

#### Moderator:

- **James Lanier**, AGB senior consultant and senior fellow; former vice chancellor for institutional advancement and president, East Carolina University Foundation

#### Panelists:

- **Susan Brewer**, member, West Virginia University Foundation Board of Directors
- **Carol Cartwright**, AGB senior fellow; president emerita, Kent State University and Bowling Green State University
- **Peter Hayashida**, vice chancellor for university advancement, University of California Riverside Foundation
- **James Keller**, board chair, University of Vermont Foundation

#### RECOMMENDED READING

*Institutionally Related  
Foundation Boards*

Available at the  
AGB Experience in the  
Harbor Foyer



#### BREAKOUTS:

##### Executive Committee (Board Chairs and Chairs-Elect)

*Location: Harbor D/E*

#### Facilitators:

- **Susan Brewer**, member, West Virginia University Foundation Board of Directors
- **James Lanier**, AGB senior consultant and senior fellow; former vice chancellor for institutional advancement and president, East Carolina University Foundation

##### Governance/Nominating Committee

*Location: Harbor B*

#### Facilitators:

- **Patrice Harris**, governance committee chair, West Virginia University Foundation
- **Merrill Schwartz**, AGB senior vice president for content strategy and development

#### Investment

*Location: Mission Beach A*

#### Facilitators:

- **John Griswold**, AGB senior consultant; founder and senior advisor, Commonfund Institute
- **William Stevenson**, immediate past chair of the investment committee and member, California State University San Bernardino Philanthropic Foundation

#### Finance/Audit Committee

*Location: Mission Beach B*

#### Facilitators:

- **Peggy Boykin**, vice chair, College of Charleston Foundation
- **George Watt**, AGB senior consultant and senior fellow; former executive vice president of institutional advancement, College of Charleston; former executive director, College of Charleston Foundation

#### Development/Campaigns

*Location: Solana Beach A*

#### Facilitators:

- **Jacqueline Lewis**, president, University of Maryland College Park Foundation; vice president of university relations, University of Maryland College Park
- **Craig Thompson**, cochair, Fearless Ideas: The Campaign for Maryland

#### Committees Related to Real Estate, Property, and P3s

*Location: Solana Beach B*

#### Facilitators:

- **John Carter**, AGB senior consultant; former president, Georgia Institute of Technology Foundation
- **Kathy Mehfood**, immediate past chair, University of Mary Washington Foundation

**1:00 PM – 2:30 PM**

#### Accelerate Your Effectiveness as a New Foundation Executive

*Location: Harbor A*

New job, new board to report to, a host of stakeholder interests to satisfy, and a relationship to build with the institution your foundation supports. There's a lot to learn and plan for as you set out as a new foundation executive. No matter how seasoned you were in your previous role, the first 12 to 18 months following your move are critical to accelerating your effectiveness, building teams and relationships, and meeting your immediate goals. In this closed-door session, foundation executives at various

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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.

stages in their tenures will share their experiences and hard-earned wisdom in a safe space where you can ask your most pressing questions among peers. Learn from experts who have been there: What are the key questions you should ask about your organization; what conversations should you be having with your board and institutional leadership; what are the common hurdles and opportunities you should be prepared to overcome and embrace; and how can you build a personal roadmap for success?

**Moderator:**

- **Jane Parker**, president, Auburn University Foundation

**Panelists:**

- **Shane Jacobson**, president and chief executive officer, University of Vermont Foundation
- **Rickey McCurry**, vice president of development and alumni engagement, Northern Arizona University Foundation
- **Danita Nias**, vice president for institutional advancement and chief executive officer, Florida Atlantic University Foundation

**RECOMMENDED READING**

*Institutionally Related  
Foundation Boards*

Available at the  
AGB Experience in the  
Harbor Foyer



**2:45 PM – 4:30 PM**

**Peer Group Roundtables for CEOs and Executive or C-Suite Staff**

Back by popular demand! Member feedback resoundingly confirms that foundation chief executive officers and executive directors value shared time with counterparts from similarly sized foundations. If you've ever wondered if yours is the only foundation that's faced a particular

challenge, chances are it isn't! Time and again, it's been proven that knowledge exchange among peers is where some of the biggest magic happens at Forum. Bring your issues and challenges to this session along with your willingness to share experiences and learn from each other. A peer facilitator will guide the discussion, but the agenda will emerge from you, the participants. Select one of the peer group roundtables most appropriate for you and your foundation based on assets under management (AUM), and get ready to share, learn, and make valuable connections that will last long after this session concludes.

**LESS THAN \$40M AUM**

*(includes community college foundations)*

**Location:** Ocean Beach

**Facilitators:**

- **Laura Brown**, vice president and chief advancement officer, Harper College Educational Foundation
- **Katherine Sawyer**, executive director and chief advancement officer, Oakton Community College Educational Foundation

**\$40M - \$100M AUM**

**Location:** Promenade A

**Facilitators:**

- **Lori Buckheister**, president, Georgia Gwinnett College Foundation
- **Vita Pickrum**, vice president for institutional advancement and president, Delaware State University Foundation

**\$100M - \$250M AUM**

**Location:** Harbor A

**Facilitators:**

- **Jeff Rountree**, chief executive officer, University of Mary Washington Foundation
- **Warren Coleman**, chief executive officer, James Madison University Foundation

**\$250M - \$500M AUM**

**Location:** Mission Beach C

**Facilitators:**

- **Susan Burns**, vice president of development and alumni affairs, Wayne State University Foundation
- **Howard Lipman**, senior vice president of university advancement, Florida International University; chief executive officer, Florida International University Foundation

**GREATER THAN \$500M AUM**

**Location:** Harbor C

**Facilitators:**

- **Lynette Marshall**, president and chief executive officer, University of Iowa Center for Advancement
- **Leonard Raley**, president and chief executive officer, University System of Maryland Foundation





**5:00 PM – 5:15 PM****Welcome***Location: Harbor G/H/I*

The official kickoff to the 2020 Foundation Leadership Forum will take place with a warm welcome from Henry Stoever, AGB president and chief executive officer, and Shauna Diggs, chair of the AGB Board of Directors. Don't miss this energized and informative introduction to our Forum programming, beginning with the opening plenary, Inside the Amazon HQ2 Decision: A Foundation Story.

**Speakers:**

- **Shauna Diggs**, regent, University of Michigan; chair, AGB Board of Directors
- **Henry Stoever**, AGB president and chief executive officer

**KEYNOTE:****5:15 PM – 6:30 PM****Inside the Amazon HQ2 Decision:  
A Foundation Story***Location: Harbor G/H/I*

You'd be a rare exception if you hadn't heard about Amazon's decision to build its second headquarters in Arlington, Virginia, but did you know it was the Virginia Tech Foundation that helped seal the deal? This wasn't the headline but it could have been: Virginia Tech Foundation Board Plays Pivotal Role in Landing Amazon HQ2. What were the hallmarks of this board's approach? Progressive, entrepreneurial, creative—and aligned with the priorities of the institution. A panel of key players whose collaboration resulted in this catalytic partnership will share scalable lessons and shed light on the promise these partnerships hold not only for economic development but in higher education's ability to deliver talent to market. In addition to getting the inside scoop on a story that grabbed a nation's attention, you'll learn about the spin-off benefits to foundations, communities, and the students they serve.

**Moderator:**

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

**Panelists:**

- **John Dooley**, chief executive officer, Virginia Tech Foundation
- **Stephen Moret**, president and chief executive officer, Virginia Economic Development Partnership
- **Brandy Salmon**, associate vice president for innovation and partnerships, Virginia Tech University
- **Timothy Sands**, president, Virginia Tech University

**6:45 PM – 8:00 PM****Opening Reception***Location: Main Pool, 4th Floor*

Great food, awesome beverages, and—unlike a lot of social gatherings—so much in common with the other attendees! A much-anticipated reunion for many and a kickoff to the myriad opportunities to connect with colleagues from across the country, this widely attended event offers great conversation, generous bites, and San Diego hospitality.

With thanks to **BANK OF AMERICA** 

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## MONDAY, JANUARY 27

**7:00 AM – 5:30 PM**

### Registration

*Location: Harbor Foyer*

**7:00 AM – 5:30 PM**

### AGB Experience

*Location: Harbor Foyer*

**7:00 AM – 8:00 AM**

### Breakfast

*Location: Harbor Foyer*

*With thanks to* **AGB  
SEARCH**

**8:15 AM – 9:30 AM**

### Partners in One Mission: Foundation and Alumni Association Mergers & Integrations

*Location: Harbor B*

Whether for efficiencies, greater efficacy, or financial survival, alumni associations and foundations are evaluating opportunities varying from sharing operations, all the way to full integration and merger of the boards. In this session foundation and advancement leaders of combined foundation-alumni association organizations will speak to the cultural and governance challenges, the opportunities for greater success, the planning process and the way forward, and the results of fully integrated alumni association-foundation models. If your institution is considering or embarking on such a path—or simply looking for a stronger alignment with your alumni association/alumni relations counterparts—this is a must-attend session for you!

#### Moderator:

- **George Watt**, AGB senior consultant and senior fellow; former executive vice president of institutional advancement, College of Charleston; former executive director, College of Charleston Foundation

#### Panelists:

- **Kristen DeVries**, vice president for development and alumni relations, Western Michigan University; executive director, Western Michigan University Foundation
- **Kathleen Dore**, immediate past board chair, University of Iowa Center for Advancement
- **Patricia Kenney**, senior director of talent management, Oregon State University Foundation
- **Erin Thomas Lewis**, vice president of alumni and donor engagement, University of Iowa Center for Advancement

**8:15 AM – 9:30 AM**

### Incorporating Institutional Values into the Endowment Portfolio

*Location: Harbor C*

Key university stakeholders, including donors, faculty, and students, are increasingly focused on aligning endowment investment programs with their core values. Trustees seeking to collaborate often don't know where to start, citing concerns about fiduciary duty, lack of transparency, implementation, and customization. Hear from institutions and practitioners about the challenges and opportunities faced in working with boards of trustees, investment committees, university faculty and staff, and investment offices to incorporate values into portfolio management.

#### Speakers:

- **Katherine Cahill**, trustee, Willamette University
- **Meredith Heimburger**, director of impact, Global Endowment Management
- **Robert Johnson**, chancellor, University of Massachusetts Dartmouth
- **Stephanie Lynch**, partner, Global Endowment Management

8:15 AM – 9:30 AM

## Harnessing Board Member Engagement for Greatest Impact

*Location: Harbor D*

Like all university volunteers, the members of institutionally related foundation boards want to be engaged in ways that are meaningful, impactful, and gratifying. Often, however, much of their time is spent simply attending meetings and receiving staff reports. Active involvement of board members requires careful planning and a systematic process of clarifying the board's mission, delineating the members' responsibilities, assessing their experience, and tracking "key engagement indicators." With all this in mind, the advancement leadership team at the University of Florida has undertaken the Principal Partner Engagement initiative. The team has developed an extensive "toolkit" for maximizing the impact and experience of volunteer leaders and tested the tools in three pilot programs: one with the alumni board, one with a dean's council, and one with the University of Florida Foundation Executive Board. The vice president for advancement and the incoming chair of the foundation executive board will describe in detail the goals, the process, and the findings from the first two years of the Principal Partner Engagement initiative.

### Speakers:

- **Tom Mitchell**, vice president for advancement, University of Florida; executive vice president, University of Florida Foundation
- **Anita Zucker**, trustee, University of Florida; chair and chief executive officer, the InterTech Group

8:15 AM – 9:30 AM

## Do We Take Bitcoin? Cryptocurrency & Philanthropy: A Case Study

*Location: Harbor E*

The cryptocurrency industry is young and evolving and in a short span of time has produced many millionaires, a handful of billionaires, and is anticipating the first trillionaires. What does this new wealth mean to philanthropy and are affiliated university foundations prepared to capitalize on this new philanthropy? This master class will present a case study of the largest cryptocurrency gift received by a public comprehensive university in the United States. In 2018, the San Francisco State University Foundation received a blended gift composed of cash and cryptocurrency of \$25 million to name the university's college of business. This session will highlight the vetting process and due diligence that the university foundation undertook to prepare for accepting this historic and transformative gift.

### Speakers:

- **Erik Dryburgh**, principal, Adler & Colvin
- **Bert Feuss**, senior vice president of investments, Silicon Valley Community Foundation
- **Robert J. Nava**, vice president of university advancement and executive director, California State University San Bernardino Philanthropic Foundation
- **Venesia Thompson-Ramsay**, interim vice president of university advancement, San Francisco State University

### RECOMMENDED READING

*What Board Members Need to Know about Cybersecurity*

Available at the AGB Experience in the Harbor Foyer



8:15 AM – 9:30 AM

## The Foundation Board's Role in Supporting Ethical Admissions Practices

*Location: Harbor F*

In light of the Varsity Blues scandal and extensive interest by the U.S. Department of Justice in college admissions policies and practices, university governance, foundations, faculty, and admissions officers face increasing risk in the conduct of university procedures that intersect with undergraduate admissions. This session will provide an overview of current legal actions and their potential impact on university admissions, encourage institutions and foundations to mitigate risk by clearly articulating bright-line policies for activities that intersect with the admissions process, and highlight current institutional practice to ensure that the interactions of foundations and admissions offices are on firm legal ground.

### Speakers:

- **David Hawkins**, executive director for education content and policy, National Association for College Admission Counseling
- **Tom Hyatt**, AGB senior fellow and general counsel; partner, Dentons

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**8:15 AM – 9:30 AM**

**The Six Ps of Endowment Stewardship**

*Location: Harbor A*

Six key words—purpose, policy, process, portfolio, people, and perspective—form a framework for effective endowment stewardship. This session will provide trustees, investment committee members, and senior leadership with a proven, best practice guide for building and maintaining an effective governance and investment model for “now and next.” In a facilitated and interactive conversation, panelists will share experiences and offer advice for implementing a governance model that maintains effectiveness moving forward.

**Moderator:**

- **Cathleen Rittreiser**, executive director, Commonfund Institute

**Panelists:**

- **Mary Jane Bobbyock**, managing director, nonprofit advisory team, SEI’s Institutional Group
- **William Trapp**, board of trustees vice president pro tempore, University of North Alabama



**9:45 AM – 10:45 AM**

**What Board Members Need to Know About Higher Education in America and How to Talk About It**

*Location: Harbor B*

To lead well, foundation boards need their members to understand the environment in which their institutions operate. In this session, participants will gain essential insights about the complex ecosystem in which their institutions compete, collaborate, and coexist. What are the big issues affecting various elements of American higher education? What are the sector-wide issues whose effects vary by type of institution? Discover new information, develop new insights, and become conversant on a practical level about the issues driving value for U.S. colleges and universities.

**Speakers:**

- **Tom Hyatt**, AGB senior fellow and general counsel; partner, Dentons
- **Andy Lounder**, AGB director of programs

**9:45 AM – 10:45 AM**

**Engaging the Next-Generation Leader and Donor**

*Location: Harbor C*

Want to engage more millennials? See what the Arizona State University (ASU) Foundation is doing to embrace the “differences” this new generation brings. Learn how we have launched an innovative approach to activating our alumni who are industry-leading disruptors and influencers and tap into their desire to have an impact. Join us and hear directly from members of our newly activated Next Generation Council on why they reengaged and how they are helping us change the way we think about advancement at ASU.

**Speakers:**

- **Mark Antonucci**, assistant vice president and chief of staff, Arizona State University Foundation
- **Justin Graham**, chair, ASU Next Generation Council
- **Amber Martinez**, member, ASU Next Generation Council

**9:45 AM – 10:45 AM**

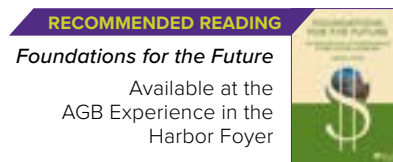
**Fundraising in the Subscription Economy Era: How Advancement Can (and Must!) Adapt**

*Location: Harbor D*

With the explosive growth of Netflix, Spotify, HelloFresh, and Dollar Shave Club, we’ve entered the era of the subscription economy. It’s changed the way customers interact with businesses and escalated donor expectations. This industry has grown 200 percent annually while at the same time, giving rates have dropped 33 percent and total giving declined in FY18. Advancement needs to adapt to reverse those trends and hit ever-escalating campaign goals. In this session we’ll cover how to incorporate the structure and strategies of these for-profit businesses and help advancement teams improve donor reactivation, midlevel prospect discovery, and frontline fundraising productivity.

**Speakers:**

- **Brent Grinna**, founder and chief executive officer, EverTrue
- **Mark Koenig**, assistant vice president for advancement services, analytics, and digital strategy, Oregon State University Foundation





9:45 AM – 10:45 AM

**ERM View on Investment Pools***Location: Harbor E*

While foundations are distinct from their respective institutions, knowledge of the institutions as the overarching enterprise, and considering enterprise-level risks in the management of the foundations' assets, leads to improved insight and alignment. Approaching risk management from an enterprise risk management (ERM) perspective helps universities better assess and quantify risk with a more complete view. As investment programs increasingly play a greater role to support operations, an ERM approach to managing assets is critical to ensuring alignment and enterprise goals. In this panel session a foundation executive and Aon experts will use a current case study as an example of how institutions are evaluating and addressing these risks from an investment-focused ERM perspective.

**Speakers:**

- **Heather Myers**, partner, nonprofit practice leader, Aon Investment Consulting
- **Mike Rask**, national practice leader for higher education, commercial risk and health solutions, Aon
- **Christine Devocelle**, senior vice president for financial & administrative operations and chief financial officer, University of Illinois Foundation

**RECOMMENDED READING**

*Risk Management,  
2nd Edition*

Forthcoming from  
AGB Press.



9:45 AM – 10:45 AM

**Advancing Inclusive Excellence: Aspirations and Strategies for Foundations***Location: Harbor F*

Our foundations can play critical roles in our institutions' efforts to become more inclusive and equitable. As stewards of philanthropic resources, a foundation board's attention to diversity, equity, and inclusion has the capacity to narrow achievement gaps and respond to the needs of today's students. How can our boards and advancement teams prioritize equity and inclusion? Are our board cultures and ways of working inclusive and welcoming to all members? By sharing experiences and strategies, this session generates dialogue about the role of equity and inclusion in foundations and encourages participants to identify actions they will take to prioritize inclusive excellence.

**Speakers:**

- **Abby Kelso**, associate vice president for advancement operations, The Evergreen State College
- **Korbett Mosesly**, board member, The Evergreen State College Foundation

- **Greg Mullins**, faculty representative on the board, The Evergreen State College Foundation; dean of library and media services, The Evergreen State College
- **Amanda Walker**, executive director; The Evergreen State College Foundation; vice president for advancement, The Evergreen State College

9:45 AM – 10:45 AM

**Risk Committee or Not? Why A Foundation Should Have A Risk Oversight Function***Location: Harbor A*

Proactive risk management in today's scrutinized higher education foundation world is nonnegotiable. Learn how a board risk committee can work in conjunction with institution and foundation leadership to understand potential risks and opportunities and put in place effective mitigation strategies to reduce unwanted liabilities and anticipate likely impact of decisions and actions. Gain insights into specific tools and approaches that can be effective to analyze and communicate key steps for proactive risk management. Also take away key lessons learned during the evolution a risk management strategy and the establishment of a foundation risk committee.

**Speakers:**

- **James Schmidt**, chancellor, University of Wisconsin-Eau Claire
- **Christine Smith**, risk committee chair and executive committee member, University of Wisconsin-Eau Claire Foundation



11:00 AM – 12:15 PM

## Aspiring to Perpetual Value: Managing, Growing, and Defending the Endowment

Location: Harbor G/H/I

Whether from the market, Congress, or student/faculty/donor stakeholders, perpetually endowed funds are being challenged. Beyond performance expectations, these challenges also include spend rates, administrative fees, asset allocation, demands for divestment, long-term versus short-term institutional needs, and an overall lack of understanding of the purpose and value in permanently restricted endowment funds. The question may be asked: Do endowments still matter at all? A provocative question, to be sure, especially when it comes from the beneficiaries of the funds. Hear from a panel of industry experts and institutional foundation leaders who are prepared to engage in debate, provide context, and offer their perspectives on how best to position the endowment as a source of perpetual value to the institution.

### Moderator:

- **William Jarvis**, managing director, Bank of America

### Panelists:

- **Ellen Ellison**, chief investment officer, the University of Illinois Foundation
- **Kate Murtagh**, managing director of sustainable investing and chief compliance officer, Harvard Management Company
- **Lori Redfearn**, vice president, California State University Foundation
- **Nathan Shetty**, head portfolio manager, multi-asset investment, Nuveen

12:30 PM – 1:30 PM

## Lunch

Location: Grand Ballroom A

1:30 PM – 2:15 PM

## Dessert Social

Location: Harbor Foyer

Join your colleagues at the AGB Experience! After the midday plenary and lunch, keep the ideas flowing and conversations bubbling over dessert and conversation-starters in a casual, interactive environment. The AGB Experience is a central hub of activity throughout the conference and the ideal meetup location for new connections. As you journey through the Experience, you'll discover the many benefits your membership affords you. You can test-drive digital member services, explore AGB publications, chat with a governance or search consultant, and much more!

2:30 PM – 3:45 PM

## Cutting through the Noise: Ways to Benchmark and Improve Endowment Performance

Location: Harbor B

What is the best way to benchmark the performance of an endowment? How should an endowment's performance be evaluated against its peers given differing goals and risk appetites? What are some ways to improve performance if returns don't look strong compared to NACUBO averages? This expert panel will answer these questions and more as participants recommend concrete methods for foundations to get a clear view of how their portfolio is performing relative to market benchmarks and peers. The panel will also explore investment and risk management best practices that can improve performance if it is lagging.

### Speakers:

- **Chris Bittman**, partner, chief investment officer, and chief executive officer, Agility / PWP
- **Carrie Callahan**, investment committee chair and executive committee vice chair, University of Central Florida
- **Bert Feuss**, senior vice president of investments, Silicon Valley Community Foundation
- **Amita Schultes**, managing director, Agility / PWP

### RECOMMENDED READING

#### *Endowment Management for Higher Education*

Available at the  
AGB Experience in the  
Harbor Foyer



2:30 PM – 3:45 PM

## Today's Enrollment Candidates = Tomorrow's Donors

Location: Harbor C

Foundations are playing a growing role in fueling enrollment. Whether it's explaining the impact that endowments have on tuition discounting, fueling donor support for underrepresented student populations, or growing the group of alumni advocates who recommend and encourage applicants, your advancement shop can have a huge impact. The increased pressure from institutional leadership to grow enrollment and increase donations go hand in hand.

Attend this session to learn new and innovative strategies for strategically linking enrollment, student success outcomes, and alumni relations; how to integrate and leverage the admissions data mine to impact advancement; and why new and next technologies will help maximize student, family, and donor engagement to impact institutional sustainability.

### Speakers:

- **Chris Bingley**, senior vice president, RNL
- **Rickey McCurry**, vice president of development and alumni engagement, Northern Arizona University Foundation

2:30 PM – 3:45 PM

## Advancement: The Five Defining Challenges of the Next Decade

Location: Harbor A

The pace of change in advancement is accelerating as we enter the 2020s. Returns at the top of the giving pyramid continue to grow, but so too have the opportunity costs of inefficiencies within our major and principal gift teams. At the same time, participation rates keep free-falling, and donor pipelines have started to dry up. Amid all this, institutional leaders are pushing advancement to achieve higher and higher fundraising goals, perhaps at the expense of sustainability and mission impact. This session will explore how these challenges are playing out in higher education and how the boldest, most innovative advancement teams today are getting in front of the growing threats they face by placing big bets on different in-kind strategies.

### Speakers:

- **Jeff Martin**, practice manager for advancement forum, EAB
- **Stephen Rosfeld**, vice president for development, University of Cincinnati Foundation
- **Liz Rothenberg**, managing director for strategic research, EAB
- **DeAnna Zink**, chief executive officer, University of North Dakota Foundation

2:30 PM – 3:45 PM

## Flipping Our Boardrooms: An Interactive Journey

Location: Harbor D

Restructuring board meetings and creating new practices to encourage deeper engagement is hard. Tim Huebsch, past president of the Minnesota State University Mankato Foundation Board, and Kent Stanley, executive director and vice president of university advancement, will share their board's transformation story that began after reading "Flipping the Boardroom" in a 2015 edition of *Trusteeship* magazine. We will share tips to get directors to invest in advanced preparation, ideas to spark dynamic discussions, outline what worked and didn't work, and what we wish we had known when the journey started. Attendees will join this interactive journey to discuss different options and approaches.

### Speakers:

- **Tim Huebsch**, board president, Minnesota State University Mankato Foundation
- **Kent Stanley**, executive director and vice president for university advancement, Minnesota State University Mankato Foundation





2:30 PM – 3:45 PM

## Real Estate Investing Trends

Location: Harbor E

Which cities around the world have the most favorable economic and demographic outlook? How should foundation leaders leverage real estate investment trends to capitalize on the latest outlook for city-specific trends? Learn about direct investment options leveraging these trends as well as impacts to other asset class trends that could be influenced by regional and geographic real estate trends.

### Moderator:

- **Dimitri Stathopoulos**, senior managing director and head of institutional sales, U.S. Advisory Services at Nuveen

### Panelists:

- **Jeff Mindlin**, chief investment officer, ASU Enterprise Partners
- **Melissa Reagen**, head of research, Americas, Nuveen

2:30 PM – 3:45 PM

## From Competition to Alliances: Collaborating for the Win-Win

Location: Harbor F

Join us for a panel discussion exploring the proposition that the future is about partnerships, alliances, and efficiencies with natural partners AND unnatural partners. What possibilities exist for working with peer institutions to outsource gift receipting to reduce costs, streamline processes, and improve operational efficiencies; consolidating multiple public university endowments into one large pool for reduced fees; aligning with similar institutions to contract with consulting firms for reduced rates as preferred vendors; orchestrating private support through IRFs to encourage coordination of academic program expansions with similar institutions; and collaborating between IRFs toward shared fundraising objectives?

### Moderator:

- **Lance Burchett**, chief executive officer, Kennesaw State University Foundation

### Panelists:

- **Steve Blair**, vice president for development, University of South Florida Foundation
- **Tom Mitchell**, vice president for advancement, University of Florida; executive vice president, University of Florida Foundation
- **Mike Morsberger**, vice president for advancement and chief executive officer, University of Central Florida Foundation
- **Danita Nias**, vice president for institutional advancement and chief executive officer, Florida Atlantic University Foundation

4:00 PM – 5:15 PM

## A Story of Hope, the Promise of Higher Education, and Why Foundations Matter

Location: Harbor G/H/I

University foundation trustee, businessman, philanthropist, and self-proclaimed ambassador of hope, Lameck Humble Lukanga has come a long way since he first arrived in the United States as a child refugee, his family having escaped famine and genocide in Uganda. But at least as remarkable as his journey from the slums of Masaka to the mansions of his Beverly Hills clientele is Humble's commitment to lifting up others. Join University of Illinois Foundation President Jim Moore for an intimate and revealing conversation during which you'll be inspired by Humble's story and informed by his unique experiential insights about the value of education and the important work of foundations.

### Interviewer:

- **Jim Moore**, president and chief executive officer, University of Illinois Foundation

### Speaker:

- **Lameck Humble Lukanga**, founder, Life Line Financial Group; trustee, University of New Mexico Foundation

5:30 PM – 6:30 PM

## Cocktail Reception

Location: Marina Courtyard

With thanks to **Agility** / PWP





## MEMBERSHIP

Learn about all the new value-added benefits AGB has added for 2020.

## AGB BOOKS/KNOWLEDGE CENTER

Visit the Knowledge Center, where you can browse the AGB library of publications or search easy-to-find and downloadable resources on fundamental and trending higher education governance topics.

## AGB ORIENTATION

Web-based training for foundation board members that covers the fundamentals of higher education governance, fiduciary responsibility, board responsibilities, and board composition and culture.

## AGB GOVERNANCE BRIEFINGS

A new member service from AGB! Multimedia, content specific, curated higher education insights help you understand what's at stake, know the questions to ask, and participate in the process. Topics include board leadership, institution- foundation partnerships, board effectiveness, and many more.

## AGB ONBOARD

View a demo of the preferred higher education digital portal that drives the power to prepare, organize, and run board meetings more efficiently.

## AGB CONSULTING

Confidential, customized engagements led by experienced foundation board members, presidents, and chief executives, designed to strengthen governance and increase institutional vitality. Ask about a complimentary governance needs review for your foundation!

## AGB SEARCH

Higher education executive and interim search and compensation evaluation from the leaders in the sector. Confer confidentially with an AGB search consultant.

## PARTNER RESOURCES

Check out the wide variety of resources and subject-matter experts available from our corporate partners.

*Stop by, grab a cup of coffee, a bag of popcorn and follow the path to good governance.*

# THE AGB EXPERIENCE

## WHAT

Join your colleagues at the AGB Experience! The AGB Experience is a central hub of activity throughout the conference and the ideal meetup location for new connections. As you journey through the Experience, you'll discover the many benefits your membership affords you. You can test-drive digital member services, explore AGB publications, chat with a governance or search consultant, and much more!

## WHEN AND WHERE

The AGB Experience will be open on **Sunday, January 26th from 9:00 AM to 7:00 PM, Monday, January 27th from 7:00 AM to 5:30 PM & Tuesday, January 28th from 7:00 AM to 1:00 PM.** The AGB Experience will be centrally located in Harbor Foyer on the second level.

# AGB

## TUESDAY, JANUARY 28

**7:00 AM – 1:00 PM**

### Registration

*Location: Harbor Foyer*

**7:00 AM – 1:00 PM**

### AGB Experience

*Location: Harbor Foyer*

**7:00 AM – 8:00 AM**

### Breakfast

*Location: Harbor Foyer*

*With thanks to* **AGB  
SEARCH**

**8:15 AM – 9:30 AM**

### The IRF/Institution Relationship: Foundations as Drivers of Innovation

*Location: Harbor A*

How can foundations not only respond to the forces impacting them, but lead in this era of ever greater expectations and needs of universities and colleges? The answer lies within the all-important relationship between the foundation and the institution it serves. A standout approach that has garnered national attention at the University of Iowa Center for Advancement is grounded in its culture. Ubiquitous in the mind-set of leadership is the understanding that the Center doesn't simply work with the university. Rather, it is intentional about working for the university. When a foundation consistently proves itself to be an essential partner to the institution, something significant emerges: trust, collaboration, and room to lead. This session will provide examples of foundation-driven initiatives that have delivered measurable results, real solutions, and innovative tools through a servant-leader



dynamic that harnesses entrepreneurship and the power of data. It will also answer the following: What does it mean to help advance your institution? How do you inspire teams to be innovative and think like a Fortune 500 company? How can you position your foundation as a valued thought leader and strategic partner? And how can you leverage trust to achieve your institution's greatest aspirations?

#### Speaker:

- **Tiffani Shaw**, executive vice president and chief operating officer, the University of Iowa Center for Advancement

**8:15 AM – 9:30 AM**

### Financial Regimes and Institutional Governance

*Location: Harbor B*

The investment regime—the economic, political, and social environment that in many ways determines what is possible for investors to achieve—can be a powerful influence on endowment results. How can your board or investment committee use internal and external resources to discern the current regime and optimize your investment performance over time? Join these experts in an interactive workshop focused on using this governance process as a tool for institutional success.

#### Speakers:

- **William Jarvis**, managing director, Bank of America
- **Keith Sauls**, former investment committee chair, College of Charleston Foundation
- **Michael Strauss**, managing director and senior institutional portfolio strategist, Bank of America

8:15 AM – 9:30 AM

### Shifting Trends in Business Models: How IRFs Are Adapting and Excelling at Funding Their Foundations

*Location: Harbor C*

It's an age-old question that has become more critical as state resources for education are being cut: How do we fund the important work of our institutionally related foundations? In this session we'll look at how foundations across the country fund their operations and how the funding mix is changing to reflect the current reality. We'll also hear from some foundation leaders who have recently shaken up their business models.

#### Speakers:

- **David Bass**, senior director of research, Council for the Advancement and Support of Education
- **Lisa Eslinger**, chief financial and administrative officer, Iowa State University Foundation

#### RECOMMENDED READING

*Understanding Foundation Finances*

Available at the  
AGB Experience in the  
Harbor Foyer



8:15 AM – 9:30 AM

### Board Assessment: Discover Hidden Opportunities While Improving Performance

*Location: Harbor D*

Learn about leadership aspirations of board members and new ideas to advance the mission of the foundation through a board assessment that unlocks hidden gems. 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.

#### Speakers:

- **Lynnette Heard**, AGB senior consultant; former executive director of foundation board relations and secretary of the board, University of Cincinnati Foundation
- **Merrill Schwartz**, AGB senior vice president for content strategy and development

#### RECOMMENDED READING

*Assessing Board Performance*

Available at the  
AGB Experience in the  
Harbor Foyer



8:15 AM – 9:30 AM

### Institutional Presidential Search: The Foundation's Role

*Location: Harbor E*

Today's university and college presidents have ever-increasing responsibility for fundraising, resource development, and asset stewardship, making the institution-foundation partnership even more important. This raises important questions: What is the role a foundation could and should play when its related institution undertakes a leadership search for a new president? How does the foundation ensure it has input into the search? What can the foundation do to help evaluate the candidates' experience and facilitate the transition? This session will generate dialogue about the role of the foundation in institutional leadership search, the importance of the relationship between the foundation board chair and the institution board chair, and other key considerations to ensure that the presidential search outcome is the best outcome for both the institution and the foundation.

#### Speakers:

- **Rod McDavis**, managing principal, AGB Search
- **Dennis Minichello**, board member, Ohio University Foundation
- **Kimberly Templeton**, principal, AGB Search

#### RECOMMENDED READING

*A Complete Guide to Presidential Search for Universities and Colleges*

Available at the AGB Experience in  
the Harbor Foyer



8:15 AM – 9:30 AM

### Federal Policy Update: What Is and Isn't in Store for 2020

*Location: Harbor F*

Given the likelihood of a tumultuous year in national politics—a deep partisan divide that has only intensified with the move to impeach the President and with what will surely be a contentious presidential campaign and election—the panel will candidly discuss federal policy affecting public colleges and universities and their institutionally related foundations. Despite the threat of political gridlock, session participants will learn about the outlook for several issues, including: federal higher education funding, reauthorization of the Higher Education Act, Deferred Action for Childhood Arrivals (DACA), immigration and international student enrollment, the scrutiny and reporting of gifts and contracts from foreign sources, and new tax incentives that could benefit students, institutions, and foundations. Participants will also gain a fuller understanding of the still-evolving implications of the 2017 Tax Cut and Jobs Act on charitable giving and private institution endowments.

#### Moderator:

- **Rich Novak**, AGB senior fellow



**Panelists:**

- **Steven Bloom**, director of government relations, American Council on Education
- **Brian Flahaven**, senior director for advocacy, Council for Advancement and Support of Education

**RECOMMENDED READING**

*Top Public Policy Issues for Higher Education, 2019–2020*

Available at the  
AGB Experience in the  
Harbor Foyer



**9:45 AM – 10:45 AM**

**Meet the President**

*Location: Harbor A*

Henry Stoever, AGB's new president and chief executive officer, joined AGB in July, bringing his vision for growth, engagement, and impact to members, staff, and the broader higher education community. This small group session offers an up-close and personal view into that vision. Bring your questions and thoughts to this information gathering, where open dialogue and a lively exchange of ideas is encouraged. Advance registration is required.

**Speaker:**

- **Henry Stoever**, AGB president and chief executive officer

**9:45 AM – 10:45 AM**

**Can Your Foundation Use More (Artificial) Intelligence?**

*Location: Harbor B*

With the growing demand for increasing resources, foundations of all shapes and sizes are now being asked to do more than ever. Gone are the “good old days” of worrying only about governance and fiduciary duties. Instead, we must now play a larger and more strategic role with the same resources. Artificial intelligence (AI) represents an opportunity to reimagine and position everything we do to support our Institutions. From the impact of AI-enabled software to help raise more money, to the way these tools challenge the status quo, find out why one foundation embraced this new technology, the outcomes achieved, and ways AI can impact your foundation and institution.

**Speakers:**

- **Jeff Kinard**, board chair, College of Charleston Foundation
- **Adam Martel**, cofounder and chief executive officer, Gravyty
- **Chris Tobin**, executive vice president of institutional advancement, College of Charleston; executive director, College of Charleston Foundation

**9:45 AM – 10:45 AM**

**Cybersecurity in a Brave New World**

*Location: Harbor C*

Although 21<sup>st</sup>-century technology, web-based transactions, and artificial intelligence offer incredible new opportunities in higher education advancement, these opportunities are countered by new areas of risk. Foundation Boards now include data/cyber risk as a critical area of risk assessment and evaluation. Imagine the reputational risk involved in a breach of donor and/or financial data. Or, the operational risk associated with the hijacking of files and programs. It's a scary new world where cybersecurity takes on greater importance. Join an expert panel of practitioners as they discuss threats, risks, and strategies to ensure your Foundation's cybersecurity plans are up to the challenges of today and in the future.

**Moderator:**

- **Tom Hyatt**, AGB senior fellow and general counsel; partner, Dentons

**Panelists:**

- **Caroline Krass**, senior vice president and general counsel, general insurance, and deputy general counsel, AIG
- **Greg Lohrentz**, chief operating officer and chief financial officer, Kansas State University Foundation





9:45 AM – 10:45 AM

**Beneficial Investing for Higher Education and Society***Location: Harbor D*

Leaders in higher education and stakeholders, including donors, faculty, and students, are increasingly focused on aligning endowment investments with the mission and core values of the institutions. In response, investment committees are being challenged to consider a broad array of factors, e.g., environmental, social, and governance issues that are material to reducing investment risks, providing opportunities for strong financial returns, and helping create a more just, inclusive, and sustainable economy. This session is designed to help foundation leaders understand the importance of mission-aligned investing, the advantages and the short-term challenges, the trends in higher education and how endowment managers are evaluating and implementing innovative investment solutions.

**Moderator:**

- **Tony Cortese**, cofounder and senior fellow, Intentional Endowment Network

**Panelists:**

- **Jodie Gunzberg**, managing director and chief investment strategist, Graystone Consulting
- **Emily Lawrence**, director of sustainable investing for the institutional client group, Northern Trust Asset Management
- **Jeremy Tennenbaum**, senior nonprofit strategist, Vanguard

9:45 AM – 10:45 AM

**OCIO: Optimizing Alignment Toward Achieving Desired Outcomes***Location: Harbor E*

Ensuring that the investment committee and the OCIO are in alignment is critical to advancing an institution's mission and strengthening its financial health. This means a mutual understanding of risk/return expectations, outcome benchmarking, and all points in between. Whether you have recently entered into an OCIO relationship or are in a long-tenured one, we will provide ideas for maximizing success in this important partnership. An investment committee chair and two OCIO industry veterans will provide tangible, straightforward recommendations that you can implement with your committee.

**Speakers:**

- **Alan Lenahan**, co-chief investment officer and head of OCIO, FEG Investment Advisors
- **Howard Lipman**, senior vice president of university advancement, Florida International University; and chief executive officer, Florida International University Foundation
- **Nicole Wellman Kraus**, managing director and global head of client development, Strategic Investment Group

**RECOMMENDED READING***The Investment Committee*

Available at the  
AGB Experience in the  
Harbor Foyer



9:45 AM – 10:45 AM

**A Framework for Successful Strategic Planning: Developing a Strategic Plan That Sticks!***Location: Harbor F*

Working with a board of 45 members and 8 committees, the Medical College of Virginia Foundation (MCV Foundation) created a three-year strategic plan in 2016. In this session presenters will cover how to focus on the foundation's vision for the future and build a plan based not only on stakeholder input but also grounded in data. Presenters will explain the process for establishing plan goals and strategies, creating committee work plans, benchmarking progress, and how to implement a continuous process after adoption to keep the board and staff engaged in goal achievement.

**Speakers:**

- **Margaret Ann Bollmeier**, president, Medical College of Virginia Foundation
- **Wyatt Beazley**, board chair, Medical College of Virginia Foundation
- **Ellen Spong**, board chair-elect and strategic planning task force chair, Medical College of Virginia Foundation

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9:45 AM – 10:45 AM

## The Transformative Power of #DisRUption

Location: Mission Beach A/B/C

Hear how the WVU Foundation transformed from a silo-based, reactive “old world” entity not achieving its holistic potential, to an organization that is nimble, forward-thinking, outcomes-oriented, laser-focused, and donor-centric. Participants will hear about the methodical, bold series of disruptive projects that brought about incredible success in three main areas: technology advancement, fundraising transformation, and culture change. You will be empowered to not just change your organization incrementally but be transformative. Watch out... your successful outcomes may be disruptive! The WVU Foundation has a story that will help you use disruption to your advantage!

### Speakers:

- **Mark Cottrill**, vice president of infrastructure and advancement solutions, West Virginia University Foundation
- **B.J. Davisson**, executive vice president and chief development officer, West Virginia University Foundation
- **Cynthia Roth**, president and chief executive officer, West Virginia University Foundation

11:00 AM – 12:15 PM

## Choosing College, Choosing Students: Innovating Our Way toward Serving Students Better

Location: Harbor G/H/I

As public colleges and universities face greater financial and demographic challenges in the years ahead, the need to innovate and find other sources of revenue will increase. In his talk, Michael Horn will explain where the demand for innovation comes from, the importance of creating student-centric experiences that motivate learners, and how that motivation informs their choices around attending and completing college. There is no overlooking the fact that innovation requires funding, and financial support will be needed to invest in innovative strategies and revenue-generation initiatives. Michael will discuss research from his groundbreaking book, *Choosing College*, on why students enroll in higher education and its implications for innovating and designing programs, as well as related thoughts on how foundations are essential to the effort.

### Speaker:

- **Michael Horn**, cofounder, Clayton Christensen Institute for Disruptive Innovation; author, *Choosing College*



# WORKSHOP

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# ***FUTURE*** PROOF

APRIL 5-7 | WASHINGTON, DC

## **2020 NATIONAL CONFERENCE ON TRUSTEESHIP**

Since 1921, AGB has convened experts and practitioners for a formal, national conference with one purpose: to enable governing boards to future proof colleges and universities. That mission has never been more important than it is today.

### **We are excited to share what's new this year.**

The 2020 National Conference on Trusteeship spans April 5-7. During that time registrants will have the opportunity to attend a variety of educational sessions.

#### **FRESH PROGRAMMING:**

Join higher education thought leaders, policymakers, and innovators in a lively forum designed to help institutional leaders navigate challenging times and strengthen their institution.

#### **NEW SESSIONS:**

Meet AGB's new President & CEO, Henry Stoeber, and hear from new speakers whose professional perspectives on higher education and the work of boards are unique.

#### **MORE NETWORKING OPPORTUNITIES:**

Special sessions, an opening reception, an orientation, and tabletop conversations are just some of the myriad opportunities in this year's program.

#### **COMPLIMENTARY SATURDAY AND SUNDAY WORKSHOPS:**

Three hours in duration, each workshop drills down on complex topics and delivers practical, actionable insights.

[agb.org/FutureProof2020](https://agb.org/FutureProof2020)

For questions or assistance, please contact [registrar@agb.org](mailto:registrar@agb.org).

Join us April 5-7 at Gaylord National Resort & Convention Center in Washington, D.C.

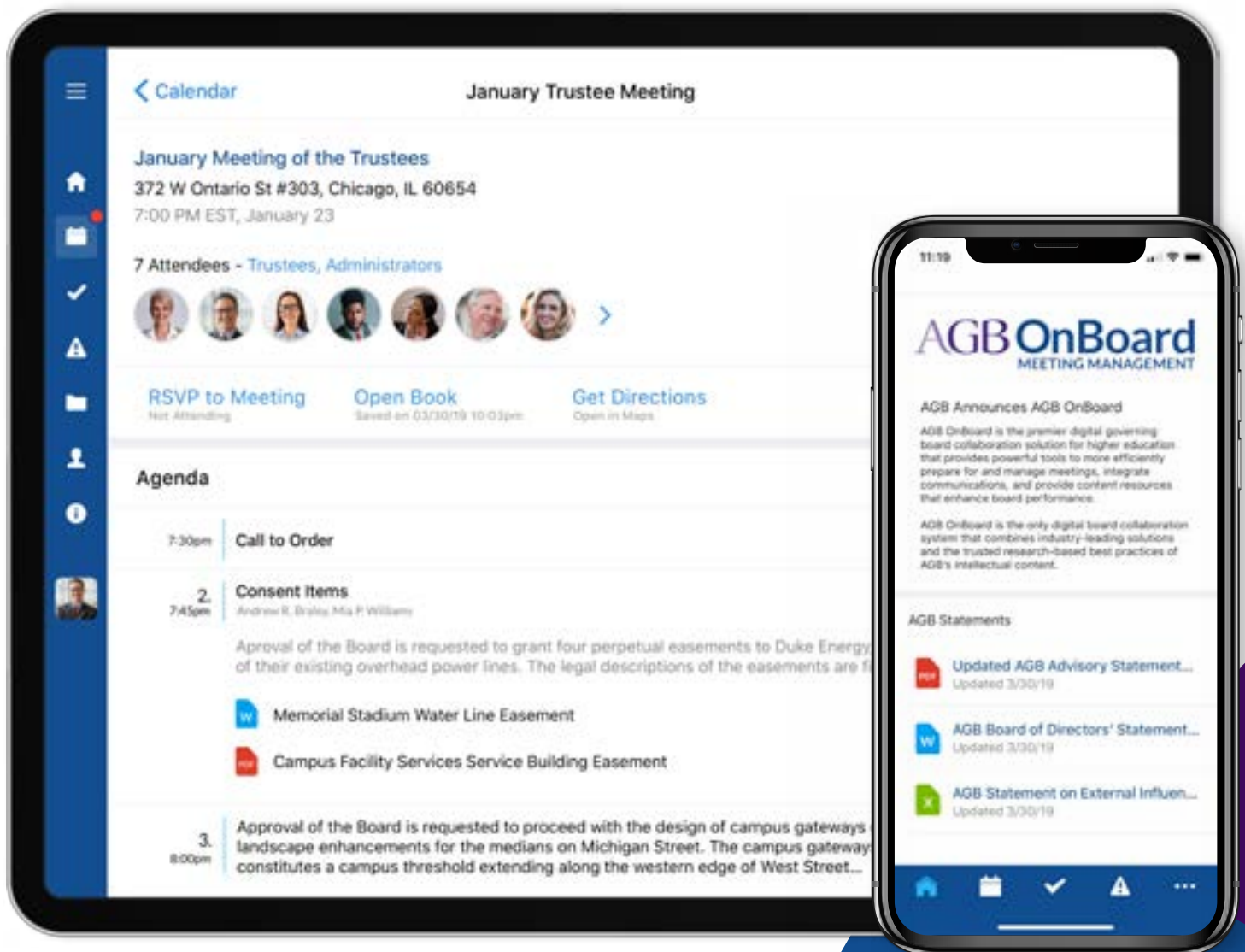
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# SCHEDULE AT A GLANCE

**JANUARY 26–28, 2020**

Manchester Grand Hyatt  
San Diego, California

## SATURDAY, JANUARY 25

3:00 PM – 6:00 PM *Palm Foyer* Registration

## SUNDAY, JANUARY 26

8:00 AM – 7:00 PM *Harbor Foyer* Registration

9:00 AM – 7:00 PM *Harbor Foyer* AGB Experience

11:30 AM – 12:30 PM *Harbor A* Meet the President

11:30 AM – 12:45 PM *Harbor C* Forum Jump-Start: Program Overview and Networking for Newcomers

1:00 PM – 4:00 PM *Harbor D/E* Successfully Leading Foundation Boards and Committees

1:00 PM – 2:30 PM *Harbor A* Accelerate Your Effectiveness as a New Foundation Executive

2:45 PM – 4:30 PM *See detail, page 6* Peer Group Roundtables for CEOs and Executive or C-Suite Staff

5:00 PM – 5:15 PM *Harbor G/H/I* Welcome

5:15 PM – 6:30 PM *Harbor G/H/I* Inside the Amazon HQ2 Decision: A Foundation Story

6:45 PM – 8:00 PM *Main Pool, 4th Floor* Opening Reception

## MONDAY, JANUARY 27

7:00 AM – 5:30 PM *Harbor Foyer* Registration

7:00 AM – 5:30 PM *Harbor Foyer* AGB Experience

7:00 AM – 8:00 AM *Harbor Foyer* Breakfast

8:15 AM – 9:30 AM

*Harbor A*

*Harbor B*

*Harbor C*

*Harbor D*

*Harbor E*

*Harbor F*

### Master Classes I

- The Six P's of Endowment Stewardship
- Partners in One Mission: Foundation and Alumni Association Mergers and Integrations
- Incorporating Institutional Values into the Endowment Portfolio
- Harnessing Board Member Engagement for Greatest Impact
- Do We Take Bitcoin? Cryptocurrency and Philanthropy: A Case Study
- The Foundation Board's Role in Supporting Ethical Admission Practices

9:45 AM – 10:45 AM

*Harbor A*

*Harbor B*

*Harbor C*

*Harbor D*

*Harbor E*

*Harbor F*

### Spotlight on Issues

- Risk Committee or Not? Why A Foundation Should Have A Risk Oversight Function
- What Board Members Need to Know about Higher Education in America and How to Talk About It
- Engaging the Next-Generation Leader and Donor
- Fundraising in the Subscription Economy Era: How Advancement Can (and Must!) Adapt
- ERM View on Investment Pools
- Advancing Inclusive Excellence: Aspirations and Strategies for Foundations



**For a map of Session and other event-related locations, please refer to the floor plan on the inside front cover of this program.**

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.

## MONDAY, JANUARY 27, CONTINUED

11:00 AM – 12:15 PM	Harbor G/H/I	Aspiring to Perpetual Value: Managing, Growing, and Defending the Endowment
12:30 PM – 1:30 PM	Grand Ballroom A	Lunch
1:30 PM – 2:15 PM	Harbor Foyer	Dessert Social
2:30 PM – 3:45 PM		<b>Master Classes II</b>
	Harbor A	• Advancement: The Five Defining Challenges of the Next Decade
	Harbor B	• Cutting through the Noise: Ways to Benchmark and Improve Endowment Performance
	Harbor C	• Today's Enrollment Candidates = Tomorrow's Donors
	Harbor D	• Flipping Our Boardrooms: An Interactive Journey
	Harbor E	• Real Estate Investing Trends
	Harbor F	• From Competition to Alliances: Collaborating for the Win-Win
4:00 PM – 5:15 PM	Harbor G/H/I	A Story of Hope, the Promise of Higher Education, and Why Foundations Matter
5:30 PM – 6:30 PM	Marina Courtyard	Cocktail Reception

## TUESDAY, JANUARY 28

7:00 AM – 1:00 PM	Harbor Foyer	Registration
7:00 AM – 1:00 PM	Harbor Foyer	AGB Experience
7:00 AM – 8:00 AM	Harbor Foyer	Breakfast
8:15 AM – 9:30 AM		<b>Master Classes III</b>
	Harbor A	• The IRF/Institution Relationship: Foundations as Drivers of Innovation
	Harbor B	• Financial Regimes and Institutional Governance
	Harbor C	• Shifting Trends in Business Models: How IRFs are Adapting and Excelling at Funding Their Foundations
	Harbor D	• Board Assessment: Discover Hidden Opportunities While Improving Performance
	Harbor E	• Institutional Presidential Search: The Foundation's Role
	Harbor F	• Federal Policy Update: What Is and Isn't in Store for 2020
9:45 AM – 10:45 AM		<b>Sharing Forums</b>
	Harbor A	• Meet the President
	Harbor B	• Can Your Foundation Use More (Artificial) Intelligence?
	Harbor C	• Cybersecurity in a Brave New World
	Harbor D	• Beneficial Investing for Higher Education and Society
	Harbor E	• OCIO: Optimizing Alignment Toward Achieving Desired Outcomes
	Harbor F	• A Framework for Successful Strategic Planning: Developing a Strategic Plan that Sticks!
	Mission Beach A/B/C	• The Transformative Power of #DisrUPtion
11:00 AM – 12:15 PM	Harbor G/H/I	Choosing College, Choosing Students: Innovating Our Way toward Serving Students Better

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Through this research we developed a comprehensive array of services that are designed to take your institution to the next level, including professional development, culture change, strategic events, individual coaching, strategic partnerships, and faculty and academic leader engagement.

## ARRAY OF SERVICES

- Needs Analysis
- Strategic Event Support
- Cultural Preparation
- Customized Curriculum
- Clinician Engagement
- Professional Development
- e-Learning
- Individual Coaching
- Orientation Tools
- Strategic Partnerships
- Public Workshops
- Storytelling
- Video Capture
- Digital Communication Strategies

## FACULTY ENGAGEMENT CONTENT SHOWCASE

To increase knowledge of philanthropy among faculty and academic leaders, Advancement Resources develops customized multi-year engagement strategies to accomplish your institutions' philanthropic goals.

This unique program is designed to engage with faculty and academic leaders and provide them the tools to recognize and effectively perform their roles in development. Faculty and academic leaders are a critical link to engaging with potential donors and sharing their stories. Utilizing the research and training from Advancement Resources, participants leverage their meaningful experiences to connect with donors' passions.

Our array of services are designed to raise the culture of philanthropy at your institution and among your teams.



## CONTACT

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### Advancement Resources

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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.

Members of our consulting team bring decades of experience as higher education leaders and executive search professionals to the firm. We not only understand the demands of leadership, but also are deeply invested in supporting the next generation of leaders.

Using our extensive networks, diverse perspectives, and depth and breadth 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 to our client's needs, providing the right assistance at the right time as you cultivate, evaluate, select, and transition successful leaders. AGB member institutions receive a reduction on full search fees.

### INTERIM SEARCH

There are times when the right choice is an interim appointment. AGB Interim Search offers a selective pool of qualified candidates—recent retirees and accomplished late-career executives—for cabinet-level positions, from president to dean. Institutions that engage the firm for a full follow-on search receive cost consideration on full search fees.

### COMPENSATION EVALUATION SERVICE (CES)

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.

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.

# AGB SEARCH

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---

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## AGILITY

- \$9.7 billion assets under management
- 35 clients, comprised primarily of Foundations & Endowments
- 47-person 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, Colorado

## ABOUT AGILITY

Agility has provided Outsourced CIO services to a select group of endowments, foundations, and family offices since our inception in 2007. Our business model is built around a singular focus: helping our clients reach their goals. We partner with a limited number of clients to develop and execute customized investment solutions. Our team provides the dedicated resources, expertise, and daily oversight that prudent management of long-term assets demands—we strive to make each client feel as if it has its own in-house investment team.

## OUR APPROACH

Our primary objective is to generate attractive risk-adjusted returns across market environments. Our approach to investing is characterized by a long-term, broadly diversified, multi-asset class investment methodology that seeks to help fiduciaries manage their significant obligations. This methodology has been employed by some of the largest U.S. universities to achieve attractive risk-adjusted returns.

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, providing daily oversight, and employing rigorous investment and risk management practices. 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 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, and Baylor University.

*As of 10/1/19. The Outsourced CIO of the Year Award (the "Award") is not indicative of Perella Weinberg Partners Agility's future performance, nor is it representative of any one client's experience with Agility. Foundation & Endowment Intelligence, published by Institutional Investor, covers non-profit investment opportunities and the non-profit sector. Perella Weinberg Partners has no affiliation with Institutional Investor magazine, Foundation & Endowment Intelligence, nor any persons who make nominations, vote on nominees or select the winner of the Award. Institutional Investor magazine does not identify any person, including hedge fund managers, who nominate or vote for nominees of the Award. Accordingly, Perella Weinberg Partners has not been made aware that any hedge fund manager to which it has or may allocate assets participates in the process for selecting nominees for the Award, including whether any such managers voted for Perella Weinberg Partners. Perella Weinberg Partners did not pay any fees to be considered for the award. For additional information, please visit [hedgefundindustryawards.com/#awardsmethodology](http://hedgefundindustryawards.com/#awardsmethodology).*

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## ABOUT AIG

American International Group, Inc. (AIG) is a leading global insurance organization. Building on 100 years of experience, today AIG member companies provide a wide range of property casualty insurance, life insurance, retirement solutions, and other financial services to customers in more than 80 countries and jurisdictions. These diverse offerings include products and services that help businesses and individuals protect their assets, manage risks and provide for retirement security.

## GENERAL INSURANCE

General Insurance is a leading provider of insurance products and services for commercial and personal insurance customers. It includes one of the world's most far-reaching property casualty networks. General Insurance offers a broad range of products to customers through a diversified, multichannel distribution network. Customers value General Insurance's strong capital position, extensive risk management and claims experience and its ability to be a market leader in critical lines of the insurance business.

## LIFE AND RETIREMENT

Life and Retirement is a unique franchise that brings together a broad portfolio of life insurance, retirement and institutional products offered through an extensive, multichannel distribution network. It holds longstanding, leading market positions in many of the markets it serves in the U.S. With its strong capital position, customer-focused service, breadth of product expertise and deep distribution relationships across multiple channels, Life and Retirement is well positioned to serve growing market needs.



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## OUR MISSION

We are driven to empower clients, colleagues and communities around the world. For more than 40 years, we have supported the missions of endowments, foundations, and other non-profit organizations and will continue to evolve our solutions to better meet the needs of our clients.

## WHAT WE DO

We are a leading global professional services firm providing a broad range of investment advisory, management, risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by delivering expert insights that reduce volatility and improve performance.

## OUR CORE CAPABILITIES

**Deep Non-Profit Experience** - Having worked with non-profits including higher education foundations and endowments since our founding, we have developed an appreciation of their specific needs, circumstances, the environments within which they operate, and the challenges they face.

**Flexible Advisory & Investment Solutions** - Aon is one of the leading providers\* of investment advisory and OCIO management solutions for institutional investors including endowments, foundations, healthcare organizations, defined benefit and defined contribution plans.

**Enterprise Risk Management** - Our approach to risk management recognizes the challenges you face on multiple fronts and increasing complexities that surround your mission. Assessing and quantifying risks must include a holistic view of the enterprise, the policies and the implementation strategy.

**Governance Diagnostics** - Effective governance is paramount to mission success and requires expertise in planning, designing, implementing, and administering comprehensive solutions. We understand the need for fiduciary accountability, transparency, and engagement of key stakeholders to define the strategy priorities to support the mission.

## OUR STORY

Higher Education institutions are facing a volatile business and regulatory environment with economic, demographic and geopolitical trends creating new challenges and opportunities. It's our role to help lead clients to improve their performance with careful attention to risk in an increasingly uncertain and complex world

## OUR SOLUTIONS

Aon provides a broad spectrum of services for the level of engagement that's right for you—from investment advisory and OCIO solutions for your investment needs, to comprehensive risk and governance diagnostics tools. While accessing global expertise, our customized approach is nuanced to your unique profile, desired governance structure, financial objectives and operating environment. We understand and prioritize good governance practices within the Aon Client Promise framework incorporating partnership, expertise, innovation, excellence and results.

*\*(Pension & Investments (P&I), 2019 Investment Outsourcing Managers Survey)*

*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.*



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### Aon

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# Bank of America



Bank of America has been a leading investment advisor to endowments and foundations for over 160 years. With more than \$29.5 billion under management for nonprofit institutions,<sup>1</sup> our dedicated team of over 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 fundraising activities, including board evaluation, capital campaigns, planned giving and donor stewardship
- Administrative resources such as subfund accounting services, aggregated reporting, grantmaking support and custodial services that can lighten the administrative burden on your finance team
- Expertise in evaluating, managing and disposing of nonfinancial assets such as real estate, farmland and timberland, works of art, and oil and gas royalties that may come to you through investment or gift

Please visit [privatebank.bankofamerica.com/nonprofits](https://privatebank.bankofamerica.com/nonprofits) to learn more about how we can help your institution.

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<sup>1</sup>As of September 30, 2019, GWIM had approximately \$29.5 billion in client assets for institutional nonprofit clients. Client assets consist of the following assets of nonprofit clients held in their GWIM accounts: assets under management (AUM) of GWIM entities, client brokerage assets, assets in custody of GWIM entities, deposits of GWIM clients held at Bank of America, N.A., and affiliated banks, and assets in custody included in AUM.

Institutional Investments & Philanthropic Solutions ("II&PS") is part of Bank of America Private Bank, a division of Bank of America, N.A., Member FDIC and a wholly owned subsidiary of Bank of America Corporation ("BofA Corp."). Trust and fiduciary services and other banking products are provided by wholly owned banking affiliates of BofA Corp., including Bank of America, N.A. Brokerage services may be performed by wholly owned brokerage affiliates of BofA Corp., including Merrill Lynch, Pierce, Fenner & Smith Incorporated ("MLPF&S").

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Investment products:

Are Not FDIC Insured; Are Not Bank Guaranteed; May Lose Value

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# Breckinridge



## BRECKINRIDGE CAPITAL ADVISORS IS FOCUSED ON THE LONG TERM

Most of us are long-term investors, but we tend to evaluate our investment results in the short term. Short-term concerns sometimes overwhelm rational, long-term thinking. We believe that a source of reliable income and capital preservation can help investors to better cope with volatility and persevere in times of distress. Simply put, our goal is to help investors remain focused over the long term.

## ABOUT BRECKINRIDGE

Breckinridge Capital Advisors is a Boston-based, independently owned investment advisor with \$40 billion in assets under management as of September 30, 2019. Specializing in investment grade fixed income, we manage customized portfolios across a variety of strategies for institutional and high net worth investors. We are a Benefit Corporation and a B Corp. Sustainability is tightly woven within the fabric of our organization. These commitments keep us properly focused on our clients, employees, communities and other stakeholders.

## ESG INTEGRATION

Our long-term focus drives our forward-looking research, continuously striving to discover and prioritize those risks and opportunities that will matter most over time. We were an early adopter of environmental, social and governance (ESG) analysis in fixed income investing.

We believe that issuers with stronger ESG scores relative to their peers may 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, in our view, because it examines policies and practices that are potentially more beneficial to long-term results than to short-term profit.

As the momentum for ESG investing continues to build, we are committed to our work in sustainability now and for the long term.

## INVESTING IN TECHNOLOGY FOR CUSTOMIZED BOND PORTFOLIOS

We believe that investment grade fixed income investors are better served by owning bonds directly. Our commitment to our clients' success pushes us to innovate technologically. Our internal software engineers have built integrated systems that allow us to accommodate a wide range of customizations while keeping portfolios aligned with investment strategy. We can customize portfolios by benchmark, duration target, credit quality, sector weightings, tax status, state specification and values-based screens.

To learn more, call Tim Coffin at 617.443.1120 or visit our website: [breckinridge.com](http://breckinridge.com)



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# Commonfund

commonfund

Commonfund was founded in 1971 as an independent asset management firm focused on not-for-profit institutions. With \$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 U.S. registered investment adviser, Commonfund Asset Management Company, Inc., we offer not-for-profit institutions 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, taking into account cash flow patterns, risk management and liability considerations. 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 investing 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.

## CONTACT

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### Commonfund

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*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](http://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.*

## 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, institutionally-related foundations, 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 10,000 lawyers in more than 181 locations spanning 73 countries.

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# Deutsche Bank

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.



Deutsche Bank

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## 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 1,500+ 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

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.



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## EAB

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# Ellucian



Ellucian is the market leader charting the digital future of higher education with a portfolio of cloud-ready technology solutions and services. From student recruitment to workforce analytics; from fundraising strategies to alumni engagement; Ellucian's comprehensive suite of data-rich tools gives colleges and universities the information they need to lead with confidence.

Working with a community of more than 2,700 customers in over 50 countries, Ellucian keeps innovating as higher education keeps evolving. Drawing on its comprehensive higher education business acumen and suite of services, Ellucian guides its customers through manageable, sustainable digital transformation—so that every type of institution and student can thrive in today's fast-changing landscape.

## ACHIEVING INSTITUTIONAL GOALS WITH ELLUCIAN CRM ADVANCE

Build and grow a strong culture of philanthropy at your institution with Ellucian CRM Advance, a robust cloud-based solution that lets you track and manage donors throughout the lifecycle. By incorporating data-backed insights into your advancement strategies, you can enhance your fundraising efforts to reach institutional goals while cultivating and maintaining stronger relationships with your constituencies.

With CRM Advance, you can:

- **Gain staff efficiencies:** Automate outreach, effective workflows, unified-views, and faster, more intuitive data entry to better focus time on high impact activities
- **Cultivate more meaningful donor relationships:** Tailor donor activities to identify and target new givers and establish automated, more personalized engagement plans
- **Increase fundraising outcomes and campaign returns:** Review campaign activity through flexible and configurable search, reporting, and data sharing capabilities
- **Provide real-time insight and reporting:** See holistic views of donor interactions and workflows, enhancing staff accountability and performance
- **Easily adapt and scale:** Integrate with a wide range of technology solutions, allowing you to stay agile as your institutional and constituent needs grow and evolve

Visit us at [ellucian.com/crm-advance](https://ellucian.com/crm-advance) to learn how we can help your institution improve constituent engagement, campaign performance, and fundraising outcomes.



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## EVERTRUE - THE #1 ADVANCEMENT SOFTWARE

EverTrue's software, powered by exclusive TrueView insights, gives fundraising teams a comprehensive view of every donor by connecting their data to a hub of social and demographic information sources. Today more than half of the top 100 colleges use EverTrue's modern, mobile-first platform to engage alumni, fundraise, discover prospects, manage gift officer portfolios, and coordinate volunteer programs. EverTrue is headquartered in Boston, MA and is backed by University Ventures and Bain Capital Ventures. Visit EverTrue at [evertrue.com](http://evertrue.com).

## CUSTOMER TESTIMONIALS

"When I think about EverTrue, the word that comes to mind is innovation. It's pushing us forward. It's an outside perspective that can allow us to dream in a different way and look at our work with a different lens."

—John Morris  
SVP of Development  
Kansas State University Foundation

"As an industry, we need to look creatively at what we're trying to accomplish and find new ways to get there. We were on a paved road, but now we've made a right turn and we're on a dirt road. It's unpaved, uncharted, but at least we have a Jeep. In many ways, the Jeep has been EverTrue."

—Josh Newton  
SVP for Advancement and Alumni Engagement  
Emory University

"We needed to provide mobile intelligence for our frontline. EverTrue brings actionable information to our fundraisers in a user-friendly way. We see Evertrue as a dependable partner for future fundraising aspirations at UVA."

—Julie Featherstone  
Associate Vice President for Advancement Operations  
University of Virginia

"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  
Former SVP for Development and Alumni Relations  
Boston University

## CONTACT

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# FEG Investment Advisors



Dedicated to the belief that investment programs, managed in-house or fully outsourced, can provide greater outcomes for their institutions when they have trusted partners that consistently focus on providing meaningful investment opportunities.

FEG provides investment advisory and OCIO services that are aimed at creating better outcomes for our clients. Proactive in our approach, we seek out new ideas, opportunities, and look to innovate within the client experience and portfolio. The anchor of our service is trust - earned from our clients as a dedicated and valued partner.

This approach is beneficial and important for the clarity it provides—helping us to focus with greater precision and intention on serving higher education clients, investing for their futures, and whether our efforts are positively changing their outcomes.

## CLIENTS

We want to work with good clients, clients that are working towards a greater good. That's why we have always partnered with institutions and foundations in higher education. Accomplishing their mission is critical for the success of future generations around the world. As volunteers or leaders within the institutions you serve, our goal is to provide a valued client service experience and the resources you need, advice or investment return, to continue the mission of higher education.

## SERVICES

Consulting – FEG has partnered with institutional clients to develop robust investment programs for over 30 years. As advisors, we lead and support client decision making with our insight, resources, and skill for advancing intergenerational investment programs.

FEG OCIO – As a committed partner, we serve as a seamless extension of internal resources, and focus on generating greater outcomes. Each institution we serve is led by a dedicated team that creates and manages a customized investment program that is constructed to advance the mission of each individual institution.

## LEARN MORE

If you have made it this far or have gone through each vendor description in this program, you are probably one of the good clients that we would like as a partner. Send us an email, give us a call, we would be happy to share more about the work we do with our 55+ higher education clients.

## ABOUT US

FEG has more than 120 employees,<sup>1</sup> headquartered in Cincinnati with locations in Dallas and Indianapolis.

## CONTACT

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<sup>1</sup>As of September 30, 2019. 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



# Global Endowment Management



GLOBAL  
ENDOWMENT  
MANAGEMENT

Founded in 2007 and based in Charlotte, North Carolina, Global Endowment Management (GEM) is a leading independent outsourced investment office, providing institutional investment capability and access to investment managers worldwide on behalf of our mission-driven clients. Our clients are diverse in mission, and include respected universities and schools, renowned research institutions, charitable foundations, and nonpartisan policy organizations. Our team serves as the investment staff for our clients, supporting their missions and programs through:

- Leading Endowment Experience – we serve as fiduciary to your institution, and seek to produce returns competitive with top tier university endowments.
- Access to Best-In-Class Managers – we have purpose-built our investment team to identify and access differentiated, capacity constrained managers, which has been the hallmark of successful endowment investing.
- Integrated Support – we serve as a partner, collaborating actively with trustees, committees, finance and advancement staff, and other stakeholders to customize all aspects of each client relationship.

## OUR PHILOSOPHY

Our investment philosophy reflects the long-term horizons of our clients. We invest with the goal of generating real returns that balance our clients' desire to provide current and future institutional support. To achieve this, we carefully manage risk and deploy capital prudently in the most compelling opportunities across asset classes. Our focused and experienced investment team brings to bear resources, access and time-tested endowment management skills to successfully implement our philosophy.

## YOUR INVESTMENT PROGRAM

Implementing a successful investment program begins with a holistic review of your institution's strategic objectives, financial condition, and risk tolerances. We seek to understand the endowment's role in meeting your objectives, collaborate with your investment committee and key stakeholders, and tailor policy guidelines to codify the appropriate risk posture for your portfolio. We implement in a way that provides access to our full manager roster and the benefits of scale to all investors.

## IMPACTING INVESTING AT GEM

One increasingly important dimension of portfolio customization is values integration. We believe that you can invest for the financial health of your institution without sacrificing the well-being of our planet and our communities. We integrate industry-leading impact measurement with our manager sourcing and selection process across asset classes, impact themes, and geographies to customize allocations that meet their objectives.

## CONTACT

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# Gravyty



Gravyty is the first and leading provider of fundraiser enablement software. Powered by artificial intelligence (AI) and machine learning, Gravyty transforms the way colleges, universities, and foundations are able to fundraise.

By using AI to automate the most time-consuming processes advancement institutions, Gravyty's tools empower fundraisers to build lasting donor relationships faster and more efficiently than ever thought possible before.

Meet the Gravyty's fundraiser enablement suite of tools, powered by artificial intelligence:

## GRAVITY FIRST DRAFT

*Gravyty's flagship AI tool and the true embodiment of fundraiser enablement.*

First Draft prompts action for frontline fundraisers by recommending which prospects and donors to reach out to. The technology also uses AI to self-write a personalized message for fundraisers to edit and send and uses Machine Learning to capture the fundraiser's writing style and edits over time.

## GRAVITY CONNECT

*Expand a culture of philanthropy across your organization.*

Gravyty Connect is optimized for non-traditional fundraising leaders like deans, board members, and more – allowing them to build deeper relationships with donors.

## GRAVITY GO!

*Data science at its best – AI that helps fundraisers plan more efficient and effective travel.*

Gravyty GO! helps organizations book more meetings with prospects and donors by examining geographical clusters and prescribing fundraiser travel to areas that are most worth their time.

## GRAVITY STEWARDSHIP

*Enrich donor relationships, proactively.*

Gravyty Stewardship lets frontline fundraisers know when an organization receives a gift and drafts personalized outreach so fundraisers can express their gratitude in a timely and meaningful manner.

## GRAVITY GUIDE

*A fundraiser's weekly priorities delivered first thing on Monday morning.*

Gravyty Guide highlights a fundraiser's top prospects, donors who need stewarding, follow-up reminders, and even donors within their portfolio who have upcoming birthdays so they can conquer the week.

To see what our customers and leaders in the advancement field are saying about Gravyty, go to: [gravyty.com/resources](https://gravyty.com/resources).



## CONTACT

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### Gravyty

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[gravyty.com](https://gravyty.com)

# Graystone Consulting

Graystone Consulting, a business of Morgan Stanley that advises over \$6.5 billion in higher education assets where we currently have relationships with over 130 higher education institutions, is proud to be a sponsor of the 2020 Foundation Leadership Forum.

At Graystone Consulting, our priority is to understand and respond to your specific needs and we take a strategist approach, helping you drive outcomes, not just seek performance.

For over 40 years, we have been serving the specialized needs of educational institutions and our work includes public and private universities, foundations and endowments, college preparatory, research institutes and theological seminaries. Our consulting professionals understand the challenges many colleges and universities face in balancing return objectives with spending and liquidity needs. Our exposure to a diverse range of clients informs our guidance, enabling us to bring fresh, strategic ideas that challenge conventional solutions.

## THE STRENGTH OF MORGAN STANLEY

We are able to leverage Morgan Stanley's unique perspective as a leader in the capital markets and draw upon our deep understanding of the investment needs of the landscape for educational institutions, to surround clients with comprehensive advice that seeks to deliver the type of results that are needed in this more challenging environment for higher education. Across the board, we see our clients looking more closely at how they are viewed in terms of their sustainability efforts and impact on the environment.

We are leaders in the impact investing arena and are recognized for our impact investing platform. This unique insight – coupled with the deep resources of a global financial powerhouse – is delivered through a dedicated team of local investment professionals, who focus on working with educational institutions like yours.

## WHAT SETS US APART

With boots on the ground, we bring a personalized approach that can help drive more returns to the bottom line. Our ability to extend our role beyond investment consulting, to provide implementation and ongoing management, sets us apart from traditional consulting-only firms.

# Graystone Consulting<sup>SM</sup>

A business of Morgan Stanley



## CONTACT

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**A business of Morgan Stanley**  
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morganstanley.com/graystone

# Mason Investment Advisory Services



**MASON**  
INVESTMENT ADVISORY  
SERVICES, INC.  
Institutional Investment Consulting

Mason Investment Advisory Services provides investment consulting services to higher education organizations and other nonprofits nationwide. Mason's institutional investment consulting service includes both discretionary Outsourced Chief Investment Officer Services (OCIO) and non-discretionary consulting. Mason provides: investment policy creation or revision, asset allocation design, investment manager searches, performance reporting, data aggregation, committee education and donor development. Mason was recently listed in Barron's as both a "Top 50" independent registered investment advisor and a "Top 20" institutional investment consultant. Mason was also listed in Forbes as the 11th fastest growing registered investment advisor in the U.S. for the ten years between 2006 and 2016.

## EDUCATIONAL INSTITUTIONS

In today's investment consulting environment, specifically in education, the role of a chief investment officer is often outsourced to a third-party advisor like Mason. Mason provides investment consulting services to educational institutions in higher education and for independent schools. With an Outsourced Chief Investment Officer, or OCIO, a foundation or endowment can leverage the skill and expertise of an on-call investment office without the administrative burden and expense of on-site staff. For organizations that prefer to maintain the final decision-making authority on manager selection and portfolio rebalancing, Mason offers a traditional or non-discretionary service model.

## THOUGHTS ABOUT HEDGE FUNDS, PRIVATE EQUITY AND ENDOWMENT PORTFOLIOS

Are hedge funds and private equity necessary for your portfolio? At Mason, we believe the answer is no. Why? Based upon data from academic studies and other research and based upon the performance of foundations and endowments, Mason found that endowment portfolios that included hedge funds and private equity investments did not necessarily outperform portfolios without these investments. In addition, in some cases, endowment portfolios with hedge fund and private equity allocations actually underperformed portfolios without these investments.

However, with all of this data that seems to contradict the typical investment consultant's recommendations, we rarely saw this other side of the story presented at any endowment conferences. We thought that the other side of this story needed to be told in a conference setting and beyond. We decided to develop a presentation for three endowment conferences in the fall of 2019 and based upon some of the feedback we received, we think that your staff, committee and or board could benefit from this side of the story.

Would you like to learn more about Mason or our thoughts about hedge funds and private equity? Please visit: [masoncompanies.com/thoughts/research](http://masoncompanies.com/thoughts/research).

## CONTACT

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### **Mason Investment Advisory Services, Inc.**

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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 130 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.

## CONTACT

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### **Northern Trust**

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# RNL



## ABOUT RNL

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, RNL is leading innovation to meet the needs of institutions and the students and alumni they serve.

## INTELLIGENT SOLUTIONS

RNL 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 [RuffaloNL.com/CompleteFundraising](http://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 [RuffaloNL.com/CompleteEnrollment](http://RuffaloNL.com/CompleteEnrollment).

## EXPERTISE & INSIGHT

Our team of passionate experts provides unparalleled experience in data analysis, fund-raising, 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.

## CONTACT

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## RNL

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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 structure.

### **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 185 nonprofit clients. We manage assets for university and education endowment funds; private and community foundations; museums; and religious organizations. SEI is a sustaining sponsor of AGB and 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 \$335 billion<sup>1</sup> 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.

*As of September 30, 2019*

*Information provided by SEI Investments Management Corporation (SIMC), a registered investment adviser and wholly owned subsidiary of SEI Investments Company. © 2019*

**SEI** New ways.  
New answers.®

### **CONTACT**

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#### **SEI Institutional Group**

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# Strategic Investment Group



Strategic was founded 32 years ago as a purpose-built Outsourced Chief Investment Office (OCIO). 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, traditionally only available to multi-billion dollar investors. 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 over 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
- 103 employees
- SEC-registered investment adviser
- 27 discretionary OCIO relationships representing approximately \$24 billion in assets under management
- Seasoned team of 43 investment professionals
- Average tenure of senior investment team leaders is 19 years at Strategic and 30 years in industry

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

®A registered service mark of Strategic Investment Management, LLC.

Client count, AUM, and Performance are as of September 30, 2019. Staff count is as of October 1, 2019.

## CONTACT

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### Strategic Investment Group

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

We were founded over 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.

### HELPING NONPROFIT ORGANIZATIONS PURSUE LONG-TERM FINANCIAL SUCCESS

TIAA Endowment & Philanthropic Services is committed to the ongoing success of nonprofit organizations dedicated to making a positive impact on their communities and the world around them.

We specialize in asset management for nonprofit institutions, providing comprehensive endowment management services and sophisticated planned gift management. Our clients gain access to extensive resources that support the growth of their financial assets, allowing them to focus on the initiatives most important to fulfilling their missions.

### OUR MISSION IS TO SUPPORT YOUR MISSION

TIAA Endowment & Philanthropic Services is an independent unit within TIAA. Our dedicated team understands the opportunities and challenges that nonprofits face today.

- Endowment management. An outsourced chief investment officer (OCIO) offering endowment-style investing as well as risk management and consulting.
- Research and thought leadership. Original research on financial market trends, economic analysis, and nonprofit finance and investment strategies and best practices.
- Planned giving. Comprehensive and integrated planned giving services: sophisticated asset management, high-quality gift administration, professional consulting and comprehensive reporting.

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*TIAA offers endowment management (TIAA Endowments) and planned giving services (TIAA Kaspick) through subsidiaries of TIAA including TIAA Endowment & Philanthropic Services, LLC, an investment advisor registered with the Securities and Exchange Commission, and TIAA, FSB, a federal savings bank. Registration does not imply a certain level of skill or training.*

*The material is for informational purposes only and should not be regarded as a recommendation or an offer to buy or sell any product or service to which this information may relate. Certain products and services may not be available to all entities or persons. Past performance does not guarantee future results.*

*T029 © 2019 and prior years, TIAA Endowment & Philanthropic Services, LLC, a registered investment advisor and provider of advisory services. 976982*

# Vanguard

Vanguard is one of the world's largest investment management companies, with \$5.7 trillion in global assets under management.\* Vanguard is also the second-largest investment manager to endowments and foundations.\*\* With \$92 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 17,600 people worldwide.‡ More information is available at [vanguard.com/nonprofitsolutions](http://vanguard.com/nonprofitsolutions).



## CONTACT

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\* As of September 30, 2019.

\*\* Source: *Pensions & Investments*, May 2019.

† As of December 31, 2018.

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

## 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.

1010303 Expiration date: 5/30/2020

# NOTES

[illegible]



# **SAVE THE DATE!**

## **FOUNDATION LEADERSHIP FORUM**

### **2021**

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**JANUARY 24-26**

Hyatt Grand Cypress, Orlando, Florida

**#AGBFLF**