

THE COUNCIL OF  
INDEPENDENT COLLEGES



# **A Dynamic Equilibrium:** Essential Missions, Evolving Models

2011 PRESIDENTS INSTITUTE

Palm Springs, California: January 4–7 • New Presidents Program: January 3–4 • Spouses Program: January 4–7

CONFERENCE PROGRAM

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*CIC gratefully acknowledges the generous support by Jenzabar, Inc.\*\*, Metz & Associates, and Royall & Company of travel grants that make it possible for presidents of institutions with limited resources to participate in the Presidents Institute.*

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# A Dynamic Equilibrium: Essential Missions, Evolving Models

Dear Colleagues:

Welcome to the 2011 Presidents Institute. The program this year includes a wide range of speakers and sessions that address the Institute's theme, "A Dynamic Equilibrium: Essential Missions, Evolving Models." Over the years, independent colleges and universities have succeeded by carefully balancing educational mission with imaginative approaches to new circumstances. Persistent economic challenges, changing student demographics, increased competition from two-year and for-profit colleges, and ever-rising costs put at risk the future viability of the dynamic equilibrium of our past success. How can the small, residential model of a liberal arts education, with its emphasis on a high degree of student-faculty interaction, remain sustainable? Featured speakers, experienced college presidents, and knowledgeable consultants will address these challenges in plenary presentations, concurrent sessions, workshops, and informal conversations. I hope the Institute's program includes helpful ideas and practical solutions to the challenges you face as you lead your institutions.

I extend a special welcome to the many new presidents and their spouses and those attending this annual gathering for the first time. All of us hope you will find the Institute to be a richly rewarding experience and will return often to future Institutes.

CIC is grateful to those sponsoring organizations that have contributed financially to the Presidents Institute and whose names appear on the facing page. Their support makes possible more comprehensive programming, and their considerable expertise in aspects of college and university management adds to the usefulness of the conversations during the Institute. I hope that all presidents will consult with some of our sponsors; their guidance can be invaluable.

One distinctive feature of the CIC Presidents Institute is the substantial programming for presidential spouses, which offers practical assistance and support for those who serve in this rewarding, but at times challenging, campus role.

I hope you will find the Institute both enjoyable and informative. Please do not hesitate to call upon any CIC staff member if you need assistance. In this beautiful setting, we hope the next few days will provide opportunities to learn as well as to relax.

Sincerely,

Richard Ekman  
President

# SCHEDULE-AT-A-GLANCE

## MONDAY, JANUARY 3

10:00 a.m.–Noon

### New Presidents Program

#### Registration

*Crystal Ballroom Foyer*

Noon–5:00 p.m.

### Computer Kiosks

*Valencia Foyer*

Noon–8:00 p.m.

### New Presidents Program

*Lobby Court and Valencia I & II*

### New Presidential Spouses Program

*Lobby Court and Valencia V & VI*

## TUESDAY, JANUARY 4

7:00 a.m.–5:00 p.m.

### Institute Registration

*Crystal Ballroom Foyer*

7:00 a.m.–5:00 p.m.

### Computer Kiosks

*Valencia Foyer*

7:30 a.m.–12:30 p.m.

### New Presidents Program

*Rhodes A & B and Valencia I & II*

### New Presidential Spouses Program

*Valencia V & VI*

8:00 a.m.–3:00 p.m.

### CIC Board of Directors Meeting

*(See page 9 for meeting rooms.)*

Noon–5:00 p.m.

### INDIVIDUAL CONSULTATIONS

#### Board Relations

Douglas M. Orr

*Monaco Boardroom*

### CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports

Michael Williams

*St. Tropez*

### Presidential Compensation

Rian M. Yaffe

*Sardinia*

### Presidential Contracts

Raymond D. Cotton

*Toulon*

### Retirement Planning

TIAA-CREF Counselors

*Rhodes A and Rhodes B*

1:00–4:00 p.m.

### Presidents of Colleges and Universities in Covenant with the Christian Church (Disciples of Christ) Meeting

*Barcelona*

3:30–4:15 p.m.

### Presidents Institute Spouses Task Force Meeting

*Gibraltar*

## PRESIDENTS INSTITUTE BEGINS

5:00–6:15 p.m.

### WELCOME AND KEYNOTE ADDRESS

“The Dynamic Equilibrium of Presidential Leadership: Balancing Essential Missions and Evolving Models”

Walter E. Massey

*Crystal Ballroom A–C*

6:30–9:00 p.m.

### WELCOME RECEPTION AND DINNER

*Emerald Ballroom and Rose Lawn*

8:30–9:15 p.m.

### Reception for Sponsors

*Lobby Court*

## WEDNESDAY, JANUARY 5

7:00 a.m.–5:00 p.m.

### Institute Registration

*Crystal Ballroom Foyer*

7:00 a.m.–5:00 p.m.

### Computer Kiosks

*Valencia Foyer*

7:15–8:15 a.m.

### Continental Breakfast

*Crystal Ballroom D–F*

### ROUNDTABLE DISCUSSIONS

Developing International Partnerships

Effective Board Retreats

Endowment Management Challenges and Solutions

Finding Interim Candidates for Senior Leadership Positions

Pipelines into Partnerships: Strategies to Support At-Risk Students

Yellow Ribbon Update: Serving Veterans as Students

7:15–8:15 a.m.

### BREAKFAST MEETINGS

Council for Christian Colleges & Universities

*Corsica*

National Collegiate Athletic Association Division III  
*Monte Carlo*

Nonmember Presidents and Member Presidents Attending the Institute for the First Time  
*Lobby Court*

Online Consortium of Independent Colleges and Universities President's Advisory Committee  
*Gibraltar*

Presidential Vocation and Institutional Mission Program Past Participants  
*Malta A & B*

Project Pericles Presidents  
*Capri*

8:00 a.m.–5:00 p.m.  
**INDIVIDUAL CONSULTATIONS**  
**Board Relations**  
Douglas M. Orr  
*Monaco Boardroom*

CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports  
Michael Williams  
*St. Tropez*

Presidential Compensation  
Rian M. Yaffe  
*Sardinia*

Presidential Contracts  
Raymond D. Cotton  
*Toulon*

Retirement Planning  
TIAA-CREF Counselors  
*Rhodes A and Rhodes B*

8:30–9:45 a.m.  
**PLENARY SESSION**  
“Defending the Liberal Arts: An Essential Public Mission”  
**Jon Meacham**  
*Crystal Ballroom A–C*

10:15–1:15 p.m.  
**PRESIDENTIAL SPOUSES PROGRAM**  
**Welcome Session and Luncheon Address**  
*Emerald 4*

10:15–11:30 a.m.  
**CONCURRENT SESSIONS**

Entrepreneurial Boards: Embracing Change While Preserving Mission  
*Valencia I & II*

Journalists' Insight into Higher Education Coverage  
*Crystal Ballroom I*

Programs for International Education  
*Crystal Ballroom G*

The President's Role in Enrollment Management  
*Crystal Ballroom H*

What's the Engine Driving Your College? Analyzing Revenues and Costs  
*Valencia V & VI*

11:45 a.m.–1:00 p.m.  
**CONCURRENT SESSIONS**  
*(with boxed lunch)*

A Holistic Approach to Risk Management: What Presidents Need to Know  
*Emerald Ballroom 6*

Collective Efforts to Make the Case for a Liberal Arts Education  
*Emerald Ballroom 8*

Presidents “Open Mike”  
*Emerald Ballroom 2*

Reaffirming the Student Athlete  
*Emerald Ballroom 1*

Social Media 101: A Guide for Presidents  
*Crystal Ballroom G*

The Promise of Diversity in the Liberal Arts College  
*Emerald Ballroom 7*

Towns, Gowns, and Taxes  
*Emerald Ballroom 3*

1:00–2:00 p.m.  
**Independent Colleges of Indiana**  
*Malta B*

1:15–4:30 p.m.  
**Women's College Coalition Board of Directors Meeting**  
*Monte Carlo*

2:00–3:30 p.m.  
**Presidents Roundtable: Learners and Learning in the Digital Age**  
*Lobby Court*

2:00–4:30 p.m.  
**WORKSHOPS**  
**Collaborative Approaches to Student Aid Policy**  
*Crystal Ballroom G*

**Using Technology to Reshape Educational Delivery, Improve Service, and Cut Costs**  
*Crystal Ballroom I*

2:00–5:00 p.m.  
**Optional Trips**  
Desert Adventures Jeep Tour  
The Living Desert Guided Tour  
*Meet in the hotel lobby.*

5:00–6:30 p.m.  
**ALL-INSTITUTE RECEPTION**  
*Crystal Ballroom D–F and Foyer*

6:30 p.m.  
**DINE-AROUND DINNERS**  
*Meet in the hotel lobby.*

**Dinner for Kansas Independent College Association and Fund**  
*Meet in the hotel lobby.*

**Dinner for United Methodist Presidents**  
*Meet in the hotel lobby.*

## SCHEDULE-AT-A-GLANCE *(cont'd)*

### THURSDAY, JANUARY 6

7:00 a.m.–5:00 p.m.

#### Institute Registration

*Crystal Ballroom Foyer*

7:00 a.m.–5:00 p.m.

#### Computer Kiosks

*Valencia Foyer*

7:00–8:00 a.m.

#### Yoga Class

*Meet at the spa entrance.*

7:15–8:15 a.m.

#### Continental Breakfast for Presidential Spouses

*Emerald 1–3*

7:15–8:15 a.m.

#### Continental Breakfast

*Crystal Ballroom D–F*

#### ROUNDTABLE DISCUSSIONS

**Academic Roundtables: Words  
into Action**

**Developing the Whole Student  
in a Global Society**

**Network for Vocation in  
Undergraduate Education  
(NetVUE)**

**Online Consortium of  
Independent Colleges and  
Universities**

**Presidents' Alliance for Student  
Learning and Accountability**

**Why Sign the Presidents'  
Climate Commitment?**

7:15–8:15 a.m.

#### BREAKFAST MEETINGS

**National Association of  
Intercollegiate Athletics**  
*Barcelona*

**Presidents of Historically Black  
Colleges and Universities**

*Monte Carlo*

**Presidents of International  
Colleges and Universities**

*Malta A*

**Women's College Coalition**

*Malta B*

8:00 a.m.–5:00 p.m.

#### INDIVIDUAL CONSULTATIONS

**Board Relations**

*Douglas M. Orr*

*Monaco Boardroom*

**CIC Key Indicators Tool (KIT)  
and Financial Indicators Tool  
(FIT) Benchmarking Reports**

*Michael Williams*

*St. Tropez*

**Presidential Compensation**

*Rian M. Yaffe*

*Sardinia*

**Presidential Contracts**

*Raymond D. Cotton*

*Toulon*

**Retirement Planning**

*TIAA-CREF Counselors*

*Rhodes A and Rhodes B*

8:30–9:45 a.m.

#### CONCURRENT SESSIONS

**Community College Partnerships:  
Enhancing Institutional Revenue and  
Reducing Students' Costs**

*Crystal Ballroom G*

**Driving Down Energy Costs  
with Environmentally Conscious  
Approaches**

*Crystal Ballroom I*

**Helping Faculty Members Adapt to  
Change**

*Valencia I & II*

**Recent Trends in Philanthropic  
Giving to Education**

*Valencia V & VI*

8:30–9:45 a.m.

#### PRESIDENTIAL SPOUSES CONCURRENT SESSIONS

**Education for a Sustainable Life**

*Emerald Ballroom 4*

**The Work of the Presidential Spouse**

*Emerald Ballroom 5*

10:00–11:00 a.m.

#### PLENARY SESSION

**"Economic Challenges to the Future of  
Private Colleges and Universities"**

**Sandy Baum**

*Crystal Ballroom A–C*

11:30 a.m.–12:45 p.m.

#### CONCURRENT SESSIONS

**Ensuring Student Success to Fulfill  
Mission and Bolster the Bottom Line**

*Crystal Ballroom G*

**Lessons from For-Profit Higher  
Education: Opportunity for Growth?**

*Crystal Ballroom I*

**Presidents and Curricular Change:  
Diversifying Programs, Reducing  
Costs, and Enhancing Revenue**

*Valencia I & II*

**Home Alone? Parenting and the  
Presidency**

*(Joint Session for Presidents and  
Presidential Spouses)*

*Valencia V & VI*

11:30 a.m.–12:45 p.m.

**PRESIDENTIAL SPOUSES  
SESSION**

**Presidential Spouses “Open Mike”**

*Emerald Ballroom 4*

1:00–2:00 p.m.

**Foundation for Independent  
Higher Education State Executives  
Luncheon**

*Malta B*

1:30–3:00 p.m.

**Presidents Roundtable: Recruiting  
and Sustaining the Leadership Team**

*Lobby Court*

1:30–4:00 p.m.

**WORKSHOP**

**A President’s Guide to Tuition  
Pricing and Discounting**

*Crystal Ballroom H*

1:30–5:00 p.m.

**Optional Trip**

**Palm Springs Aerial Tramway with  
Celebrity Home Tour**

*Meet in the hotel lobby.*

2:00–4:00 p.m.

**The Learning Alliance Liberal Arts  
Project (Invitation only)**

*Monte Carlo*

6:00–7:00 p.m.

**AWARDS RECEPTION**

*Emerald Ballroom Foyer and Rose Lawn*

7:00–9:00 p.m.

**AWARDS BANQUET**

*Emerald Ballroom*

**FRIDAY, JANUARY 7**

7:00 a.m.–Noon

**Institute Registration**

*Crystal Ballroom Foyer*

7:00 a.m.–Noon

**Computer Kiosks**

*Valencia Foyer*

7:30–8:30 a.m.

**Continental Breakfast**

*Crystal Ballroom D–F*

7:30–8:30 a.m.

**ANNUAL BUSINESS MEETING**

*Crystal Ballroom G–I*

7:30–8:30 a.m.

**Continental Breakfast for  
Presidential Spouses with Discussion  
Groups**

*Emerald Ballroom 4*

8:30–11:30 a.m.

**INDIVIDUAL CONSULTATIONS**

**Board Relations**

Douglas M. Orr

*Monaco Boardroom*

**CIC Key Indicators Tool (KIT)  
and Financial Indicators Tool  
(FIT) Benchmarking Reports**

Michael Williams

*St. Tropez*

**Presidential Compensation**

Rian M. Yaffe

*Sardinia*

**Presidential Contracts**

Raymond D. Cotton

*Toulon*

**Retirement Planning**

TIAA-CREF Counselors

*Rhodes A and Rhodes B*

8:45–9:45 a.m.

**CONCURRENT SESSIONS**

**Collaborative Approaches to  
Fundraising**

*Valencia I*

**Creating a Great Workplace:  
Thoughts from 43,000 College  
Employees**

*Valencia II*

**Orienting Trustees to the Realities of  
Independent Higher Education**

*Valencia V*

**The Presidency as Vocation:  
Sustaining Vigor and Resiliency**

*(Joint Session for Presidents and  
Presidential Spouses)*

*Valencia VI*

8:45–9:45 a.m.

**PRESIDENTIAL SPOUSES  
SESSION**

**Raising Funds and Raising Friends**

*Emerald Ballroom 4*

10:00–11:30 a.m.

**CLOSING PLENARY SESSION**

**“Presidential Leadership and Board  
Governance: A Dynamic Equilibrium”**

**Richard P. Chait, Joanne V.  
Creighton, Carol A. Leary, Kenneth  
P. Ruscio**

*Crystal Ballroom A–C*

**PRESIDENTS INSTITUTE  
ADJOURNS**

Noon–2:30 p.m.

**Presidents Institute Spouses Task  
Force Luncheon**

*Malta B*

Noon–4:00 p.m.

**WORKSHOP**

**Comprehensive Campaigns: New  
Strategies for the New Economy**

*Valencia II*

1:00–5:30 p.m.

**WORKSHOP**

**CIC/Aspen/Wye Seminar on  
Educational Leadership in a Global  
Context**

*Monte Carlo*

# NEW PRESIDENTS PROGRAM

## MONDAY AND TUESDAY, JANUARY 3–4

(Sponsored by SunGard Higher Education)

### MONDAY, JANUARY 3

10:00 a.m.–Noon

*Crystal Ballroom Foyer*

#### **New Presidents and New Presidential Spouses Program Registration**

Noon–1:30 p.m.

*Lobby Court*

#### **Welcoming Luncheon for New Presidents and New Presidential Spouses**

Coordinator: **Marylouise Fennell, RSM**, Senior Counsel, CIC

Welcome: **Scott D. Miller**, President, Bethany College (WV) and Chair, New Presidents Advisory Committee

Speaker: **Candace Introcaso, CDP**, President, La Roche College

1:45–2:45 p.m.

*Valencia I & II*

#### **Who We Are!**

**George C. Bradley**, President, Paine College

**Jo Young Switzer**, President, Manchester College

1:45–2:30 p.m.

*Valencia V & VI*

#### **New Presidential Spouses Program Welcome and Introductions**

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

2:30–3:15 p.m.

*Valencia V & VI*

#### **Varied Roles of the Presidential Spouse**

**Laird Hanson**, Presidential Spouse, Hamline University

**Lynne C. Joyce**, Presidential Spouse, Ripon College

2:45–3:00 p.m.

*Valencia I & II*

#### **Refreshment Break for New Presidents**

3:00–4:15 p.m.

*Valencia I & II*

#### **The Presidency—Striving for Success**

**L. Jay Lemons**, President, Susquehanna University

3:15–3:30 p.m.

*Valencia V & VI*

### **Refreshment Break for New Presidential Spouses**

3:30–4:15 p.m.

*Valencia V & VI*

### **The Psychology of Change: Transitioning into Your Life as a Presidential Spouse**

**Mary Bassis**, Presidential Spouse, Westminster College (UT)

4:15–5:00 p.m.

*Valencia V & VI*

### **Small Group Discussions**

Discussion groups will be led by experienced presidential spouses. Topics will include maintaining privacy and creating a family environment, managing the presidential home, and supporting your spouse.

4:15–5:45 p.m.

*Valencia I & II*

### **Financial Fundamentals for the New President**

**Wendy B. Libby**, President, Stetson University

6:30–8:00 p.m.

*Lobby Court*

### **Dinner for New Presidents and New Presidential Spouses**

Hosts: **Charles L. Flynn, Jr.**, President, College of Mount Saint Vincent and **Elise Luckey**, Presidential Spouse, Lindsey Wilson College

Remarks: **Richard Ekman**, President, CIC

## **TUESDAY, JANUARY 4**

7:30–8:30 a.m.

*Rhodes A & B*

### **Continental Breakfast for New Presidents**

7:30–8:15 a.m.

*Valencia V & VI*

### **Continental Breakfast for New Presidential Spouses**

8:15–9:45 a.m.

*Valencia V & VI*

### **Finding Your Niche on Campus and in the Community**

**Lynne C. Joyce**, Presidential Spouse, Ripon College

9:45–10:00 a.m.

*Valencia V & VI*

### **Concluding Remarks**

8:30–10:00 a.m.

*Valencia I & II*

### **Working with the Board**

**Tiffany McKillip Franks**, President, Averett University

**Douglas M. Orr**, President Emeritus, Warren Wilson College

## NEW PRESIDENTS PROGRAM *(cont'd)*

10:00–10:15 a.m.

*Valencia Foyer*

### **Refreshment Break for New Presidents and New Presidential Spouses**

#### JOINT PROGRAMMING FOR NEW PRESIDENTS AND NEW PRESIDENTIAL SPOUSES

10:15–11:45 a.m.

*Valencia I & II*

### **The President and Development: Fundamentals and Then Some**

**Richard B. Artman**, President, Viterbo University

**Marianne E. Inman**, President, Central Methodist University

11:50 a.m.–12:30 p.m.

*Valencia I & II*

### **You Got the Job, Now What?**

**William T. Luckey, Jr.**, President, Lindsey Wilson College

12:30 p.m.

*Valencia Foyer*

### **New Presidents and New Presidential Spouses Lunch**

Boxed lunches will be available for new presidents and spouses.

# CIC BOARD OF DIRECTORS MEETING

TUESDAY, JANUARY 4

8:00–8:50 a.m.                      **Executive Committee Breakfast Meeting**  
*Capri*

8:15–8:50 a.m.                      **Board of Directors Continental Breakfast**  
*Lobby Court*

9:00–10:00 a.m.                      **BOARD OF DIRECTORS COMMITTEE MEETINGS**  
*Barcelona*                              **Investment Committee**  
*Cannes*                                 **Awards Committee**  
*Corfu*                                    **Orientation for New Board Members**

10:15–11:45 a.m.                      **BOARD OF DIRECTORS COMMITTEE MEETINGS**  
*Barcelona*                              **Membership Committee**  
*Cannes*                                 **Programs Committee**  
*Capri*                                    **Public Information Committee**  
*Corfu*                                    **Resource Development Committee**

Noon–1:00 p.m.                        **Luncheon for Board of Directors**  
*Lobby Court*

1:15–3:00 p.m.                        **BOARD OF DIRECTORS BUSINESS MEETING**  
*Emerald Ballroom 2–3*

## TUESDAY, JANUARY 4

7:00 a.m.–5:00 p.m.  
*Crystal Ballroom Foyer*

### **Institute Registration**

Sign up for Individual Consultations, Dine-Around Dinners, and other events with limitations on space.

7:00 a.m.–5:00 p.m.  
*Valencia Foyer*

### **Computer Kiosks**

*(Sponsored by The Learning House, Inc.)*

Computer stations are available for participants to check their email.

Noon–5:00 p.m.  
*Monaco Boardroom*

### **INDIVIDUAL CONSULTATIONS**

*Please sign up in advance at the CIC Registration Desk.*

#### **Board Relations**

**Douglas M. Orr**, President Emeritus, Warren Wilson College

*St. Tropez*

### **CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports**

**Michael Williams**, President, The Austen Group

*Sardinia*

### **Presidential Compensation**

**Rian M. Yaffe**, Chairman and CEO, Yaffe & Company

*Toulon*

### **Presidential Contracts**

**Raymond D. Cotton**, Vice President, Higher Education, ML Strategies, LLC/Mintz, Levin, Cohn, Ferris, Glovsky & Popeo LLC

*Rhodes A and Rhodes B*

### **Retirement Planning**

TIAA-CREF Counselors

1:00–4:00 p.m.  
*Barcelona*

### **Presidents of Colleges and Universities in Covenant with the Christian Church (Disciples of Christ)**

Convener: **J. David Arnold**, President, Eureka College

3:30–4:15 p.m.  
*Gibraltar*

### **Presidents Institute Spouses Task Force Meeting**

5:00–6:15 p.m.

Crystal Ballroom A–C

## Welcome and Institute Overview

**George E. Martin**, Chair, CIC Board of Directors and President, St. Edward's University

**Richard Ekman**, President, CIC

**Connie G. Duffett**, Chair, Presidential Spouses Task Force and Presidential Spouse, Dakota Wesleyan University

## KEYNOTE ADDRESS

*(Cospponsored by ARAMARK Higher Education and Hardwick–Day)*

### **The Dynamic Equilibrium of Presidential Leadership: Balancing Essential Missions and Evolving Models**

Finding the right balance between traditional educational missions and new modes of doing business is an increasing challenge for independent colleges and universities. On the one hand, creative approaches to institutional management, educational delivery, and diversification of revenues and cost structures have the potential to improve efficiency and increase cost-effectiveness. On the other hand, such innovations could jeopardize educational quality and undercut the mission of the institution. A distinguished former college president who also led one of the nation's premier financial institutions through a deep recession, Walter E. Massey, will address the challenges of presidential leadership to preserve essential educational missions while considering evolving business models in higher education.



**Walter E. Massey** has had high-level experiences in almost every major dimension of higher education. He is the new president of the School of the Art Institute of Chicago, having recently retired as chairman of the board of directors of Bank of America Corporation. He is president emeritus of Morehouse College, where he served as president from 1995 to 2007. Prior to his tenure at Morehouse, Massey was director of the National Science Foundation, the federal government's lead agency for support of research and education in mathematics, science, and engineering, a position to which he was appointed by President George H.W. Bush, and he was director of the Argonne National Laboratory. He also served as provost and senior vice president for academic affairs at the University of California, vice president for research and professor of physics at the University of Chicago, and dean of the college and professor of physics at Brown University. Massey serves on the boards of Morehouse College and McDonald's Corporation and is a trustee of the Andrew W. Mellon Foundation. He has previously served on the boards of Amoco, Motorola, Delta Airlines, and the Tribune Company.

Chair: **MaryAnn Baenninger**, President, College of Saint Benedict

6:30–9:00 p.m.  
*Emerald Ballroom  
and Rose Lawn*

## **WELCOMING RECEPTION AND DINNER**

*(Sponsored by Johnson, Grossnickle and Associates)*

This combination reception and buffet dinner provides an inviting setting for all Institute participants to greet old friends and meet new ones.

8:30–9:15 p.m.  
*Lobby Court*

## **Reception for Sponsors**

All sponsors of the Presidents Institute are welcome.

Hosts: CIC Board of Directors

TUESDAY

7:00 a.m.–5:00 p.m.  
Crystal Ballroom Foyer

### **Institute Registration**

Sign up for Individual Consultations, Dine-Around Dinners, and other events with limitations on space.

7:00 a.m.–5:00 p.m.  
Valencia Foyer

### **Computer Kiosks**

*(Sponsored by The Learning House, Inc.)*

Computer stations are available for participants to check their email.

7:15–8:15 a.m.  
Crystal Ballroom D–F

### **Continental Breakfast**

*(Sponsored by The Lawlor Group)*

Breakfast is provided for all Institute participants. Several Roundtables are designated for participants to join colleagues to discuss specific topics.

## **ROUNDTABLE DISCUSSIONS**

### **Developing International Partnerships**

Learn about student and faculty exchanges, semesters abroad, and other international collaborations from presidents of CIC member institutions located outside of the United States.

**Erik O. Nielsen**, President, Franklin College Switzerland

### **Effective Board Retreats**

Despite the slow economy and lean administrative budgets, the annual board of trustees retreat may still be worth the expense. Exchange proven practices with seasoned presidents who remain bullish on board retreats.

**Charles W. Pollard**, President, John Brown University

**John C. Reynders**, President, Morningside College

### **Endowment Management Challenges and Solutions**

What are the opportunities and challenges of outsourced endowment management for private colleges and universities? What investment management approaches can best be used to balance the endowment portfolio as a perpetual investment for the institution with the role of providing predictable, sustainable funding for the institution's budget?

**Scott W. Wise**, President and CIO, Endowment Business, TIAA-CREF

## Finding Interim Candidates for Senior Leadership Positions

The use of outside interim senior administrators has become ever more commonplace as a foundation for the transformation of colleges and universities. Discuss how presidents can use interims, not as placeholders, but as agents of change responsible for the achievement of specific strategic objectives.

**Bryan E. Carlson**, President, CES/Registry for College and University Presidents

## Pipelines into Partnerships: Strategies to Support At-Risk Students

For some time, elite colleges and universities have successfully recruited cohorts of high-achieving lower-income students. Now a group of less selective private colleges is developing a similar approach for more typical at-risk students. Learn about their strategies to develop partnerships among high schools, access organizations, and colleges in support of vulnerable students.

**Karen Gross**, President, Southern Vermont College

**Elizabeth A. Hill, CSJ**, President, St. Joseph's College (NY)

## Yellow Ribbon Update: Serving Veterans as Students

What changes are in store for the new GI Bill and the accompanying Yellow Ribbon tuition matching program and how can these initiatives be used to provide promising opportunities to educate veterans?

**Robert R. Ivany**, President, University of St. Thomas (TX)

7:15–8:15 a.m.

*Corsica*

### BREAKFAST MEETINGS

#### Council for Christian Colleges & Universities

Convener: **Paul R. Corts**, President

*Monte Carlo*

#### National Collegiate Athletic Association Division III

Convener: **Kathleen Owens**, President, Gwynedd-Mercy College

*Lobby Court*

#### Nonmember Presidents and Member Presidents Attending the Institute for the First Time

Convener: **George E. Martin**, Chair, CIC Board of Directors and President, St. Edward's University

*Gibraltar*

#### Online Consortium of Independent Colleges and Universities President's Advisory Committee

Convener: **Thomas R. Kennedy**, Executive Director and President, New Ventures of Regis University

Malta A & B

### **Presidential Vocation and Institutional Mission Program Past Participants**

Convener: **Frederik Ohles**, President, Nebraska Wesleyan University

Capri

### **Project Pericles Presidents**

Convener: **James H. Mullen**, President, Allegheny College

8:00 a.m.–5:00 p.m.

### **INDIVIDUAL CONSULTATIONS**

*Please sign up in advance at the CIC Registration Desk.*

Monaco Boardroom

### **Board Relations**

**Douglas M. Orr**, President Emeritus, Warren Wilson College

St. Tropez

### **CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports**

**Michael Williams**, President, The Austen Group

Sardinia

### **Presidential Compensation**

**Rian M. Yaffe**, Chairman and CEO, Yaffe & Company

Toulon

### **Presidential Contracts**

**Raymond D. Cotton**, Vice President, Higher Education, ML Strategies, LLC/Mintz, Levin, Cohn, Ferris, Glovsky & Popeo LLC

Rhodes A and Rhodes B

### **Retirement Planning**

TIAA-CREF Counselors

WEDNESDAY

8:30–9:45 a.m.

Crystal Ballroom A–C

## PLENARY SESSION

(Sponsored by EFL Associates)

### Defending the Liberal Arts: An Essential Public Mission

President Obama’s administration has launched an ambitious agenda to improve educational attainment by 2020, yet much of the focus has been on workforce development and the community college sector. What role should independent liberal arts colleges and universities play in shaping the debate about the educational future of our nation and fulfilling the objectives of the 2020 initiative? What is the place of an integrative, multidisciplinary approach to undergraduate education that emphasizes higher order skills such as critical thinking and analytic reasoning over professional preparation? Pulitzer Prize-winning author and former editor of a leading news magazine, Jon Meacham, will make the case for the liberal arts as an essential public mission.



**Jon Meacham** is executive editor and executive vice president of Random House. He also serves as co-anchor of “Need to Know,” a new weekly primetime news and public affairs series on PBS. He formerly was the editor of *Newsweek*. His most recent biography, *American Lion: Andrew Jackson and the White House* was awarded the Pulitzer Prize in 2009. Meacham is also the author of two other bestsellers—*American Gospel: God, the Founding Fathers, and the Making of a Nation* and

*Franklin and Winston: An Intimate Portrait of an Epic Friendship*. He edited *Voices in our Blood: America’s Best on the Civil Rights Movement*, a non-fiction collection of Jim Crow era stories, and has also written for *The New York Times Book Review* and *The Washington Post*, among other national publications. Meacham is a graduate of Sewanee: The University of the South, where he served on the board of trustees and board of regents. He presently serves on the Vestry at Trinity Church Wall Street and the leadership council of the Harvard Divinity School, and he is a member of the Council on Foreign Relations. In 2009, Meacham was elected to the Society of American Historians.

Chair: **John McCardell**, Vice Chancellor and President, Sewanee: The University of the South

9:45–10:15 a.m.

Crystal Ballroom D–F and  
Foyer and Valencia Foyer

### Refreshment Break

(Sponsored by New Ventures of Regis University)

10:15 a.m.–1:15 p.m.

*Emerald 4*

## PRESIDENTIAL SPOUSES PROGRAM

*(Sponsored by TIAA-CREF)*

### Welcome Session and Luncheon Address: How Well Do You Know Your Faculty Members?



Much has been written about the students who come to our colleges and universities—the GenXers and the Millennials. The values that shaped the educational policies and practices that worked well for the GI, Silent, and older Baby Boom generations do not work as well for GenXers or Millennials. Tension is focused especially on expectations for tenure, work-life balance, flexibility, collegiality, career pace and paths, feedback, and productivity. These tensions can be attributed to

generational differences among the faculty members who teach at our institutions. What advantages does an intergenerational faculty workforce bring to a campus?

**Cathy A. Trower**, Research Director, Collaborative on Academic Careers in Higher Education (COACHE), Graduate School of Education, Harvard University

Chair: **Connie G. Duffett**, Chair, Presidential Spouses Task Force and Presidential Spouse, Dakota Wesleyan University

Invocation: **Michelle Christy**, Presidential Spouse, Northwestern College (IA)

10:15–11:30 a.m.

*Valencia I & II*

## CONCURRENT SESSIONS

*(Sponsored by Burt Hill)*

### Entrepreneurial Boards: Embracing Change While Preserving Mission

As presidents consider new economic models and markets—beyond tuition increases and cost efficiencies—they must also consider how to build trustees' support for structural changes. Key considerations are fidelity to mission and preservation of educational quality. In what ways do planning and governance need to be reshaped in order to achieve substantive and sustainable institutional change? How might trustees' expectations and behavior need to change in response to external forces? Three presidents will discuss their encouragement of "entrepreneurial" boards of trustees and the results.

**Michael S. Bassis**, President, Westminster College (UT)

**Todd S. Hutton**, President, Utica College

**Theodore E. Long**, President, Elizabethtown College

Chair: **Betsy Fleming**, President, Converse College

Crystal Ballroom I

### Journalists' Insights into Higher Education Coverage

Higher education journalists will provide information about how they determine which issues to cover, trends they predict, stories they expect to report in the coming months, how changes in the news industry are affecting reporting, and how smaller colleges can generate more attention from the media.

**Nanette Asimov**, Higher Education Reporter, *San Francisco Chronicle*

**Claudio Sanchez**, Education Correspondent, National Public Radio

Chair: **Ronald L. Carter**, President, Johnson C. Smith University

Crystal Ballroom G

### Programs for International Education

International education is growing as a standard feature of liberal arts colleges. Presidents play a key role in developing and expanding these programs through partnerships with internationally-based colleges, student and faculty exchanges, semesters abroad, and satellite campuses located outside the U.S. Experienced presidents of campuses in the U.S. and abroad will discuss successful programs that can be adapted to other campus settings.

**Jerry M. Greiner**, President, Arcadia University

**David G. Horner**, President, American College of Greece

**Frederik Ohles**, President, Nebraska Wesleyan University

Chair: **Driss Ouauouicha**, President, Al Akhawayn University (Morocco)

Crystal Ballroom H

### The President's Role in Enrollment Management

Maintaining consistent enrollment results has become a greater challenge as community colleges and for-profit universities aggressively target the shifting demographic profile of prospective students. How can presidents know when their enrollment management operations are effective and efficient? Experienced presidents will share strategies for enrollment management success.

**Michele D. Perkins**, President, New England College

**George W. Waldner**, President, York College of Pennsylvania

Chair: **Stuart C. Lord**, President, Naropa University

Valencia V & VI

### What's the Engine Driving Your College? Analyzing Revenues and Costs

Presidents need a thorough understanding of their institutions' key revenue sources and main cost centers, including high-performing and low-performing academic programs. Panelists will present key performance metrics and benchmarking tools and discuss approaches used in a variety of institutional settings.

**Donna M. Carroll**, President, Dominican University (IL)

**James E. Douthat**, President, Lycoming College

**Jairy C. Hunter, Jr.**, President, Charleston Southern University

**Michael Williams**, President, The Austen Group

Chair: **Richard L. Torgerson**, President, Luther College

11:30–11:45 a.m.  
Crystal Ballroom Foyer  
and Valencia Foyer

### **Break**

*(Sponsored by Scannell & Kurz, Inc.)*

Please pick up a boxed lunch in the Crystal Ballroom Foyer and proceed to one of the concurrent sessions.

11:45 a.m.–1:00 p.m.

### **CONCURRENT SESSIONS**

*(Sponsored by Cognitive Marketing, Inc.)*

Emerald Ballroom 6

#### **A Holistic Approach to Risk Management: What Presidents Need to Know**

Presidents need to be aware of key risk management and liability issues as they plan for the future of the college. The key features as well as the feasibility of a holistic management of risk will be discussed. What presidents can do to create more of a culture of safety and a sensitivity to key risk management issues in their institutions also will be addressed.

**Steven C. Bahls**, President, Augustana College (IL)

**Paul Morin**, Director, ARI Risk Management Consultants

**John Paul Sutrich**, Founder, ARI Risk Management Consultants

Chair: **John F. Hayward**, President, Mercy College of Northwest Ohio

Emerald Ballroom 8

#### **Collective Efforts to Promote the Value of a Liberal Arts Education**

What collective strategies can colleges, working through state associations and consortia, employ to change the public perception that private liberal arts colleges are primarily for wealthy students? How can savvy marketing, media campaigns, guest editorials, and speeches to community groups be used to make the case for a liberal arts education?

**Jonathan Brand**, President, Doane College

**Sanford J. Ungar**, President, Goucher College

**John B. Wilson**, President, Association of Independent Colleges and Universities in New Jersey and the Independent College Fund of New Jersey

Chair: **David J. Fike**, President, Marygrove College

Emerald Ballroom 2

#### **Presidents “Open Mike”**

This open forum is an opportunity for presidents to raise both questions and issues. Discussion is expected to be candid and broad—ranging from specific administrative matters, to institutional structure and staffing, to policies that affect the entire sector, to the relationship between presidents’ professional and personal lives. Advice will come from participating colleagues.

Moderator: **Christopher B. Nelson**, President, St. John’s College (MD)

### Reaffirming the Student Athlete

Athletic programs have come under increased scrutiny. Some colleges and universities have dropped sports to save money, while others have added sports as a way to boost enrollment. How are expectations for athletics programs defined, communicated, and measured? How can the role of the student athlete be affirmed? How can such national athletics associations as the NCAA and NAIA assist presidents in this effort?

**Thomas V. Chema**, President, Hiram College and member, Presidents Council, Division III, National Collegiate Athletic Association

**Daniel T. Dutcher**, Vice President, Division III, National Collegiate Athletic Association

**Ed L. Schrader**, President, Brenau University and member, Council of Presidents, National Association of Intercollegiate Athletics

Chair: **Lesley M. Hallick**, President, Pacific University

### Social Media 101: A Guide for Presidents

What do presidents need to know about social media? How can colleges and universities apply Facebook, Twitter, and other social media tools to improve internal and external communications, enhance the campus reputation and brand, and raise their profile among constituents? This session will examine the most promising social media strategies for presidents to help guide and direct their institutions.

**Deirdre K. Breakenridge**, President, Mango! Creative Juice, and author of *Putting the Public Back in Public Relations* (2009)

**Walter M. Kimbrough**, President, Philander Smith College

Chair: **Elizabeth Kiss**, President, Agnes Scott College

### The Promise of Diversity in the Liberal Arts College

Changing student demographics and the increasingly complex issues of diversity have significant implications for colleges and universities, especially those that are enrollment-driven. This session will provide a framework to examine diversity in the context of the mission of independent colleges and address issues such as faculty hiring, student success, intergroup relations, curriculum transformation, and monitoring progress. In addition, participants will discuss examples and emerging best practices with implications for the role of college presidents.

**Jacqueline Powers Doud**, President, Mount St. Mary's College (CA)

**Daryl G. Smith**, Professor of Education and Psychology, Claremont Graduate University and author of *Diversity's Promise for Higher Education: Making It Work* (2009)

Chair: **Eugene J. Cornacchia**, President, Saint Peter's College

### Towns, Gowns, and Taxes

State and local governments that are hoping to close sizeable budget gaps have turned to colleges and universities as new sources of tax revenue—for example, through fees from the institution for government services or taxes on student tuition. As a result, some colleges are resorting to “payments in lieu of taxes” (PILOTS). Presidents who have led the fight against these taxing schemes will set the context and discuss multiple approaches—from collaboration to conflict—to prevent future assaults on the tax-exempt status of colleges.

**Mary Hines**, President, Carlow University

**Barbara-Jayne Lewthwaite**, President, Centenary College (NJ)

Chair: **Francesco Cesareo**, President, Assumption College

1:00–2:00 p.m.

Malta B

### Independent Colleges of Indiana

Convener: **Richard Ludwick**, President and CEO, Independent Colleges of Indiana

1:15–4:30 p.m.

Monte Carlo

### Women’s College Coalition Board of Directors Meeting

Convener: **Susan E. Lennon**, President

2:00–3:30 p.m.

Lobby Court

### PRESIDENTS ROUNDTABLE

#### Learners and Learning in the Digital Age

*Please note that pre-registration is required for this session. Inquire at the CIC Registration Desk.*

Participants will engage in an open conversation with representatives from Apple Inc. about the role of digitalization in liberal arts education. How is digital technology changing the expectations of today’s learners and in what ways is it shaping classroom instruction? Digitalization drives innovation, and innovation can energize learners and learning. Join in a conversation about connecting these ideas to inform the work of independent colleges and to develop the agenda for a spring 2011 presidents’ summit at Apple’s campus in Cupertino, California.

Conveners:

**David Byer**, Senior Manager, Education Leadership and Policy, Apple Inc.

**Jay Matheson**, Western U.S. Development Executive, Apple Inc.

**Annie Mitchell**, Senior Institutions Manager, K-20 Marketing, Apple Inc.



2:00–4:30 p.m.

Crystal Ballroom G

## WORKSHOPS

*Please note that pre-registration is required for these workshops. Inquire at the CIC Registration Desk.*

### **Collaborative Approaches to Student Aid Policy**

Since the signing of the “Overlap Group Consent Decree” in 1993, colleges have operated on the understanding that they are prohibited from formulating a common understanding to determine family financial need or, in the event of federally demonstrated need, a common understanding of expected family contribution. How might alternative approaches improve institutional financing? What are the benefits to students in addition to improved access? The attorney who successfully defended *United States v. Brown University* and other presenters will lead a discussion of collaborative strategies that are permissible under the Consent Decree and alternative approaches to restrain merit aid and maximize institutional commitment to access and need-based financial aid.

**James H. Day**, President, Hardwick–Day

**Michael S. McPherson**, President, The Spencer Foundation and President Emeritus, Macalester College

**S. Georgia Nugent**, President, Kenyon College

**John A. Roush**, President, Centre College

**Thane D. Scott**, Partner, Bingham McCutchen LLP

**Lloyd Thacker**, Executive Director, Education Conservancy

Chair: **Mark A. Heckler**, President, Valparaiso University

Crystal Ballroom I

### **Using Technology to Reshape Educational Delivery, Improve Service, and Cut Costs**

*(Sponsored by SunGard Higher Education)*

Using technology to reach untapped adult and underserved student populations creates an opportunity to increase enrollment and generate revenue from students who choose not to participate in traditional learning programs. New service models such as outsourcing and in-sourcing as well as cloud computing are helping institutions improve service and cut costs. Presidents will lead a discussion of new service models used by their colleges to increase student retention and success and share best practices for effective consortial partnerships. Participants will explore technology applications that best serve the needs of their institutions.

**R. Patricia Fadden**, IHM, President, Immaculata University

**Arthur F. Kirk, Jr.**, President, Saint Leo University

**Kevin J. Manning**, President, Stevenson University

**Fred Weiss**, Senior Vice President, Strategy and Portfolio Management, SunGard Higher Education

Chair: **Pamela Fox**, President, Mary Baldwin College

2:00–5:00 p.m.

Meet in the hotel lobby.

### OPTIONAL TRIPS

Please note that pre-registration is required for these trips. Inquire at the CIC Registration Desk.



#### Desert Adventures Jeep Tour



#### The Living Desert Guided Tour

5:00–6:30 p.m.

Crystal Ballroom D–F and Foyer

### ALL-INSTITUTE RECEPTION

(Cosponsored by Gonser Gerber Tinker Stuhr, LLP and National Management Resources Corporation)

All participants in the Institute—presidents, spouses, speakers, sponsors, and guests—are invited to gather for informal conversation and refreshments.

6:30 p.m.

Meet in the hotel lobby.

### DINE-AROUND DINNERS

A CIC tradition, the Dine-Around Dinners afford presidents, spouses, speakers, and sponsors the opportunity to join colleagues for conversation over dinner. Institute participants may sign up for one of the groups at the CIC Registration Desk. CIC makes reservations and arranges transportation. Each person pays his or her share of the meal at the restaurant.

6:30 p.m.

Meet in the hotel lobby.

#### Dinner for Kansas Independent College Association and Fund

Convener: **Douglas A. Penner**, President, Kansas Independent College Association and Fund

Meet in the hotel lobby.

#### Dinner for United Methodist Presidents

Convener: **Jerry M. Boone**, Consultant, Division of Higher Education, General Board of Higher Education and Ministry, United Methodist Church

7:00 a.m.–5:00 p.m.  
Crystal Ballroom Foyer

## **Institute Registration**

Sign up for Individual Consultations and other events with limitations on space.

7:00 a.m.–5:00 p.m.  
Valencia Foyer

## **Computer Kiosks**

*(Sponsored by The Learning House, Inc.)*

Computer stations are available for participants to check their email.

7:00–8:00 a.m.  
Meet at the spa entrance.

## **PRESIDENTIAL SPOUSES SESSION**

### **Yoga Class**

*Please note that pre-registration is required for this session.*

7:15–8:15 a.m.  
Emerald 1–3

## **Continental Breakfast for Presidential Spouses**

7:15–8:15 a.m.  
Crystal Ballroom D–F

## **Continental Breakfast**

*(Sponsored by The Chronicle of Higher Education)*

Breakfast is provided for all Institute participants. Several Roundtables are designated for participants to join colleagues to discuss specific topics.

## **ROUNDTABLE DISCUSSIONS**

### **Academic Roundtables: Words into Action**

How can roundtables with key campus leaders accelerate action on important strategic issues such as governance, curricular redesign, and new programs? What is the difference between facilitation and process design, and what factors should be considered in selecting a facilitator?

**Mary-Linda Armacost**, Adjunct Professor, Executive Doctoral Program, University of Pennsylvania

**Ann J. Duffield**, Founding Principal, The Presidential Practice

**Susan C. Scrimshaw**, President, The Sage Colleges

### **Developing the Whole Student In a Global Society**

What is the president's role in creating a campus environment that fosters student global learning and development? Two experienced presidents and the developer of the Global Perspective Inventory, which measures student global holistic

development, will discuss strategies, successes, and challenges in creating campus cultures that promote the development of future global citizens.

**Larry A. Braskamp**, Professor Emeritus of Education, Loyola University Chicago

**Mark Putnam**, President, Central College (IA)

**S. Alan Ray**, President, Elmhurst College

### **Network for Vocation in Undergraduate Education (NetVUE)**

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

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

### **Online Consortium of Independent Colleges and Universities**

Learn how the Online Consortium of Independent Colleges and Universities (OCICU) advances academic opportunities for member institutions by sharing online resources and coordinating collaborative activities among and between members. Confronted with the reality of resource-rich for-profit and public competition, OCICU members are able to enter or expand the world of online education while minimizing high technology and course development costs.

**Thomas R. Kennedy**, Executive Director and President, New Ventures of Regis University

### **Presidents' Alliance for Student Learning and Accountability**

The Presidents' Alliance is a new initiative to recognize colleges and universities that have committed to making specific improvements in gathering, reporting on, and using evidence of student learning outcomes. These institutions are also committed to sharing their efforts on the New Leadership Alliance (NLA) website and working with other institutions on other NLA initiatives.

**David C. Paris**, Executive Director, New Leadership Alliance for Student Learning and Accountability, and Senior Advisor, CIC

### **Why Sign the Presidents' Climate Commitment?**

Participants will be provided with an overview of the American College & University Presidents' Climate Commitment and have an opportunity to discuss the challenges and successes associated with implementing the agreement.

**Paul J. Fonteyn**, President, Green Mountain College

7:15–8:15 a.m.

*Barcelona*

### **BREAKFAST MEETINGS**

#### **National Association of Intercollegiate Athletics**

Convener: **Ted Brown**, President, Martin Methodist College

Monte Carlo

### **Presidents of Historically Black Colleges and Universities**

Convener: **Haywood L. Strickland**, President, Wiley College

Malta A

### **Presidents of International Colleges and Universities**

Convener: **Erik O. Nielsen**, President, Franklin College Switzerland

Malta B

### **Women's College Coalition**

Convener: **Susan E. Lennon**, President

8:00 a.m.–5:00 p.m.

### **INDIVIDUAL CONSULTATIONS**

*Please sign up in advance at the CIC Registration Desk.*

Monaco Boardroom

### **Board Relations**

**Douglas M. Orr**, President Emeritus, Warren Wilson College

St. Tropez

### **CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports**

**Michael Williams**, President, The Austen Group

Sardinia

### **Presidential Compensation**

**Rian M. Yaffe**, Chairman and CEO, Yaffe & Company

Toulon

### **Presidential Contracts**

**Raymond D. Cotton**, Vice President, Higher Education, ML Strategies, LLC/Mintz, Levin, Cohn, Ferris, Glovsky & Popeo LLC

Rhodes A and Rhodes B

### **Retirement Planning**

TIAA-CREF Counselors

8:30–9:45 a.m.

### **CONCURRENT SESSIONS**

*(Sponsored by RuffaloCODY)*

Crystal Ballroom G

### **Community College Partnerships: Enhancing Institutional Revenue and Reducing Students' Costs**

Many students start out at a community college and then transfer to a private liberal arts college to complete their degrees. Panelists will discuss their own initiatives to attract students who have earned a portion of their credits at community colleges and the benefits and challenges to both the institution and the student.

**Sharon Herzberger**, President, Whittier College

**Janet L. Holmgren**, President, Mills College

Chair: **David L. Beckley**, President, Rust College

### Driving Down Energy Costs with Environmentally-Conscious Approaches

Despite their commitment to the values of sustainability, presidents frequently fear that environmentally-conscious initiatives will be too expensive. Panelists will discuss campus-wide sustainability efforts that can have a positive effect on the bottom line. Examples from CIC campuses demonstrate that sustainability initiatives can contribute to meeting the institution's fiduciary responsibility.

**Lorna Duphiney Edmundson**, President, Wilson College

**David W. McInally**, Executive Vice President and Treasurer, Allegheny College

**James H. Mullen Jr.**, President, Allegheny College

**Mitchell Thomashow**, President, Unity College

Chair: **Jackie Jenkins-Scott**, President, Wheelock College

### Helping Faculty Members Adapt to Change

Higher education is going through significant change, from new modes of educational delivery and pedagogy, to changing contractual arrangements with faculty members. What strategies can presidents employ to help faculty members prepare for and adapt to change? In what ways do newer generations of faculty members have different professional goals and needs as well as aptitudes for change in comparison with longer-serving faculty members?

**Loren J. Anderson**, President, Pacific Lutheran University

**Gregory G. Dell'Omo**, President, Robert Morris University

**Cathy A. Trower**, Research Director, Collaborative on Academic Careers in Higher Education (COACHE), Graduate School of Education, Harvard University

Chair: **Rebecca L. Sherrick**, President, Aurora University

### Recent Trends in Philanthropic Giving to Education

This session will provide an overview of philanthropy in America with a focus on giving to education. Results from *Giving USA*, the Center on Philanthropy Panel Study (COPPS), the forthcoming *Bank of America Study of Philanthropy among High Net-Worth Households*, and the latest research from CASE on giving to higher education will be discussed. Other topics include the impact of recessions on giving, support of education by high net-worth households, and the correlates of household giving to education, such as the effects of income, wealth, and educational attainment.

**Patrick M. Rooney**, Executive Director, Center on Philanthropy at Indiana University

Chair: **Douglas A. Penner**, President, Kansas Independent College Association and Fund

8:30–9:45 a.m.

*Emerald Ballroom 4*

## PRESIDENTIAL SPOUSES CONCURRENT SESSIONS

### **Educating for a Sustainable Life**

Whether focused on the formal curriculum or present in campus/community projects, environmental programs have become an important component of the college experience. How can campus leaders inspire the broader community to learn about sustainability, climate change, and stewardship of resources? Using the program at Unity College as an example, participants will discover how hands-on environmental learning can be central to the campus experience at other institutions.

**Cynthia Thomashow**, Presidential Spouse, Unity College and Executive Director, Center for Environmental Education

Chair: **Terry Aretz**, Presidential Spouse, College of Mount St. Joseph (OH)

*Emerald Ballroom 5*

### **The Work of the Presidential Spouse**

The president's spouse is important to a successful presidency. The spouse is expected to play a major role at any number of college functions but frequently has no clearly defined job description and often works without a contract or remuneration. How does the presidential couple use the president's home if one is provided? Is there a provision to hire a qualified spouse as a faculty or staff member? When the spouse travels with the president on official business, does the college assume all related costs for the travel of both? What about health care and retirement benefits for the spouse? Panelists, including an attorney, a president, and two presidential spouses will engage participants in these topics.

**Natasha Baker**, Attorney, Curiale, Hirschfeld & Kramer, LLP

**Lynn S. Fox**, Presidential Spouse, St. Lawrence University

**David C. Joyce**, President, Ripon College

**Allan Stern**, Presidential Spouse, The Sage Colleges

Chair: **Donald Zamborsky**, Presidential Spouse, Gwynedd-Mercy College

9:45–10:00 a.m.

*Crystal Ballroom D–F and  
Foyer and Valencia Foyer*

### **Break**

*(Sponsored by Noel-Levitz)*

10:00–11:00 a.m.

*Crystal Ballroom A–C*

## PLENARY SESSION

*(Sponsored by Datatel, Inc.)*

### **Economic Challenges to the Future of Private Colleges and Universities**

The persistent effects of the recession have severely challenged private liberal arts colleges and universities that operate with higher costs and a residential model that relies on a high degree of student-faculty engagement. Cost-cutting pressures are leading some institutions to limit the educational programs they offer, while others are striving to introduce innovations with potential for long-term savings that preserve both access and educational quality. What are the most recent developments

in tuition pricing, financial aid policies, and projected enrollment patterns? How are declines in endowment earnings and annual giving and pressure to find quick fixes for budget imbalances affecting institutional operations? Noted economist Sandy Baum will present the latest data on the economic challenges to the future of private colleges and universities.



**Sandy Baum** is an independent higher education consultant and professor emerita of economics at Skidmore College. She has written extensively on issues relating to college access, pricing, student aid policy, student debt, affordability, and other aspects of higher education finance. Baum is co-author of *Tuition Discounting*, *Trends in Student Aid*, *Trends in College Pricing*, and *Education Pays: The Benefits of Higher Education for Individuals and Society* for the College Board. Baum is co-chair

of the Rethinking Student Aid Study Group, an independent team of policy experts, researchers, and higher education professionals convened by the College Board, which released a 2008 report calling for significant reforms to the federal student aid system.

Chair: **Larry L. Earvin**, President and Chief Executive Officer, Huston-Tillotson University

11:00–11:30 a.m.

*Crystal Ballroom D–F and Foyer and Valencia Foyer*

### Refreshment Break

*(Sponsored by Performa Higher Education)*

11:30 a.m.–12:45 p.m.

*Crystal Ballroom G*

### CONCURRENT SESSIONS

*(Sponsored by ML Strategies, LLC/Mintz, Levin, Cohn, Ferris, Glovsky & Popeo LLC)*

#### **Ensuring Student Success to Fulfill the Mission and Bolster the Bottom Line**

Superior records of student success are a competitive advantage of liberal arts colleges and universities in the higher education marketplace. Improved student persistence and timely graduation fulfill the institution's commitment to its mission and also reduce the costs of recruitment and lost revenue from student attrition. A strong retention strategy with broad campus support can lead to early identification of at-risk students. Several cases of successful use of technology in student support services will be explored.

**Douglas N. Hastad**, President, Carroll University (WI)

**Sashi Parthasarathi**, Vice President, Jenzabar, Inc.

**Charles H. Webb**, President, Spring Arbor University

Chair: **James Barnes III**, President, Bethel University (MN)

## Lessons from For-Profit Higher Education: Opportunity for Growth?

For-profit colleges and universities represent the fastest growing segment of higher education, in part because they target new and underserved student markets and have access to investment capital. The for-profit business model is market-sensitive and outcomes-focused, with a flexible structure that can adapt to change quickly. What lessons can be learned from the for-profit sector that could be transferred to nonprofit liberal arts colleges without sacrificing educational quality? Are there new market opportunities for the nonprofit sector?

**James F. Galbally**, Founding Principal, The Presidential Practice

**Craig D. Swenson**, Chancellor, Argosy University System

Chair: **Carlton Brown**, President, Clark Atlanta University

## Presidents and Curricular Change: Diversifying Programs, Reducing Costs, and Enhancing Revenue

What is the role of the president in fostering curricular change? How can academic programs capture new student markets, reduce costs, and enhance revenue? A variety of approaches will be discussed, including innovative programs and three-year and no-frills degrees.

**Thomas J. Gamble**, President, Mercyhurst College

**Mary Pat Seurkamp**, President, College of Notre Dame of Maryland

**Robert Zemsky**, Professor and Chair, Learning Alliance for Higher Education, Graduate School of Education, University of Pennsylvania

Chair: **Darrel D. Colson**, President, Wartburg College

## Home Alone? Parenting and the Presidency

### JOINT SESSION FOR PRESIDENTS AND PRESIDENTIAL SPOUSES

Having young children during one's presidency presents opportunities for great joy as well as challenges to balance the competing demands of parenthood and a profession. Two presidential couples with young children will describe their approaches to juggling parenting and the presidency as they seek to maximize the rewards and minimize the frustrations.

**Carmen Twillie Ambar** and **Saladin M. Ambar**, President and Presidential Spouse, Cedar Crest College

**Robert C. Helmer** and **Linda Helmer**, President and Presidential Spouse, Lourdes College

Chair: **Chuck Call**, Presidential Spouse, Shenandoah University

11:30 a.m.–12:45 p.m.

*Emerald Ballroom 4*

### **Presidential Spouses “Open Mike”**

Spouses will have an opportunity to ask for advice from colleagues on specific issues and to seek information regarding spouses’ roles on college and university campuses. Advice will come from participating colleagues.

Moderator: **George E. Farenthold**, Presidential Spouse, Wells College

Chair: **Sheryl Y. Head**, Presidential Spouse, Rockford College

1:00–2:00 p.m.

*Malta B*

### **Foundation for Independent Higher Education State Executives Luncheon**

Convener: **Douglas A. Penner**, President, Kansas Independent College Association and Fund and FIHE Presiding Officer

1:30–3:00 p.m.

*Lobby Court*

### **PRESIDENTS ROUNDTABLE**

#### **Recruiting and Sustaining the Leadership Team**

*Please note that pre-registration is required for this session. Inquire at the CIC Registration Desk.*

Participants will engage in an open conversation about effective strategies to recruit and build a sustainable senior leadership team. New techniques for assessment of leadership potential will be discussed, as well as planning for smooth leadership succession and approaches to recruiting senior administrators.

Convener: **Paul H.L. Chou**, President, Academic Search, Inc.

1:30–4:00 p.m.

*Crystal Ballroom H*

### **WORKSHOP**

*Please note that pre-registration is required for this workshop. Inquire at the CIC Registration Desk.*

#### **A President’s Guide to Tuition Pricing and Discounting**

The co-authors of a recent College Board report, *Tuition Discounting*, will present the latest data on net tuition revenue, tuition discounting, and tuition pricing and discuss the theory behind the setting of tuition and the awarding of institutional grant aid. Participants will use interactive exercises to explore the values implicit in the ways that discounts are awarded and the effectiveness of differing strategies in a competitive environment. Alternative ways of attracting students and the implications for institutions of operating with different levels of net tuition revenue also will be examined.

**Sandy Baum**, Professor Emerita of Economics, Skidmore College and independent higher education consultant

**Lucie Lapovsky**, Principal, Lapovsky Consulting and Former President, Mercy College (NY)

Chair: **William T. Abare**, President, Flagler College

1:30–5:00 p.m.

*Meet in the hotel lobby.*

### OPTIONAL TRIP

*Please note that pre-registration is required for this tour. Inquire at the CIC Registration Desk.*



### **Palm Springs Aerial Tramway with Celebrity Home Tour**

2:00–4:00 p.m.

*Monte Carlo*

### **The Learning Alliance Liberal Arts Project**

*(Invitation only)*

Conveners:

**Ann J. Duffield**, Founding Principal, The Presidential Practice

**Robert Zemsky**, Professor and Chair, Learning Alliance for Higher Education, Graduate School of Education, University of Pennsylvania

6:00–7:00 p.m.

*Emerald Ballroom Foyer  
and Rose Lawn*

### **AWARDS RECEPTION**

7:00–9:00 p.m.

*Emerald Ballroom*

### **AWARDS BANQUET**

*(Sponsored by Sodexo Campus Services)*

#### **Welcome and Introductions**

#### **Invocation**

#### **Dinner**

#### **Presentations:**

#### **Award for Philanthropy (Individual)**

Red and Charline McCombs

#### **Awards for Philanthropy (Organization)**

The Arthur J. Schmitt Foundation

The Walmart Foundation

#### **Allen P. Splete Award for Outstanding Service**

*(Sponsored by Jenzabar, Inc.)*

Mary Patterson McPherson

7:00 a.m.–Noon  
Crystal Ballroom Foyer

### **Institute Registration**

Sign up for Individual Consultations.

7:00 a.m.–Noon  
Valencia Foyer

### **Computer Kiosks**

*(Sponsored by The Learning House, Inc.)*

Computer stations are available for participants to check their email.

7:30–8:30 a.m.  
Crystal Ballroom D–F

### **Continental Breakfast**

*(Sponsored by Plattform Higher Education)*

Breakfast is provided for all Institute participants.

7:30–8:30 a.m.  
Crystal Ballroom G–I

## **ANNUAL BUSINESS MEETING**

Continental breakfast will be available.

### **Chair’s Report**

**George E. Martin**, Chair, CIC Board of Directors and President, St. Edward’s University

### **President’s Report**

**Richard Ekman**, President, CIC

### **Treasurer’s Report**

**James M. Dennis**, Treasurer, CIC Board of Directors and President, McKendree University

### **Nominations Committee Report**

**Jo Young Switzer**, Chair, Nominations Committee, CIC Board of Directors and President, Manchester College

### **Approval of 2011–2012 Dues**

**MaryAnn Baenninger**, Secretary and Vice Chair for Membership, CIC Board of Directors and President, College of Saint Benedict

### **Approval of Bylaws Amendments**

**MaryAnn Baenninger**, Secretary and Vice Chair for Membership, CIC Board of Directors and President, College of Saint Benedict

## SPECIAL REPORTS

### **CIC/AALI Partnership**

**Ann Die Hasselmo**, President, American Academic Leadership Institute

### **Merger of CIC and FIHE**

**Ned Moore**, Executive Director, Foundation for Independent Higher Education

### **New Leadership Alliance for Student Learning and Accountability (NLA)**

**David C. Paris**, Executive Director, NLA and Senior Advisor, CIC

### **Teacher Education Accreditation Council (TEAC)**

**Frank B. Murray**, President, TEAC

### **Government Relations Update**

**David L. Warren**, President, National Association of Independent Colleges and Universities

7:30–8:30 a.m.

*Emerald Ballroom 4*

### **Continental Breakfast for Presidential Spouses with Discussion Groups**

Moderator: **Jennifer Gervasi**, Presidential Spouse, Quincy University

#### **Activities for Renewal**

**Engaging in Community Activities and Nonprofit Boards**

**Finding Friends as a Presidential Spouse**

**Higher Education Issues and Terminology**

**Information You Would Have Liked to Have Had Before Your Spouse/Partner Accepted the Position as President**

**Involving Students at Presidential Receptions/Board of Trustees Events**

**The Impact of Your Spouse's/Partner's Career on Family Privacy, Your Career, and Your Time Commitment as a Presidential Spouse**

**The Spouse's Role in College Functions**

8:30–11:30 a.m.

*Monaco Boardroom*

## INDIVIDUAL CONSULTATIONS

*Please sign up in advance at the CIC Registration Desk.*

### **Board Relations**

**Douglas M. Orr**, President Emeritus, Warren Wilson College

*St. Tropez*

### **CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports**

**Michael Williams**, President, The Austen Group

Sardinia

## Presidential Compensation

**Rian M. Yaffe**, Chairman and CEO, Yaffe & Company

Toulon

## Presidential Contracts

**Raymond D. Cotton**, Vice President, Higher Education, ML Strategies, LLC/Mintz, Levin, Cohn, Ferris, Glovsky & Popeo LLC

Rhodes A and Rhodes B

## Retirement Planning

TIAA-CREF Counselors

8:45–9:45 a.m.

## CONCURRENT SESSIONS

(Sponsored by Hastings & Chivetta Architects, Inc.)

Valencia I

## Collaborative Approaches to Fundraising

Small and mid-sized colleges in some states have found significant additional support by making collective approaches for gifts and grants from corporations and foundations and collaborating on projects that provide value-added support and publicity for their institutions. The college and state association presidents on this panel will provide details about their successful programs and make the case that other states are “leaving money on the table” and that this is a good way to energize—or re-energize—a collegial approach to fundraising.

**Violet A. Boyer**, President and CEO, Independent Colleges of Washington

**Kenneth R. Garren**, President, Lynchburg College

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

Chair: **Tony Aretz**, President, College of Mount St. Joseph

Valencia II

## Creating a Great Workplace: Thoughts from 43,000 College Employees

Recruiting and retaining employees has become more important than ever as baby-boomers prepare to retire and a tough economy makes it difficult to compensate faculty and staff members generously. Using three years of findings from *The Chronicle of Higher Education's* “Great Colleges to Work For” survey, panelists will discuss what faculty and staff value about working on a college campus, what distinguishes a great workplace, and what strategies colleges can employ to attract strong candidates for faculty and staff positions.

**Marjorie Hass**, President, Austin College

**Janet Morgan Riggs**, President, Gettysburg College

**Jeffrey Selingo**, Editor, *The Chronicle of Higher Education*

Chair: **Elizabeth J. Stroble**, President, Webster University

### Orienting Trustees to the Realities of Independent Higher Education

Both new and experienced presidents can be encouraged by trustees to make changes in pricing, financial aid, programs, and faculty and staff sizes—sometimes with undesirable consequences for student recruitment and retention, and as a result, revenue. Presenters will provide practical advice for orienting trustees to the distinctive features of independent higher education while meeting trustees’ expectations based on their experience in the business world.

**Grant H. Cornwell**, President, The College of Wooster

**George Dehne**, President, GDA Integrated Services

**Daniel F. Sullivan**, President Emeritus, St. Lawrence University

**Michael T. Victor**, President, Lake Erie College

Chair: **J. Timothy Cloyd**, President, Hendrix College

### The Presidency as Vocation: Sustaining Vigor and Resiliency

JOINT SESSION FOR PRESIDENTS AND PRESIDENTIAL SPOUSES

The American college and university presidency can be demanding and exhausting. Yet conceiving and pursuing work as distinctively “vocational” opens unexpected sources of energy and insight that help presidents bear the demands of the office and give more to their campus communities.

**Robin E. Baker**, President, George Fox University

**William V. Frame**, President Emeritus, Augsburg College, and Senior Advisor, CIC

**Susan E. Pauly**, President, Salem College (NC)

**Jodi Rowe**, Presidential Spouse, Centenary College of Louisiana

Chair: **Rockwell F. Jones**, President, Ohio Wesleyan University

### Raising Funds and Raising Friends

Spouses are frequently expected to play a major role in the development efforts of the college or university. What is the spouse’s role in collaborating with the development office to cultivate new friends for the institution? A chief advancement officer and a presidential spouse share their perspectives.

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

**Judith A. Torgerson**, Presidential Spouse, Luther College

Chair: **Carol Jupiter Garibaldi**, Presidential Spouse, Gannon University

9:45–10:00 a.m.

*Crystal Ballroom D–F  
and Foyer and Valencia Foyer*

### Refreshment Break

*(Sponsored by Bentz Whaley Flessner)*

10:00–11:30 a.m.

Crystal Ballroom A–C

## CLOSING PLENARY SESSION

(Sponsored by Stevens Strategy)

### Presidential Leadership and Board Governance: A Dynamic Equilibrium

An effective relationship between college presidents and their institutions' trustees is more critical than ever in private higher education. The dynamic tension between presidential leadership and board governance has taken on new significance. As a result, there is much speculation about how best to lead a college in these challenging times and how best to work with trustees in the process. Harvard scholar Richard Chait will consider the dynamic equilibrium in the relationship between the president and the board and engage three college presidents who hold different views from his own.



**Richard P. Chait** is a research professor at the Graduate School of Education of Harvard University. Over the past 30 years, Chait's research has focused on nonprofit governance with a particular emphasis on higher education. He has co-authored three books on the subject: *Governance as Leadership: Reframing the Work of Nonprofit Boards*, *Improving the Performance of Governing Boards*, and *The Effective Board of Trustees*. He also writes on faculty work life and is a consultant to dozens of colleges and universities. Previously, Chait served on the faculties of the University of Maryland and Case Western Reserve University and as associate provost of Pennsylvania State University. He teaches in Harvard's summer institute for higher education executives.

Respondents:



**Joanne V. Creighton** is president emerita and professor of English at Mount Holyoke College where she served as president for 15 years. Previously she was interim president as well as vice president for academic affairs and provost at Wesleyan University (CT). Creighton co-founded Women's Education Worldwide that brings together leaders from women's colleges and universities around the world.



**Carol A. Leary** has served as president of Bay Path College since 1994. Previously she was vice president for administration and assistant to the president of Simmons College. Leary is former chair of the Community Foundation of Western Massachusetts and WGBY/Public Television. She serves on the boards of the Frank Stanley Beveridge Foundation, Inc. and United Bank.



**Kenneth P. Ruscio** took office as president of Washington and Lee University in 2006. He served as dean of the Jepson School of Leadership Studies at the University of Richmond from 2002 to 2006. Ruscio held both faculty and staff positions at W&L from 1987 to 2002. He is a member of the boards of directors of the Committee for Economic Development, the Marshall Foundation, and the Association of American Colleges and Universities.

Chair: **Lex O. McMillan III**, President, Albright College

## 2011 PRESIDENTS INSTITUTE ADJOURNS

Noon–2:30 p.m.

Malta B

### Presidents Institute Spouses Task Force Luncheon

Conveners:

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

**Connie G. Duffett**, Chair, Presidential Spouses Task Force and Presidential Spouse, Dakota Wesleyan University

### WORKSHOPS

*Please note that pre-registration is required for these workshops. Inquire at the CIC Registration Desk.*

Noon–4:00 p.m.

Valencia II

### Comprehensive Campaigns: New Strategies for the New Economy

Fundraising is the lifeblood of independent colleges and universities, and major campaigns provide significant infusions of capital to support critical programs and operations. How has the severe economic downturn changed the landscape of fundraising in higher education? What strategic shifts should presidents consider in planning a campaign, reassessing goals and implementation, and changing timelines and endpoints? Led by seasoned presidents with proven fundraising experience, this workshop will provide fresh ideas and hands-on learning for each step of the campaign process: pre-campaign planning, the role of the board, major gifts, and the “silent” phase; the public announcement; and concluding events. Long-serving presidents as well as those new to the presidency will find valuable lessons in this workshop. *(Includes lunch.)*

**William H. Crouch, Jr.**, President, Georgetown College (KY)

**Dale T. Knobel**, President, Denison University

**Jack R. Ohle**, President, Gustavus Adolphus College

**Beverly Daniel Tatum**, President, Spelman College

Chair: **Sue DeWine**, President, Hanover College

1:00–5:30 p.m.

Monte Carlo

### CIC/Aspen/Wye Seminar on Educational Leadership in a Global Context

What do our students need to know and what do we need to teach them? In the global breadth of the 21<sup>st</sup> century, liberal education radically deepens our thoughts and broadens our cultural intelligence. In this short seminar, academic leaders will explore the place of education in a democratic republic and beyond. Classic texts from the Western tradition, together with classic texts from Africa, the Islamic world, India, and the Far East provide a framework for a collaborative dialogue about the global context of higher education and the roles of presidents as intellectual leaders.

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

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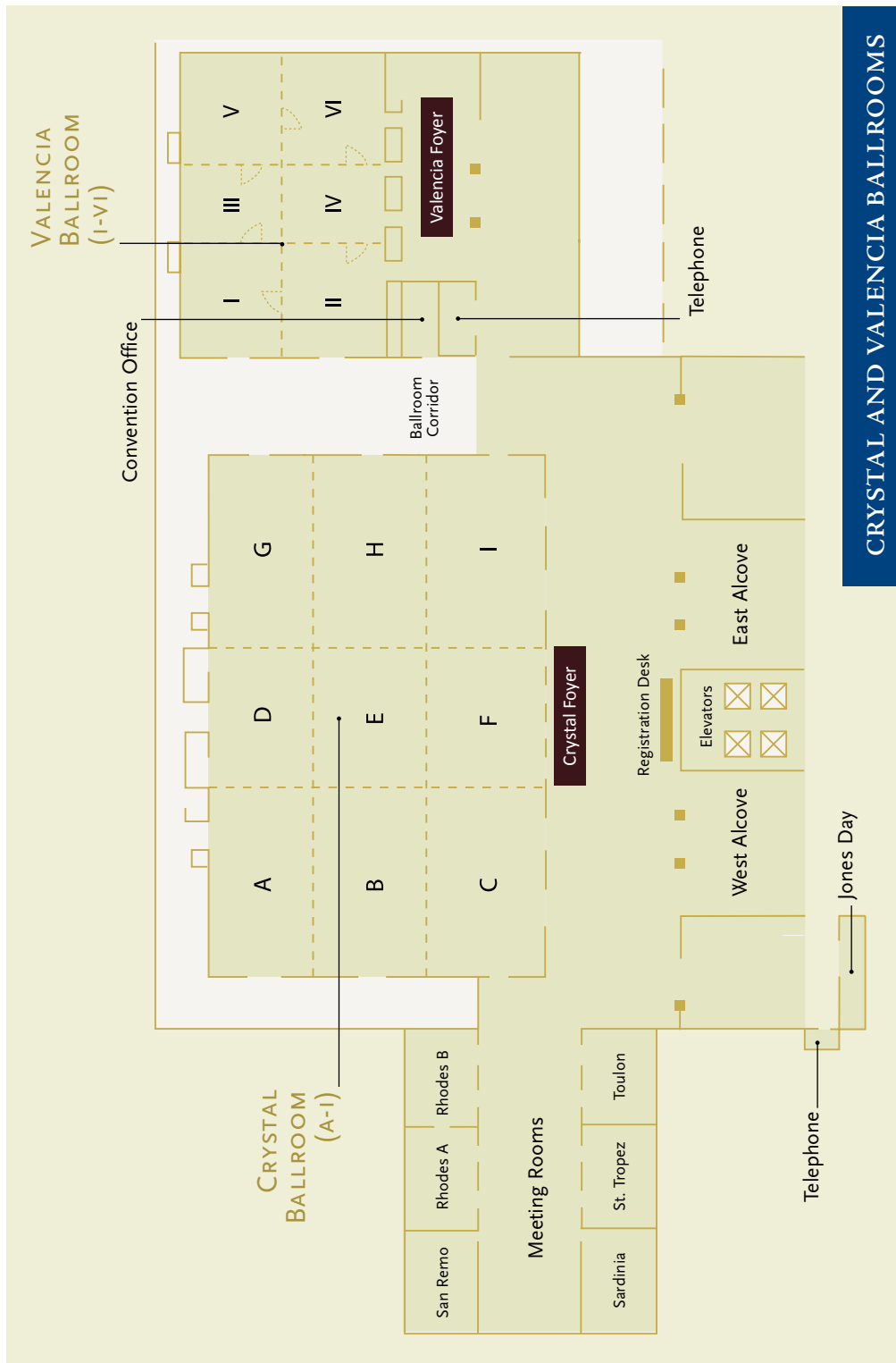
**Allen P. Splete**

President Emeritus

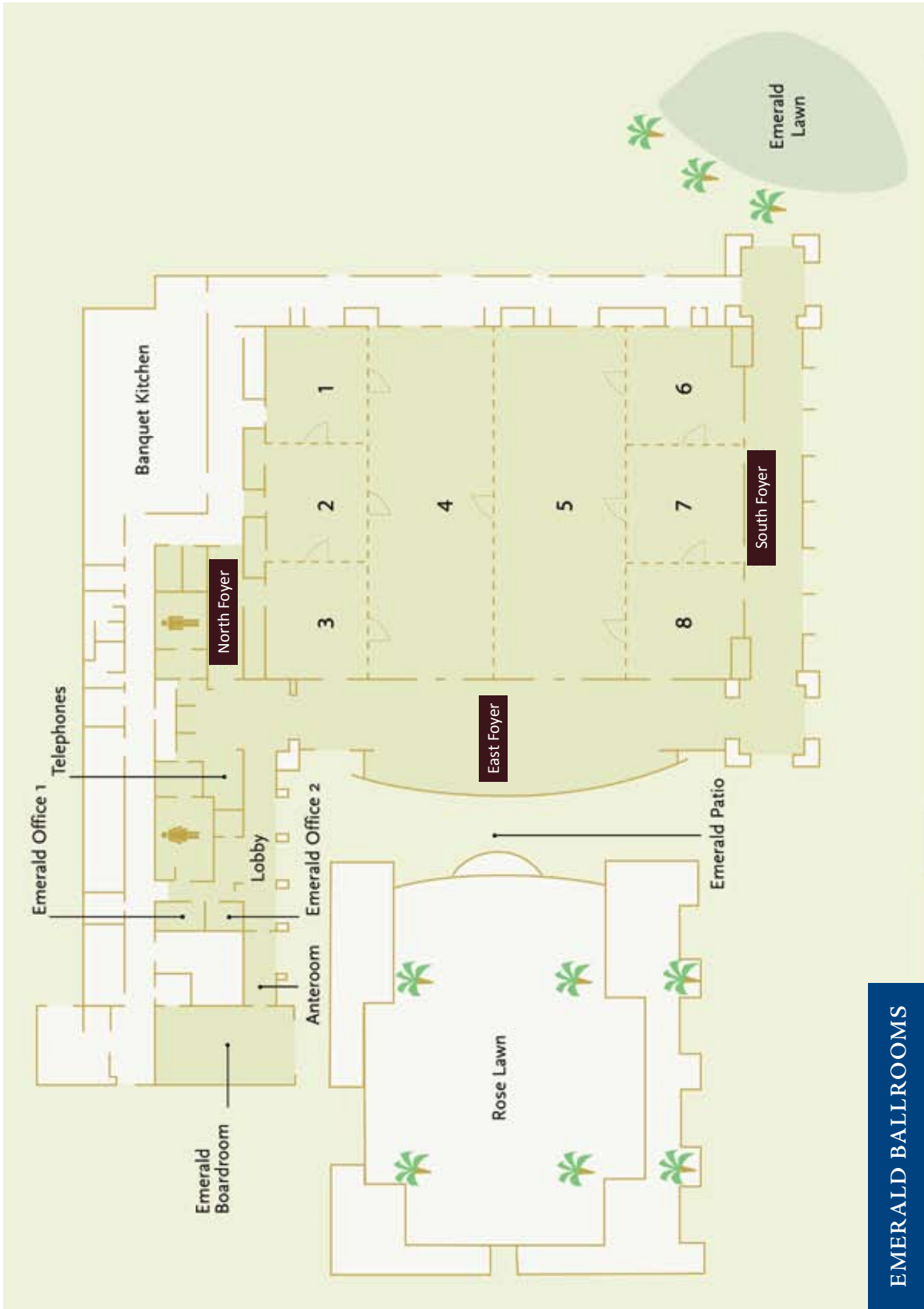
**Susanne Woods**

Senior Advisor, Information Fluency in the Disciplines

# MAP AND FLOOR PLANS



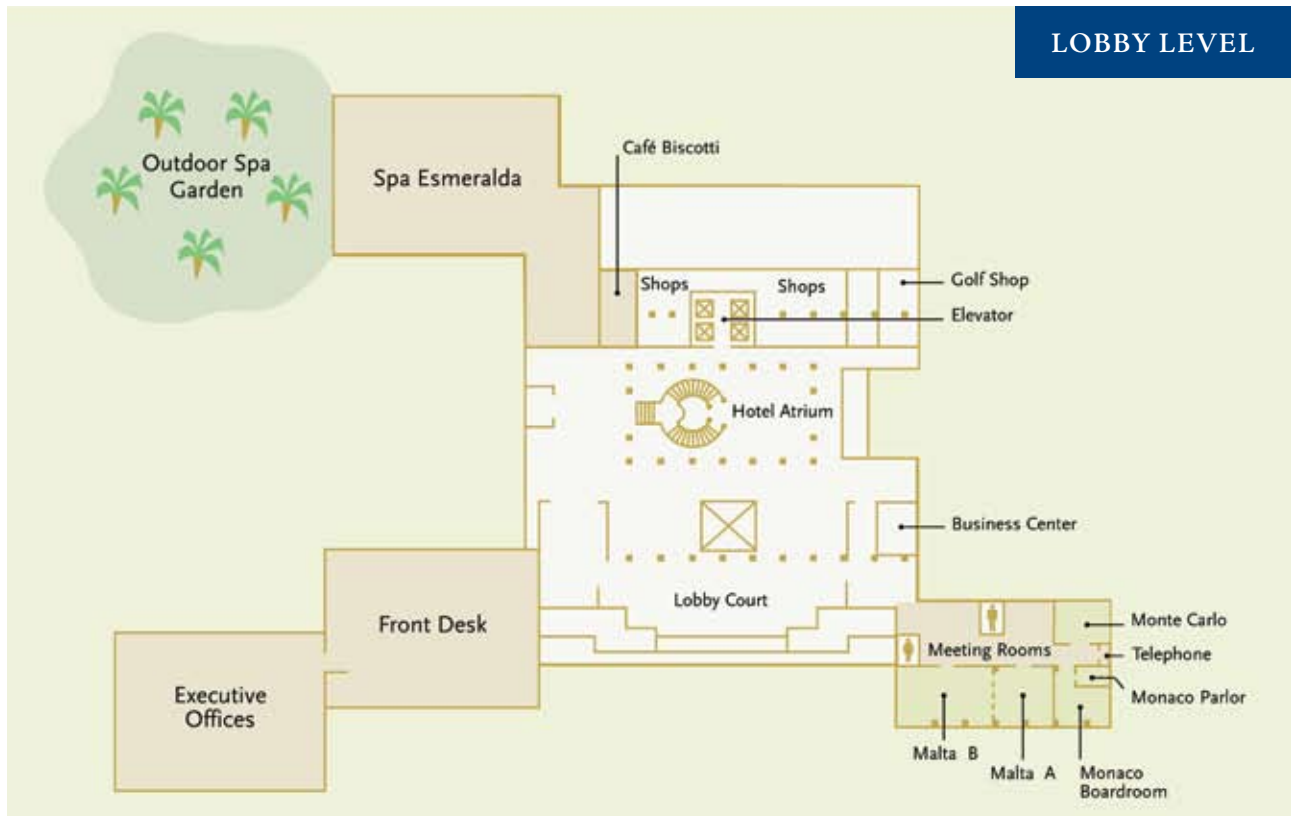
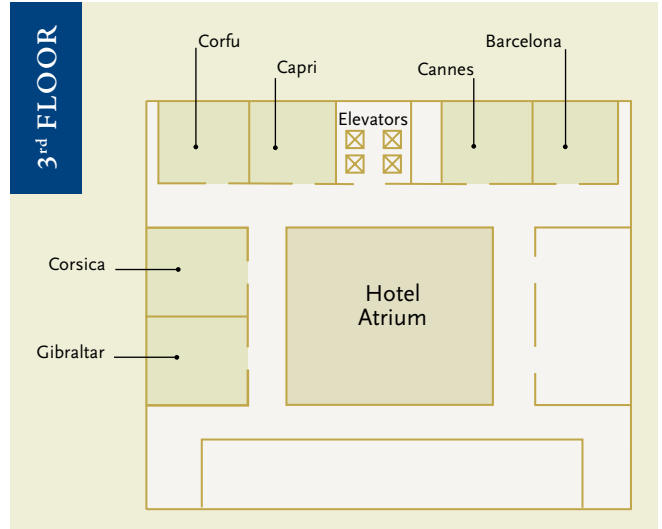
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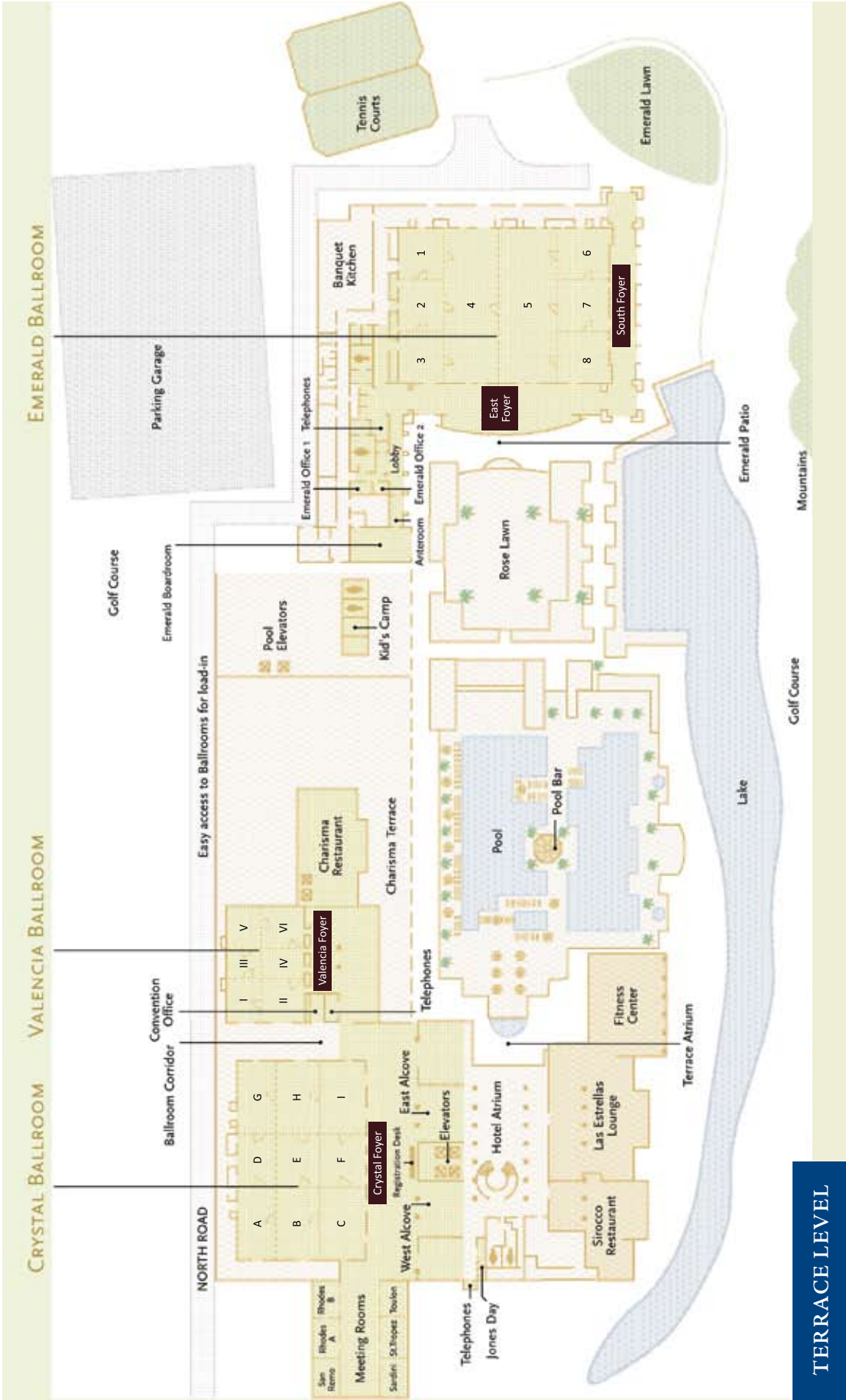


# MAP AND FLOOR PLANS (cont'd)



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