15TH ANNUAL

CONFERENCE PROGRAM

Foundation LEADERSHIP FORUM

HYATT REGENCY COCONUT POINT RESORT AND SPA | BONITA SPRINGS, FL

AGB ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES

1921-2011 | CELEBRATING 90 YEARS OF SERVICE

JANUARY 23-26, 2011

A Letter from Our President and Director

Dear Colleague,

Welcome to the **2011 AGB Foundation Leadership Forum**. This year's program surveys the current economic, philanthropic, and political landscapes and examines some of the ways foundations are adapting their approaches to asset management, developing new ways to mitigate risk, enhancing their governance practices, and assuming a leadership role in advocacy.

The past three years have posed serious challenges for public higher education, but it has also been a time in which institutions have made significant innovations in their financial practices. Foundation boards have demonstrated increased engagement and new commitments to heightened standards of governance and accountability. Institutionally related foundations have played an important role in sustaining and advancing institutions, both through their stewardship of endowments and communities and as benefactors.

If you have not yet registered for the Wednesday workshops on enterprise risk management for foundations, board self assessment and capacity building, the foundation board's role in fundraising, and real estate development, we encourage you to do so; they provide a valuable opportunity to participate in sustained discussion about these important board responsibilities with distinguished leaders from several high-performing foundations. We also encourage you to meet with Patti Kunkle to learn about AGB's Board Education and Consulting Services.

The registration desk will be open at 11:00 a.m. on Sunday, January 23, in the Estero Prefunction area, between Estero B&C doors. John Casteen, president emeritus of The University of Virginia, will launch our conference at 5:00 p.m. Sunday with a keynote address in the Estero Ballroom, followed immediately by a reception outside in the Royal Palm Courtyard from 6:30 - 8:30 p.m. Breakfast will be available Monday at 7:00 a.m. in the Estero Terrace.

AGB is grateful to our outstanding faculty and session facilitators as well as the other volunteers who have contributed their time and talent in planning this year's program. Special thanks are due to our generous sponsors, whose support enables us to provide this valuable opportunity to convene. On behalf of AGB's board of directors, we look forward to being of continued service to you and your colleagues.

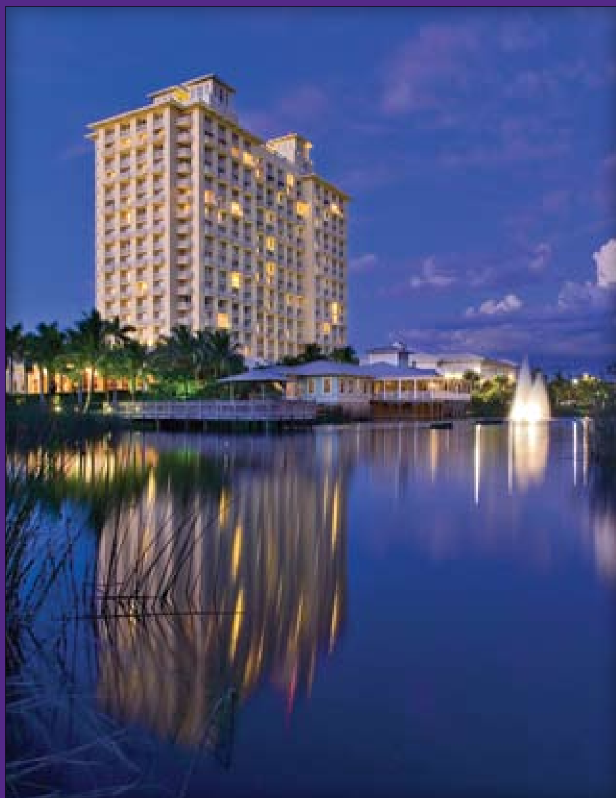
Richard D. Legon, President

David Bass, Director of Foundation Programs and Research

AGB ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES

1921–2011 | CELEBRATING 90 YEARS OF SERVICE

SCHEDULE AT A GLANCE — SUNDAY



Registration	Estero Prefunction	11:00 a.m. – 7:00 p.m.
Board Chair Boot Camp	Calusa F	2:30 – 4:30 p.m.
Opening Keynote	Estero Ballroom	5:00 – 6:30 p.m.
Opening Reception	Royal Palm Courtyard (Lawn)	6:30 – 8:30 p.m.

Sunday, January 23

Registration

11:00 a.m. – 7:00 p.m. | *Estero Prefunction*

Board Chair Boot Camp

2:30 – 4:30 p.m. | *Calusa F*

New board chairs, vice chairs, and chairs elect should plan to attend our Board Chair Boot Camp, which provides an overview of the fundamental responsibilities of foundation board chairs, insights into common operational and governance models, and practical suggestions to enhance board engagement, productivity, and cohesiveness.

FACILITATORS:

David Bass, director of foundation programs and research, AGB
James L. Lanier, Jr., AGB senior fellow
Howard Wayne, board member, Salem State University Foundation

Opening Keynote

Sponsored by Bank of America Merrill Lynch

5:00 – 6:30 p.m. | *Estero Ballroom*

New Prospects for Public Higher Education

In his 20 years as the president of the University of Virginia—and earlier while president of the University of Connecticut and as Virginia's Secretary of Education—John Casteen presided over changes of many kinds, not least in developing the financial model that both drives UVA and lets it fulfill its public purpose while competing in the top tier among U.S. and international research universities. President Casteen opens our conference with a discussion of the ways public institutions may be changing, the sustainability of current funding models, the need to reengage with policymakers and the public while also cultivating strong internal leaders, and a consideration of foundation-institution relationships going forward.

SPEAKER:

John Casteen, president emeritus, University of Virginia

Opening Reception

6:30 – 8:30 p.m. | *Royal Palm Courtyard (Lawn)*

Please join us outside for cocktails and heavy hors d'oeuvres.

SCHEDULE AT A GLANCE — MONDAY

Breakfast Estero Terrace	7:00 – 8:00 a.m.
Opening Plenary Estero Ballroom	8:00 – 9:30 a.m.
Concurrent Sessions	9:45 – 11:00 a.m.
Plenary Session Estero Ballroom	11:15 a.m. – 12:30 p.m.
Luncheon Estero Terrace	12:30 – 1:45 p.m.
Peer-to-Peer Discussions for Foundation Chief Executives and Staff	2:00 – 3:15 p.m.
Peer-to-Peer Discussions for Foundation Board Members	2:00 – 3:15 p.m.
Plenary Session Estero Ballroom	3:30 – 5:00 p.m.
Cocktail Reception Waterfall Pool Deck	5:30 – 7:00 p.m.

Monday, January 24

Breakfast

7:00 – 8:00 a.m. | *Estero Terrace*

Opening Plenary

8:00 – 9:30 a.m. | *Estero Ballroom*

Post-crisis Approaches to Investment Policy and Management

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

FACILITATOR:

Verne Sedlacek, president and CEO, Commonfund

PANELISTS:

David Lafferty, senior vice president, Investment Strategies Group, Natixis Global Associates
Mark Shenkman, president and CIO, Shenkman Capital Management, and chair, University of Connecticut Foundation
Jay Yoder, partner and head of real assets, Altius Associates

Concurrent Sessions

9:45 – 11:00 a.m.

- **Rethinking Endowment Spending | *Calusa F***
  Is the traditional spending policy based on a three-year rolling average obsolete, or does it effectively immunize budget planning and outlays from market volatility? Deciding upon an endowment's spending policy is among the most important responsibilities facing governing boards. Yet, too often it becomes a rote exercise, subsumed by other important issues of investment policy. This session will challenge traditional approaches to endowment spending policies and will offer alternative approaches to help trustees balance the needs of their institutions today with those of tomorrow and beyond.
  Verne Sedlacek, president and CEO, Commonfund

Concurrent Sessions continued on page 4.

Concurrent Sessions continued from page 3.

- **Planning for Leadership Transitions | *Pine***
  Participants will share in a discussion that focuses on the effective steps required to thoughtfully plan for a transition in foundation and/or campus leadership. Topics will include planning for the departure of the current executive, preparing for a successful search, conducting a search, and planning for and implementing a transition plan for the new leader.
  Jamie Ferrare, senior vice president, AGB, and managing principal, AGB Search
  James L. Lanier, Jr., AGB senior fellow

- **10 Current Compliance Issues for Foundation Boards | *Sanibel***
  This interactive session takes a nuts and bolts approach to identifying and discussing success strategies for dealing with common legal compliance issues for foundation boards. Topics discussed will include: relationships with college and university boards; Form 990 disclosures; IRS and Congressional scrutiny; investment policies; UPMIFA issues; executive compensation; and governance best practices.
  Thomas Hyatt, AGB senior fellow, and partner, SNR Denton

- **After the Crash: Emerging Trends in Campaigns and Advancement | *Captiva***
  The Great Recession has created a "New Normal" for virtually every segment of the economy, but what has been the impact on practices in public higher education advancement? In this session, we identify current trends related to campaigns and overall development efforts in higher education and discuss their benefits, limitations, hazards, and their long-term implications.
  David King, president and CEO, Alexander Haas

Plenary Session

11:15 a.m. – 12:30 p.m. | *Estero Ballroom*

Surveying the Philanthropic Landscape: New Research on Donors, Wealth, and Philanthropic Decision Making

Changing donor demographics, ongoing intergenerational wealth transfer, and new approaches to charitable giving may all profoundly impact public institutions' abilities to raise private support. Drawing on a range of new research, Eugene Tempel leads a panel of distinguished scholars and practitioners in a discussion of the trends transforming the philanthropic landscape and the ways foundations can take the lead in developing new approaches to donor cultivation and stewardship in the years to come.

FACILITATOR:

Eugene Tempel, president and CEO, Indiana University Foundation

PANELISTS:

Garry Bridgeman, senior vice president and private wealth advisor, Merrill Lynch, and trustee, University of Georgia Foundation
Una Osili, associate professor of economics, and director of research, The Center on Philanthropy at Indiana University
Paul Schervish, professor of sociology, and director, Center on Wealth and Philanthropy, Boston College

Luncheon

12:30 – 1:45 p.m. | *Estero Terrace*

Peer-to-Peer Discussions for Foundation Chief Executives and Staff

2:00 – 3:15 p.m.

- **Creating a Winning Workplace | *Captiva A***
  In 2010, the Iowa State University Foundation was selected as one of the 20 best nonprofits to work for in the U.S. In a period when competition for the best employees is stiff and financial resources are scarce, becoming an employer of choice can foster high performance and provide a vital strategic advantage in recruitment and retention. Foundation President Dan Saftig discusses the ways he and his leadership team have created a winning working environment.
  Dan Saftig, president, Iowa State University Foundation

- **Changing Donor Demographics: Follow-up Discussion | *Pine A***
  This session serves as a follow-up to the morning's panel discussion on the philanthropic landscape, providing an opportunity for in-depth discussion about current research and emerging trends as well as the ways foundations are adapting their long-term development strategies.
  Garry Bridgeman, senior vice president and private wealth advisor, Merrill Lynch, and trustee, University of Georgia Foundation
  Una Osili, associate professor of economics, and director of research, The Center on Philanthropy at Indiana University
  Paul Schervish, professor of sociology, and director, Center on Wealth and Philanthropy, Boston College

- **Managing Through Sustained Financial Challenges | *Pine B***
  Although it would be nice to believe that the financial challenges of the past few years don't represent a new normal, it's clear that foundations are going to be called on to do more with less for years to come. This session provides an opportunity to learn how your colleagues are managing costs, adapting their funding models, and mitigating the effects of financial stress and uncertainty.
  Brenda Lee, president, University of Toledo Foundation

- **Strategic Approaches to Board Orientations, Assessments, and Communications | *Pine C***
  Orientation, ongoing assessment, and timely focused communications are essential to the effectiveness of any board. This session provides an overview of basic board support practices and an opportunity to share ideas on ways to make board communications, assessment, and education relevant and engaging.
  Dusti Cermak, associate director, donor relations, University of Iowa Foundation

Peer-to-Peer Discussions for Foundation Board Members

2:00 – 3:15 p.m.

- **The Board's Role in Executive Assessment and Compensation Decisions | *Sanibel A***
  This session will focus on strategies for assessing performance and linking performance outcomes to compensation. The presenters will share insight on contract language and negotiations, board/executive goal development and performance assessment reviews, and timelines. An open forum will follow the presentation to allow for participant "best practice" sharing and input.
  Jamie Ferrare, senior vice president, AGB, and managing principal, AGB Search
  Thomas Hyatt, AGB senior fellow, and partner, SNR Denton

- **Integrating the Work of Committees and the Board as a Whole | *Sanibel B***
  How do you ensure that your board is adequately informed without getting bogged down in a rehearsal of committee discussions? This session focuses on ways to ensure that committees are functioning well, that the board as a whole is properly informed, and that board meetings are focused on issues of strategic importance.
  Carla Beam, secretary of the board, University of Alaska Foundation

- **Is the Role of Foundations Changing? | *Captiva B***
  In recent years, the University of New Mexico Foundation has assumed a host of new responsibilities as the primary fundraising arm of the university. As foundations play a greater role in development and other functions previously managed by their institutions, they face a range of operational and governance challenges. Gary Gordon shares insights from his experiences at the UNM Foundation and leads a discussion about ways boards can address both the challenges and opportunities stemming from changes in the role of foundations.
  Gary Gordon, chair, University of New Mexico Foundation

- **Leading your Organization Through Financial Challenges | *Calusa F***
  Sustained financial challenges pose a host of difficulties for foundation boards. This session provides an opportunity to share ideas on how boards can ensure that their organizations remain a going concern and sustain momentum through financial stress and uncertainty.
  Tina Byford, senior vice president, finance and administration, New Mexico State University Foundation
  Mike Johnson, chair, New Mexico State University Foundation

Plenary Session

3:30 – 5:00 p.m. | *Estero Ballroom*

The Board Chair-Chief Executive Partnership

What is the secret to a strong, effective relationship between board chair and chief executive? Terrence MacTaggart, AGB senior fellow and former chancellor of the University of Maine System, facilitates a discussion among teams of foundation board leaders and chief executives on how they have forged an effective partnership and the ways it has enhanced the work of their boards and organizations.

FACILITATOR:

Terrence MacTaggart, AGB senior fellow, and former chancellor, University of Maine System

PANELISTS:

David Bahlmann, president and CEO, Ball State University Foundation
Stefan Anderson, vice chair, Ball State University Foundation

Elizabeth King, president and CEO, Wichita State University Foundation
John Morse, immediate past chair, Wichita State University Foundation

Susan Kubik, vice president, institutional advancement, and executive director, Northampton Community College Foundation
Robert Rupel, chair, investment committee, Northampton Community College Foundation, and chair, Kutztown University Foundation

Cocktail Reception

5:30 – 7:00 p.m. | *Waterfall Pool Deck*

SCHEDULE AT A GLANCE — TUESDAY

Breakfast Estero Terrace	7:00 – 8:00 a.m.
Concurrent Sessions	8:00 – 9:15 a.m.
Plenary Session Estero Ballroom	9:30 – 10:45 a.m.
Concurrent Sessions	11:00 a.m. – 12:15 p.m.
Luncheon Estero Ballroom	12: 30 – 1:45 p.m.
Luncheon Remarks	1:00 – 1:45 p.m.
Peer-to-Peer Discussions for Foundation Chief Executives and Staff	2:00 – 3:15 p.m.
Peer-to-Peer Discussions for Foundation Board Members: Committee Focus	2:00 – 3:15 p.m.
Closing Plenary Estero Ballroom	3:30 – 5:00 p.m.
Main Conference Program Concludes	5:00 p.m.

Tuesday, January 25

Breakfast

7:00 – 8:00 a.m. | *Estero Terrace*

Concurrent Sessions

8:00 – 9:15 a.m.

- **Effective Investment Committees | *Calusa F***
  Drawing on a rich body of research on the ways investment committees work, as well as hands-on experience as investment committee members, investment officer, and outsource CIO, respectively, Catherine Gordon and Chris Bittman lead a discussion of key practices to optimize the effectiveness of your investment committee.
  Chris Bittman, partner, Perella Weinberg Partners, and former CIO, University of Colorado Foundation
  Catherine Gordon, principal and department head, Vanguard Institutional Advisory Services

- **Troubleshooting Real Estate and Other Entrepreneurial Ventures | *Sanibel***
  As a result of tight state budgets and a soft real estate market, foundations are increasingly being called upon to purchase and develop real estate for their institutions. Such work can tax foundation budgets and staff time and expose organizations to a variety of long-term risks. This discussion helps foundations that are relatively new to the real estate game respond to institution needs while managing their own resources and risk.
  Bryan Benchoff, president and CEO, University of South Dakota Foundation
  John Carter, president and COO, Georgia Tech Foundation

- **Focusing on the Big Idea and Measuring the Success of Fundraising Programs | *Calusa G***
  This session discusses the importance of "the big idea" in securing leadership gifts, effective ways to measure fund raising productivity, including productivity in smaller programs, and best practices for promoting a proactive teamwork approach to development.
  Thomas Hiles, president and CEO, Bowling Green State University Foundation

- **A Transformational Model for Enhancing Board Engagement | *Captiva***
  This case study demonstrates a transformational approach to engaging a foundation board and re-energizing a university and campaign. The foundation chair has set the goal of achieving 100 percent participation by the board and will lead a discussion of the process they are undertaking to meet that objective.
  Keith Koenig, chair, University of Florida Foundation
  Thomas J. Mitchell, president and CEO, University of Florida Foundation

Plenary Session

9:30 – 10:45 a.m. | *Estero Ballroom*

Implications of the New Global Economy

There is broad consensus that the structure of the global economy is being reshaped as a result of demographic changes, a shift from G7 to emerging economies as centers of growth, disproportionate sovereign debt, and unfamiliar levels of risk and volatility. In this session, Sam DeRosa-Farag and Stephen Wood identify surprising effects of the new economic order that should be taken into account when thinking through long-term investment strategy.

FACILITATOR:

Michael Oyster, managing principal, Fund Evaluation Group

PANELISTS:

Sam DeRosa-Farag, principal, investment team, Morgan Creek Capital Management

Stephen Wood, chief market strategist, Russell Investments

Concurrent Sessions

11:00 a.m. – 12:15 p.m.

- **In-house Investment Office, Outside Consultant, or Outsource CIO? | *Calusa G***

  Experienced, capable staffing is essential to mitigating risk and maximizing returns on a complex endowment. Executives of foundations with three different investment models lead a discussion of the challenges and advantages of outsourcing endowment management and maintaining an in-house investment office.

  Lisa Eslinger, senior vice president for finance and operations, Iowa State University Foundation

  Wayne Hutchens, president and CEO, University of Colorado Foundation

  Raymond Smoot, secretary-treasurer and CEO, Virginia Tech Foundation

- **The Hallmarks of an Effective Foundation Board | *Sanibel***

  This session asks the question "What fundamental qualities and practices best enable foundations to fulfill their mission of supporting public higher education?" Are there particular governance practices that can enhance board performance regardless of foundation size, degree of independence, and function? Starting from a list of proposed "touchstones," this session will challenge participants to help define the hallmarks of effective foundation boards.

  David Bass, director of foundation programs and research, AGB

  Leonard Raley, president and CEO, University System of Maryland Foundation

- **Top Performing Stewardship Programs | *Captiva***

  This session focuses on the attributes of top performing stewardship programs, provides a management tool to evaluate your program, and outlines suggested next steps toward a vision of becoming the best. The discussion will also showcase a model program for endowment stewardship and reporting.

  Cindy Coyle, executive director and CFO, University of Georgia Foundation

  Thomas J. Mitchell, president and CEO, University of Florida Foundation

- **What Questions Should Boards Be Asking About Insurance and Insurable Risk? | *Calusa F***

  This session describes a process for identifying and assessing risk, mitigating risk where possible, and securing coverage for insurable risk. The session will also address key policies and appropriate board roles in overseeing the foundation's insurance and risk management programs and provide an overview of the essential information boards need to evaluate the general adequacy of their foundation's insurance program.

  Thomas Atkins, principal, Albert Risk Management Consultants

Luncheon

12: 30 – 1:45 p.m. | *Estero Ballroom*

Luncheon Remarks

1:00 – 1:45 p.m.

Why We Raise Money for Public Higher Education

Sally Mason was the first person in her family to go to college, and she is a shining example of the transformative power of public higher education. As the 20th president of The University of Iowa and one of the new generation of leaders in higher education today, she will reflect on the revitalization of and renewed focus on the public purpose of higher education and why our foundations are assuming an increasingly important role in funding the work of our public universities.

SPEAKER:

Sally Mason, president, University of Iowa

Peer-to-Peer Discussions for Foundation Chief Executives and Staff

2:00 – 3:15 p.m.

Managing through Tough Times: How Your Colleagues are Addressing Current Issues and Challenges

These sessions provide foundation chief executives and staff with an opportunity to share ideas and canvass their peers on the issues they've been addressing in 2010 and share thoughts on the emerging issues of 2011.

- **Chief Executives: up to $50 million in assets | *Captiva A***
  John Ruffino, executive director, Northern Virginia Community College Foundation
- **Chief Executives: $50-$150 million in assets | *Captiva B***
  Tony Leineweber, executive director, Portland State University Foundation
- **Chief Executives: $150-$500 million in assets | *Sanibel A***
  Amos Orcutt, president and CEO, University of Maine Foundation
- **Chief Executives: more than $500 million in assets | *Sanibel B***
  James Moore, president, University of Arizona Foundation

Peer-to-Peer Discussions for Foundation Board Members: Committee Focus

2:00 – 3:15 p.m.

Discussions of Key Issues Board Committees are Facing

These sessions provide board members with an opportunity to share ideas and canvass their peers on the key issues their committees will be addressing in 2011.

- **Issues for the Investment Committee (up to $300 million) | *Pine A***
  Gregg Piasio, vice chair, University of Maine Foundation
- **Issues for the Investment Committee (more than $300 million) | *Pine B***
  Bonnie Kennedy, board member, University of Oklahoma Foundation
- **Issues for the Audit Committee | *Pine C***
  Gary R. Pell, board member, West Virginia University Foundation
- **Issues for the Development Committee | *Calusa G***
  Cynthia Heath, board member, Washburn University Foundation

Closing Plenary

3:30 – 5:00 p.m. | *Estero Ballroom*

Making the Case for Public Higher Education

Policy makers and legislators are challenging state institutions to provide greater access, enhance graduation rates, and reduce costs. At the same time, institutions are facing ongoing financial hardships while trying to adapt the ways they operate and fulfill their public purposes. In this context, foundation board members are increasingly being called upon to serve as advocates for their institutions and public higher education as a whole. We conclude our conference with a discussion of new state policy proposals and ways foundations can help educate state leaders about the purposes, priorities, and impact made by their institutions and the ways foundation executives can support them in that role.

FACILITATOR:

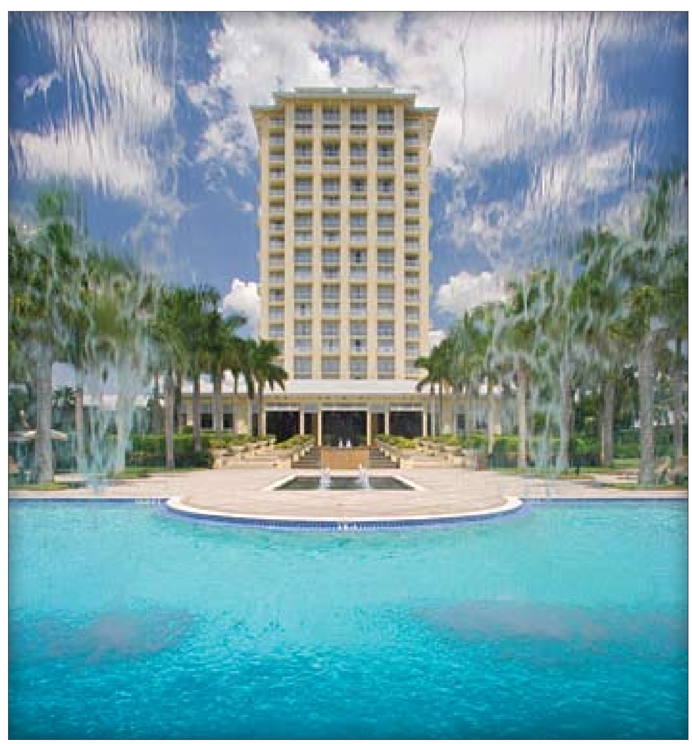
Richard Novak, senior vice president for programs and research, and executive director, Ingram Center for Public Trusteeship and Governance, AGB

PANELISTS:

Mike Goodwin, president and CEO, Oregon State University Foundation, and board member, Oregon Higher Education Alliance
Jeff Jonasen, principal, Edge Public Affairs LLC, and immediate past president, University of Florida Alumni Association
Karen Zamarripa, assistant vice chancellor for advocacy and state relations, California State University

Main Conference Program Concludes

5:00 p.m.



Wednesday, January 26

Breakfast Town Hall Discussion: Emerging Issues for the Year Ahead

7:30 – 8:30 a.m. *(open to all conference participants)* | ***Estero B***

Drawing on the previous days' presentations and discussions, AGB President Richard D. Legon will lead an informal discussion to identify the trends and emerging issues likely to inform the work of foundation boards and share ideas about ways staff and board members can prepare to address both challenges and opportunities going forward.

FACILITATOR:

Richard D. Legon, president, AGB

Optional Workshops

9:00 a.m. – 12:00 p.m. *(additional registration required)*

Workshop 1

Enterprise Risk Management for Foundations

Growth in the scope and complexity of foundation operations and assets and heightened standards of accountability have prompted many foundation boards to ask how they can systematically assess and manage risk. Forward-looking foundations have begun developing enterprise-risk-management processes designed to identify, prioritize, and mitigate risk, while minimizing the proliferation of policies and controls that may inadvertently distract foundation leaders from their fundamental mission of raising and managing support for their institutions. In this workshop, foundation board members and staff can learn how to develop an enterprise-risk-management program adapted to the specific needs of their organization.

Wayne King, president and CEO, West Virginia University Foundation

Rick Lawrence, executive vice president and COO, University of Colorado Foundation

Workshop 2

Board Self Assessment and Capacity Building

Strategic approaches to the recruitment and ongoing education of board members is essential to a foundation's ability to fulfill long-term objectives. This workshop provides a structured model to help your foundation assess the composition and capacity of your current board, engage the board in self assessment, and develop a process for the ongoing cultivation and recruitment of new board members. The session will also discuss key drivers of high performance and strategies to enhance board engagement.

Genie Snyder Chamberlin, AGB board governance consultant, and trustee, Georgia College and State University Foundation

Terrence MacTaggart, AGB senior fellow, and former chancellor, University of Maine System

Workshop 3

The Foundation Board's Role in Fundraising

Foundation board members play a vital role in fundraising, but organizational structures, expectations of volunteer leaders, and other institutional contexts vary enormously. Drawing on new AGB research, this workshop provides practical insights on the role of volunteer leaders in fundraising while providing board members and foundation chief executives with the opportunity to learn about long-standing and emerging best practices in campaign planning and leadership, major gift cultivation and solicitation, and the development of planned-giving programs.

James L. Lanier, Jr., AGB senior fellow

JuliAnn Mazachek, president, Washburn University Foundation

Workshop 4

Preparing Your Foundation to Play an Active Role in Real Estate: Lessons from a Winning Real Estate Program

As a result of ongoing state budget shortfalls, foundations are being called upon to help institutions acquire and develop real estate and play a more active role in a range of other entrepreneurial activities. Real estate programs can be a drain on foundation resources and distract staff and volunteers from other vital aspects of their mission. The University of Central Florida has, however, turned its real estate program into an important source of operating revenue. This workshop provides foundation staff and board members an opportunity to learn how their organization can support the strategic institutional priorities while ensuring that they don't put foundation assets at risk or compromise their ability to fulfill their primary missions.

Robert Holmes, chief executive officer, University of Central Florida Foundation

Workshops adjourn 12 noon.

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For more information, please visit the registration area.

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

Advancement Resources is the nation's leading provider of research-based development training. Our extensive curriculum features targeted, robust workshops designed to create powerful learning experiences that help participants build their organization's culture of philanthropy. This important work cannot be accomplished by development professionals alone; medical and healthcare professionals, deans and other academic leaders, as well as faculty, support staff, trustees, and volunteers play increasingly critical roles in successful resource development.

Our curriculum is targeted to provide the precise knowledge, skills, and learning experiences required to engage all of these key stakeholders in fulfilling their specific roles in the development process, creating a culture of philanthropy.

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AGB Search

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

As an affiliate of AGB, AGB Search draws on 90 years of service to board members and a deep commitment to institutions of higher learning in support of successful searches. AGB Search is the only search firm with experience working in hundreds of boardrooms and with thousands of board members.

We understand that leadership in higher education is unlike leadership in other sectors and that the responsibilities of foundation and governing boards, the shared governance model, and other factors make the leadership of colleges, universities, and institutionally related foundations unique.

Our consultants focus on listening, learning, and acting, and our approach combines thorough research with a respect for efficiency, professionalism, and due diligence. In collaboration with presidents, boards, search committees, and communities, our consultants develop work plans combining the client's own knowledge of the institution or foundation with the firm's expertise in executive search. The result is a comprehensive, customized search process.

At the outset of each search, the consultant meets and interacts with the board, senior leaders, and other key individuals to learn of their expectations for the new executive, as well as the characteristics sought and experience preferred.

In close conjunction with the client, the consultant develops and implements the search, focusing on the creation of a diverse and inclusive pool recruited using feedback gained from the board; the institution's community and alumni; and the firm's network of talent.

Following successful selection and appointment of a new executive, the process focuses on an extensive transition planning process to be facilitated by the consultant and search chair. This process will feature strategies to support and prepare the new leader, board, and community.

If requested by the client, AGB Search will provide legal support to the board. Services could include legal advice and counsel, contract negotiations, contract development, and other appropriate services.

At AGB Search, we understand the significance and importance of diversity in every form at all levels of an organization and throughout our society. We commit to a search process that promises the recruitment of an inclusive pool of candidates who believe that a culture of equal opportunity and inclusiveness is critical to the success of all students, faculty, staff, and board members.

We value strong leadership; a commitment to assisting schools, foundations, and systems improve the quality of higher education; collegial and collaborative relationships; inclusive and diverse candidate pools; and respect for all voices in the search process. At AGB Search, we take great pride in serving institutions that strive to make a difference in the world.

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AGB SEARCH

The Alexander Haas mission is to help clients create a donor-focused culture through the use of fundraising "best practices" and objective and strategic counsel.
We understand that no two organizations are exactly alike, and we work with our clients to develop specific strategies and plans to capitalize on their unique strengths and mitigate their challenges. While we know that every organization's development program needs a sound system of structure, process and metrics, we also understand that there is no one structure, process, or metric that fits every organization.

Alexander Haas is committed to the high level of personal service that is required for your fundraising success. Our team approach to service provides that multiple partners work with your board, volunteers, and professional staff for your campaign. In addition, all of our consultants work out of a central office, thus we have continuous access to professional staff support, collaboration, and peer review. In this way, you are assured that your project is receiving the best the firm has to offer.

Our Philosophy and Approach
At Alexander Haas, our philosophy espouses three elements that are critical to fundraising success:
1. A strong, well articulated case for support
2. A sound, written strategy for success
3. Volunteer and staff leadership committed to and trained for success

We feel that it is our duty as counsel to help our clients maximize their potential in all three of these areas.

Professional Services
- Pre-Campaign Services
- Campaign Readiness Assessment
- Campaign Strategy Study (Feasibility)
- Pre-Campaign Counsel
- Board Development
- Board Training
- Staff Training

Campaign Services
- Campaign Counsel
- Case Statement Development
- Staff Training
- Board Development and Training
- Mid-campaign Assessments

Ongoing Counsel
- Development Assessment
- Major Gifts Consulting
- Annual Fund Consulting
- Staff Mentoring
- CEO/Director of Development Coaching

Special Services
- Workshops and Seminars
- Meetings/Retreats Facilitation
- Creative Services (writing and design)
- Publications

David H. King, CFRE — President & CEO
James R. Hackney, Jr., CFRE — Managing Partner
David T. Shufflebarger, CFRE — Managing Partner

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Bank of America Merrill Lynch

Bank of America Merrill Lynch Philanthropic Management provides specialized advisory, asset management and administrative solutions to foundations, endowments, and other nonprofit organizations as well as private philanthropic clients. In addition to providing customized, goal- and mission-based asset management solutions, the team helps clients with asset-gathering strategies, comprehensive foundation management services, spending policy analysis, and thought leadership around trends in the philanthropy industry.

Our philanthropic management client offerings leverage the resources, intellectual capital, and long-standing philanthropic commitment of two leading financial institutions — Bank of America and Merrill Lynch.

Breadth and Depth of Resources

- Combined business with over 220 years of experience serving nonprofit institutions, philanthropic individuals, and families
- Philanthropic client assets totaling more than $55 billion
- Nearly 52,000 philanthropic accounts, more than 31,000 of which are nonprofit organizations representing approximately $29 billion in endowment, planned giving, and other specialized fund assets
- Philanthropic management professionals with an average of 15 years of experience in the philanthropy sector

Capabilities for Nonprofit Organizations

We work with clients across the full spectrum of the nonprofit sector, from large universities, hospitals, and faith-based organizations to specialized museums, performing arts, social service, and other mission-specific organizations.

In addition to a variety of consulting services, our team will work with your nonprofit organization to:

- Align asset allocation and portfolio management strategies with spending objectives and overall mission
- Fulfill fiduciary responsibilities and offer access to experienced fiduciary administration support
- Construct endowment-building strategies
- Provide donor development and governance best practice consulting
- Offer investment and spending analysis and governance
- Drive efficient asset management through a unitized, sub-accounting platform of multiple fund pools
- Manage planned giving administration

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Bank of America Merrill Lynch

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

Commonfund Institute is the focal point for Commonfund's educational and professional development activities, research programs, publications, and communications. Among the many programs sponsored by Commonfund Institute are:

- *Commonfund Benchmarks Study*® — Four annual surveys of investment and treasury management practices, policies, and trends, dedicated to educational institutions, foundations, operating charities, and healthcare organizations.
- *The Endowment Institute* — An intensive, weeklong seminar for trustees and senior investment and financial officers of nonprofit organizations.
- *Commonfund Forum* — The premier nonprofit investment conference for senior investment officers and trustees, devoted to key issues of importance to nonprofit investors.
- *Commonfund Higher Education Price Index™ (HEPI)* — An annual survey of cost changes for the higher education community that is more relevant and accurate than the CPI.
- *Publications* — A broad range of published articles, white papers, and brochures on principles and processes guiding effective nonprofit investment management.
- *Regional Investment Management and Governance Seminars* — Concentrated, one-day programs focusing on key nonprofit management challenges.
- *Trustee Roundtables* — Luncheon meetings held in cities around the country and Canada to discuss economic issues, investment strategies, and issues of governance and policy.
- *Commonfund Xchange* — An ongoing series of teleconferences addressing current and sometimes rapidly changing developments of interest to nonprofit investors.
- *Treasury Institute for Higher Education* — Sponsor of seminars, meetings, publications, and electronic tools to promote best treasury management practices.
- *Commonfund Prize* — An award for independent, third-party research that furthers investment knowledge and practice among nonprofit institutions.
- *Mission Matters*—Commonfund's thought leadership magazine, offering a wide range of articles of interest to the professional staff and trustees of nonprofit institutions.

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commonfund

Freeman Philanthropic Services, LLC

Freeman Philanthropic Services, LLC (FPS) is a full-service firm specializing in retained executive recruitment, organizational development and effectiveness, and a range of strategic planning, management, campaign, fundraising, and training consulting services. We adapt our suite of services to strategically meet the needs of our clients, aligning organizational resources to strategy.

FPS is national in its scope and client base, yet agile enough to offer personalized, hands-on consulting in every partnership we undertake. We offer comprehensive consulting services, including:

- Retained Executive Search
- Organizational Development and Effectiveness
- Interim On-Site Leadership and Management
- Fiduciary and Advisory Board Recruitment
- Executive Coaching
- Campaign Planning and Feasibility Analysis
- Training for Boards, Staff, and Volunteers

We believe that leadership, to a great extent, is determined by the needs of the organization. We find it more fruitful to consider leadership a relationship between the leader and the organization, rather than a universal pattern of characteristics possessed by certain people. Therefore, our effectiveness in providing organizational development, effectiveness consulting, and leadership recruitment depends upon a deep understanding of the organization's current needs. Our breadth and depth of experience in the not-for-profit sector provide us with the ability to assess the specific needs of each client organization, especially during the critical time of transition or succession of senior leadership.

FPS distinguishes itself in its intimate link to the not-for-profit sector. We do not employ a corporate "headhunting" paradigm to meet what we know to be unique third-sector needs. Rather, we offer personal understanding, attachment, and deep commitment to recruiting mission-driven professionals with the experience, leadership, and record of success to move our clients forward on their chosen paths. Through our team's experience as executive recruiters, advancement professionals, not-for-profit executives, and consultants, we offer culturally aware insight in identifying organizational development needs and recruiting the specific individuals possessing the talent, drive, and record of achievement to merit leading our clients' teams.

FPS has a comprehensive practice and in-depth understanding of higher education and mission-based and research-intensive environments. Our clients include: Brandeis University, Brown University, Case Western Reserve University, City University of New York, Columbia University, Community College of Baltimore County, Fashion Institute of Technology, Grand Valley State University, Harlem Children's Zone, Harvard University, Hospital for Special Surgery, Marymount Manhattan College, Massachusetts General Hospital, Memorial Sloan-Kettering Cancer Center, Monmouth University, The New School, Pratt Institute, Raising Malawi, Rutgers University, State University of New York, Tufts University, and Yale University.

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