CIC is grateful to TIAA-CREF and UPS for long-term and generous support.

And to our newest sponsors, eProcurement Services and Office Depot-Office Max
New Perspectives for a New Era

Taking a lead from the poet and novelist Robert Graves, who noted that “the future is not what it used to be,” the planners of this conference sought to develop a program that would engage State Fund Members in reflecting on the future and thinking creatively about strategies that could serve their organizations well in the years to come. The conference will provide a forum for open discussion of important issues, opportunities to learn from experts, and time to network with colleagues from other State Funds.

The theme of the conference, “New Perspectives for a New Era,” indicates the intention of this year’s annual meeting. With major challenges facing institutions in the independent college sector—greater competition for students, pressures to cut costs, increases in financial aid, and the need to adopt new delivery methods—CIC member colleges and universities have begun to rethink their business models. And just as it is no longer “business as usual” for private colleges, the State Fund Members also are challenged to reconsider existing programs and to re-think how each consortium can have the most beneficial impact on its member colleges.

To encourage consideration of options for positioning (or re-positioning) a State Fund for greatest impact, the conference will include a facilitated Blue Ocean Strategy workshop, using approaches from that best-selling organizational development book. In addition to the workshop, the conference will provide participants with a range of sessions and programs featuring best practices and thought-provoking new ideas—supporting both professional and organizational development.

Participants also can look forward to kicking up their heels Monday night at the Country Music Hall of Fame, for the annual Awards Dinner. The evening will include the presentation of the 2015 Charles W. L. Foreman Award to a truly inspirational State Fund trustee who has had far-reaching impact on his State Fund, its member colleges, and their students.

Welcome to the 2015 CIC State Fund Members Annual Conference!
Sunday, April 26

3:30–4:55 p.m.  
State Funds Advisory Council Meeting  
Davidson

5:00–5:50 p.m.  
New State Executives Orientation  
Davidson

All new state executives, staff, and first-time conference attendees are welcome. State Funds Executive Director Ned Moore, CIC President Richard Ekman, and Presiding Officer Hope Williams will provide a briefing on the operations and member benefits of the State Fund network.

6:00–8:00 p.m.  
Opening Reception  
Hartman Gallery

Welcoming Remarks: Richard Ekman, President, CIC
Greetings from UPS: Frank Romeo, Vice President, UPS Foundation

Frank Romeo serves as vice president of the UPS Foundation and is responsible for the operations and management of its global philanthropic and corporate relations programs. He has more than 40 years of experience with UPS, including 11 years in UPS’s international operations and seven years as head of UPS’s global Employee Relations Group. Joining us this day to discuss the UPS Foundation’s long partnership with the State Funds in advancing the Foundation’s commitment to expanding college access and success for first-generation students, Romeo is particularly proud that CIC’s UPS Scholarship Program has helped make a private college education possible for over 19,000 students from underserved populations.
Monday, April 27

8:00–9:00 a.m.

Breakfast Program: Call to Action—A New Era for Independent Higher Education

A respected leader in higher education will set the theme for the conference, focusing on the implications of the advent of a new era in independent higher education. He will make the case that with the manifold challenges facing our sector “the future is now.” He will emphasize that this is the time for all key stakeholders—including State Fund Members—to think creatively and strategically, and act boldly to strengthen and preserve the private college sector.

Paul Conn has served as president of Lee University since 1986. A graduate of Lee University, he holds MA and PhD degrees in psychology from Emory University and subsequently spent three years at Harvard University as a postdoctoral visiting scholar. Prior to becoming president, Conn served on the Lee College psychology faculty for 15 years, was chair of the department of behavioral sciences, and won the college’s highest award for Excellence in Teaching. In 1984, Conn was appointed vice president for institutional advancement at Lee University and served in the position for two years before becoming president. During his 29 years as president, the university has seen significant growth: Enrollment has increased from 1,214 to over 4,900, the size of the budget has quadrupled, fundraising has increased dramatically, and the campus has been substantially rebuilt and enlarged. Conn also has enjoyed a second career as a freelance writer. Four of his books have been listed on the New York Times bestseller list, and his book, The Possible Dream, was the seventh bestselling nonfiction book of 1977, according to Publishers Weekly. Conn served as a member of the CIC Board of Directors from 2007 to 2010.

Chair: Claude Pressnell, Jr., President, Tennessee Independent Colleges and Universities Association
Leadership Topic I: Building a More Effective Communications Strategy

“Making the case”—creating the right messages, identifying target audiences, and using the right media to get the messages out—is a key objective that needs to be accomplished to develop an effective communications strategy. Our speaker—a member of the College of Fellows of the Public Relations Society of America—will provide insights, background, and professional advice on ways that a State Fund can develop a public relations plan with a fresh, objective, and big-picture perspective. She will demonstrate proven strategies and positive outcomes, bringing to light how to develop plans for long-term, successful strategies.

Susan Hart, founder and president of Hart Public Relations & Communications, has nearly 30 years of professional public relations experience. A director of the national PRConsultants Group and accredited by the Public Relations Society of America (PRSA), Hart is the recipient of multiple awards for her work and leadership, and she is one of only 300 professionals in the world who has been elected to the PRSA’s College of Fellows for her industry achievements and distinctive service. Clients have ranged from national service providers and retailers to entrepreneurial start-ups and nonprofits. Hart is passionate about helping others succeed. Her firm’s in-depth methodology begins with research on the root causes of marketing issues facing the organization and leads to the development of a unique and creative course of action for communications strategies, working with management to assure the implementation of plans with accountability for all stakeholders.

Chair: Hope Williams, President, North Carolina Independent Colleges and Universities
10:00 a.m.–2:00 p.m.  
**Spouses and Partners Program**

Meet in hotel lobby.

Spouses and partners will experience a guided, behind-the-scenes tour of the world-famous Ryman Theater, home of the Grand Ole Opry and now a National Historic Landmark. The Ryman is a “must see” for anyone visiting Nashville. Lunch is included.

Program Convener: *Tina Egge*

10:45–11:45 a.m.  
**Leadership Topic II: The New Normal—The Truth about Corporate Philanthropy Today**

Tennessee Ballroom

Although corporate philanthropy has changed in focus and process over the six decades of State Funds’ operations, the pace of that evolution has picked up dramatically in the last few years, moving into areas that include corporate branding, cause-related marketing, and core partnerships with grant recipients. What are the latest trends, and how will the new range of corporate donor expectations impact State Funds’ approaches, programs, and grant development in the coming years? A veteran higher education professional who has researched corporate philanthropy will provide solid perspective on these issues.

*Rand Park* is a senior lecturer at Carlson School of Management at the University of Minnesota. Prior to his faculty appointment at the Carlson School, he was the vice president of development for the Minnesota Private College Fund. He previously held positions in corporate relations and fundraising at Hamline University and the University of Minnesota and, over the past 17 years, he has taught ethics courses at both institutions. Park has presented on the topic of corporate philanthropy and higher education at national conferences, and he led executive training on ethical decision making for a number of professional offices and groups, including the Office of the Legislative Auditor for the State of Minnesota, the Greater Minneapolis Council of Churches, and the Hennepin County Bar Association. He earned a BA and MA from the University of Georgia and a JD from the Hamline University School of Law. Park is currently pursuing a PhD in the department of organizational leadership and policy development at the
University of Minnesota, where his research is focused on corporate philanthropy in relation to higher education.

Chair: **Jack Jones**, President, Iowa College Foundation

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**Noon–1:15 p.m.**

*Hartman Gallery*

**Luncheon Roundtables: Making the Case—New Research on the Value of Small and Mid-Sized Independent Institutions**

Because one of the strategic objectives for State Fund Members is to increase awareness, understanding, and support of member institutions, research that helps “make the case” is a critical asset. In this session, results will be presented from four new research studies that support the “value-added” provided by small and mid-sized independent colleges and universities. Follow-up discussion at roundtables will give participants opportunities to discuss the research and how it might be used effectively in marketing efforts. Roundtable leaders also will encourage the sharing of other research and strategies that have proven effective in making the case.

Speaker: **Harold V. Hartley III**, Senior Vice President, Council of Independent Colleges

Roundtable leaders:

- **Larry Large**, President, Oregon Alliance of Independent Colleges and Universities
- **Matt Lindsey**, President, Kansas Independent College Fund
- **Ray Martinez III**, President, Independent Colleges and Universities of Texas Foundation
- **Mick Weltman**, Executive Director, Associated Colleges of Illinois
- **Eddie Shannon**, Executive Vice President, South Carolina Independent Colleges and Universities

Chair: **Anne Cassidy**, Vice President for Advancement Services, Independent Colleges of Washington
Leadership Topic III: Perspectives for the New Era—Lessons from a Lifetime in College Advancement

With State Funds being challenged to think anew about future directions, programs, and sources of support, what are the essential factors and building blocks upon which to shape that future? Might one of those key building blocks be a renewed emphasis on grant-seeking, since private foundations increasingly favor consortial projects? With the perspective of 37 years of leadership in college associations and consortia, a veteran higher education professional will present the essential lessons learned from a lifetime of work on behalf of the private college sector.

Paul Chewning, senior associate at Trek Advancement, has served higher education for nearly 40 years. Prior to joining Trek Advancement, he was president of the Appalachian College Association (ACA), a consortium of 36 private colleges and universities. Prior to ACA, Chewning served as president of the West Virginia Independent Colleges & Universities. Earlier, he spent nearly 15 years as vice president of the Council for Advancement and Support of Education. He also served as alumni director and lacrosse coach at Bethany College (WV), director of individual and corporate giving at Drake University, and held development positions at the West Virginia University Foundation and at Pennsylvania State University. Chewning graduated magna cum laude from Bethany College (WV) with a BA in history, and he earned an MA in American studies from the University of Minnesota and an EdD from Drake University. He has been active in a number of nonprofit organizations throughout his career, serving in leadership positions and as an active volunteer.

Chair: John B. Wilson, President, Independent College Fund of New Jersey
2:45–3:45 p.m.

Tennessee Ballroom

“Screams to Dreams”: Sharing Major Successes and What Keeps You up at Night

A veteran state executive will serve as emcee for this “open mike” session, designed for members to share accomplishments, frustrations, and thoughts on what’s working (or not working) for their consortia. According to Cox, this is “an opportunity to celebrate and empathize and to have fun with both. It’s enjoyable to share your ‘dreams’—those activities that surpassed expectations—but it’s also therapeutic to unload your ‘screams’—those activities that fell flat.” He asks that participants give thought to their “screams” and “dreams”—and come to the session willing to share with colleagues.

Gary Cox, President, Association of Independent Kentucky Colleges and Universities

Chair: Tina Bjarekull, Managing Director, Independent College Fund of Maryland

4:00–4:45 p.m.

Tennessee Ballroom

Leadership Topic IV: Developing New Perspectives on Mission and Strategies

Over the last few years, “rethinking the business model” has been a mantra for many CIC member colleges—indeed, it has been the theme of several CIC institutes. For State Funds, it is no longer “business as usual” either—and some State Funds already have begun re-thinking and re-envisioning their mission, approaches, and strategies to meet new and evolving challenges. To further encourage this strategic thinking and re-positioning, a veteran organizational development consultant will lay the groundwork for tomorrow’s workshop by introducing the concept of using the Blue Ocean Strategy to help create heightened value and long-term impact for each state consortium.

Andrea Simon, principal and founder of Simon Associates Management Consultants, has more than 20 years of experience as a senior officer of health care institutions, financial services, and nonprofits. Simon’s expertise lies in helping corporations, higher educational institutions, and nonprofit organizations
develop their purpose and brand positioning, redesign their organization’s culture, and improve their financial performance, using innovative and effective product development and marketing methodologies. Simon is a trained practitioner in *Blue Ocean Strategy* and has helped numerous companies discover new “blue oceans,” successfully opening up new markets with them. She has won numerous Addy and Aster awards for her marketing and advertising campaigns. Simon is a well-published author with articles in *Forbes, Business Week*, and various publications and online blogs.

Chair: *Bob Bartlett*, President, Michigan Colleges Alliance

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5:45 p.m.

**Depart for Awards Dinner at the Country Music Hall of Fame**

*Meet in Hotel Lobby.*

6:00–7:15 p.m.

**Reception and Tour, Country Music Hall of Fame**

7:15–8:30 p.m.

**Annual Awards Dinner**

While the renowned event venue will be memorable, the highlight of the Awards Dinner will be the presentation of the State Funds’ top award, the Charles W.L. Foreman Award, which recognizes a college president or corporate trustee who has demonstrated an outstanding record of service that truly distinguishes the recipient from his or her peers in support of the mission and work of the State Funds.

The 2015 recipient of the Foreman Award is *Morris Mills*, a long-time trustee of the Independent Colleges of Indiana (ICI) and 32-year veteran of the Indiana State House and Senate. His leadership on the ICI board has included service on the executive committee and the spearheading of a wide range of programs, including the innovative ICI STEM Teach Initiative. A graduate of Earlham College, with an MBA from Harvard Business School, Senator Mills has had a notable career in business and in state politics. Throughout his tenure in the legislative branch, Mills was known for his advocacy of
education and sponsored a wide array of programs of benefit to the independent college sector. Of particular note was his groundbreaking legislation to provide state financial aid for needy students who attend private colleges and universities—the Freedom of Choice grant program. To date, more than 660,000 state grants have been awarded to ICI students through this program. Because of Mills’s leadership though ICI and the state legislature, Hoosiers often cite the senator as the state’s single most effective advocate for the independent college sector in Indiana.
ENHANCING ORGANIZATIONAL DEVELOPMENT:
NEW IDEAS AND PERSPECTIVES

Part I: Unveiling a New Member Service for CIC State Funds—Professional Endowment and Investment Management

Now that our state-based consortia view having an endowment as an essential financial instrument—two-thirds of the members have endowments—the challenge for each member is to assure that the investment management process is smooth and beneficial, and not a distraction to operations. For those with modest amounts to invest, finding affordable professional investment management has been difficult—until now. As a member service, CIC asked TIAA-CREF if it could design a new program specifically to offer professional, low-fee investment and endowment management services that would be beneficial to CIC State Fund Members with endowments large or small. That plan will be unveiled at this session—offering members the opportunity to secure high-quality professional investment management with the competitive advantage provided by TIAA’s comparatively low fees.

Roger Estrada, director of endowments and foundations, TIAA-CREF Financial Services joined with TIAA-CREF in 2007. His responsibilities include assisting foundation and endowment clientele and establishing new institutional asset management accounts. Prior to joining TIAA-CREF, Estrada served as a senior investment manager and financial advisor at Charles Schwab & Co. and at American Express.

Chair: Hope Williams, President, North Carolina Independent Colleges and Universities
ENHANCING ORGANIZATIONAL DEVELOPMENT: NEW IDEAS AND PERSPECTIVES (cont’d)

Part II: Reflections on the Value of State Funds

What are the core value propositions that State Funds offer to the private college sector? What do these consortia bring to the table, and what program areas emerge from them? And in consideration of the conference theme of creative thinking about future directions: In what new ways might a State Fund have major beneficial impact on the advancement of its member colleges in the coming years? A veteran college president with years of work with State Funds will address these and related issues in valedictory remarks marking the conclusion of his three-year term on CIC’s State Funds Advisory Council.

Kenneth Garren is currently serving in his 14th year as president of Lynchburg College. He is in his 48th year in academia, having previously served as a faculty member, associate dean, chief academic officer, and vice president for academic affairs at Roanoke College. Prior to his academic career, he served for five years with the U.S. Space Program as an aerospace engineer, working on the Apollo and Gemini projects at the NASA Langley Research Center. He received his bachelor’s degree in mathematics from Roanoke College, his master’s degree from the College of William and Mary, and his doctoral degree from Virginia Polytechnic Institute. Among his numerous regional and national affiliations in higher education, he has been particularly active in CIC and its State Funds Members, including leadership positions with the Virginia Foundation for Independent Colleges and CIC’s State Funds Advisory Council.

Chair: Mary-Beth Johnson, Vice President, Virginia Foundation for Independent Colleges
Leadership Topic V: Envisioning and Planning for the Future Using Blue Ocean Strategy

The barrage of trends and evolving challenges that are driving member colleges and universities to rethink their business model also is sending a clear message to state consortia that it is time to evaluate—and possibly re-envision—their mission and strategies. To encourage further creative thinking about the future, a veteran organizational development consultant will lead an interactive workshop using the Blue Ocean Strategy as means to encourage State Fund Members to think about the focus of their organization and options for significantly increasing the beneficial impact on member colleges and universities.

The workshop is based on organizational development tenets found in the popular book, Blue Ocean Strategy (2005), written by W. Chan Kim and Renee Mauborgne as a follow-up to their article in Harvard Business Review on “Value Innovation—The Strategic Logic of High Growth.” Based on a study of 150 strategic moves spanning more than 100 years and 30 industries, the book argues that companies and nonprofits reach their highest potential (while lowering costs) by creating “blue oceans” of uncontested market space and then offering unique, differentiated, high-value programs, while simultaneously reducing features or services projected to be of decreasing value to clients in the years to come.

Facilitator: Andrea Simon, Principal and Founder, Simon Associates Management Consultants

Chair: Richard Ludwick, President, Independent Colleges of Indiana
Luncheon Roundtable Discussion: Among Friends and Colleagues—Sharing Perspectives on the Road Ahead

In considering the future, some State Fund Members might simply choose to rely on the advice credited to Yogi Berra: “When you come to a fork in the road, take it.” Of course, more complex factors are involved in a consortium’s choice of a path that provides the greatest beneficial impact on member colleges and universities. What will be the primary stress points facing our sector in the years to come, and how can State Funds structure programs to meet those needs? What are the trends in philanthropy, and how can State Funds maximize return? What perspectives or new “light bulb” ideas from this morning’s workshop might provide insight and direction? The roundtables for this closing luncheon will provide the opportunity for colleagues to reflect on these and related issues and will help put the future in perspective.

Roundtable Leaders:

**Rex Nelson**, President, Arkansas’ Independent Colleges and Universities

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

**Elizabeth Winslow**, Managing Director, Florida Independent College Fund

Chair: **Susanna Baxter**, President, Georgia Independent College Association

1:15 p.m.

Conference Concludes
SAVE THE DATE!
2016 STATE FUNDS ANNUAL CONFERENCE
May 1–3, 2016
Baltimore, Maryland