

In This Issue...

- 2 ACTA in the News: ACTA Makes National Headlines
- 3 Breaking News: Tom Rollins, Founder of The Teaching Company, Wins Merrill Award
- 4 Best of the Blog: *Chronicle* Fires Noted Reporter Over Political Incorrectness
- ACTA Friend Named Among Top 100 Women Leaders in STEM
- 5 Effective Trusteeship: ACTA Expands Outreach to Trustees
- Sound Advice on Tuition
- 6 Heard on Campus
- 7 In Memoriam: Henry Denker and Edward Costikyan
- Interns Get an Inside Look at Higher Ed Reform

Penn State: ACTA and Former FBI Director Ask, “Where Were the Trustees?”

Trustees are responsible for their institution. They set its goals, establish its governance, and hold its administrators accountable. And when a university cares more about football than educating its students or protecting its children, the buck stops with them.

That was ACTA’s message when the Penn State scandal broke last November in a high-profile op-ed appearing in the *Wall Street Journal*: “In too many ways,” we said, “the emphasis of higher education in general

has become one of reputation building, not values or education. The instinct is to hide problems or pretend they don’t exist rather than face them head on.” And that analysis was echoed by FBI Director Louis J. Freeh in his report to the board.

Mr. Freeh was hired by the trustees to investigate the causes of the Penn State tragedy. His team spent eight months studying the

case—reviewing emails and other documents and conducting more than 430 interviews.

The report had harsh words for the university’s top administrators. But, even more pointedly, it focused on the serious failure of the board: “[T]he board—despite its duties of care and oversight of the University and its

Officers—failed to create an environment which held the University’s most senior leaders accountable to it. In fact, around the time that [top university officials] were arrested, Mr. Spanier was unwilling to give

the board any more information about what was going on than what he was providing to the public.” In its story on the Freeh report, the *New York Times* described the board as “passive overseers, so in thrall to the president and the coach that they failed to demand even the barest displays of accountability.”

When the story first broke last fall, ACTA was nearly alone in focusing on the trust-



The fenced Joe Paterno statue was removed from the Penn State Campus on July 22, 2012.

(continued on 2)

Registration Form for ATHENA is Inside

Your **registration form** for ACTA’s 2012 ATHENA Roundtable is inside this issue. The conference will be held November 9 in Washington, DC, and we are expecting an exciting roster of speakers. The event will culminate with the presentation of the eighth annual Philip Merrill Award to Thomas Rollins, founder of The Teaching Company (see article about Mr. Rollins on page 3). For further information, call us at 202-467-6787.

www.goacta.org

info@goacta.org

1-888-ALUMNI-8

ACTA has been all over the news this summer, with commentary on governance at Penn State and UVA, on our California report *Best Laid Plans*, and on key issues of academic quality and accountability. Here are some of the highlights.

ON PENN STATE:

Richard Perez-Pena, *New York Times*, July 13, 2012

“In Report, Failures at Every Level of Hierarchy. Among those faulted, Penn State’s president and board of trustees”

The findings have implications for universities across the country, experts said, particularly those where popular sports programs can take on outsize influence. “This really should be a clarion call to trustees across the country to ask questions, to demand answers, to insist that the president is answerable to them, not the other way around,” said Anne D. Neal, President of the American Council of Trustees and Alumni. “For too long, the boards have been viewed more as boosters than as legal fiduciaries. And where athletics are involved, I think there is an urgent question whether some institutions have lost touch with their purpose.”

Kris Maher & John W. Miller, *Wall Street Journal*, July 13, 2012, **“Penn State Concealed Sex Abuse, Report Says”**

“What happened at Penn State is emblematic of a pervasive culture on college campuses where reputation is more important than academic quality, transparency, ethics, and accountability,” said Anne Neal, president of the American Council of Trustees and Alumni.

ON UVA:

Washington Post, June 24, 2012

“The University of Virginia—ground zero for change”

ACTA stated in an opinion piece: “Following the ouster of University of Virginia President Teresa Sullivan, all eyes have turned to Charlottesville. The drama unfolding there presents a defining moment for higher education: Incremental change or real innovation? In one camp, the president. In the other, the board. ... That’s why U-Va. should be viewed as ground zero in a national struggle for excellent and affordable educa-

tion. While the university board’s opaque process in removing Sullivan is regrettable, the board is right to be concerned about the direction of the university.”

PBS NewsHour, June 27, 2012



Anne Neal on *PBS NewsHour*: “And I would suggest that, if public higher education continues on its current course, that it is, in fact, on a collision course. One of the things that we have noted in our various studies is that, today, we spend two times the average of any industrialized nation on higher ed, but our results are far worse.”

ON ACTA CALIFORNIA REPORT:

Nanette Asimov, *San Francisco Chronicle*, June 10, 2012

“Cut low-enrollment programs, report says”

A new study out by the American Council of Trustees and Alumni calls on [California public] universities to eliminate low-enrollment programs or offer them jointly across campuses or online for efficiency ... Last month, the CSU trustees’ finance committee discussed cutting poorly enrolled programs and appeared to reach a similar conclusion as the new report.

Where Were the Trustees, *continued from 1*

ees’ responsibility and recognizing the connection between dysfunctional boards and the serious failings of top administrators. Last November, public attention was understandably fixed on the athletic department. Now that the Freeh report has echoed ACTA’s broader perspective, ACTA has been at the heart of the discussion related to Penn State governance. The *New York Times* cited ACTA president Anne Neal prominently in its story on the report, as did the *Wall Street Journal* and, yes, even ESPN. On the Fox News Channel’s Journal Editorial Report, *Wall Street Journal* assistant editor James Freeman said that “a big part of the story” was “a university administration that resisted independent oversight by the board.” He gave a “hit” to ACTA for publicizing this issue—and a “miss” to the NCAA and college presidents who have resisted board oversight.

And when the state set out to fix the problem, it turned to ACTA for help. The Pennsylvania State Auditor General contacted ACTA, seeking advice about best practices in board structure, size, and selection, so as to prevent the weakness and neglect that contributed to this tragedy. ACTA offered key recommendations for effective boards.

(continued on 3)

Tom Rollins, Founder of The Teaching Company, Wins Merrill Prize

Universities might cling to tired habits, but Thomas Rollins, recipient of the eighth annual Philip Merrill Award for Outstanding Contributions to Liberal Arts Education, offers a whole new way to learn.

Mr. Rollins graduated from Georgetown University with a major in philosophy, then entered Harvard Law School where an unforgettable experience opened his eyes to the extraordinary power of a great lecture captured on tape. Facing an important exam on the Federal Rules of Evidence, Rollins obtained videotapes of 10 one-hour lectures by a noted authority on the subject, Professor Irving Younger.

“I dreaded what seemed certain to be boring,” Rollins said. “But I had no other way out.” Rollins planted himself in front of the TV and played all 10 hours nearly non-stop. He found the lectures “outrageously insightful, funny, and thorough.” Rollins never forgot them, and a few years out of law school, he founded The Teaching Company to make similar lectures available to the public.

From differential calculus to medieval philosophy, ancient literature to modern corporate and economic theory, The Teaching Company has for over 20 years been in the business of offering video and audio lectures on the foundational disciplines that have shaped civilization. The Company’s founder recruited the most dynamic professors from colleges and universities across the country and made their lectures available to individuals interested in continuing their education. With over 10 million courses sold, The Teaching Company has been described by the *Wall Street Journal* as “the colossus of its field.”

“Tom Rollins’ success in bringing the finest instruction to so many thousands of learners throughout the world is one of the most significant contributions to the liberal arts in our time,” said ACTA president Anne D. Neal. “Mr. Rollins understood long before anyone else that, in a democratic society, excellent teaching and a rich liberal arts education should not be the privilege of the few, but rather the birthright of all.”



The Merrill Award honors individuals who have made extraordinary contributions to the advancement of liberal arts education. Mr. Rollins will receive the award on November 9 at a gala dinner that concludes ACTA’s 2012 ATHENA Roundtable, a conference of scholars, trustees, policymakers and other important voices in higher education. To register, please complete the enclosed form. ●

Where Were the Trustees, *continued from 2*

ACTA has also underscored the urgent need for boards to have independent sources of information—noting that both the NCAA and the Association of Governing Boards, of which Penn State has long been a member—promote a philosophy of presidents first. The AGB directs boards to “delegate direct responsibility for the conduct and control of the athletics department to the institution’s chief executive” and “not be directly involved in the process of hiring and firing coaches or other athletics department personnel.” Is it any wonder that, with such a mentality, this tragedy occurred?

In too many places, university governing boards put cheerleading for the university administration as the top priority when they should be serving more as guardians of the public interest. As ACTA and the Freeh report have articulated, the academic culture needs to change. To do so, boards are going to have to transform the way they do business—ask hard questions, demand answers, and depend on independent information—and ACTA is here to help them. ●

ACTA OFFERS RECOMMENDATIONS FOR EFFECTIVE BOARDS

- Boards should be **a manageable size**: 7-15 trustees is ideal. A board of this size can bring a range of perspectives and still make real decisions; it sees itself as responsible. Larger boards (Penn State currently has 32 trustees) tend to become controlled by the president—with results like those we saw at Penn State.
- Public university trustees should be **appointed by the governor**. That way everyone is accountable: the president to the trustees, the trustees to the governor, and the governor to the voters.
- Trustees should be **financially independent of the university**. They should not rotate into and out of jobs at the university—this would make them dependent on the president whom they’re supposed to oversee.
- Trustees should **have their own staff**. They should be able to obtain independent information as they see fit, rather than relying on the college president to supply their information.

Chronicle Fires Noted Reporter for Political Incorrectness

A version of this piece appeared on May 9, 2012 on ACTA's blog, *ACTA's Must-Reads*.

In May, the *Chronicle of Higher Education* fired blogger Naomi Schaefer Riley—an accomplished journalist and author who has covered higher education for nearly 15 years. Her offense? Political incorrectness.

The *Chronicle* had published a glowing article on graduate students in Black Studies, which described the young scholars' dissertations. On the basis of that article, Ms. Riley charged that the scholars were substituting political partisanship for objective research and analysis.

The blogosphere exploded. Comments poured in to impugn Ms. Riley's character, sneer at her publication record, complain that she had not read the (unpublished and unavailable) dissertations, and even accuse her of racism. The *Chronicle* published ad hominem attacks on Riley. More than 6,000 petitioners demanded that she be fired. She was.

Editor Liz McMillen issued an explanation of Riley's firing. She cited readers' "outrage and disappointment" and accused Riley of violating "journalistic standards" but did not say what those journalistic standards were or how Riley had violated them. And she apologized

for an editor's note suggesting that readers who disagreed with Riley should—horror of horrors!—argue against her instead of trying to silence her.

That Riley was fired was a travesty. But ACTA friend Mark Bauerlein pointed out the deeper problem: Riley's critics did not actually refute her charges, or even respond to them. Riley offended the politically correct when she suggested that Black Studies often fails to live up to the standards of scholarly rigor and impartiality. An honest response would have attempted to defend the intellectual merit of Black Studies. Instead, Riley's accusers called her a racist and got her fired. They had an opportunity to engage their critics and advocate for their field; instead, they shut down discourse and left both sides in their silos, angrier but not wiser than before.

The *Chronicle* missed a chance to stand up for intellectual freedom and intellectual engagement. They kowtowed to their constituency—the academy—deciding that political correctness was more important than the search for truth and the defense of free speech. ●

ACTA Friend Named Among Top 100 Women Leaders in STEM

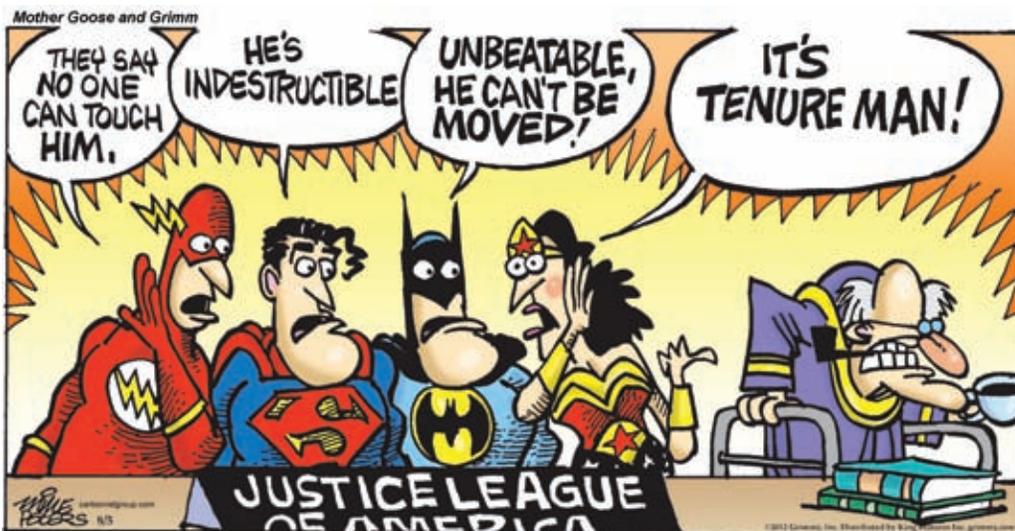


Congratulations to friend and supporter **Joann DiGennaro**, who has been named one of the Top 100 Women in STEM by *U.S. News* and *STEMConnector*.

Ms. DiGennaro is president of the Center for Excellence in Education (CEE), a nonprofit organization that provides educational opportunities to gifted students in Science, Technology, Engineering, and Mathematics.

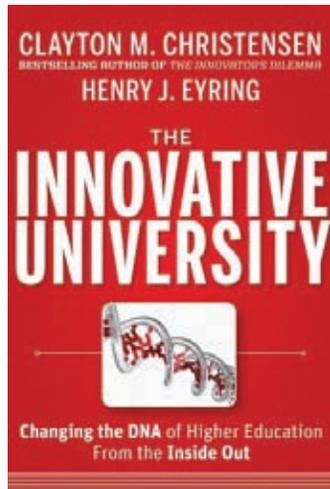
Ms. DiGennaro and ACTA's interests have long been aligned. ACTA's *What Will They Learn?* project has year after year enumerated the failure of schools to require central subjects such as math and science in the core curriculum, making it harder to encourage graduates in the core fields.

ACTA has also collaborated with Ms. DiGennaro in her role as a trustee. DiGennaro served on the board of George Mason University and is a member of the State Council of Higher Education for Virginia (SCHEV). ACTA worked closely with SCHEV last fall addressing new members of Virginia's boards of visitors at an orientation session sponsored by SCHEV and keynoted by Governor Bob McDonnell. ●





ACTA Expands Outreach to Trustees



Prominent Academics Partner with ACTA on Trustee Mailing

ACTA is defining the national conversation on higher education reform. And the power of our message is so clear that the academy is complaining.

In June, ACTA collaborated with Clayton Christensen, professor at Harvard Business School, and BYU-Idaho's Henry Eyring, to write to 13,000 trustees about the urgent need to bring disruptive innovation into their university cultures. Christensen and

Eyring, co-authors of *The Innovative University*, urged trustees to break out of the college-rankings rat race, identify and focus on their actual missions, and find new ways to meet students' needs: "The innovators can do more than merely avoid disruption. They can help usher in a new age of higher education, one of unprecedented access and quality. ... In a realm as tradition and turf-bound as the academy, that won't be easy. Without your leadership, it won't be possible."

With such an important message, one would expect acknowledgment and thanks. But not so fast. In response, *Inside Higher Ed*, an online daily publication distributed to faculty and administrators, ran a story questioning Mr. Christensen's decision to engage ACTA's network of trustees with a message of reform. In a backhanded compliment, the story stated, "The prevalence of

reformers such as Christensen and ACTA in mainstream media outlets has begun to frustrate some university presidents, who feel as if the 'disruption' thinkers now dominate the conversation and that the other side isn't getting a fair shake."

Frankly, the other side has had its chance. More of the same is not acceptable. Students and our country can't wait any longer.

ACTA Hosts Trustee Seminars in 3 Major Cities

ACTA has expanded our trustee seminars, bringing them to trustees across the country. On May 15 we partnered with the Gates and Apex Foundations to host trustees in Seattle, Washington. The seminar, "From Business to Boardroom: Engaging Issues of Quality and Cost," featured prominent business-executives-turned-trustees who shared best practices in trusteeship. In July we returned to Mount Vernon, Virginia, to host "Academic Leadership and the Challenges Facing Higher Education" with the Aspen Institute.

Trustees from across the country attended. The Seattle Pacific University, Indiana University, the Julliard School, and the University of Eastern Washington were just a few of the schools represented.

There's still time to sign up for ACTA's annual 2012 seminar, also co-hosted with the Aspen Institute, on September 13 at the Harvard Faculty Club in Cambridge, MA. The seminar will focus on the urgent role of trustees in ensuring high academic standards and cost effectiveness at colleges and universities. You can register at www.goacta.org or call ACTA at (202) 467-6787.

Hope to see you there! ●

Sound Advice on Tuition

In this challenging economic environment, escalating tuition has been an urgent concern for boards across the country. In recent months, ACTA has worked closely with the University of North Carolina system Board of Governors and its board chairman Hannah Gage on issues of cost containment and affordability.

In June, Ms. Gage completed her four-year term as board chair. She used her closing remarks to draw attention to accomplishments, but she also spoke hard truths about higher education. She highlighted the continuing challenge of access and affordability. UNC has much to be proud of, she noted, but "if the citizens of this state are standing outside of the campus looking in because they can't afford to come, then we have failed and our grade is F." She also warned that the university must engage the business community, earning their support by ensuring that UNC graduates meet employers' needs.

Her recommendations align with ACTA's, which has long stated that universities must prepare students for the workforce and informed citizenship. ACTA thanks Ms. Gage and her fellow trustees for their service to the UNC system and looks forward to many more years of collaboration. ●



The Unkindest Cut of All: The Death of the Humanities Program at Stanford

While conducting research for ACTA's What Will They Learn?™ project, we discovered that Stanford has gutted its once-stellar introductory humanities sequence. The Faculty Senate has replaced the school's Introduction to the Humanities (IHUM) program with a new requirement called "Thinking Matters." IHUM was a full-year, three-course sequence that expressed "a commitment to humanistic inquiry as a foundation for undergraduate education." Thinking Matters, meanwhile, consists of a single class, which no longer ensures engagement with the humanities.

The official report on Stanford's IHUM curriculum calls it "a model program...it has consistently delivered rigorous courses, organized around compelling themes and taught by some of Stanford's premier teachers." So why abandon IHUM? Consider this excerpt from the report: "students who appreciated their IHUM courses—and there are more of them than campus lore suggests—expressed frustration at their inability to find intellectual community in them due to their peers' disengagement. Many described being called 'IHUM kid,' a term of derision for students who introduce topics from their IHUM courses in casual conversation."

A student culture that mocks those who seek learning outside of the classroom is appalling, but what of a faculty that abandons a structured program *within* the classroom? IHUM's goals were certainly broad, but they were also noble:

"to address significant issues, themes, ideas, and values concerning human identity and existence." The report, meanwhile, identifies "flexibility and breadth" as the "intellectual hallmarks" of the Thinking Matters program.

Flexibility and breadth—what does that mean? It means that, according to Stanford, "The Science of *Mythbusters*" provides a foundation for new students equal in value to three courses of humanistic inquiry. Students may take "In Pursuit of Knowledge, Justice, and Truth," but they can also fulfill their requirement with "The Water Course," taught by chair of the Senate that scrapped IHUM. In that course, students will "explore the pathway that water takes from rainfall to your tap."

In abandoning the IHUM requirement, Stanford faculty voted to privilege their own teaching preferences. In jeopardy is the opportunity for students to develop the skills and habits on which serious intellectual inquiry depend. Students have never been more in need of *What Will They Learn?* and ACTA's advocacy.

William & Mary Board to Vote on Weakened Gen Ed Program

The Board of Visitors at the College of William & Mary will soon vote on proposed revisions to the College's general education program.

In a recent letter to the board, ACTA laid out the reasons why it should vote "No." The current curriculum requires students to take two semesters of natural science and one of mathematics; the

new curriculum would completely gut these requirements, replacing them with a single course. Similarly, requirements in European- and non-European tradition and in Philosophical, Religious, and Social Thought would be folded into a single requirement. And there would still be no serious composition course focusing on grammar, clarity, and argument. These changes would fix none of the curricular deficiencies at William & Mary and damage some of the best parts of its education.

A William & Mary alumnus recently published an op-ed in the *Virginian-Pilot* calling on the board to exercise their authority responsibly and prevent the weakening of a William & Mary degree.

We hope they will do so.

Three Institutions Freeze Tuition

ACTA's message of cost-effectiveness has special resonance in these times of economic hardship. We're especially grateful, therefore, for three major schools that are holding the line on tuition.

Arizona State University, **The University of Texas at Austin**, and **Temple University** in Philadelphia have all committed to freeze tuition for the 2012-2013 school year. At these schools, which collectively educate more than 120,000 undergraduates, students will pay no more in 2012 than they did in 2011. All three decisions were passed by their respective boards, so ACTA can join grateful parents and students in taking our hats off to responsible trustees. ●

In Memoriam: Henry Denker and Edward Costikyan

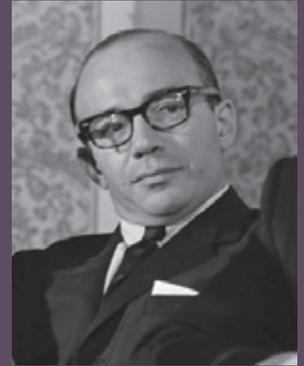


ACTA observes the passing of two valued friends and supporters. Author **Henry Denker** was an accomplished writer of stage plays, TV movies, radio plays, and more than 30 novels. He was a strong advocate of education and the opportunities that it provides. After his friend, ACTA Board Chair Robert T. Lewit, introduced him to ACTA, Denker became a strong supporter. Dr. Lewit said of him, “Henry felt that the key to success lay in good education and the unique opportunities America offered. He had conservative values and was a strong believer in our republic and its democracy.”

Edward N. Costikyan was a lawyer and political advisor who helped break the corrupt New York City Tammany Hall system in the 1960s. More than that, he was a Renaissance man and a trustee of his alma mater, Columbia University. His passion for education reform and his love of music and the liberal arts brought him to ACTA, where he became an inaugural member of our Trustees Council and a faithful advisor on many fronts. Long before many others he studied tuition inflation; he wrote an *Essay in Perspective*, published by ACTA, that criticized schools for growing their

endowments but refusing to spend them on students. The essay outlined many concerns later pursued by Senator Chuck Grassley when he explored college and university spend-out policies in 2006.

We will miss them both. ●



ACTA Interns Get an Inside Look at Higher Ed Reform

ACTA's interns are invaluable in supporting *What Will They Learn?* research and tying ACTA to our key constituency—students! The interns also get an inside look at the world of DC research and advocacy through ACTA's intern speaker series, which introduces them to important figures in higher education and the broader policy world.

Dan Schneider, Senator Mitch McConnell's policy advisor and counsel for nominations, shed some light on who gets to sit on boards and why. Interns learned the importance of choosing board members wisely—as well as some tips, and a few success stories, about how to change the selection process for the better.

Kati Haycock, president of The Education Trust, talked about why students who start behind on the educational curve often finish behind, despite the best attempts of educators everywhere.

She explained policies that schools follow to improve student outcomes and helped the interns evaluate why certain policies succeed and others do not.



ACTA summer interns Serena White (Catholic University), Pranav Sethuraman (George Washington University), Marta Johnson (Hamilton College), Kristie Eshelman (Grove City College), and Jake Merrill (George Washington University). Mary Mackenzie (University of Dallas) is not shown.

The interns also heard from several of our own! ACTA chairman Robert Lewit led a frank discussion on the barrage of obstacles to genuine learning in higher education; senior researcher and economist Andrew Gillen explained the colossal failure that is the college accreditation system. And proving that ACTA is not all work and no play, interns were treated to exclusive tours of the White House and the exclusive Capitol Dome.

As the interns return to school or set off to start their careers, ACTA

hopes we've provided them with a broader understanding of higher education issues and given them the tools to meet the challenges head on. ●



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1726 M Street, NW, Suite 802
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COMING THIS FALL: Two New Releases!

WHAT will
they **LEARN?**  **2012-2013**

This year's *What Will They Learn?* college guide will go to press amid a fury of excitement in higher ed. Pundits like George Will and Glenn Reynolds are writing about college cost and quality. A scandal at Penn State and an uproar at UVA have drawn the public's attention toward the role of trustees. And prominent

scholars like Clayton Christensen are calling for universities to re-think the way they do business. It's the right time to take a close look at what students are actually learning. The newest edition reviews over 1,000 schools, including every major public and private non-technical college and university in the United States. Far too many schools have dumbed down their core curricula, but more than a dozen schools are collaborating with ACTA to improve their core. That's progress!

In 2000, ACTA's groundbreaking study, *Losing America's Memory*, revealed startling ignorance of American history among college students. It had a huge impact, helping to galvanize concern about American history education. Twelve years later the study is still cited. Now, ACTA is revisiting the topic in a new Roper survey to find out how undergraduates would fare today. Keep your eyes peeled: you'll soon see the results in these pages and find out if students know which document established the division of powers between the states and the federal government or what GDP stands for!



You are invited to the
American Council of Trustees and Alumni's

2012 ATHENA Roundtable

November 9 . Washington, DC

REGISTER TODAY!
registration form on back

American Higher Education Working Hard... or Hardly Working?

The 2012 ATHENA Roundtable, "American Higher Education: Working Hard... or Hardly Working?" will be held on **Friday, November 9** at the Fairfax Hotel on Embassy Row in Washington, DC.

The conference will zero in on the challenges and opportunities facing American higher education and what ACTA is doing to address them. Recognized experts from around the country will join us for a day of provocative insights and conversation. We'll hear from **prominent trustees** as well as distinguished college presidents **John McCardell**, Sewanee: The University of the South; **Kenneth Starr**, Baylor University; and **Stephen Trachtenberg**, president emeritus of The George Washington University; **Richard Arum**, author of the groundbreaking report, *Academically Adrift*; **Charles Kolb**, president of the Committee for Economic Development; and **Andrew Delbanco**, Columbia University American Studies professor and author of *College: What It Was, Is, and Should Be*. A continental breakfast and catered lunch will be served.

The celebration will culminate Friday evening with the presentation of the 8th annual Philip Merrill Award for Outstanding Contributions to Liberal Arts Education to **Thomas M. Rollins**, founder of The Teaching Company, at a special reception and dinner at Anderson House, the headquarters of The Society of the Cincinnati—the nation's oldest patriotic organization. The awarding of this prize is made on the recommendation of a very distinguished selection committee and recognizes individuals who have made an extraordinary contribution to the advancement of liberal arts education, core curricula, and the teaching of Western civilization and American history. The Award is in honor of Philip Merrill, distinguished public servant, publisher, entrepreneur, and philanthropist.

Join us at ACTA's 2012 ATHENA Roundtable

Complete the form below and send in the enclosed envelope with your registration fee by October 15. Or register online at www.goacta.org. For more information, contact ACTA at 1-888-ALUMNI-8.

Name and Title _____

Organization/Affiliation _____

Address _____

City _____ State _____ Zip _____

Telephone _____ Fax _____

Email (must provide email to use credit card) _____

I (WE) WILL ATTEND:

ATHENA ROUNDTABLE CONFERENCE

November 9, 9:30 am-4:00 pm

Fairfax Hotel on Embassy Row
2100 Massachusetts Avenue, NW
Washington, DC 20008

\$150/person

Name of Guest(s): _____

PHILIP MERRILL AWARD GALA DINNER

November 9, 6:00pm

6:00 pm-Tour | 6:30 pm-Cocktails and Dinner
Anderson House, The Society of the Cincinnati
2118 Massachusetts Avenue, NW
Washington, DC 20008

\$125/person

Name of Guest(s): _____

ACCOMMODATIONS

A special rate of \$229/night for conference attendees is available at the Fairfax Hotel on Embassy Row. Please call 888-627-8439 by **October 15** for reservations. Be sure to request the "ACTA" or "ATHENA" block of rooms.

PATRON OPPORTUNITIES

Have your name acknowledged in the program or the conference agenda. Sit at the Merrill Award winner's table or with a conference speaker or host eight of your family and friends at the gala Award Dinner. These opportunities are available through sponsorship of the ATHENA Roundtable and provide much needed support to ACTA. Please call Courtney Michaluk at 202.467.6787 for more information.

REGISTER BY OCTOBER 15

ENCLOSED IS MY REGISTRATION FEE:

Enclosed is my check for \$ _____ made payable to ACTA.

Please charge \$ _____ to my credit card.

Credit card (check one): Visa Mastercard American Express

Name as it appears on Credit Card _____

Credit Card Number _____ Expiration Date _____

Cardholder's Signature _____

I cannot attend but am pleased to enclose a donation to support ACTA's work: \$ _____.