



# Partners for Academic Excellence

**39<sup>th</sup> Annual Institute for Chief Academic Officers and Chief Advancement Officers**

*In cooperation with the Council for Advancement and Support of Education*



THE COUNCIL OF  
INDEPENDENT COLLEGES

November 5–8, 2011  
St. Petersburg Beach, Florida  
[www.cic.edu/CAOInstitute](http://www.cic.edu/CAOInstitute)

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## Mark Your Calendars!

**40<sup>th</sup> ANNUAL INSTITUTE FOR CHIEF ACADEMIC OFFICERS**

San Antonio, Texas • November 3–6, 2012

**41<sup>st</sup> ANNUAL INSTITUTE FOR CHIEF ACADEMIC OFFICERS**

Pittsburgh, Pennsylvania • November 2–5, 2013



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# Schedule-at-a-Glance

## **SATURDAY, NOVEMBER 5**

7:30 a.m.–5:00 p.m.

**Institute Registration and Idea Exchange**

*Grand Palm Colonnade*

7:30 a.m.–4:30 p.m.

**WORKSHOP—New Chief Academic Officers**

*Indian and Bird Key*

7:30 a.m.–4:00 p.m.

**WORKSHOP—CAOs in Their Third or Fourth Year of Service**

*Glades and Jasmine*

9:00 a.m.–3:00 p.m.

**Mennonite Colleges Chief Academic and Chief Advancement Officers**

*Chart*

Noon–4:00 p.m.

**TIAA-CREF Consultations**

*Board and Compass*

1:00–3:30 p.m.

**Catholic Colleges and Universities Chief Academic and Chief Advancement Officers**

*Royal Tern*

3:00–4:00 p.m.

**CAO Mentors Meeting**

*Spotted Curlew*

3:30–4:00 p.m.

**CAO Task Force Meeting**

*Chart*

4:00–4:30 p.m.

**Mentors Meet New CAOs**

*Indian and Bird Key*

5:00–6:30 p.m.

**WELCOME AND KEYNOTE ADDRESS—Michael F. Gilligan  
RESPONSE—John Lippincott**

*Tarpon, Sawyer, and Long Key*

6:30–7:15 p.m.

**Welcoming Reception**

*Garden Courtyard*

7:15–9:00 p.m.

**Buffet Dinner**

*Banyan Breezeway*

## **SUNDAY, NOVEMBER 6**

7:00 a.m.–5:00 p.m.

**Institute Registration and Idea Exchange**

*Grand Palm Colonnade*

7:15–7:45 a.m.

**Roman Catholic Mass**

*Bird Key*

7:30–8:45 a.m.

**Breakfast Discussions**

*Banyan Breezeway*

8:00 a.m.–5:00 p.m.

**TIAA-CREF Consultations**

*Board and Compass*

8:15–8:45 a.m.

**Ecumenical Worship Service**

*Glades*

9:00–10:00 a.m.

**PLENARY SESSION—Ernest T. Pascarella and Patrick T. Terenzini**

*Tarpon, Sawyer, and Long Key*

10:30–11:45 a.m.

**Chief Academic and Chief Advancement Officers Welcome  
Coffee for Spouses**

*Spotted Curlew*

10:30–11:45 a.m.

**CONCURRENT SESSIONS**

**Internationalizing the Campus**

*Snowy Egret*

**New Responsibilities for Chief Academic Officers**

*Indian and Bird Key*

**Support for Academic Programs with Large Initial Costs**

*Jasmine and Palm*

**Teaching Online and Teaching in Virtual Classrooms**

*Sabal and Sawgrass*

**The Board and Its Committees: Good Practices for Effective Engagement**

*Banyan and Citrus*

11:45 a.m.–1:30 p.m.

**Free Time for Lunch**

Noon–1:30 p.m.

**Women Chief Academic and Chief Advancement Officers Discussion Groups and Luncheon**

*Horizons*

1:30–2:45 p.m.

**CONCURRENT SESSIONS**

**Building the Partnership**

*Banyan and Citrus*

**Chief Academic and Chief Advancement Officers “Open Mike”**

*Sawgrass*

**Mentoring Faculty Members**

*Bird Key*

**Preventive Law I—Managing the Hiring Process**

*Banyan Breezeway*

**The Future of the Humanities—Continuing the Conversation**

*Jasmine and Palm*

3:00–4:15 p.m.

**CONCURRENT SESSIONS**

**Linking Fundraising, Academic Program Goals, and the Institutional Strategic Plan**

*Banyan, Citrus, and Glades*

**National College Application Week: Reaching Out to All Students**

*Sawgrass*

**Preventive Law II–Best Practices in Employee Evaluation**

*Banyan Breezeway*

**Shared Governance: A Framework for Effective Collaboration**

*Indian and Bird Key*

**Successful Strategies for Revising and Implementing a New Core Curriculum**

*Jasmine and Palm*

4:30–5:30 p.m.

**CAO Mentor Program (For New CAO Workshop participants only)**

*Indian and Bird Key*

4:30–5:30 p.m.

**CONCURRENT SESSIONS**

**Donor-funded Academic Programs**

*Jasmine and Palm*

**How to Submit a Successful Grant Proposal to the National Endowment for the Humanities**

*Sawgrass*

**New Directions for World Language and Culture Courses**

*Banyan and Citrus*

6:15 p.m.

**Dine-around Dinners**

*(Meet in the hotel lobby.)*

**MONDAY, NOVEMBER 7**

7:00 a.m.–5:00 p.m.

**Institute Registration and Idea Exchange**

*Grand Palm Colonnade*

7:30–8:45 a.m.

**Annapolis Group Chief Academic Officers Breakfast**

*Royal Tern*

7:30–8:45 a.m.

**Breakfast Discussions**

*Banyan Breezeway*

8:00 a.m.–5:00 p.m.

**TIAA-CREF Consultations**

*Board and Compass*

9:00–10:00 a.m.

**PLenary SESSION—Kevin W. Crockett, Linda Cox Maguire, and Michaelita Quinn**

*Tarpon, Sawyer, and Long Key*

10:15–11:15 a.m.

**CONCURRENT SESSIONS**

**Cultivating Relationships with Alumni**

*Banyan and Citrus*

**Effective Collaboration to Secure Grants**

*Jasmine and Palm*

**Improving Student Retention**

*Sabal and Sawgrass*

**Partnerships that Help Students Develop Information Fluency**

*Indian and Bird Key*

**Stopping to Breathe: Renewal Strategies for Chief Academic Officers**

*Horizons West*

11:30 a.m.–12:30 p.m.

**CONCURRENT SESSIONS**

**Collaborating to Promote Signature Programs**

*Banyan and Citrus*

**Cultivating Donors**

*Jasmine and Palm*

**Department Chairs Learn to Lead from the Middle**

*Sabal and Sawgrass*

**Enhancing Student Learning with *The New York Times***

*Indian and Bird Key*

**Using NSSE Data to Build Support for Academic Programs**

*Horizons West*

12:30–1:30 p.m.

**Free Time for Lunch**

12:30–1:30 p.m.

**Association of Colleges of Sisters of Saint Joseph Chief Academic and Chief Advancement Officers**

*(Meet in the hotel lobby.)*

12:30–1:30 p.m.

**Missouri Chief Academic and Chief Advancement Officers Luncheon**

*(Meet in the hotel lobby.)*

12:30–2:00 p.m.

**Women's College Coalition Luncheon for Chief Academic and Chief Advancement Officers**

*Royal Tern*

1:30–5:30 p.m.

**Optional Excursion—Salvador Dalí Museum**

*(Meet in the hotel lobby.)*

2:00–5:00 p.m.

**WORKSHOP—Budget Fundamentals for Chief Academic and Chief Advancement Officers**

*Banyan and Citrus*

2:00–5:00 p.m.

**WORKSHOP—Fundraising Fundamentals for Chief Academic Officers**

*Indian and Bird Key*

6:30 p.m.  
Free Time for Dinner

6:30 p.m.  
**MEETINGS OF ASSOCIATED ORGANIZATIONS**

**American Benedictine Colleges Chief Academic and Chief Advancement Officers**  
*(Meet in the hotel lobby.)*

**Association of Dominican Colleges and Universities Chief Academic Officers**  
*(Meet in the hotel lobby.)*

**Association of Presbyterian Colleges and Universities Chief Academic and Chief Advancement Officers**  
*(Meet in the hotel lobby.)*

**Conference for Mercy Higher Education Chief Academic and Chief Advancement Officers**  
*(Meet in the hotel lobby.)*

**Council for Christian Colleges & Universities Chief Academic and Chief Advancement Officers**  
*Banyan*

**National Association of Schools and Colleges of the United Methodist Church Chief Academic Officers, Chief Advancement Officers, and Spouses**  
*(Meet in the hotel lobby.)*

**National Institute for Technology in Liberal Education (NITLE) Chief Academic Officers**  
*Chart*

## **TUESDAY, NOVEMBER 8**

7:00 a.m.–Noon  
**Institute Registration and Idea Exchange**  
*Grand Palm Colonnade*

7:30–8:45 a.m.  
**Historically Black Colleges and Universities Breakfast for Chief Academic and Chief Advancement Officers**  
*Chart*

7:30–8:45 a.m.  
**Breakfast Discussions**  
*Banyan Breezeway*

8:00 a.m.–Noon  
**TIAA-CREF Consultations**  
*Board and Compass*

9:00–10:15 a.m.  
**CONCURRENT SESSIONS**  
**Assessing Global Learning Outcomes**  
*Sabal and Sawgrass*

**Linking Fundraising, Academic Program Goals, and the Institutional Strategic Plan**  
*(repeated session)*  
*Banyan and Citrus*

**Sustaining Undergraduate Research Programs**  
*Jasmine and Palm*

10:45 a.m.–Noon  
**CLOSING PLENARY SESSION—Nancy Oliver Gray, Jake Schrum, and Eugene Tobin**  
*Tarpon and Sawyer Key*

Noon  
Institute Adjourns

## **POST-INSTITUTE EVENTS**

12:15–3:00 p.m.  
**CAO Task Force Meeting**  
*Royal Tern*

1:00–5:00 p.m.  
**CIC/Aspen/Wye Seminar on Leadership and Liberal Education in a Global Context**  
*Snowy Egret*

1:30–5:30 p.m.  
**Optional Excursion—Clearwater Marine Aquarium and Sea Life Safari Tour**  
*(Meet in the hotel lobby.)*

# Workshop For New Chief Academic Officers

**SATURDAY, NOVEMBER 5**

*Sponsored by SunGard Higher Education*

7:30–8:00 a.m.

## **CONTINENTAL BREAKFAST**

*Indian and Bird Key*

8:00–8:05 a.m.

## **WELCOME**

**Ginny Coombs**, Vice President for Annual Programs, CIC

8:05–8:45 a.m.

## **INTRODUCTIONS – NEW CAO WORKSHOP COORDINATORS**

**Jeffrey H. Barker**, Vice President for Academic Affairs and Dean of the College of Humanities and Sciences, Converse College

**Mary Ann Gawelek**, Provost and Dean of the Faculty, Seton Hill University

**Betty Overton-Adkins**, Provost and Chief Academic Officer, Spring Arbor University

8:45–10:00 a.m.

## **DEVELOPING PROFESSIONAL RELATIONSHIPS TO MEET NEW EXPECTATIONS**

**Cynthia Zane**, President, Hilbert College

Moderator: **Betty Overton-Adkins**

10:00–10:15 a.m.

## **BREAK**

10:15 a.m.–Noon

## **CASE STUDIES**

Moderator: **Jeffrey H. Barker**

**Jeffery Aper**, Provost, Blackburn College

**Jonathan D. Green**, Provost and Dean of the Faculty, Illinois Wesleyan University

**Cheryl Johnson-Odim**, Provost, Dominican University (IL)

**Victoria McGillin**, Provost and Vice President for Academic Affairs, Otterbein University

**Danny M. Parker**, Provost, Anderson University (SC)

**Marilyn Sutton-Haywood**, Vice President for Academic Affairs, Shaw University

# Workshop For New Chief Academic Officers (*cont'd*)

12:15–1:15 p.m.  
*Banyan and Citrus*

## **NEW CAO LUNCHEON**

1:15–1:30 p.m.

## **WELCOME**

*Richard Ekman*, President, CIC

1:30–3:00 p.m.

## **Roundtable Discussions**

*Indian and Bird Key*

Moderator: *Mary Ann Gawelek*

## **ACCREDITATION**

*Katie Conboy*, Provost and Vice President for Academic Affairs, Stonehill College

## **ASSESSMENT AND INSTITUTIONAL EFFECTIVENESS**

*James S. Dlugos*, Vice President and Dean of Academic Affairs, College of Saint Elizabeth

## **FACULTY GOVERNANCE AND FACULTY LEADERSHIP**

*Leslie T. Lambert*, Provost and Vice President of Academic Affairs, Ferrum College

## **MANAGING TIME, TECHNOLOGY, AND PAPER**

*Michael Leroy*, Executive Vice President for Academic Affairs and Dean of Faculty, Whitworth University

## **THE CAO'S ROLE IN CURRICULUM DEVELOPMENT**

*Lizbeth Martin*, Vice President for Academic Affairs, Holy Names University

## **WORKING WITH PEER ADMINISTRATORS**

*R. Joseph Dieker*, Vice President for Academic Affairs and Dean of the College, Cornell College (IA)

3:00–3:15 p.m.

## **BREAK**

3:15–3:40 p.m.

## **OPEN MIKE**

*Jeffrey H. Barker*, *Mary Ann Gawelek*, and *Betty Overton-Adkins*

3:40–4:00 p.m.

## RE-ENTRY TO CAMPUS—WHAT DID I HEAR?

Moderator: *Mary Ann Gawelek*

4:00–4:30 p.m.

## MENTORS MEET NEW CAOS

*Indian and Bird Key*

Mentor Coordinators:

*Mark Braun*, Provost, Gustavus Adolphus College

*Elizabeth Tobin*, Vice President for Academic Affairs and Dean of the College, Illinois College

Mentors:

*Thomas H.L. Cornman*, Academic Vice President, Cedarville University

*Elizabeth Domholdt*, Vice President for Academic Affairs, College of St. Scholastica

*Stephanie Brown Fabritius*, Vice President for Academic Affairs, Centre College

*Abiódún Gòkè-Pariolá*, Provost and Vice President for Academic Affairs, Queens University of Charlotte

*Christopher L. Holman*, Provost and Vice President for Academic Affairs, Hilbert College

*Mark J. Krejci*, Provost and Dean of the College, Concordia College (MN)

*Michael Le Roy*, Executive Vice President for Academic Affairs and Dean of Faculty, Whitworth University

*Frank E. Pettigrew*, Provost, Ashland University

*Joseph H. Silver*, Provost and Vice President for Academic Affairs, Clark Atlanta University

*Marilyn Sutton-Haywood*, Vice President for Academic Affairs, Shaw University

*Susan Traverso*, Provost and Senior Vice President, Elizabethtown College

*C. Reynold Verret*, Provost, Wilkes University

4:30 p.m.

## NEW CAO WORKSHOP ADJOURNS

# Workshop for CAOs in Their Third or Fourth Year of Service

**SATURDAY, NOVEMBER 5**

Coordinators:

**David G. Brailow**, Vice President for Academic Affairs and Dean of the College, Franklin College (IN)

**Sherilyn Emberton**, Provost and Vice President for Academic Affairs, East Texas Baptist University

7:30–8:00 a.m.

## **CONTINENTAL BREAKFAST**

*Glades and Jasmine*

8:00–8:15 a.m.

## **WELCOME**

**Barbara Hetrick**, Senior Vice President, CIC

**Christoph Kunkel**, Vice President for Operations, CIC

8:15–8:30 a.m.

## **FRAMING THE DAY**

**David G. Brailow**

8:30–9:00 a.m.

## **INTRODUCTIONS**

**Sherilyn Emberton**

9:00–10:30 a.m.

## **REFLECTING ON THE MOMENT**

**David G. Brailow**

Discussion Facilitators:

**Laura S. Armesto**, Vice President for Academic Affairs, Chatham University

**David R. Evans**, Vice President for Academic Affairs and Dean of the Faculty, Buena Vista University

**Bryon Lee Grigsby**, Senior Vice President and Vice President for Academic Affairs, Shenandoah University

**Adrienne Israel**, Vice President for Academic Affairs and Academic Dean, Guilford College

10:30–10:45 a.m.

## **BREAK**

10:45–11:45 a.m.

**SOUL CARE**

*Sherilyn Emberton*

**DISCUSSION WITH FACILITATORS**

*Laura S. Armesto, David R. Evans, Bryon Lee Grigsby, and Adrienne Israel*

11:45 a.m.–Noon

**BREAK**

Noon–1:15 p.m.

**LUNCH**

*Horizons East*

1:15–2:45 p.m.

**ENVISIONING THE FUTURE: REFLECTING ON YOUR LEADERSHIP**

*Glades and Jasmine*

*David G. Brailow and Sherilyn Emberton*

**DISCUSSION WITH FACILITATORS**

*Laura S. Armesto, David R. Evans, Bryon Lee Grigsby, and Adrienne Israel*

2:45–3:00 p.m.

**BREAK**

3:00–4:00 p.m.

**ENVISIONING THE FUTURE: SHARING ACTION PLANS**

**DISCUSSION WITH FACILITATORS**

*Laura S. Armesto, David R. Evans, Bryon Lee Grigsby, and Adrienne Israel*

4:00 p.m.

**WORKSHOP ADJOURNS**

# Pre-Institute Activities

## SATURDAY, NOVEMBER 5

9:00 a.m.–3:00 p.m.

*Chart*

### **MENNONITE COLLEGES CHIEF ACADEMIC OFFICERS AND CHIEF ADVANCEMENT OFFICERS MEETING**

Convener: **Sally Weaver Sommer**, Vice President and Dean of Academic Affairs, Bluffton University

Noon–4:00 p.m.

*Board and Compass*

### **TIAA-CREF CONSULTATIONS**

(Sign up for all consultations at the CIC Registration Desk.)

#### **Planning for Your Retirement: Personal Consultations with TIAA-CREF**

Representatives Bill Phillips and Michelle Horne will be available to schedule appointments on Saturday, November 5, Noon–4:00 p.m., and for consultations on the following days:

Sunday, November 6, 8:00 a.m.–5:00 p.m.

Monday, November 7, 8:00 a.m.–5:00 p.m.

Tuesday, November 8, 8:00 a.m.–Noon

1:00–3:30 p.m.

*Royal Tern*

### **CATHOLIC COLLEGES AND UNIVERSITIES CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS MEETING**

Coordinator: **Colleen Hegranes**, Senior Vice President, St. Catherine University

3:00–4:00 p.m.

*Spotted Curlew*

### **CAO MENTORS MEETING**

3:30–4:00 p.m.

*Chart*

### **CAO TASK FORCE MEETING**

4:00–4:30 p.m.

*Indian and Bird Key*

### **MENTORS MEET NEW CAOs**

All CAOs registered for the Workshop for New Chief Academic Officers are invited to participate in the Mentor Program, which consists of small groups of new CAOs who work with experienced colleagues. Issues raised by the new CAOs will be the topics of discussions led by the mentors.

**Mark Braun**, Provost, Gustavus Adolphus College

**Elizabeth Tobin**, Vice President for Academic Affairs and Dean of the College, Illinois College

# Saturday, November 5

CIC recognizes TIAA-CREF as the premier corporate sponsor of this Institute.

7:30 a.m.–5:00 p.m.  
Grand Palm Colonnade

## CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS INSTITUTE REGISTRATION

### IDEA EXCHANGE

Display area for sharing materials with colleagues

5:00–6:30 p.m.

Tarpon, Sawyer, and  
Long Key

## OPENING PLENARY SESSION

### Welcome and Presentation of Awards

*John T. Day*, Academic Vice President, John Carroll University and Chair, Chief Academic and Chief Advancement Officers Task Force

*Richard Ekman*, President, CIC

## AWARDS FOR SERVICE TO THE CIC CAO TASK FORCE

*John T. Day*

*Jeffery Apter*, Provost, Blackburn College

## 2011 CHIEF ACADEMIC OFFICER AWARD



*Mary Ann Gawelek*, provost and dean of the faculty at Seton Hill University, is the recipient of the 2011 Chief Academic Officer Award in recognition of her contributions to colleagues at independent colleges and universities. As a member of the Chief Academic Officers Task Force (2000–2004), she helped develop the program and facilitated discussions at the Women CAOs Luncheon. Gawelek also has been instrumental in helping new chief academic officers through her service as coordinator of the CIC Workshop for New Chief Academic Officers and as a mentor. In addition, she has helped strengthen private institutions throughout the country through her contributions to CIC's Workshops for Department and Division Chairs.

Gawelek is responsible for all academic programs. She also serves on the Seton Hill faculty as a professor of psychology and teaches the Senior Integrative Seminar. Previously, she was dean of Lesley University's counseling psychology and expressive therapies division and interim dean of the graduate school. In addition to teaching experience at Seton Hill and Lesley, she also served as assistant clinical professor in the counseling psychology program

at Boston University. With a particular interest in women's issues, Gawelek has authored publications on the effects of gender on teaching and learning, educational equity issues facing undergraduate women, and multiculturalism. She has published articles and presented at EduComm conferences on the use of technology in the classroom.

## 2011 ACADEMIC LEADERSHIP AWARD



**Ernest T. Pascarella** holds the Mary Louise Petersen Endowed Chair in Higher Education and is co-director of the Center for Research on Undergraduate Education at the University of Iowa. He has focused his research and writing on the impact of college on students, authoring over 150 journal articles on this topic, and is coauthor (with Patrick T. Terenzini) of the two-volume *How College Affects Students* (Jossey-Bass, 1991 and 2005), a synthesis of over 2,600 studies on the impact of college. This monograph received the 1991 Research Achievement Award from the Association for the Study of Higher Education and was identified as one of the 100 most important and influential books on American higher education written in the 20<sup>th</sup> century. In 2010 he was identified as the second most cited scholar in the “core journals” in higher education, and the 1991 book, *How College Affects Students*, was identified as the single most cited book.

Pascarella's research has been supported by the National Institute of Education, the National Science Foundation, the Office of Educational Research and Improvement, the American College Personnel Association, the National Association of Student Personnel Administrators, the Andrew W. Mellon and Spencer Foundations, and the Wabash College Center of Inquiry in the Liberal Arts. In 2008 he received an honorary doctorate from Blackburn College in recognition of his “important contributions to the understanding of postsecondary education's impact on students.” He is currently co-directing a study of the impact of liberal arts education on student intellectual and personal development.



**Patrick T. Terenzini** is Distinguished Professor of Higher Education and senior scientist emeritus in the Department of Education Policy Studies and the Center for the Study of Higher Education at The Pennsylvania State University. His research examines the effects of college on student learning and development, persistence, and educational attainment. He is co-author (with Ernest T. Pascarella) of the two-volume *How College Affects Students* (Jossey-Bass, 1991 and 2005), a synthesis of 30 years of research on the impact of the college experience on students.

Terenzini has also published more than 130 articles in refereed journals and made more than 250 presentations at scholarly and professional, national, and international conferences. He is a former editor-in-chief of *New Directions for Institutional Research*, associate editor of *Higher Education: Handbook of Theory and Research*, and editorial board member for *The Review of Higher Education*. He has been the principal or co-principal investigator on research grants totaling more than \$13 million from such organizations as the National Science Foundation, the U.S. Department of Education, the Lumina Foundation for Education, the Sloan Foundation, and the Spencer Foundation. His research has been supported with grants from, among others, the Association for the Study of Higher Education, the Association for Institutional Research (AIR), and the American College Personnel Association (ACPA). Terenzini is a three-time winner of the Forum Best Paper Award from AIR and was the first recipient of the Sphere of Influence Award, given jointly by ACPA and NASPA, an award given only once each decade. Terenzini is also a trustee of Dean College and a past president of the Association for the Study of Higher Education.

## KEYNOTE ADDRESS

### Advancing the Case for Liberal Arts Education



In his presentation, **Michael F. Gilligan** will address the importance of the relationship between the chief academic and chief advancement officer to advancing the case for liberal arts education. He will discuss how strong collaborative partnerships offer a significant advantage in working with individual donors, foundations, and other supporters and how these relationships must evolve as the nature of philanthropy is changing, especially with respect to higher education.

Gilligan is president of the Henry Luce Foundation where he also served as program director for theology. He previously served as director of accreditation and leadership education at the Association of Theological Schools; as academic dean of the Pontifical College Josephinum; and as teacher and administrator in the Catholic Diocese of Columbus, Ohio. He earned his BA from Duke University and his MA and PhD in English from the University of Virginia. He currently serves as a member of the boards of the General Theological Seminary of the Episcopal Church, the United Board for Christian Higher Education in Asia, the General Theological Seminary, the Brooklyn Philharmonic, and the Council of Independent Colleges.

## KEYNOTE RESPONSE



**John Lippincott** joined the Council for Advancement and Support of Education (CASE) staff in 1999 as vice president for communications and marketing and became president in 2004. During his tenure he has overseen the creation of principles of practice in each of the advancement disciplines, development of ongoing operations in the Asia Pacific region, strengthening of the organization's financial position, and enhancement of CASE's relations with members, districts, and other associations. Prior to his arrival at CASE,

Lippincott served for 12 years as associate vice chancellor for advancement of the University System of Maryland. He has also held public relations posts at Ithaca College and at the National Endowment for the Humanities. He began his career teaching humanities courses at community colleges in Connecticut, New York, and Oregon, earned a bachelor's degree and master's degree from Wesleyan University, and served on the board of the American Council on Education as well as on Independent Sector's ethics and accountability committee and the Washington Higher Education Secretariat's steering committee.

6:30–7:15 p.m.

Garden Courtyard

## WELCOMING RECEPTION

*Sponsored by Deltak*

*(Admission by conference badge)*

All registered conference participants are welcome to gather, connecting with old friends and meeting new ones. Conference participants who wish to bring a guest who is not registered for the conference to the welcoming reception and buffet dinner may purchase a dinner badge for that person at the CIC Registration Desk.

7:15–9:00 p.m.

Banyan Breezeway

## BUFFET DINNER

*(Admission by conference badge)*

# Sunday, November 6

7:00 a.m.–5:00 p.m.

*Grand Palm Colonnade*

## **CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS INSTITUTE REGISTRATION**

### **IDEA EXCHANGE**

Display area for sharing materials with colleagues

### **DINE-AROUND DINNER SIGN-UP**

To get to know colleagues from other campuses and exchange ideas over dinner in area restaurants, you are encouraged to sign up at the CIC Registration Desk to join a “dine-around dinner” group. CIC will arrange transportation for the dinners. Participants are responsible for their own meal expenses. Please sign up by noon so that CIC can make reservations. Groups will meet in the hotel lobby at 6:15 p.m.

7:15–7:45 a.m.

*Bird Key*

### **ROMAN CATHOLIC MASS**

**Augustine G. Kelly, OSB**, Vice President for Academic Affairs and Dean of the College, Saint Anselm College

7:30–8:45 a.m.

*Banyan Breezeway*

### **BREAKFAST DISCUSSIONS**

Breakfast is provided for all Institute participants. Participants may join colleagues at tables designated for a state or region.

8:00 a.m.–5:00 p.m.

*Board and Compass*

### **TIAA-CREF CONSULTATIONS**

*(Sign up for all consultations at the CIC Registration Desk.)*

#### **Planning for Your Retirement: Personal Consultations with TIAA-CREF**

Representatives Bill Phillips and Michelle Horne will be available for consultations:

Sunday, November 6, 8:00 a.m.–5:00 p.m.

Monday, November 7, 8:00 a.m.–5:00 p.m.

Tuesday, November 8, 8:00 a.m.–Noon

8:00 a.m.–5:00 p.m.

*Spotted Curlew*

### **CAO SPOUSES HOSPITALITY ROOM**

8:15–8:45 a.m.

*Glades*

### **ECUMENICAL WORSHIP SERVICE**

**Kenneth P. Carson**, Provost, Geneva College

8:45–9:00 a.m.

**BREAK**

9:00–10:00 a.m.

**PLENARY SESSION**

*Tarpon, Sawyer, and Long Key*

**Greetings**

**Donald Eastman**, President, Eckerd College

**Some New Evidence on What Matters in Student Learning**

In this plenary session, participants will learn about the findings from recent longitudinal studies of the impact of undergraduate education on students. Among the issues that will be addressed are the validity of the National Survey of Student Engagement, the replicability of findings from Arum and Roksa’s *Academically Adrift*, the institutional benefits attributable to effective teaching, the impact of diversity experiences and study-abroad participation, and the distinctive influence of liberal arts colleges on their students. Pascarella and Terenzini also will summarize the characteristics of educationally effective student experiences identified in their own and others’ research and present a conceptual framework for thinking about organizational factors that may undergird the institutions that are most effective.

**Ernest T. Pascarella** holds the Mary Louise Petersen Endowed Chair in Higher Education and is co-director of the Center for Research on Undergraduate Education at the University of Iowa.

**Patrick T. Terenzini** is Distinguished Professor of Higher Education and senior scientist emeritus in the Department of Education Policy Studies and the Center for the Study of Higher Education at The Pennsylvania State University.

*(See page 12 for biographies and photos.)*

Chair: **Cheryl Johnson-Odim**, Provost, Dominican University (IL)

10:00–10:30 a.m.

**REFRESHMENT BREAK**

*Grand Palm Colonnade*

10:30–11:45 a.m.

**WELCOME COFFEE FOR ALL SPOUSES**

*Spotted Curlew*

**Greetings**

**Richard Ekman**, President, CIC

10:30–11:45 a.m.

**Concurrent Sessions**

*Sponsored by Royall & Company Advancement Services*

*Snowy Egret*

**INTERNATIONALIZING THE CAMPUS**

Internationalizing a campus extends beyond curricular offerings. Recruiting international students to a campus as well as providing opportunities for students to spend time abroad are important aspects of broadening undergraduate students’ understanding of and receptivity to other cultures. Among the questions CAOs interested in internationalizing the campus may ask include: Does the campus have established procedures and strategies for implementing international student exchange programs? How can the institution market its curriculum and co-curricular programs effectively to international applicants? How does the campus prepare

its students for their experience abroad? Participants will learn about strategies and processes that help produce international outcomes.

**Michael P. Curtis**, Director of Program Development, American Councils for International Education

**Terence F. Graham**, Director of the Higher Education Programs Division, American Councils for International Education

**Colleen Hegranes**, Senior Vice President, St. Catherine University

**James J. Lakso**, Provost and Executive Vice President for Student Development, Juniata College

Chair: **Carol Scheppard**, Vice President and Dean for Academic Affairs, Bridgewater College

### *Indian and Bird Key*

## **NEW RESPONSIBILITIES FOR CHIEF ACADEMIC OFFICERS**

Chief academic officers are increasingly being asked to become more involved in fundraising. They are eager to learn how they can collaborate with the chief advancement officer on fundraising projects, what their appropriate role is in the campus fundraising plan, and how they might enlist the assistance of key faculty members and deans. What skills do chief academic officers bring to the partnership? While they may be familiar with fundraising initiatives to support specific academic projects, how do they learn about working with alumni, community partners, and corporations? What types of activities are good starting points? Chief advancement and chief academic officers will share their experiences in developing successful fundraising partnerships on their campuses.

**Edward J. Kvet**, Provost and Vice President for Academic Affairs, Loyola University (LA)

**Thomas W. Young**, Vice President for Institutional Advancement, Gustavus Adolphus College

Chair: **Danny Moore**, Provost and Vice President for Academic Affairs, Chowan University

### *Jasmine and Palm*

## **SUPPORT FOR ACADEMIC PROGRAMS WITH LARGE INITIAL COSTS**

Responsibility for curriculum development lies squarely with faculty members. However, when a new program is being developed that will require a significant infusion of resources, including new faculty positions, new or refurbished facilities, and equipment, collaboration between the chief academic officer and chief advancement officer is essential to achieving a positive outcome. Senior officers from two institutions will discuss how they developed and executed plans for a nursing program (Bluefield College) and pharmacy and physician assistant programs (University of Charleston).

**Benjamin Beakes**, Vice President for Development, University of Charleston

**Ruth Blankenship**, Vice President for Institutional Advancement, Bluefield College

**Robert Shippey**, Vice President for Academic Affairs, Bluefield College

**Letha Zook**, Provost and Dean of Faculty, University of Charleston

Chair: **William Pollard**, Vice President and Dean of the College, Transylvania University

## TEACHING ONLINE AND TEACHING IN VIRTUAL CLASSROOMS

Faculty members who undertake teaching courses online or in virtual classrooms need professional development opportunities to adapt their teaching strategies to these new venues. Are the teaching and technology performance expectations for faculty members who teach online or in the virtual classroom different from those teaching in traditional classrooms? What resources are institutions making available to support technology-infused teaching and learning? A team of chief academic officers will discuss performance expectations and professional development opportunities for online and virtual classroom teaching.

**Ann M. Landis**, Vice President for Academic Affairs, Thomas University (GA)

**Terry B. Smith**, Executive Vice President and Dean for Academic Affairs, Columbia College (MO)

Chair: **Wayne Lowen**, Executive Vice President and Provost, Kansas Wesleyan University

## THE BOARD AND ITS COMMITTEES: GOOD PRACTICES FOR EFFECTIVE ENGAGEMENT

How valuable is your board and its committees to the work that you do? Are board members strategic partners or micromanagers? When it comes to fundraising, are they informed and engaged, or are they “missing in action?” What can you do to enhance board engagement, especially in committee work, so that board members are strategic assets? An experienced chief academic officer and chief advancement officer will join a representative of a national organization that works with governing boards for practical talk about how to enhance the way academic and advancement officers work with their governing boards.

**Susan Whealler Johnston**, Executive Vice President, Association of Governing Boards of Universities and Colleges

**Robert J. Kallin**, Vice President of Development, Alumni, and Parent Relations, Gettysburg College

**Rita E. Knuesel**, Provost, College of Saint Benedict/Saint John’s University

Chair: **Michael Selmon**, Provost and Vice President for Academic Affairs, Alma College

## FREE TIME FOR LUNCH

## WOMEN CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS LUNCHEON AND DISCUSSION GROUPS

*(Pre-registration required)*

Coordinators:

**Andrea Chapdelaine**, Provost and Vice President for Academic Affairs, Albright College

**Jamie Comstock**, Provost and Vice President for Academic Affairs, Butler University

## WELCOME

**Richard Ekman**, President, CIC

**Ginny Coombs**, Vice President for Annual Programs, CIC

## **CAOs—AFTER THE CAMPUS: TIPS FOR RETIREMENT**

*Jonnie Guerra*, CIC Senior Advisor, Annual Programs

*Susanne Woods*, CIC Senior Advisor, Information Fluency

## **HOW TO FOSTER DONOR RELATIONS WHEN YOU DON'T PLAY GOLF**

*Linda C. DeMeritt*, Dean of the College, Allegheny College

*Marjorie Klein*, Vice President for Development and Alumni Affairs, Allegheny College

## **INTERCULTURAL INTELLIGENCE AND LEADERSHIP ROLES**

*Rosemary Feal*, Executive Director, Modern Language Association

## **MANAGING CHANGE**

*Shirley J. Williams*, Provost, Alvernia University

## **MANAGING DIFFICULT PEOPLE**

*Thea Harrington*, Vice President for Academic Affairs and Dean of the College, Keystone College

## **MATCHING FUNDRAISING PRIORITIES: ACADEMIC AFFAIRS AND ADVANCEMENT**

*Stephanie Quinn*, Executive Vice President and Dean of the College, Rockford College

## **MENTORING EARLY CAREER ADMINISTRATORS: HOW CAOs CAN BUILD THE PIPELINE FOR THE FUTURE**

*Valerie Collins*, Vice President for Academic Affairs and Dean of the Faculty, Molloy College

## **PLANNING FOR TOMORROW WHILE SLOGGING THROUGH TODAY**

*Laura Casamento*, Senior Vice President and Chief Advancement Officer, Utica College

*Judy Kirkpatrick*, Provost and Vice President for Academic Affairs, Utica College

## **PREPARING FOR A SENIOR-LEVEL POSITION INTERVIEW**

*Marylouise Fennell*, RSM, CIC Senior Counsel

## **PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR MID-LEVEL ADMINISTRATORS**

*Barbara Hetrick*, Senior Vice President, CIC

## RENEWAL STRATEGIES

*Leanne Neilson*, Provost and Vice President for Academic Affairs, California Lutheran University

## SUSTAINING ACADEMIC QUALITY

*Susan Huber*, Executive Vice President and Chief Academic Officer, University of St. Thomas (MN)

## THE ACADEMIC AFFAIRS-ADVANCEMENT PARTNERSHIP

*Barbara M. Gayle*, Vice President for Academic Affairs, Viterbo University

## THE DELICATE DANCE: ACADEMIC PRIORITIES AND DONORS' INTERESTS

*Rita E. Knuesel*, Provost, College of Saint Benedict/Saint John's University

*Kim Motes*, Vice President for Institutional Advancement, College of Saint Benedict

## WHAT IS YOUR MANAGEMENT STYLE?

*Sandra Zerger*, Vice President for Academics, Hesston College

## WOMEN AND THE PRESIDENCY

*Cynthia Zane*, President, Hilbert College

## WORKING WITH ALUMNI

*Sharon Kerrigan Loman*, Vice President for Institutional Advancement, Cabrini College

*Anne Skleder*, Provost, Cabrini College

1:30–2:45 p.m.

*Banyan and Citrus*

## Concurrent Sessions

### BUILDING THE PARTNERSHIP

When a new senior officer is appointed, whether it is in advancement or academic affairs, it is important that the two create a good working relationship from the start. What are some of the opportunities for these senior officers to learn about each other's job responsibilities? How can they "get inside each other's heads" to debunk misconceptions and assumptions that they may hold about the other person's "turf?" How does the conversation begin? Are there ground rules? How are boundaries established in a non-threatening way? What constitutes the partnership? The senior team from Agnes Scott College will discuss the evolution of their partnership.

*Robert J. Parker*, Vice President for College Advancement, Agnes Scott College

*Carolyn J. Stefanco*, Vice President for Academic Affairs, Agnes Scott College

Chair: *Daniel Taddie*, Senior Vice President for Academic Affairs and Dean of the Faculty, University of the Ozarks

### CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS “OPEN MIKE”

Chief academic and chief advancement officers have an opportunity to ask for advice from colleagues on specific issues and to seek information regarding trends and practices in academic affairs and advancement on private college and university campuses. Open only to chief academic and chief advancement officers.

Moderators:

**Patrick Allen**, Provost, George Fox University

**Kimberly Motes**, Vice President for Institutional Advancement, College of Saint Benedict

### MENTORING FACULTY MEMBERS

Mentoring programs for faculty members should vary with the needs of faculty members at different stages in their professional development and are especially important in the pre-tenure years. Are the best mentors necessarily in the same discipline? Under what circumstances is it wise to have different mentors at different career stages? How can the mentoring program support the professional evaluation process? Participants will learn about successful mentoring programs that help faculty members navigate the pre-tenure period.

**Edward E. Ericson**, Vice President for Academic Affairs, John Brown University

**Julie Wollman**, Vice President for Academic Affairs, Wheelock College

Chair: **Agnes Caldwell**, Vice President for Academic Affairs, Adrian College

### PREVENTIVE LAW I—MANAGING THE HIRING PROCESS

Current economic challenges require chief academic and chief advancement officers to think ever more carefully about the legal risks campuses face when conducting searches for new faculty and staff members. An attorney with experience in relevant cases will discuss best hiring practices, including drafting the position description, appointing the search committee, managing candidate files, checking references, completing background checks, and interviewing candidates on the phone and in person.

**Kathleen A. Rinehart**, General Counsel, Saint Xavier University (IL)

Chair: **David Finley**, Vice President for Academic Affairs, Trine University

### THE FUTURE OF THE HUMANITIES—CONTINUING THE CONVERSATION

Several chief academic officers participated in the day-long Symposium on The Future of the Humanities offered by CIC and Johns Hopkins University in Washington, DC, on March 29, 2011. Speakers addressed the big issues: “Why the Humanities?” “The Humanities, the Individual, and Society,” “The Humanities and Public Policy,” and “The Humanities and the Institutions that Promote Them.” A panel of CAOs will discuss what they learned about the importance of the humanities and their future, explore how technology might help rejuvenate the humanities as the core of the liberal arts, and offer ideas about effective pedagogies to teach the humanities and help them thrive.

**John M. Burney**, Vice President for Academic Affairs, Doane College

**Jonathan D. Green**, Provost and Dean of the Faculty, Illinois Wesleyan University

**Stephany Schlachter**, Provost, Lewis University

**C. Reynold Verret**, Provost, Wilkes University

Chair: **David Nixon**, Vice President for Academic Affairs, Mount Mary College

2:45–3:00 p.m.

## **BREAK**

3:00–4:15 p.m.

## **Concurrent Sessions**

*Banyan, Citrus, and  
Glades*

### **LINKING FUNDRAISING, ACADEMIC PROGRAM GOALS, AND THE INSTITUTIONAL STRATEGIC PLAN**

Developing a campaign plan should be a collaborative process that matches academic program priorities with fundraising goals. A panel of chief academic and chief advancement officers will discuss their experiences that culminated in successful campaigns. They will focus on the collaborative process for developing a campaign plan that links the institution's strategic plan, academic goals, and fundraising priorities to support those goals.

**Bradley W. Bateman**, Provost, Denison University

**Katie Conboy**, Provost and Vice President for Academic Affairs, Stonehill College

**Francis X. Dillon**, Vice President for Advancement, Stonehill College

**Julia Beyer Houpt**, Vice President for Institutional Advancement, Denison University

Chair: **Mark J. Krejci**, Provost and Dean of the College, Concordia College (MN)

*Sawgrass*

### **NATIONAL COLLEGE APPLICATION WEEK: REACHING OUT TO ALL STUDENTS**

To reach the national goal of once again leading the world in postsecondary degree completion, the number of first-generation and low-income students and adult students pursuing an undergraduate degree must increase. Many of these students need assistance in taking the first step: completing and submitting an application for admission. Participants will learn about a program, "National College Application Week," that has been implemented successfully on several CIC campuses.

**Debbie Mauldin Cottrell**, Provost, William Peace University

**Robert C. Kanoy, III**, Director, Institute for College and Career Success

**Ronald R. Roach**, Vice President for Academic Affairs and Dean of the College, Young Harris College

Chair: **Abiódún Gòkò-Pariolá**, Provost and Vice President for Academic Affairs, Queens University of Charlotte

*Banyan Breezeway*

### **PREVENTIVE LAW II—BEST PRACTICES IN EMPLOYEE EVALUATION**

Chief academic and chief advancement officers must carefully consider the legal risks for campuses when there are instances of unacceptable behavior, poor performance, or potential termination of employees. In this interactive session, an experienced higher education attorney will address the legal considerations associated with these issues and provide senior officers with some of the necessary tools to manage them while minimizing risk to the institution.

**Kathleen A. Rinehart**, General Counsel, Saint Xavier University (IL)

Chair: **Glenn R. Sharfman**, Vice President and Dean for Academic Affairs, Manchester College

Indian and Bird Key

## SHARED GOVERNANCE: A FRAMEWORK FOR EFFECTIVE COLLABORATION

Shared governance is very much a part of the academic culture of a campus. Understanding the role of faculty members as well as the role of the chief academic officer in the shared governance process is essential to effective decision making on a range of issues. How does the CAO work effectively with faculty committees to implement new curricula? Where does the CAO enter the tenure and promotion process? How can the CAO help faculty members better understand the institution-wide budgeting process? How can faculty members become more involved in fundraising? Experienced chief academic officers will share their experiences and lead a discussion about the shared governance process.

**Thomas H.L. Cornman**, Academic Vice President, Cedarville University

**Stephanie Brown Fabritius**, Vice President for Academic Affairs, Centre College

**Pamela Gunther-Smith**, Provost and Academic Vice President, Drew University

Chair: **Joseph H. Silver**, Provost and Vice President for Academic Affairs, Clark Atlanta University

Jasmine and Palm

## SUCCESSFUL STRATEGIES FOR REVISING AND IMPLEMENTING A NEW CORE CURRICULUM

On the one hand, revision of the content of the core curriculum is the responsibility of faculty members. On the other, responsibility for the successful completion of the revision process and smooth implementation falls to deans and chief academic officers. What is the role of the chief academic officer in the process? What strategies does the CAO use to move the process along? What are faculty members' concerns about shared governance in the process? Participants will learn about two institutions' recently revised core curricula and specific strategies used by CAOs to ensure that the process moved smoothly towards implementation.

**Dominic A. Aquila**, Vice President for Academic Affairs, University of St. Thomas (TX)

**Mary Kelly-Powell**, Vice President for Academic Affairs and Academic Dean, Edgewood College

Chair: **Makola M. Abdullah**, Provost, Florida Memorial University

4:15–4:30 p.m.

## BREAK

Grand Palm Colonnade

4:30–5:30 p.m.

## CAO MENTOR PROGRAM

Indian and Bird Key

Participants in the Workshop for New Chief Academic Officers meet with CAO mentors to discuss key issues and concerns for new CAOs.

**Mark Braun**, Provost, Gustavus Adolphus College

**Elizabeth Tobin**, Vice President for Academic Affairs and Dean of the College, Illinois College

4:30–5:30 p.m.

*Jasmine and Palm*

### Concurrent Sessions

#### DONOR-FUNDED ACADEMIC PROGRAMS

Matching donors' interests with academic program priorities can result in successful enhancement of the curriculum and campus facilities. Careful planning and collaboration between academic affairs and advancement is important. The advancement office identifies the donor pool and individual interests; the academic affairs–advancement team defines the set of program options to be presented to donors; and the team establishes a communication strategy and a timeline for the process. The team from Earlham College will discuss the planning that led to Earlham's thriving programs in Chinese and Jewish studies.

**Gregory S. Mahler**, Vice President for Academic Affairs, Earlham College

**James W. McKey**, Vice President for Institutional Advancement, Earlham College

Chair: **Susan Helwig**, Vice President for University Advancement, Misericordia University

*Sawgrass*

#### HOW TO SUBMIT A SUCCESSFUL GRANT PROPOSAL TO THE NATIONAL ENDOWMENT FOR THE HUMANITIES

The National Endowment for the Humanities (NEH) offers grant-funded programs for which both institutions and individual faculty members can apply. A senior program officer from NEH will discuss the current array of grant opportunities and offer insights into the preparation of successful grant proposals. A chief academic officer will discuss how NEH's "Enduring Questions" grants have improved student learning at McDaniel College.

**Barbara Ashbrook**, Assistant Director, Division of Education Programs, National Endowment for the Humanities

**Thomas Falkner**, Provost and Dean of the Faculty, McDaniel College

Chair: **Betty Powell**, Provost, Cedar Crest College

*Banyan and Citrus*

#### NEW DIRECTIONS FOR WORLD LANGUAGE AND CULTURE COURSES

Data from the Modern Language Association reveal that there have never been more students in foreign language classes than today. Campuses are embracing globalization in the curriculum, in learning outcomes, and in experiential programs. Linguistic and cultural competence has become a widespread graduation requirement. How are world language and culture programs becoming better integrated with other humanities disciplines? How are these curricula responding to the increased demand for study-abroad programs?

**Rosemary Allen**, Provost and Dean of Faculty, Georgetown College (KY)

**Rosemary Feal**, Executive Director, Modern Language Association

**Steven J. Griffith**, Senior Vice President and Academic Dean, Simpson College (IA)

Chair: **Jane Hammang-Buhl**, Vice President for Academic Affairs, Marygrove College

6:15 p.m.

*(Meet in the hotel lobby.)*

#### DINE-AROUND DINNERS

CIC arranges informal dinners at a variety of restaurants in the St. Petersburg area to provide participants an opportunity to meet colleagues from other campuses and to exchange ideas. Conference participants should sign up before noon on Sunday at the CIC Registration Desk. Each group of chief academic and chief advancement officers is guided by a CAO Task Force member. CIC provides transportation and individuals pay for their own dinners.

SUNDAY

# Monday, November 7

7:00 a.m.–5:00 p.m.

*Grand Palm Colonnade*

## **CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICER INSTITUTE REGISTRATION**

### **IDEA EXCHANGE**

Display area for sharing materials with colleagues

7:30–8:45 a.m.

*Royal Tern*

## **ANNAPOLIS GROUP CHIEF ACADEMIC OFFICERS BREAKFAST**

Members of the Annapolis Group will meet for informal discussion of current issues.

Convener: **Jonathan D. Green**, Provost, Illinois Wesleyan University

7:30–8:45 a.m.

*Banyan Breezeway*

## **Breakfast Discussions**

*Breakfast is provided to all Institute participants. Participants may move among several of these informal discussion groups.*

## **ACADEMIC AFFAIRS–ADVANCEMENT PARTNERSHIPS IN DONOR RELATIONS**

This discussion will focus on how a chief academic officer and a chief advancement officer identify institutional needs and formulate proposals that address academic program needs, the goals of the development office, and most importantly, the donor. How are faculty members' needs matched with donor opportunities? How do the donor's interests influence the project? How do proposals develop so that all constituents are heard? Who makes the approach and how are faculty members creatively involved? How is the donor included, from start to finish?

**Sarah Kahrl**, Vice President for College Relations, Kenyon College

**Nayef Samhat**, Provost, Kenyon College

## **ASSESSING THE SUCCESS OF ACADEMIC ADVISING CENTERS**

Neumann University received a federal Title III Strengthening Institutions grant that funded a walk-in academic advising center in 2009. This discussion will explore how to create a reliable dashboard to assess the success of an academic advising center. A description of the dashboard indicators and data collection protocols that the university is using to evaluate and improve its center's effectiveness will be offered. Participants are welcome to share how they assess advising units on their home campuses.

**Gerard O'Sullivan**, Vice President for Academic Affairs, Neumann University

## BRINGING OUTSTANDING LEADERS TO CAMPUS: THE WOODROW WILSON VISITING FELLOWS PROGRAM

The CIC Woodrow Wilson Visiting Fellows program allows colleges and universities to bring dynamic and engaging professionals, such as former Governor Christine Todd Whitman and journalist Eleanor Clift, to campus for an entire week of affordable community-wide programs. Participants will hear about the diverse roster of Fellows available, best practices for engaging the entire campus community in the visit, application procedures and visit fees, and how to bring a Fellow to your campus this academic year. Previous subscribers to the program will be on hand to share their experiences.

**Roger Bowen**, Program Director, Woodrow Wilson Visiting Fellows Program and Senior Advisor, CIC

## BUILDING TRUST AND MORALE AMONG FACULTY MEMBERS

How does a new chief academic officer develop effective strategies for building trust in academic administration among faculty members? The CAO at Keystone College will share challenges that she faced upon her arrival on campus and the measures she took to build faculty trust and engagement in shared governance. Participants will be invited to share other successful approaches and to seek feedback and advice on their own issues.

**Thea Harrington**, Vice President of Academic Affairs and Dean of the College, Keystone College

## COLLABORATION AMONG INSTITUTIONS OF HIGHER EDUCATION

Changing demographics, the increasing cost of higher education, and competition for students influence the nature and future of most institutions of higher education. How can collaboration among universities and colleges reduce competition and costs while increasing the opportunity for mutual preservation and success? Facilitators will share their experiences of regional, national, and international collaboration to increase academic program options for both Daemen students and students on their partner campuses.

**Michael S. Brogan**, Vice President for Academic Affairs and Dean of the College, Daemen College

**David A. Cristantello**, Vice President for External Relations, Daemen College

## COLLABORATING TO BUILD AND STRENGTHEN PROFESSIONAL PROGRAMS

Many CIC colleges and universities are adding professional programs to supplement the liberal arts curriculum and to attract new students to their campuses. What are the opportunities and challenges most likely to be encountered? In this session, senior academic and advancement officers are invited to share ideas, resources, and lessons learned from their experiences of adding and/or strengthening professional programs at their institutions.

**William Cario**, Senior Vice President for Academics, Concordia University (WI)

**Duane Hilgendorf**, Senior Vice President of Advancement, Concordia University (WI)

## **COLLABORATING WHILE “STAYING IN YOUR LANE”: CHIEF ACADEMIC AND ADVANCEMENT OFFICERS AS RELAY TEAM MEMBERS**

The facilitators will share their “relay team” model to achieve academic and fundraising goals. Huston-Tillotson University’s future Health and Wellness Center will be used as a case study to illustrate best collaborative practices between the academic and advancement units.

**Vicki Vernon Lott**, Provost and Vice President for Academic and Student Affairs, Huston-Tillotson University

**Roderick L. Smothers**, Vice President for Institutional Advancement, Huston-Tillotson University

## **CREATING A CAMPUS-WIDE ACADEMIC HONESTY POLICY**

Lindenwood University adopted a campus-wide academic honesty policy in 2006. This discussion will center on the process used in its development and implementation, strategies that were effective in overcoming obstacles along the way, and positive outcomes of its adoption. Participants are invited to share ideas and successful approaches.

**Jann Weitzel**, Provost and Vice President for Academic Affairs, Lindenwood University

## **CREATING COMMUNITY PARTNERSHIPS TO ADVANCE CURRICULAR INNOVATION**

Participants will learn about Virginia Wesleyan College’s alliances with the Virginia Aquarium & Marine Science Center, with which the college operates a research vessel, and the Glass Studio at the Chrysler Museum of Art. These partnerships have expanded opportunities for student engagement at the same time that the college has implemented comprehensive curricular reform. Participants will be invited to share their own stories of successful partnerships that support curricular enhancement.

**Timothy O’Rourke**, Vice President for Academic Affairs and Dean of the College, Virginia Wesleyan College

## **DEVELOPING AN EFFECTIVE ACADEMIC LEADERSHIP TEAM**

We value collaborative teamwork, but how do we most effectively build, cultivate, and sustain strategic and operational effectiveness among academic leaders? This discussion will explore relationships among academic administrators, including deans, directors, and chairs as well as college-wide models for enhancing teamwork on a small college campus.

**Kristine Bartanen**, Academic Vice President and Dean of the University, University of Puget Sound

## **DEVELOPING AND ASSESSING STUDENTS’ COMMUNICATIONS SKILLS**

Using Robert Morris University’s communications skills curriculum as a point of comparison, participants will discuss innovative approaches to instruction in reading, writing, listening, speaking, and group dynamics in the general education and/or upper-division major courses at their institutions. Participants also will be asked to share outcomes assessment measurements for these requirements.

**David L. Jamison**, Provost and Senior Vice President for Academic Affairs, Robert Morris University

## ENGAGING EVIDENCE: USING DATA TO STRENGTHEN STUDENT LEARNING

Learn about CIC's recent invitation for applications from member institutions to be part of a 40-member collaborative to improve the quality of student learning through imaginative use of assessment of student learning outcomes. Three-person teams from selected institutions will participate in an August 2012 workshop funded by the Teagle Foundation to refine plans to implement a data-informed project to improve teaching and learning at their institutions and will then have a year to implement their projects and report on the results.

*Harold V. Hartley III*, Senior Vice President, CIC

## ESTABLISHING AND MAINTAINING A POSITIVE RELATIONSHIP WITH REGIONAL ACCREDITING AGENCIES

Few relationships are more important to an institution than the one with the regional accreditor. The chief academic officer plays a vital role in maintaining this relationship, which goes beyond assessment reports and enrollment figures. Participants will discuss strategies that CAOs can use to make sure this important relationship remains positive and productive.

*Andrew P. Manion*, Provost, Aurora University

## EXCHANGING IDEAS WITH A CHRONICLE OF HIGHER EDUCATION JOURNALIST

A senior reporter from the *Chronicle* will discuss how the publication determines which issues to cover, share tips on how small, private colleges and universities can interact more effectively with the publication, and exchange ideas and trends in higher education.

*Dan Berrett*, Senior Reporter, *The Chronicle of Higher Education*

## GUIDING CURRICULAR CHANGE: GRASS ROOTS OR TOP DOWN?

Strong colleges and universities thrive on strong curricula. What planning strategies build the most robust programs? On what common ground do creative ideas from faculty members meet institutional growth plans as put forth by administrators? A mini-case study will introduce the conversation.

*Christine DeVinne*, OSU, Vice President for Academic Affairs, Notre Dame of Maryland University

## IMPLEMENTING A CENTER FOR TEACHING AND LEARNING

Saint Joseph's College's Center for Teaching and Learning (CTL) is a response to a strategic planning goal to advance academic excellence. This session will describe how faculty members' needs were identified, how grant funding was obtained, and how the CTL's structure and programming supported improvement in the quality of instruction. Participants are encouraged to share their experiences of developing CTLs on their own campuses.

*Daniel J. Blankenship*, Vice President for Academic Affairs, Saint Joseph's College (IN)

## **INVOLVING FACULTY MEMBERS IN RECRUITMENT OF NEW STUDENTS**

Recruitment is everyone's responsibility at small colleges and universities. How can faculty members generate excitement about major programs among potential students? Does the strategy of linking additional resources to specific departmental recruitment goals work as a motivator for faculty members' involvement in the recruiting process? Participants will share how they define the faculty member's role in recruitment on their campuses as well as successful strategies to increase the effectiveness of their involvement.

*Wayne D. Powel*, Provost, Saint Francis University (PA)

## **MAINTAINING AN INTELLECTUAL LIFE AS CHIEF ACADEMIC OFFICER**

Administrative duties often leave chief academic officers with little time or energy to pursue their own research and scholarship. How then do CAOs stay alive intellectually? Participants are invited to share their own strategies for staying engaged with their disciplines and intellectual interests and to compare institutional practices that have helped them do so.

*David M. Timmerman*, Dean of the Faculty, Monmouth College (IL)

## **MANAGING A PRESIDENTIAL TRANSITION**

This discussion will focus on the challenges and rewards of leading an institution through a presidential transition. What is the appropriate role of the senior leadership team in this process? Based on a successful presidential transition at Elizabethtown College, facilitators will explore how to support a president who is retiring, how to introduce a new president to campus and the broader community, and how to ensure institutional continuity while welcoming new leadership styles and priorities.

*David Beidleman*, Vice President for Institutional Advancement, Elizabethtown College

*Susan Traverso*, Provost and Senior Vice President, Elizabethtown College

## **MENTORING STAFF MEMBERS**

Mentoring staff members is key for senior officers in both the academic and advancement arenas. This discussion will focus on effective strategies and best practices for ensuring that "direct reports" both function effectively and grow in their positions. Participants will be invited to share how they help their staff colleagues develop skills, including time management, accountability, and quality improvement.

*John Kolander*, Provost, Wisconsin Lutheran College

## **NETWORK FOR VOCATION IN UNDERGRADUATE EDUCATION (NetVUE)**

NetVUE seeks to deepen the intellectual and theological exploration of vocation among students and faculty and staff members at independent colleges and universities. Learn about CIC's network and ways your institution can benefit from NetVUE programs and services.

*Shirley J. Roels*, Senior Advisor for NetVUE, CIC

## NEW CAO WORKSHOP: CONTINUING THE CONVERSATION

New CAOs who participated in the 2011 New CAO Workshop will have an opportunity to discuss conference topics, general concerns, and new ideas.

*Jeffrey H. Barker*, Vice President for Academic Affairs and Dean, College of Arts and Sciences, Converse College

*Mary Ann Gawelek*, Provost and Dean of Faculty, Seton Hill University

*Betty Overton-Adkins*, Provost, Spring Arbor University

## PLANNED GIVING

How does a small advancement office increase the number of planned giving solicitations? What marketing and communication strategies work best to highlight planned giving opportunities? This discussion will focus on the strategies Franklin College has used to enhance its planned giving programs. Participants are invited to share practices and initiatives that have worked on their campuses.

*J. Barton Meyer*, Vice President for Institutional Advancement, Franklin College (IN)

## TAKING THE COLLEGE TO ALUMNI

The Edgewood College alumni office has started a program to connect alumni with faculty members by holding luncheons at businesses where groups of alumni work and sponsoring receptions at professional conferences that Edgewood's alumni attend in large numbers. Participants are invited to offer advice about improving this program and to share ideas for connecting alumni back to college.

*Mary Kelly-Powell*, Vice President for Academic Affairs, Edgewood College

*John Uselman*, Vice President for Institutional Advancement, Edgewood College

## THE CAPITAL CAMPAIGN ON CAMPUS: CAO + CAO = SUCCESS

This session will focus on how Westminster College's chief academic and chief advancement officers are collaborating to prepare the campus for a capital campaign. Participants will learn about strategies to inform, educate, and motivate all the constituencies important to the campaign's success, including those used to recruit volunteers, to confirm academic departmental goals, and to promote the case for support. The campaign timeline and process for establishing campaign goals also will be shared.

*Gloria C. Cagigas*, Vice President for Institutional Advancement, Westminster College (PA)

*Jesse T. Mann*, Vice President for Academic Affairs and Academic Dean, Westminster College (PA)

## THE CREDIT HOUR: RESPONDING TO NEW FEDERAL HIGHER EDUCATION REGULATIONS

College administrations are being challenged by new federal regulations to define the credit hour. At this session participants will review the latest federal regulations governing the credit hour, discuss how they have approached compliance on their campuses, and share experiences with defining the credit hour in special cases such as online, hybrid, and other non-traditional types of courses.

**Bryan F. LeBeau**, Vice President for Academic Affairs, University of Saint Mary (KS)

## TRANSITIONING FROM ONE INSTITUTION TO ANOTHER

The career path of CAOs often involves making a transition between institutions whose size, mission, and/or reputation are vastly different. Participants are invited to share their experiences regarding the challenges of such moves, what new knowledge or skills they developed, and other lessons they learned.

**David A. England**, Executive Vice President for Academic and Student Affairs, Our Lady of the Lake College (LA)

## WHEN FORMER CAOs RETURN TO THE FACULTY

Participants will discuss both the potential benefits and unique challenges that are present when one becomes the chief academic officer of an institution in which one or more of the previous CAOs is a full-time faculty member. What diplomatic skills are needed to leverage the experience of former CAOs while avoiding the potential pitfalls?

**Kent A. Eaton**, Provost, McPherson College

## WHO ASKS? BRINGING DEANS AND FACULTY MEMBERS INTO FUNDRAISING

This discussion will focus on campus practices and procedures for faculty members and deans becoming involved in fundraising. What are some of the “rules”? What is the communication process between faculty members, deans, and the advancement staff? What happens when faculty members or a school dean are approached by a prospective donor about a gift? When is the contact handed off to advancement? How is the priority of the donor’s potential gift assessed and by whom?

**Susan A. Ashley**, Dean of the College and Dean of Faculty, Colorado College

**Stephen D. Elder**, Vice President for Advancement, Colorado College

8:00 a.m.–5:00 p.m.

*Board and Compass*

## TIAA-CREF CONSULTATIONS

*(Sign up for all consultations at the CIC Registration Desk.)*

### Planning for Your Retirement: Personal Consultations with TIAA-CREF

Representatives Bill Phillips and Michelle Horne will be available for consultations:

Monday, November 7, 8:00 a.m.–5:00 p.m.

Tuesday, November 8, 8:00 a.m.–Noon

8:00 a.m.–5:00 p.m.

**CAO SPOUSES HOSPITALITY ROOM**

*Spotted Curlew*

8:45–9:00 a.m.

**BREAK**

9:00–10:00 a.m.

**PLENARY SESSION**

*Tarpon, Sawyer, and*

**Recruitment and Retention: Challenges and Opportunities**

*Long Key*

Nowhere do academic affairs and resource development come together more importantly than in enrollment management. Students are the academic and financial lifeblood of the institution. In today’s dynamic education marketplace, the normal strategies for predicting and managing enrollment and retention may no longer be effective. This session will explore the enrollment trends and challenges facing independent colleges and universities with presentations from three national experts. Speakers will discuss changing demographics, the impact of a weakened economy on many family decisions about college selection and affordability, the federal budget decisions on Pell grants and other forms of financial aid, and competition as the result of the increased quality of education at public institutions.



**Kevin W. Crockett** is president and CEO of Noel-Levitz. He consults with campuses on strategy development for admissions, marketing, recruitment, retention, and student financial aid. An experienced enrollment manager, Crockett has worked with 150 institutions. Before becoming president, Crockett directed the firm’s consulting services division, overseeing more than 60 full- and part-time consultants. Prior to joining Noel-Levitz, Crockett served as dean of admissions and enrollment management at Cornell College (IA). Crockett received the CASE “Heavy Hitter” designation for outstanding workshop presenters.



**Linda Cox Maguire** is vice chair of Maguire Associates. She served in leadership positions in admissions for nine years before joining Maguire Associates. She is currently leading the firm’s initiatives in global markets and heads projects across all service lines of the company and works with the board of directors. Maguire has been chair of the board of trustees of the Sea Education Association in Woods Hole, Massachusetts. She served as president of the board of directors for United Cerebral Palsy in Boston. Maguire received her bachelor’s degree from Douglass College of Rutgers University and her master’s degree in educational administration from Boston College.



**Michaelita Quinn** is president of Executive Management Services, Inc., a consulting group that provides services in enrollment management and student affairs to private colleges and universities, including assessment, coaching, interim management, searches, and consulting. For over 18 years, the group has provided assistance to institutions in 24 states, most of which are CIC members. Prior to forming the group, Quinn was president of Kaplan Education Centers, Ltd. She has also served as interim vice president for enrollment management at Mercy College, Point Park University, Marymount University (VA), and Iowa Wesleyan College and has served on the boards of Notre Dame of Maryland University, Queens College Center for the New American Workforce, and Pennsylvania Board of Private Business Schools.

Chair: **Jeffery Aper**, Provost, Blackburn College

**MONDAY**

10:15–11:15 a.m.

*Banyan and Citrus*

## Concurrent Sessions

### CULTIVATING RELATIONSHIPS WITH ALUMNI

Chief academic and chief advancement officers share a responsibility to provide an excellent undergraduate experience for students. Faculty members frequently form lasting relationships with students and are often the best source of information about their former students' career paths. Upon graduation, these alumni become the major constituency for institutional support in many different forms, including, but not limited to, giving. Frequently, however, faculty members are reluctant to share what they know about alumni with the advancement office. How can the chief academic officer and the chief advancement officer work together to maintain relations with alumni?

**Ronald A. Cohen**, Vice President for University Relations, Susquehanna University

**Albert J. DeSimone**, Vice President for Advancement, Kalamazoo College

**Michael A. McDonald**, Provost, Kalamazoo College

**Carl O. Moses**, Provost, Susquehanna University

Chair: **Catherine Crawford**, Vice President for University Advancement, East Texas Baptist University

*Jasmine and Palm*

### EFFECTIVE COLLABORATION TO SECURE GRANTS

A successful track record of grant funding to support academic programs is built on collaboration between academic affairs and advancement. When is it appropriate to seek grants to support academic program initiatives? How is an appropriate funding source identified? Which campus office assumes responsibility for writing the proposal? Who manages the grant once it is obtained? Participants will learn about strategies for sharing the responsibility for obtaining and managing extramural funding.

**John Greving**, Vice President for Advancement, Nebraska Wesleyan University

**Marion Terenzio**, Vice President for Academic Affairs and Dean of Faculty, Bloomfield College

Chair: **Robert Van Wicklin**, Vice President for Advancement, Houghton College

*Sabal and Sawgrass*

### IMPROVING STUDENT RETENTION

Helping students succeed in college requires a comprehensive approach that addresses any "at-risk" characteristics identified at the point of admission, as well as actual performance in the classroom and cocurricular activities. Successful student retention programs connect many campus constituencies, including faculty members, residence hall advisors, tutoring and counseling staff, and coaches. They also work well with established campus systems to serve the greatest number of students and achieve the goal of overall student retention. What services do effective programs provide? Who is on the front line for students who struggle to succeed? What data do campus administrators track and report? Two chief academic officers will discuss the student retention programs that have been implemented recently on their campuses that rely on new approaches.

**Daniel J. May**, Vice President for Academic Affairs, University of Findlay

**Richard R. Nelson**, Provost, Paul Smith's College

**David A. Yaskin**, CEO, Starfish Retention Solutions

Chair: **Marie S. Morris**, Vice President for Academic Affairs, Anderson University (IN)

**PARTNERSHIPS THAT HELP STUDENTS DEVELOP INFORMATION FLUENCY**

Student learning is significantly enhanced when faculty members and librarians collaborate to ensure students' academic success. By moving beyond basic information literacy, faculty members, in partnership with librarians and academic officers, work to strengthen disciplinary teaching and involve students in meaningful research. Participants in the 2011 CIC Information Fluency Workshops in history and literature will discuss implementation of campus plans that were developed during the workshops for majors in history and literature.

*Paula Dehn*, Provost and Vice President for Academic Affairs, Kentucky Wesleyan College

*David L. Garrison*, Vice President for Academic Affairs, LaGrange College

*Susan Barnes Whyte*, Library Director, Linfield College

*Susanne Woods*, CIC Senior Advisor

Chair: *Alan Woolfolk*, Dean of Academic Affairs, Flagler College

**STOPPING TO BREATHE: RENEWAL STRATEGIES FOR CHIEF ACADEMIC OFFICERS**

The chief academic officer's duties demand long hours, day after day. Just at the moment when the job seems almost manageable, a new crisis will inevitably hit the campus that requires the CAO's full engagement. How are time and space found for personal and professional renewal? Chief academic officers are invited to come to this open forum to exchange renewal strategies, share experiences, and provide one another a network of support.

Moderator: *Stephanie Quinn*, Executive Vice President and Dean of the College, Rockford College

**BREAK**

**Concurrent Sessions**

**COLLABORATING TO PROMOTE SIGNATURE PROGRAMS**

An institutional decision to highlight only a few distinctive academic programs in admissions materials and other publications is a first step in a marketing campaign. How does this decision become reality? How and by whom are the featured programs selected? What level of funding is needed? How are the funds secured? Two senior officers from Schreiner University will describe their collaborative approach to selecting and supporting signature programs in graphic design, field biology, and the "integrity ambassador in business program."

*Charles McCormick*, Provost, Schreiner University

*Mark Tuschak*, Vice President for Advancement and Public Affairs, Schreiner University

Chair: *Betsy Fuller*, Dean of Academic Affairs, Becker College

## CULTIVATING DONORS

Individual donors are an important constituency in securing resources for academic programs. What attracts donors to colleges and universities? Why do they give? How can donor interests be cultivated? How can donors' interests be aligned with academic priorities? Jerold Panas, executive partner and CEO, Jerold Panas, Linzy & Partners, will discuss why wealthy individuals give to colleges and universities and how they can develop an interest in academic priorities.

**Jerold Panas**, Executive Partner and CEO, Jerold Panas, Linzy & Partners

Chair: **Michael Wood**, Vice President for Advancement, Wilkes University

## DEPARTMENT AND DIVISION CHAIRS LEARN TO LEAD FROM THE MIDDLE

The theme of the 2011 Workshops for Department and Division Chairs, "Leading from the Middle," signaled that effective chairs must learn to navigate the campus organizational hierarchy vertically, as well as across functions and campus constituencies. How can chairs understand the context for the departmental or divisional budget? What questions do chairs raise about collecting and using data? How well are chairs prepared to handle personnel matters, especially the difficult conversations they have with their peers and students? A team of CAOs who were presenters at the workshops will share what they learned from interaction with the participants and lead a discussion about the roles and responsibilities of department and division chairs.

**William C. Deeds**, Vice President for Academic Affairs and Dean of the College, Morningside College

**Richard Ostrander**, Provost, Cornerstone University

**Elizabeth Rudenga**, Provost, Trinity Christian College

**Jeanine Silviera Stewart**, Vice President for Academic Affairs, Hollins University

Chair: **Helen Streubert**, Vice President for Academic Affairs, Our Lady of the Lake University (TX)

## ENHANCING STUDENT LEARNING WITH *THE NEW YORK TIMES*

CIC and *The New York Times* have a partnership to promote strengthened student learning in the liberal arts. Using *The New York Times* as a supplementary resource can enhance the curriculum in many arts and sciences disciplines by promoting critical thinking, developing writing skills, engaging students in active learning, and fostering global awareness. A panel of chief academic officers and a representative from the *Times* will discuss the ways in which the *Times*' program aids student learning and brings *Times* reporters and photographers to campus as well as providing workshops for faculty members on interdisciplinary teaching and discounted rates for Monday–Friday delivery on campus.

**Harriet R. Feldman**, Interim Provost and Vice President for Academic Affairs, Pace University

**Kathleen O'Connell**, National Education Director, *The New York Times*

**Doris A. Tegart**, Provost, Bellarmine University

Chair: **Brad Born**, Vice President for Academic Affairs, Bethel College (KS)

**USING NSSE DATA TO BUILD SUPPORT FOR ACADEMIC PROGRAMS**

Data from the National Survey of Student Engagement (NSSE) have provided powerful support for making the case for the value of undergraduate educational programs at CIC institutions. What are the key messages from the data that help build case statements for additional scholarship support? How do NSSE data support requests for additional funding for internships, clinical assignments, or other field experiences? How can NSSE data support the development of new academic programs?

**Harold V. Hartley III**, Senior Vice President, CIC

**Jillian Kinzie**, Associate Director, Center for Postsecondary Research and NSSE Institute, Indiana University

**Stuart Sigman**, Provost, American Jewish University

Chair: **Alan P. Runge**, Provost, Concordia University (TX)

12:30–1:30 p.m.

**FREE TIME FOR LUNCH**

12:30–1:30 p.m.

(Meet in the hotel lobby.)

**ASSOCIATION OF COLLEGES OF SISTERS OF SAINT JOSEPH CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS**

Coordinator: **Sean Peters, CSJ**, Director, Association of Colleges of Sisters of Saint Joseph

12:30–1:30 p.m.

(Meet in the hotel lobby.)

**MISSOURI CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS LUNCHEON**

Coordinator: **Terry B. Smith**, Executive Vice President and Dean, Academic Affairs, Columbia College (MO)

12:30–2:00 p.m.

Royal Tern

**WOMEN'S COLLEGE COALITION LUNCHEON FOR CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS**

**Susan E. Lennon**, President, Women's College Coalition

1:30–5:30 p.m.

(Meet in the hotel lobby.)

**OPTIONAL EXCURSION—SALVADOR DALÍ MUSEUM**

(Pre-registration required)

2:00–5:00 p.m.

*Banyan and Citrus*

### **Workshop**

#### **BUDGET FUNDAMENTALS FOR CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS**

*(Pre-registration required)*

Chief academic and chief advancement officers will gain a greater understanding of the budget process and financial statements and reports by participating in this workshop led by experienced colleagues. Topics will include the essential elements and timeline for the budget process, difficulties CAOs encounter in preparing the budget, effective oversight of the budget process, and working with department chairs on budget issues. Workshop participants will learn more about the annual balance sheet and the operating budget of the institution. Both experienced and new CAOs are welcome to participate.

**Mark A. Matson**, Vice President for Academic Affairs and Dean, Milligan College

**Joanne Passaro**, Provost, Carroll University (WI)

Chair: **Dale H. Simmons**, Provost and Vice President for Academic Affairs, Judson University

2:00–5:00 p.m.

*Indian and Bird Key*

### **Workshop**

#### **FUNDRAISING FUNDAMENTALS FOR CHIEF ACADEMIC OFFICERS**

*(Pre-registration required)*

Chief academic officers will gain a greater understanding of the fundraising process by participating in this workshop led by experienced advancement colleagues. How can the chief academic and chief advancement officer work together to identify opportunities for donors? What are some examples of these funding opportunities? What is the chief academic officer's role in developing a request? Who should be included in conversations with potential donors? All chief academic officers are welcome to participate.

**Charles Haight**, Vice President for Development, Mount Holyoke College

**Kelly Thompson**, Vice President for External Relations, Barton College

Chair: **Myra Garcia**, Vice President of Institutional Advancement, Wagner College

6:30 p.m.

#### **FREE TIME FOR DINNER**

6:30 p.m.

*(Meet in the hotel lobby.)*

### **Meetings of Associated Organizations**

#### **AMERICAN BENEDICTINE COLLEGES CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS**

Coordinator: **Diane Fladeland**, Vice President for Academic Affairs, University of Mary

*(Meet in the hotel lobby.)*

#### **ASSOCIATION OF DOMINICAN COLLEGES AND UNIVERSITIES CHIEF ACADEMIC OFFICERS**

Coordinator: **Thomas Nowak**, Academic Dean and Vice President for Academic Affairs, Dominican College (NY)

(Meet in the hotel lobby.) **ASSOCIATION OF PRESBYTERIAN COLLEGES AND UNIVERSITIES CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS**

Coordinator: **Gary Luhr**, Executive Director, Association of Presbyterian Colleges and Universities

(Meet in the hotel lobby.) **CONFERENCE FOR MERCY HIGHER EDUCATION CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS**

Coordinator: **Moya Dittmeier**, Executive Director, Conference for Mercy Higher Education

Banyan **COUNCIL FOR CHRISTIAN COLLEGES & UNIVERSITIES CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS**

Coordinator: **Ronald Mahurin**, Vice President for Professional Development and Research, Council for Christian Colleges & Universities

(Meet in the hotel lobby.) **NATIONAL ASSOCIATION OF SCHOOLS AND COLLEGES OF THE UNITED METHODIST CHURCH CHIEF ACADEMIC OFFICERS, CHIEF ADVANCEMENT OFFICERS, AND SPOUSES**

Coordinator: **Gerald Lord**, Associate General Secretary, Division of Higher Education, General Board of Higher Education and Ministry, United Methodist Church

Chart Room **NATIONAL INSTITUTE FOR TECHNOLOGY IN LIBERAL EDUCATION (NITLE) CHIEF ACADEMIC OFFICERS**

Coordinators: **Michael Nanfito**, Associate Director for Strategy and **Marcia Hawkins**, Associate Director for Advancement, National Institute for Technology in Liberal Education

# Tuesday, November 8

7:00 a.m.–Noon

*Grand Palm Colonnade*

## **CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS INSTITUTE REGISTRATION**

### **IDEA EXCHANGE**

Display area for sharing materials with colleagues

7:30–8:45 a.m.

*Chart*

## **HISTORICALLY BLACK COLLEGES AND UNIVERSITIES BREAKFAST FOR CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS**

Chief academic and chief advancement officers will meet for informal discussion.

Convener: **Marilyn Sutton-Haywood**, Vice President for Academic Affairs, Shaw University

7:30–8:45 a.m.

*Banyan Breezeway*

### **Breakfast Discussions**

Breakfast is provided to all Institute participants. Participants may move among several of these informal discussion groups.

### **ACADEMIC AFFAIRS AND ADVANCEMENT: COLLABORATING ON A TRANSFORMATIVE GIFT**

How do chief academic and chief advancement officers join forces to gain maximum advantage from a large gift of land that results in a transformative opportunity—the creation of a new school, a new campus, a new direction for the institution—but comes with no endowment or supporting funds? Using the example of Chatham University's gift of the 388-acre Eden Hall Farm, the conversation will explore strategies the university considered to gain maximum advantage of the gift, the transformative impact the gift has had and will have on academic programs, on the capital campaign, on the university's brand, and how these experiences may help other institutions.

**Laura S. Armesto**, Vice President for Academic Affairs and Dean of the Faculty, Chatham University

### **ALIGNING PRESIDENTIAL VOCATION AND INSTITUTIONAL MISSION**

CIC's Presidential Vocation and Institutional Mission program is designed to assist chief academic and chief advancement officers as well as other senior administrators and their spouses who are considering a college presidency to clarify their own sense of vocation and weigh it in the context of the missions of the institutions they might lead. In this session participants will learn more about the structure of the seminars and the nomination process for the 2012–2013 program.

**Harold V. Hartley III**, Senior Vice President, CIC

## **COLLABORATION BETWEEN ACADEMIC AFFAIRS AND ADVANCEMENT TO OBTAIN GRANTS**

Participants will discuss the ways in which academic affairs and advancement can collaborate to identify, acquire, and manage grant funds. The team from the College of St. Scholastica will share experiences and engage participants on topics including the roles of faculty members and academic administrators, grant writers, foundation and government relations staff, and grants accountants and the processes that facilitate effective management of all phases of the grants process.

*Elizabeth Domholdt*, Vice President for Academic Affairs, College of St. Scholastica

*Margot Carroll Zelenz*, Vice President for College Advancement, College of St. Scholastica

## **COLLABORATION BETWEEN ACADEMIC AFFAIRS AND STUDENT AFFAIRS**

This discussion will focus on principles and strategies that promote integration and collaboration between academic affairs and student affairs. Participants are invited to share specific practices that have fostered successful relationships and benefited students.

*Margaret K. McLaughlin*, Provost and Vice President for Academic Affairs, Carlow University

## **COMPUTING IN THE CLASSROOM: BENEFITS TO TEACHING AND LEARNING**

All Shenandoah University students receive a MacBook Pro and a mobile device—iPhone, iPad, or iPod Touch. How is this technology used in the classroom; how is the initiative funded; and how are outcomes evaluated? Participants are invited to share their experiences with implementing technology to support teaching and learning on their own campuses.

*Bryon Lee Grigsby*, Senior Vice President and Vice President for Academic Affairs, Shenandoah University

## **CRAFTING AND IMPLEMENTING A POLICY FOR CONTROVERSIAL SPEAKERS AND EVENTS**

Like many private, religiously affiliated colleges, Aquinas College has weathered several controversies over the scheduling of campus speakers and events whose content was perceived by various stakeholders to infringe upon the mission of the college. Participants will learn how leaders at Aquinas College developed and implemented a college-wide policy that minimizes conflicts as well as provides a step-by-step process to address potentially controversial events. Desirable features of such speaker/event policies and best practices for ensuring effective communication for private campuses will be shared.

*Charles Gunnoe*, Provost and Dean of Faculty, Aquinas College (MI)

*Gregory McAleenan*, Vice President of Advancement, Aquinas College (MI)

## **CREATING AN ACADEMIC PROGRAM DEVELOPMENT AND ADVANCEMENT MODEL THAT WORKS**

Ashland University has changed its advancement model to include a new position for academic program development that reports to the advancement vice president and to the provost. This new approach has improved collaboration and increased opportunities for direct academic development initiatives. Participants are invited to discuss and share feedback on this new model of collaboration between the academic and advancement areas.

*Frank E. Pettigrew*, Provost, Ashland University

## **ENGAGING THE MEDIA DURING TIMES OF INSTITUTIONAL TRANSFORMATION**

Colleges going through intense and extensive changes need to interact with local and national media in an intentional way. “External” messaging is critical for the chief advancement officer’s primary constituents (donors and alumni) as well as for the chief academic officer’s constituents (faculty members, students, and academic support staff). Participants will learn about the outcomes of specific media strategies used during a significant campus change at Centenary College.

*Michael R. Hemphill*, Provost and Dean of the College, Centenary College (LA)

## **FACILITATING THE STRATEGIC PLANNING PROCESS: THE ROLE OF THE CHIEF ACADEMIC OFFICER**

This discussion will focus on the role the chief academic officer plays in the strategic planning process. How can the CAO ensure that the planning process honors both the institutional need for enhanced revenue through new programs and faculty members’ commitment to academic excellence and rigor? Participants will share their experiences.

*John Wilson Wells*, Executive Vice President, Mars Hill College

## **HOW TO HANDLE RESTRICTED GIFTS**

This discussion will focus on donors who direct their gifts to specific areas of the college. Participants will learn how the CAOs at Mills College dealt with two highly restricted gifts from two deeply involved donors. What are the most effective strategies to ensure that all gifts are good for both the institution and the donor?

*Sandra C. Greer*, Provost and Dean of the Faculty, Mills College

*Cynthia Brandt Stover*, Vice President for Institutional Advancement, Mills College

## **HOW THE PROFILE OF FACULTY MEMBERS IS CHANGING**

The profile of faculty members at many private institutions has changed to include fewer tenure-track positions and more non-tenure-track full-time and adjunct appointments. Participants will be invited to share their views on the challenges and opportunities inherent in this movement away from tenure-track appointments. What principles can help an institution achieve a faculty profile that supports academic program quality and cost effectiveness? What can the CAO do to ensure that non-tenure-track full-time and adjunct faculty members are as fully engaged with students and campus life as possible?

*Hans van der Giessen*, Provost, University of Bridgeport

## INCREASING QUALITY, DECREASING COST

In this discussion, the chief academic officer at Hope College will share examples as well as measures he has taken to accomplish the twin objectives of improving the quality of academic programs while decreasing their cost. Participants will be invited to share their own experiences of increasing quality while reducing costs as well as creative suggestions, advice, and pitfalls to avoid in the process.

**Richard Ray**, Provost, Hope College

## INTELLECTUALLY ADRIFT: IS ACADEMIC CHALLENGE THE NEXT GREAT THREAT TO HIGHER EDUCATION?

This discussion will address the issues raised in the book, *Academically Adrift*, as well as recent reports on grade inflation. What institutional policies might be contributing to grade inflation and reports of decline in time spent by students on coursework outside of the classroom? Participants will consider whether a perception of lack of challenge poses a threat to independent colleges and what impact it might have on support for higher education over the long term.

**Terry Weiner**, Provost, Sage Colleges

## INVOLVING DEANS AND DEPARTMENT CHAIRS IN ADVANCEMENT AT SMALL COLLEGES

How can deans and department chairs become engaged in the development process? The team from McMurry College is eager to learn about practices at other CIC institutions, including examples of participation in setting advancement goals, making contact with donors, developing the material for the “ask,” and carrying the project through to the end. Participants will be encouraged to share successful outcomes at their institutions.

**Steve Crisman**, Vice President for Institutional Advancement, McMurry College

**Paul Fabrizio**, Vice President for Academic Affairs, McMurry College

## MANAGING FACULTY MEMBERS' CONCERNS UP THE LADDER TO THE PRESIDENT

What strategies do chief academic officers employ in their role as mediator between faculty members and the president when disagreements and problems arise? Participants will share experiences and identify principles to guide chief academic officers in this difficult and delicate area of academic administration.

**Stanley A. Clark**, Provost, Simpson University

## MERGING SEVEN SCHOOLS INTO FOUR

Marian University recently decided to merge seven schools into four. The chief academic officer will describe the planning and implementation processes that led to the restructuring and the lessons that were learned. Participants will be invited to share their own narratives of similar restructuring plans and to reflect on challenges and benefits of the changes implemented.

**Edward H. Ogle**, Executive Vice President of Academic and Student Affairs, Marian University (WI)

## **MODIFYING THE COURSE SCHEDULE TO ENCOURAGE SCHOLARSHIP**

How can chief academic officers encourage faculty members to pursue scholarship? The results of a survey completed by participants on the CIC deans' listserv will be presented as well as strategies for modifying class schedules to encourage scholarship. Participants are invited to share other ideas and practices that have worked on their campuses.

*Jeffrey A. Frick*, Dean of the College and Academic Vice President, St. Norbert College

## **NURSE ANESTHETIST PROGRAMS AT SMALL UNIVERSITIES**

This discussion will focus on the benefits and challenges of offering a nurse anesthetist concentration in the MSN program at a small university. The facilitators will share their experiences of launching the program at Lourdes University this fall, including information on start-up costs, accreditation processes, health care partnership arrangements, and changes made to accommodate course scheduling and the university's workload formula. Participants are invited to share their own experiences of starting similar programs on their home campuses.

*Mary Arquette*, Vice President for Institutional Advancement, Lourdes University

*Janet H. Robinson*, Provost, Lourdes University

## **PROMOTING STEWARDSHIP AS A MODEL FOR FUNDRAISING IN ACADEMIC AFFAIRS**

Facilitators will share a model of fundraising that uses a decentralized approach and a collaborative partnership between advancement and academic affairs. The model promotes the philosophy of "students today, alumni tomorrow," thereby focusing on stewardship in the Benedictine tradition.

*John Morris*, Associate Vice President for Advancement, Benedictine University (IL)

*Donald B. Taylor*, Provost and Vice President for Academic Affairs, Benedictine University

## **SHARING THE WEALTH: CREATING RESEARCH INCENTIVE ACCOUNTS FROM INDIRECT COSTS**

Participants will examine one approach to reward faculty members who seek external funding: research incentive accounts for project investigators that are funded from a percentage of indirect cost recovery. Can this approach work on other campuses? What are appropriate uses of incentive accounts by faculty members? How does this approach fit the teacher-scholar model?

*Steve Allred*, Provost and Vice President for Academic Affairs, University of Richmond

## **SPECIAL PROJECT FUNDRAISING: A CASE STUDY IN COLLABORATION**

Thomas More College recently completed a \$1.5 million environmental science campaign to expand its environmental science initiatives on the main campus and at its biology field station. Participants will learn about the effective partnership between institutional advancement and academic affairs to enhance fundraising efforts as well as the many twists and turns that occurred during the pursuit of the goal.

*Bradley Bielski*, Vice President for Academic Affairs, Thomas More College

*Cathy Silvers*, Vice President for Institutional Advancement, Thomas More College

## SPONSORED RESEARCH AT LIBERAL ARTS COLLEGES

Faculty members at liberal arts colleges are increasingly involved in scholarly research, often mentoring undergraduate students in the process. However, support networks to assist in the process of application, grant administration, and grant reporting often lag behind the needs of faculty members who seek support from the National Science Foundation, the National Institutes of Health, and similar funding agencies. Participants are invited to share ideas for support of enhanced research activity when there too few resources on campus dedicated to such an enterprise.

*William T. Franz*, Provost, Randolph-Macon College

*Diane M. Lowder*, Vice President for Advancement, Randolph-Macon College

## SUCCESSION PLANNING AND THE FUTURE OF THE ACADEMY

As the professoriate continues to gray, so do those in other leadership positions. How does an institution prepare to turn over the reins of leadership to a new generation? In this session, participants will learn about Palm Beach Atlantic University's educational and mentoring program that assists those who aspire to a leadership role learn about the operations and leadership skills needed to lead a small private university.

*Joseph A. Kloba*, Provost and Chief Academic Officer, Palm Beach Atlantic University

## THE CHIEF ACADEMIC OFFICER'S ROLE IN BOARD OVERSIGHT OF EDUCATIONAL QUALITY

The chief academic officer plays an important role in helping members of the board of trustees to oversee educational quality. How can the CAO actively engage the board in discussions of educational quality and efforts to make improvements? This conversation will focus on strategies to ensure effective board oversight of academic programs and to avoid potential pitfalls.

*Jasper Lesage*, Provost, Northwestern College (IA)

## THE ROLE OF ADVISORY BOARDS IN NEW ACADEMIC PROGRAM DEVELOPMENT

This session will focus on how Elms College used an executive advisory board in the development and successful launch of a new MBA program in a very competitive market. Discussion topics will include business faculty members' involvement in identifying board members and defining board responsibilities, how to foster board member engagement, and lessons learned from the experience.

*Walter C. Breau*, Vice President for Academic Affairs, Elms College

## TRANSFORMING DONORS' INTERESTS INTO STUDENT ACTION

Donors who are interested in supporting academic programs often ask what the direct benefit to students will be. Participants will learn how a Bethany College donor's desire to give students a "real world" experience has led to a variety of interconnected giving opportunities that have provided significant experiential learning opportunities for students and benefited other campus programs as well.

**Darin E. Fields**, Vice President for Academic Affairs and Dean of the Faculty, Bethany College (WV)

## USING RUBRICS TO ASSESS STUDENT LEARNING IN GENERAL EDUCATION COURSES

Over the last three years William Woods College has implemented assessment rubrics to measure general education objectives. Examples will be shared, and participants will examine how rubrics are developed, implemented, and evaluated to assess the effectiveness of general education programs on student learning at their own campuses.

**Sherry McCarthy**, Vice President and Dean of Academic Affairs, William Woods College

8:00 a.m.–Noon

*Board and Compass*

## TIAA-CREF CONSULTATIONS

*(Sign up for all consultations at the CIC Registration Desk.)*

### Planning for Your Retirement: Personal Consultations with TIAA-CREF

Representatives Bill Phillips and Michelle Horne will be available for consultations:

Tuesday, November 8, 8:00 a.m.–Noon

8:00 a.m.–Noon

*Spotted Curlew*

## CAO SPOUSES HOSPITALITY ROOM

8:45–9:00 a.m.

## BREAK

9:00–10:15 a.m.

*Sabal and Sawgrass*

## Concurrent Sessions

### ASSESSING GLOBAL LEARNING OUTCOMES

As campus leaders plan curricula with outcomes intended to help students become more globally aware citizens, how are those outcomes measured? How is individual or collective student development assessed? How is the campus environment assessed? The Global Perspective Inventory (GPI), an assessment instrument, is designed to measure the global dimensions of student learning and development and the importance of campus environment to these processes. Seventeen institutions in the Appalachian College Association (ACA) are currently piloting the GPI. Three chief academic officers from the ACA will relate their experiences using this instrument and what they have learned about students' global perspectives from the data.

**Thomas R. Hess**, Vice President for Academic Affairs, University of Pikeville

**Joan Lynn Propst**, Provost and Executive Vice President, Alderson-Broaddus College

**Bettie C. Starr**, Vice President for Academic Affairs, Lindsey Wilson College  
Chair: **Philip Acree Cavalier**, Provost and Dean of the College, Eureka College

*Banyan and Citrus*

### **LINKING FUNDRAISING, ACADEMIC PROGRAM GOALS, AND THE INSTITUTIONAL STRATEGIC PLAN** *(repeated session)*

Developing a campaign plan should be a collaborative process that matches academic program priorities with fundraising goals. A panel of chief academic and chief advancement officers will discuss their experiences that culminated in successful campaigns. They will focus on the collaborative process for developing a campaign plan that links the institution's strategic plan, academic goals, and fundraising priorities to support those goals.

**Bradley W. Bateman**, Provost, Denison University

**Katie Conboy**, Provost and Vice President for Academic Affairs, Stonehill College

**Francis Dillon**, Vice President for Advancement, Stonehill College

**Julia Beyer Houpt**, Vice President for Institutional Advancement, Denison University

Chair: **Alzada Tipton**, Vice President for Academic Affairs and Dean of the Faculty, Elmhurst College

*Jasmine and Palm*

### **SUSTAINING UNDERGRADUATE RESEARCH PROGRAMS**

Collaborative student-faculty research programs have been proven to enhance undergraduate learning. The practical and logistical aspects of launching and maintaining a program, typically run during the summer months, are challenging, especially for tuition-driven campuses. How does the advancement officer learn about student-faculty research programs? How can advancement and academic affairs work together to secure the necessary funding? How can academic affairs provide data that show undergraduate research programs improve student learning? Teams of senior officers from two campuses will discuss how they collaborated on plans to sustain an undergraduate research program.

**Anne M. Berry**, Vice President for Advancement, Lebanon Valley College

**Barbara M. Gayle**, Vice President for Academic Affairs, Viterbo University

**Michael R. Green**, Vice President for Academic Affairs, Lebanon Valley College

**Gary L. Klein**, Vice President for Institutional Advancement, Viterbo University

Chair: **Elizabeth Paul**, Provost and Vice President for Academic Affairs, Stetson University

10:15–10:45 a.m.

### **BREAK**

*Grand Palm Colonnade*

## Presidential Perspectives

The closing plenary session will focus on institutional strategic plans and the ways in which presidential leadership informs the setting of both academic program priorities and fundraising goals. Two CIC presidents who came to their positions from senior-level advancement responsibilities and a senior foundation officer who previously served as an academic dean and college president will provide their perspectives on the chief academic and chief advancement officers' shared responsibility for academic quality and philanthropy as they work together to find ways to provide students at independent colleges and universities with the intellectual and financial resources they need to achieve their educational goals.



**Nancy Oliver Gray** became the 11<sup>th</sup> president of Hollins University in January 2005 after serving five-and-a-half years as president of Converse College in South Carolina. Gray is a 1973 graduate of Vanderbilt University, holds a master of education degree from North Texas State University, and completed additional graduate work at Vanderbilt. In 2002 she received an honorary doctorate of humane letters from Presbyterian College. Gray first worked in student affairs at Vanderbilt and then focused on institutional advancement there as well as at the University of Louisville and Oberlin College, eventually serving as vice president of development and alumni/alumnae relations at Rider University in New Jersey. She also was vice president of seminary relations at Princeton Theological Seminary. Gray has been a member of the board of the Foundation for Independent Higher Education and currently is a member of CIC's Board of Directors and also serves on the executive committee of the Council of Independent Colleges in Virginia.



**Jake Schrum** became president of his alma mater, Southwestern University, in July 2000. Schrum received his BA in psychology in 1968 from Southwestern University. He graduated from Yale Divinity School in 1973 with a master of divinity degree and immediately began his administrative career at Yale University—first with the Association of Yale Alumni, then with the Yale Alumni Fund. Schrum left Yale to become director of development at Muhlenberg College in Allentown, Pennsylvania. In 1978 he returned to Texas as vice president of Texas Wesleyan University. Three years later, Schrum was asked by Southwestern University to serve as vice president for university relations. He then was appointed vice president for development and planning at Emory University. In 1991, Schrum was selected as the 17<sup>th</sup> president of Texas Wesleyan University, where he served until he left for the presidency of Southwestern.



**Eugene M. Tobin** is senior program officer for higher education and has major responsibility for the Liberal Arts Colleges Program at the Andrew W. Mellon Foundation. His areas of grantmaking responsibility include faculty and curricular development, undergraduate teaching and learning, educational effectiveness, and institutional collaboration. Earlier, Tobin served as the 18<sup>th</sup> president of Hamilton College, where he also had been dean of the faculty and a member of the department of history. He earned a BA in history from Rutgers University and an MA and PhD in the history of American civilization from Brandeis University. His recent publications include "The Modern Evolution of America's Flagship Universities," in *Crossing the Finish Line: Completing College at America's Public Universities*, by William G. Bowen, Matthew M. Chingos, and Michael S. McPherson (2009).

His articles and reviews have appeared in *Labor History*, *The Historian*, and *Journal of Urban History*; he also has published articles in the *Baltimore Sun*, *Philadelphia Inquirer*, *The Forward*, and *The Chronicle of Higher Education*. Tobin is a member of the board of governors of Eugene Lang College of New School University.

Chair: **Judith Muyskens**, Provost, Nebraska Wesleyan University

Noon

### CAO INSTITUTE ADJOURNS

## Post-Institute Events

12:15–3:00 p.m.

### CAO TASK FORCE MEETING

*Royal Tern*

1:00–5:00 p.m.

### Workshop

*Snowy Egret*

### CIC/ASPEN/WYE SEMINAR ON LEADERSHIP AND LIBERAL EDUCATION IN A GLOBAL CONTEXT

*(Pre-registration required)*

The global expansion of education both refreshes and challenges our traditional thinking about liberal learning. What habits of mind and scope of knowledge do our students need? What are the implications of the globalization of culture for our curricula? How do we encourage students at home and abroad to think about the place of education in a democratic republic, whether established or emerging? This Socratic seminar relies on classic works from the Western, African, and Asian traditions to provide a framework for a collaborative dialogue about the global context of higher education and the roles of CAOs as intellectual leaders.

Seminar Leader: **David Townsend**, Director of Wye Programs, Aspen Institute, and Tutor, St. John's College (MD)

1:30–5:30 p.m.

*(Meet in the hotel lobby.)*

### OPTIONAL EXCURSION—CLEARWATER MARINE AQUARIUM AND SEA LIFE SAFARI TOUR

*(Pre-registration required)*

# Hotel Information



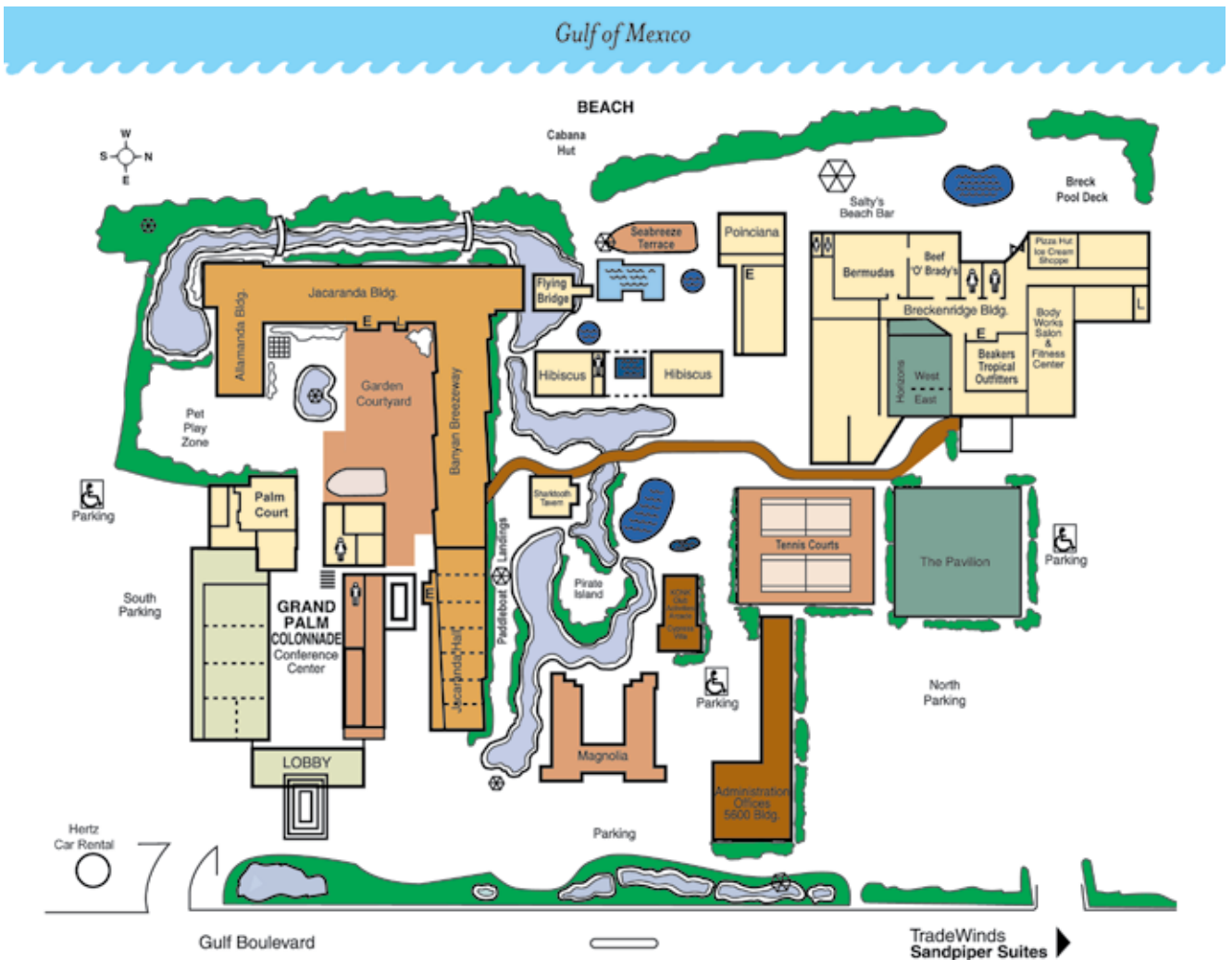
## TRADEWINDS ISLAND HOTEL

5600 Gulf Boulevard, St. Petersburg Beach, FL 33706

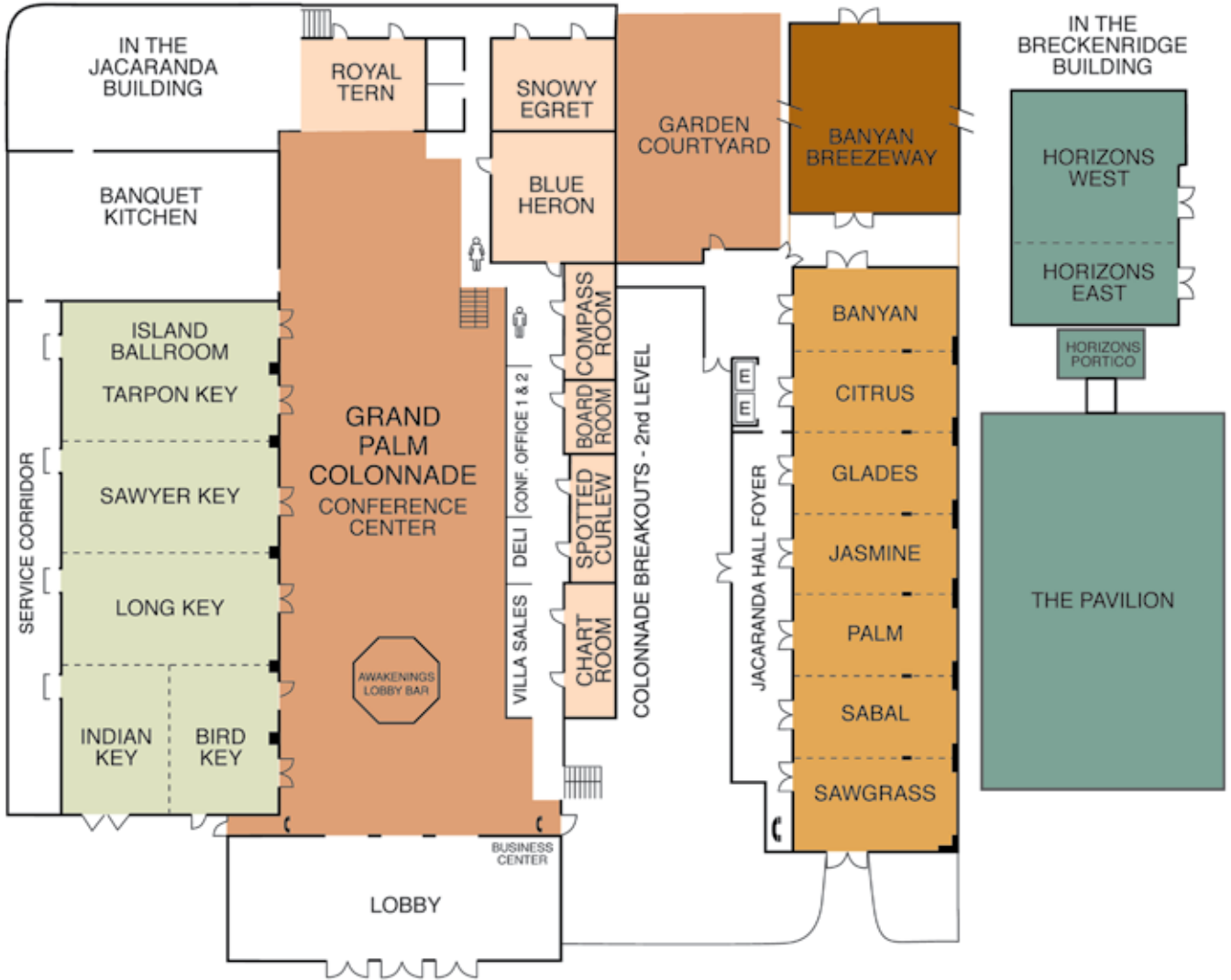
Phone: (727) 363-2212 or (800) 360-4016

Fax: (727) 363-2221

[www.tradewindsresort.com](http://www.tradewindsresort.com)



JACARANDA BEACH



# The Best of St. Petersburg Beach

**FLORIDA INTERNATIONAL MUSEUM, TAMPA MUSEUM OF ART, MUSEUM OF SCIENCE AND INDUSTRY**—Florida International Museum is a Smithsonian Affiliate with a mission to bring the world to viewers through diverse rotating national and international exhibitions. The Tampa Museum of Art, established in 1979, features contemporary art and a renowned collection of Greek and Roman antiquities. Complementing these exhibitions is a wide range of classes, lectures, seminars, and children’s activities. The Museum of Science and Industry is the largest science center in the southeast and has an IMAX theatre. There are more than 450 “minds-on” activities, a planetarium, space simulators, a hurricane chamber, and a butterfly garden.

**FLORIDA HOLOCAUST MUSEUM**—St. Petersburg’s newest museum is the fourth largest Holocaust museum in the country. The Florida Holocaust Museum is housed in downtown St. Petersburg. The centerpiece of the museum is a Polish boxcar used to transport victims to the death camps during World War II. The museum includes an art exhibit featuring an acclaimed outdoor sculpture entitled “Endless Column.”

**GIZELLA KOPSICK PALM ARBORETUM**—The two-acre park, which was once a miniature golf course, was developed into a palm arboretum in 1976 through a generous gift of stock from Gizella Kopsick. Initially, 60 palms representing ten species were planted in the park. Drinking fountains, a gazebo, conversation corners with wooden benches, and red brick paving were subsequently installed. All facilities were designed to meet the needs of visitors with disabilities.

**HONEYMOON ISLAND STATE PARK**—This island got its name in the 1940s from magazine and newsreel ads offering palm-thatched bungalows and cottages nestled in subtropical climates as perfect places for romantic honeymoons. Originally inhabited by the Tocobaga tribe during the 16<sup>th</sup> and 17<sup>th</sup> centuries, the island remains rich in native flora, including one of

Florida’s few virgin slash pine stands. This stand of large pines is located along the island’s northern loop trail and offers a home to the endangered Florida osprey. Other native growth such as seagrass beds, mangrove swamps, tidal flats, and salt marshes can be found here as well. Honeymoon Island also offers several nature trails and observation areas for the abundant water birds.

**LOWRY PARK ZOO**—Recognized today as one of the best mid-sized zoos in the country, Lowry Park Zoo currently features 41 acres of lush, natural habitats comprising five main exhibit areas: The Florida Manatee and Aquatic Center, Native Florida Wildlife Center, Asian Domain, Primate World, Free-Flight Aviary, and Children’s Petting Zoo. In 1997, the zoo opened the Harrell Discovery Center, a 1,500-square-foot interactive area featuring hands-on displays, exhibits, artifacts, videos, and a small insect zoo.

**TAMPA BAY HISTORY CENTER**—Through exhibitions, programs, and research, the Tampa Bay History Center seeks to preserve and teach the remarkable history of the Tampa Bay area. Gallery exhibits show the geographical, historical, and multicultural influences that have shaped the region through the centuries.

**TARPON SPRINGS**—Tarpon Springs, the oldest city in Pinellas County, was incorporated in 1887 when it was best known as a health center and winter resort for wealthy northerners. At that time, it was called “The Venice of the South.” Following the discovery of sponges in the Gulf of Mexico, Greek sponge divers started arriving and Greek immigrants became the largest ethnic group living in the area. Sponges were so plentiful that Tarpon Springs became known as the “Sponge Capital of the World.” The sponge docks are now mostly shops, restaurants, and museums dedicated to the memory of Tarpon Springs’ earlier industry. Led by local businessperson George Billiris, the sponge industry has made a recent comeback.

# Notes



# Chief Academic Officers and Chief Advancement Officers Task Force

The program of the 2011 Institute for Chief Academic Officers and Chief Advancement Officers was planned with the assistance of CIC's Chief Academic Officers and Chief Advancement Officers Task Force:

*John T. Day*, Academic Vice President, John Carroll University (Chair)

*Jeffery Apter*, Provost, Blackburn College

*J. Bradley Creed*, Provost and Executive Vice President, Samford University

*Charles Haight*, Vice President for Development, Mount Holyoke College

*Cheryl Johnson-Odim*, Provost, Dominican University (IL)

*James W. McKey*, Vice President for Institutional Advancement, Earlham College

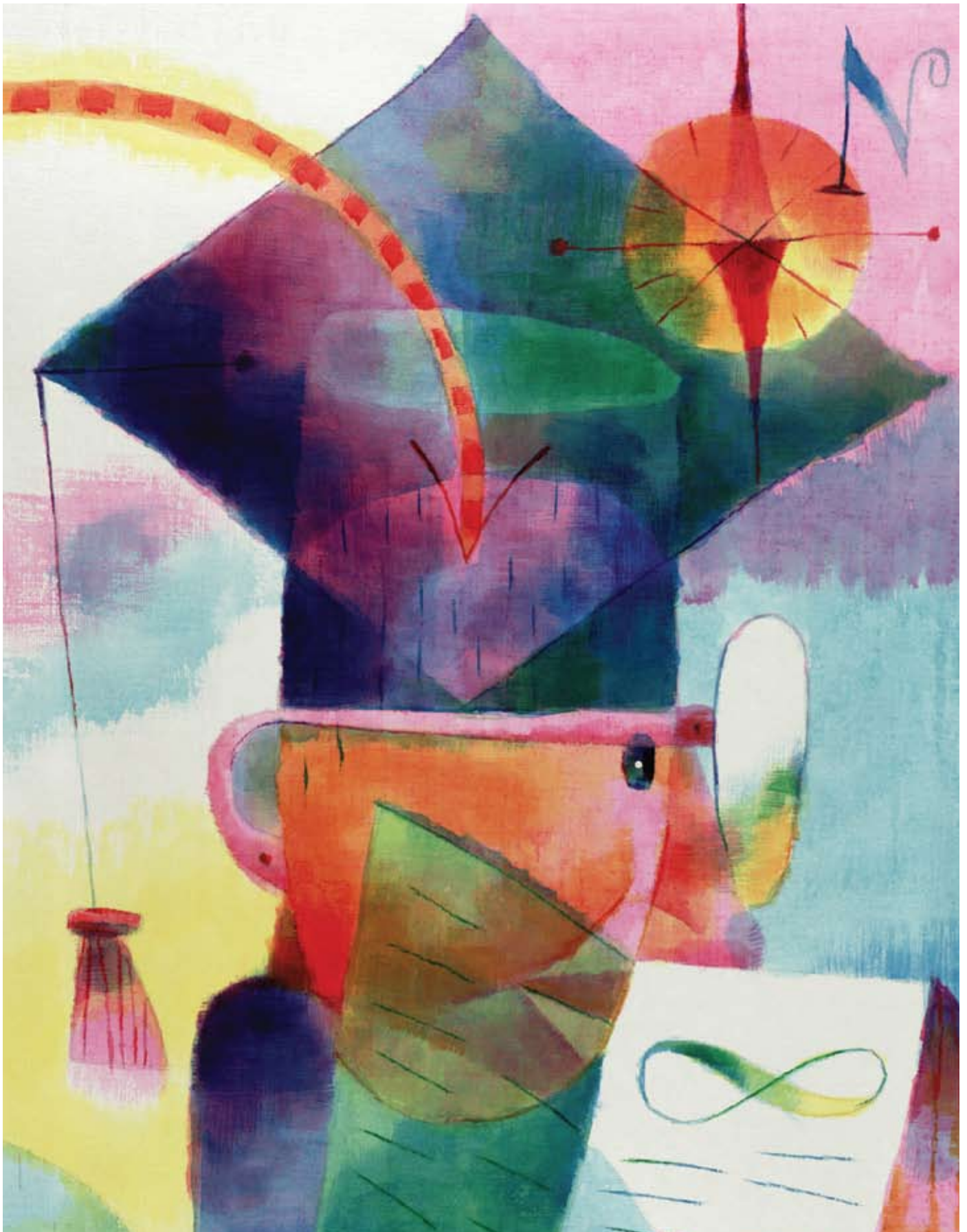
*Judith Muyskens*, Provost, Nebraska Wesleyan University

*Michael Selmon*, Provost and Vice President for Academic Affairs, Alma College

*Helen Streubert*, Vice President for Academic Affairs, Our Lady of the Lake University (TX)

*Daniel Taddie*, Senior Vice President for Academic Affairs and Dean of the Faculty,  
University of the Ozarks

*Kelly Thompson*, Vice President for External Relations, Barton College



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