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Welcome to the Council of Independent Colleges’ 2019 State Councils Annual Conference, designed to explore how State Councils are building bridges to help private colleges and universities, students, corporations, and foundations work together to strengthen American higher education.

The Annual Conference will provide state executives, fundraising officers, scholarship program directors, and communications staff with face-to-face networking opportunities to share best practices with colleagues, in addition to valuable program sessions with national leaders in independent higher education. Featured speakers will focus on collaborative programs; new approaches to student retention and success; trends in fundraising; and new marketing initiatives to help State Councils better serve independent colleges and universities.

Special events include the Opening Reception, with recognition of the CIC/UPS Scholarships Program on Tuesday, September 10, at 6:00 p.m. The Annual Awards Dinner on the evening of Wednesday, September 11, will begin with a reception at the renowned Phipps Conservatory and Botanical Gardens, where CIC will present the W. L. Foreman Award to H. Hiter Harris III, founder of Harris Williams and trustee of the Virginia Foundation for Independent Colleges, and the CIC State Councils Leadership Award to Mary Hawkins, president of Bellevue University and board chair of the recently formed Council of Independent Nebraska Colleges Foundation. CIC also will recognize A. Hope Williams, president of North Carolina Independent Colleges and Universities, who will complete her tenure as presiding officer of the State Councils in January 2020.
PROGRAM SCHEDULE
Tuesday, September 10

2:00–3:20 P.M. | FAHLMAN BOARDROOM

Orientation for New State Executives and Staff
All new state executives, staff, and first-time conference participants are welcome. CIC and State Councils program leadership will provide a briefing on the operations and member benefits of CIC’s State Councils programs and services.

Richard Ekman, CIC President
Carol M. Schuler, CIC Vice President for State Council Programs
A. Hope Williams, President, North Carolina Independent Colleges and Universities, and State Councils Presiding Officer

3:30–5:00 P.M. | FAHLMAN BOARDROOM

State Councils Advisory Committee Meeting

6:00–8:00 P.M. | SOFIA BALLROOM

Opening Reception

Greetings and Conference Overview
Richard Ekman, President, CIC
Carol M. Schuler, Vice President for State Council Programs, CIC

Welcoming Remarks
Thomas Foley, President, Association of Independent Colleges and Universities of Pennsylvania
CIC/UPS Scholarship Presentation

David L. Finegold has been president of Chatham University since 2016. Since joining Chatham, he has overseen the successful transition to a fully co-educational institution, which more than tripled the size of the first-year cohort. Finegold completed Chatham’s largest-ever capital campaign, surpassing its $100 million goal, and led the development of new degree programs in data analytics and immersive media, among others, and key strategic partnerships with Fallingwater and the Low-Cost Models Consortium.

With more than 30 years of experience, Finegold has authored or co-authored seven books and monographs, including BioIndustry Ethics (2005), Corporate Boards: New Strategies for Adding Value at the Top (2001), and Are Skills the Answer? (2001). His work has focused on new economic models for creating value, such as B Corporations, public-private partnerships, venture philanthropy, and social investing. He has advised the Organisation for Economic Cooperation and Development and the governments of Australia, Canada, Singapore, India, South Korea, the United Kingdom, and the United States. Finegold also served as an Atlantic Fellow and policy advisor to the Leitch Review of Skills, Her Majesty’s Treasury, London. He graduated with bachelor’s and master’s degrees in social studies from Harvard University in 1985 and was a Rhodes Scholar at the University of Oxford, where he earned a DPhil in politics in 1992.

Eduardo Martinez is president of the UPS Foundation, which leads the global citizenship programs and initiatives for UPS. Martinez is responsible for the operations and management of its global community investments, employee engagement, and corporate relations programs that invest in more than 4,300 organizations and communities across 170 countries. He also serves as the UPS chief diversity and inclusion officer with responsibilities for the advancement of diversity and inclusion programs that empower more than 440,000 UPS employees worldwide, including UPS suppliers, customers, and communities. Previously, Martinez served as corporate legal counsel in the UPS Legal Department, where his practice included intellectual property, information technology matters, commercial transactions, and civil litigation. Earlier, he held senior management positions at UPS in the areas of corporate finance and accounting, risk management, and acquisitions.

Martinez serves on numerous boards of directors and leadership advisory councils for the United Nations, civil society organizations, and the World Economic Forum. He is a frequent speaker and advocate for the importance and value of public-private sector partnerships to help drive humanitarian action, global sustainability, social and gender equality, and the advancement of the United Nations Sustainable Development Goals.

Remarks by a CIC/UPS Scholar

Dominique Seneca, Chatham University
Breakfast Plenary Session
Philanthropic Priorities: A Conversation with the UPS Foundation

How can State Councils work with foundations to lead change and shape innovation in higher education? Can they anticipate priorities amid changes that are reshaping companies and the global economy?

Founded in 1951, the UPS Foundation is a long-time supporter of private higher education, through visionary endowments it established several decades ago—such as the CIC/UPS Educational Endowment that has helped more than 20,000 students attend the independent college of their choice—to annual grant programs that allow the foundation to remain agile and responsive to current needs.

In 2018, the UPS Foundation provided $60.1 million in direct support plus an additional $54.3 million in employee gifts and 3 million employee volunteer hours to help more than 4,300 organizations across 170 countries to build stronger, safer, and more resilient communities. CIC is fortunate to be one of those organizations. The CIC First Opportunity Partners Grant Program for State Councils receives annual support from the foundation to advance diversity and inclusion, one of four focus areas that drive the UPS Foundation’s funding initiatives.

**Richard Ekman**, President, CIC

**Eduardo Martinez**, President, The UPS Foundation

**Chair: A. Hope Williams**, President, North Carolina Independent Colleges and Universities

Keynote Address: Bridging the Future

With higher education experiencing an unprecedented environment of complexity and change within the U.S. and around the world, keynote speaker Sue Cunningham, president and CEO of the Council for Advancement and Support of Education (CASE), will discuss trends, challenges, and opportunities for fundraising in such extraordinary times. What can State Councils learn from CASE’s vantage point as a global organization? How can State Councils leverage CASE’s data and insights into fundraising for the future? Learn about the importance of integrated advancement as a vital strategy to ensure higher education continues to transform lives and society.
Sue Cunningham is president and CEO of the Council for Advancement and Support of Education, which supports more than 3,600 schools, colleges, and universities worldwide in their fundraising, marketing, communications, and alumni relations operations. Appointed in 2015, Cunningham immediately launched the development of a new CASE Strategic Plan: Reimagining CASE 2017–2021. The plan includes four focus areas—member engagement, talent management, thought leadership, and global impact. In 2018, CASE acquired the Voluntary Support of Education survey and its 60 years of fundraising data and created AMAtlas, a global resource for advancement related metrics, benchmarks, and analytics. CASE has engaged in reviews of the curriculum across all advancement disciplines and an update of CASE’s management and reporting standards and guidelines, which operate as the industry-leading set of standards.

Prior to CASE, Cunningham served as vice principal for advancement at the University of Melbourne in Australia. Earlier, she was director of development for the University of Oxford, where she led a development team in the execution of the largest fundraising campaign outside of the United States. She previously served as director of development at Christ Church, Oxford, and as director of external relations at St. Andrews University. Cunningham holds a bachelor’s degree in performing arts from Middlesex University and a master’s degree from the University of Oxford.

Chair: Bill Spiker, President, Ohio Foundation of Independent Colleges

Talking about Private Colleges: Busting the Myths

Most people who work in higher education occasionally face tough questions from friends, family, or neighbors. “Why does college have to cost so much?” “If my niece gets a liberal arts degree, will she ever find a job?” “I’m not sure I’d fit in at a private college.” Learn the facts and figures to help answer such questions, and practice talking about the true accessibility, affordability, and successful student outcomes at private colleges. See how State Councils can use recent data from CIC to show the value and effectiveness of private higher education and to guide member institutions through conversations about private colleges in everyday interactions.

Richard Ekman has served as president of CIC since 2000. During this time, he has overseen the growth of CIC membership by more than 50 percent. He previously served as vice president for programs of Atlantic Philanthropies and as secretary and senior program officer of the Andrew W. Mellon Foundation. Earlier, he was at the National Endowment for the Humanities, successively as director of the Division of Education Programs and the Division of Research Programs; vice president and dean of Hiram College; and assistant to the provost at the University of Massachusetts at Boston. He serves as a member of many boards, including those that provide guidance to the Harvard University Graduate School of Arts and Sciences and the American Academic Leadership Institute.
Harold V. Hartley III is senior vice president of CIC, where he has lead responsibility for the Presidents Institute and other CIC initiatives for college presidents, including the Presidents Governance Academy and the Presidential Vocation and Institutional Mission program. Hartley also provides leadership for CIC’s data and research activities and oversees CIC’s Network for Vocation in Undergraduate Education (NetVUE). Before joining CIC in 2005, he served for a decade with the United Methodist General Board of Higher Education and Ministry. Hartley is co-author of Rethinking College Student Retention (2014).

10:40–11:40 A.M. | SHEFFIELD BALLROOM
Showing Our Stories: The Difference of Video

State Councils help enrich the lives of students, institutions, employers, and donors through key connections that, in turn, yield a trove of meaningful stories. What does it take to bring those stories to life? Is video the new imperative? How can State Councils do video well, on time, and on budget? Learn what three associations—Michigan Colleges Alliance, Independent College Fund of New Jersey, and Virginia Foundation for Independent Colleges—discovered about the challenges and impact of video storytelling.

Robert P. Bartlett, President, Michigan Colleges Alliance
Mary-Beth Johnson, Chief Operating Officer, Virginia Foundation for Independent Colleges
Louis Manzione, President, Independent College Fund of New Jersey
Chair: Mick Weltman, Executive Director, Associated Colleges of Illinois

11:45 A.M.–12:45 P.M. | SOFIA BALLROOM
Luncheon Roundtables

Enjoy lively lunchtime discussions with your colleagues on a range of timely topics. Please circulate among tables to discuss the issues and best practices that are of most interest to you.

Campus to Career Workforce Pathways Initiative
Bill Spiker, President, Ohio Foundation of Independent Colleges

Development Deep Dive
MaryAlice W. Breuninger, Vice President, Relationship Management and Business Development, Independent College Fund of New Jersey

Financial Aid Nights
Edward M. Shannon III, Executive Vice President, South Carolina Independent Colleges and Universities

ICUT Scholars Online Integrated Scholarship Program
Ray Martinez III, President, Independent Colleges and Universities of Texas Foundation
Beyond the Dollars: An Innovative Scholarship for Black Men

This session will examine the impact of a scholarship program for Black men offered through the Minnesota Private College Fund (MPCF). Black men are severely underrepresented in higher education and graduate with a bachelor’s degree at much lower rates than white men. While the four-year graduation rate for Black men nationally is 17 percent, it is 46 percent at Minnesota private colleges. Through the MPCF Scholarship Program for Black Men, students fare even better. Four-year graduation rates of the first two cohorts of MPCF Scholars have been 100 percent and 86 percent, respectively. Can other State Councils duplicate the success of MPCF’s program? Find out what differences MPCF provides to support these students’ educational journey.

Abdul M. Omari is a program coordinator of MPCF’s scholarship program for Black men and founder of AMO Enterprise, which helps people better connect in individual and team settings. He teaches leadership courses for undergraduate students and focuses, through his research, on the perceptions of mentoring and the role of cultural intelligence within mentoring relationships. Omari holds a bachelor’s degree in global studies, a master’s degree in public policy from the Humphrey School of Public Affairs, and a PhD in comparative and international development education, all from the University of Minnesota.

Jamil Stamschror-Lott is a program coordinator of MPCF’s scholarship program for Black men. He is a licensed social worker who practices therapy within Creative Kuponya, through which he provides services to public schools and social justice agencies. Stamschror-Lott seeks to motivate students to see a better version of themselves.

Carolyn Jones, Director of Development, Minnesota Private College Fund
Howard Jones, Eddie Phillips Scholar and Scholarship Coordinator, Minnesota Private College Fund
Chair: Ray Martinez III, President, Independent Colleges and Universities of Texas Foundation
Bridging the Future

2:00 – 2:50 P.M. | SHEFFIELD BALLROOM

**MEP? A Conversation about Multiple Employer Plans**

A multiple employer plan (MEP) allows two or more unrelated employers to create a single retirement plan if certain U.S. Department of Labor Employee Retirement Income Security Act (ERISA) requirements are met. The arrangement can help employers achieve economies of scale through centralized support of administrative and fiduciary obligations. MEPs are often comprised of associations, institutions, or organizations that are unaffiliated, but share common interests. By joining with other employers, they can pool their assets and resources, creating a single retirement plan. TIAA leaders will discuss key considerations, including current trends, nuanced elements of MEPs, and the latest regulatory developments.

*John Kahle* is managing director of strategic sales for the Institutional Financial Services business at TIAA and leads the Multiple Employer Plan team that partners with state associations and consultants to deliver improved retirement outcomes for association members. Earlier, Kahle led the west central segment of TIAA Institutional Financial Services. Kahle earned a bachelor’s degree from the University of Southern California. He holds FINRA Series 7, 24, 63, and 66 registrations.

*Eva Lee* is senior director of TIAA’s Multiple Employer Plan Relations. She helps clients in the nonprofit, education, government, and health care market segments define their MEP strategy and narrative. She also manages the team responsible for the onboarding, development, distribution, and maintenance of MEPs while collaborating with TIAA’s service delivery team and outside third-party administrators and consultants. Lee has 17 years of experience in the financial industry and has been with TIAA since 2002. She earned a BS from the College of New Rochelle and holds FINRA Series 6, 63, and 26 registrations.

*Chair: Mike Backer*, President, Missouri Colleges Fund

3:00 – 3:40 P.M. | SHEFFIELD BALLROOM

**Leveraging a CIC National Venture Fund Grant to Advance Multiple Goals**

How can State Councils leverage CIC National Venture Fund (NVF) Grants to build collaborative opportunities that enhance student and institutional success and magnify the impact of State Council programs? Maryland Independent College and University Association and its Independent College Fund of Maryland (I-Fund) recently launched an NVF project designed to build bridges among private corporations and foundations, member colleges, CIC, and the CollegeBound Foundation to overcome the significant challenges to academic success faced by low-income students from Baltimore City’s public schools. Learn how the program combines financial assistance and support services to improve enrollment, persistence, and completion of low-income, first-generation students at private colleges and universities.
In the state of Washington, the legislature and governor have renamed and significantly expanded the state’s key student aid program, now known as the Washington College Grant. It is flexible and can be used at private nonprofit colleges and universities, at public two-year or four-year institutions, and in apprenticeship programs. The grant is available to new high school graduates and older adults who have not yet earned a degree for full-time or part-time study. Further, the state guarantee of funding means that by the 2020–2021 school year, an estimated 110,000 Washington residents will receive assistance to meet tuition and fees at the campus or program that best meets their individual needs. Can State Councils build the necessary partnerships for comparable support of private higher education and college students in their states?

Terri Standish-Kuon, President and CEO, Independent Colleges of Washington

Chair: Mark Cavanaugh, Executive Director, Independent Higher Education of Colorado Fund
The 2019 Charles W. L. Foreman Award

Presenters:  
Richard Ekman, President, CIC  
Matthew Shank, President, Virginia Foundation for Independent Colleges

H. Hiter Harris III has served with distinction on the board of the Virginia Foundation for Independent Colleges (VFIC) since 2004, a role that reflects his deep personal connections to private higher education. He co-founded Harris Williams in 1991 as a national investment banking firm focusing on mergers and acquisitions. Since then, he and his partners have led Harris Williams to become one of the largest and most influential merger and acquisition firms in the country with approximately 330 employees, eight offices in the U.S. and Europe, and ten industry groups. Harris was directly involved in the creation and advancement of several of VFIC’s signature programs: the Ethics Bowl, Career 15, and the newly formed Women’s Leadership Summit. He established the endowed H. Hiter Harris III Rising Star Award to recognize VFIC faculty members who are rising stars in their profession and reflect a strong, clear, and abiding commitment to excellence in classroom teaching.

His other current and former board positions include service to Hampden-Sydney College, University of Richmond, Virginia Museum of Fine Arts Foundation, Massey Cancer Center, Virginia Historical Society, Spider Management Investment Committee, St. Catherine’s School, First Presbyterian Church Diaconate, and Church Schools of the Diocese of Virginia. Harris also currently serves, or has served, on the boards of NewMarket Corporation, Nexgrid LLC, and the Virginia Resources Authority. Harris earned a bachelor’s degree in mathematics and economics from Hampden-Sydney College and an MBA from Harvard Business School.

The 2019 CIC State Councils Leadership Award

Presenters:  
Richard Ekman, President, CIC  
Treva Haugaard, Executive Director, Council of Independent Nebraska Colleges Foundation

Mary Hawkins is president of Bellevue University, where she earlier served as provost and vice president for enrollment and outreach. Since her arrival in 1995, Bellevue University has changed dramatically in enrollment, geographic reach, scope of programs and services, and in the strong national and international partnerships it is developing.

In addition, Hawkins provided the leadership necessary to transform two organizations—the Nebraska Independent College Foundation and the Association of Independent Colleges and Universities of Nebraska—that
were experiencing declines in membership and effectiveness. Recognizing that neither organization was sustainable on its own, Hawkins led an effort to merge the missions of the two organizations and launch in 2018 a new state association for Nebraska, the Council of Independent Nebraska Colleges Foundation (CINCF). The new CINCF represents the first time in Nebraska history that all 13 of the state’s independent institutions belong to a single organization. Hawkins provided not only the vision and dedication to create CINCF, but also key resources from her institution to support the fledgling organization with new communications materials, a website, and other key professional services. She also met with donors to encourage growth of the CINCF scholarships fund and participated in public events, such as the check presentation with UPS.

Hawkins holds a bachelor’s degree in business and public administration from the University of Arizona, a master’s degree in agricultural economics from the University of California-Davis, and a PhD in industrial and organizational psychology from the University of Nebraska-Lincoln.

Recognition of A. Hope Williams, Presiding Officer, 2013–2020

Presenters:
Richard Ekman, President, CIC
Carol M. Schuler, Vice President for State Council Programs, CIC

A. Hope Williams has served as presiding officer of the State Councils since 2013. In this role, she has provided key leadership to the network of state executives during the new organization’s transitional years. Williams serves as president of North Carolina Independent Colleges and Universities (NCICU), the statewide office of the 36 independent colleges and universities in North Carolina. As president, she is the chief executive officer for the NCICU board of directors of college and university presidents and for the Independent College Fund of North Carolina board that includes corporate trustees and raises corporate and foundation funds for student scholarships and programs. She has been president of NCICU since 1992.

Williams earned her undergraduate degree in French and history from Duke University, an MPA degree from North Carolina State University, and a PhD in education from the University of North Carolina at Chapel Hill. She currently chairs the board of Microelectronics Center of North Carolina and serves on the National Advisory Board of the Institute for Emerging Issues, the National Student Clearinghouse Research Board, College Foundation, Incorporated, the NCWorks Commission, Communities in Schools of North Carolina, and the North Carolina Aquarium Society.
PROGRAM SCHEDULE
Thursday, September 12

7:30–8:30 A.M. | SOFIA BALLROOM

Breakfast: State-by-State Updates
Learn from colleagues as they present innovative ideas and current challenges in this lightning round of state-by-state updates.

8:30–9:30 A.M. | SHEFFIELD BALLROOM

When Emergencies Strike: Helping Colleges Prepare
Colleges and universities rely on myriad technologies, systems, and resources to assure smooth and effective operations. What happens when these systems are disrupted due to natural disasters or other unforeseen emergencies? The Association of Independent Colleges and Universities of Pennsylvania will share the results of its Business Continuity Peer Program that helps private colleges and universities identify essential services and functions; assess the impact of disruptions to these functions on the institution and mission; develop strategies to resume business functions in the event of a critical disruption; and evaluate the effectiveness of existing tools, systems, and planning.

Tim Alexander, Vice President of Finance and Administration, Association of Independent Colleges and Universities of Pennsylvania

Tom Carnwath, Business Continuity Peer Program Project Leader, Association of Independent Colleges and Universities of Pennsylvania

Chair: Kelly Hyten, Executive Director, Independent Colleges and Universities of Texas Foundation

9:45–10:45 A.M. | SHEFFIELD BALLROOM

A Thriving Framework for Higher Ed Organizations
What makes higher education associations valuable, relevant, sustainable, and viable? Having worked with dozens of higher education associations and organizations in recent years, Credo has adapted its research-based Thriving Framework for Colleges and Universities for associations to highlight the core elements of relevance, longevity, and value. This session will present Credo’s framework as a background for facilitated conversation among leaders, leveraging the strength and challenges of session participants.
**Emma Jones** is the chief brand officer of CREDO Higher Ed, where she serves on Credo’s executive leadership team and manages Credo’s marketing, business development, publishing, and client impact efforts. Jones’s career began at Elon University and the London, U.K.-based Foundation for International Education. She earned her bachelor’s degree in literature and mass communication from the University of North Carolina at Asheville and her master’s degree in liberal studies from the University of North Carolina at Greensboro.

*Chair: Brent Wilder,* Vice President, Oregon Alliance of Independent Colleges and Universities

### 11:00–11:45 A.M. | SHEFFIELD BALLROOM

**Report from the CIC State Councils Database Task Force**

State Councils include a distinctive group of development professionals who not only work with donors, but also distribute and monitor critical scholarship programs. Recent research suggests that commercially available databases designed for institutional development offices fall short of the needs of State Councils. To examine this need more closely, the CIC State Councils Advisory Committee elected to form a task force to review existing and custom approaches to database development. The report of this session will inform next steps for selecting or developing a more cost-effective database for the use of State Councils.

**Mike Backer,** President, Missouri Colleges Fund  
**Ed Finn,** President, Iowa College Foundation  
**Treva Haugaard,** Executive Director, Council of Independent Nebraska Colleges Foundation  
**Bill Spiker,** President, Ohio Foundation of Independent Colleges  
**Mick Weltman,** Executive Director, Associated Colleges of Illinois  
**A. Hope Williams,** Chair, Database Task Force, and President, North Carolina Independent Colleges and Universities

### 12:00–1:15 P.M. | SOFIA BALLROOM

**Closing Luncheon: CIC State Councils Business Meeting**

Enjoy a final meal with colleagues and participate in the State Councils Business Meeting. The agenda will include a report about the State Councils network and the confirmation of a new presiding officer.

**Conference Adjourns**
CIC State Councils Advisory Committee 2019–2020

Mike Backer, President, Missouri Colleges Fund
Robert P. Bartlett, President, Michigan Colleges Alliance
Paul Cerkvenik, President, Minnesota Private College Fund
Richard Ekman (Ex Officio), President, CIC
Ray Martinez III, President, Independent Colleges and Universities of Texas Foundation
Paul C. Pribbenow, President, Augsburg University
Bill Spiker, President, Ohio Foundation of Independent Colleges
A. Hope Williams (Ex Officio), President, North Carolina Independent Colleges and Universities

Chair: Carol M. Schuler, Vice President for State Council Programs, CIC
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Iowa College Foundation
Louisiana Independent College Foundation
Michigan Colleges Alliance
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North Dakota Independent College Fund
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Hotel Information and Floor Plan

KIMPTON HOTEL MONACO PITTSBURGH
620 William Penn Place
Pittsburgh, Pennsylvania 15219
Phone: (412) 471-1170