

Navigating a New Culture

A Workshop for Presidents and Other Leaders
New to Independent Higher Education



*July 28–29, 2016
Washington, DC*

An interactive workshop for recently appointed CIC member presidents and other senior campus leaders who come from public institutions or outside higher education, intended to enhance a smooth transition and to enable more effective campus leadership





WHAT DO YOU NEED TO KNOW?

When I became the president of Goucher College—a small, selective, traditional liberal arts college in Baltimore—in 2001, I was fairly confident that I knew what I was getting myself into. After all, I was fresh from running a small agency in the federal government, and before that I had served as dean of the School of Communication at American University. But the fact was that most of my instincts and work habits were really shaped by the decades I had spent as a print and broadcast journalist. In other words, I came from another culture. I didn't really know what I didn't know; and despite my newly acquired lofty title, my learning curve was steep.

Thirteen years later, when I stepped down, I had lots of emblematic stories and cautionary tales to tell. So when Richard Ekman and his able colleagues at CIC asked me to help organize a workshop where people like me would share the lessons they learned with others who are just now new to leadership roles in the independent college and university sector, I jumped at the chance. We are bringing together a group of wise and worldly veterans of these transitions to talk about what to expect and how to handle the sometimes surprising challenges of such assignments.

We expect to have a good time doing this, and we're looking for an equally stimulating group of new presidents and senior campus leaders to join us for an intense and candid conversation in Washington at the end of July 2016.

Please do not hesitate to contact me by email (sungar@cic.nche.edu) or phone (202-687-5232) with any questions you may have about this workshop.



Sanford J. Ungar
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Senior Advisor, *Navigating a New Culture Workshop*, CIC
Distinguished Scholar in Residence, Georgetown University
President Emeritus, Goucher College

Navigating a New Culture



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PURPOSE

CIC's Navigating a New Culture workshop is designed to facilitate better understanding of the distinctive features of independent higher education leadership—in governance; relations with students, faculty, staff, trustees, and alumni; finances and business models; fundraising and development; communication with local communities; and the realities of life in a fishbowl. Sessions will focus on the practical concerns and needs of newly appointed presidents and other senior leaders of independent colleges and universities who come from outside the sector. The goal of the workshop is to help participants acclimate quickly to the particular academic, cultural, economic, and political environment of the independent college or university campus and thereby facilitate an effective and rewarding start. Participants also are likely to develop good relations with each other and the facilitators and thus establish a group of peers on whom they can rely for confidential consultations about sensitive issues.



RATIONALE

The most common path to the presidency of an independent college or university remains through the academic ranks. Increasingly, however, trustees select as presidents candidates from public institutions or with professional backgrounds outside academia altogether. The latter may have never pursued a doctoral degree or served in a faculty position. On the contrary, they may have honed their leadership skills in business, government, nonprofit organizations, the military, or other professions. At the same time, currently serving presidents are choosing women and men from outside the academy for key leadership positions as vice presidents for development, finance, and enrollment, among others.

These appointments, while not always welcomed by the faculty, make sense as the leaders of independent colleges today find themselves having to respond creatively to fiscal, demographic, technological, and cultural challenges to their institutions. These new leaders, however, are sometimes expected to have answers to questions they have not yet even identified. And how new presidents and vice presidents handle the issues they confront early on is critical to their long-term success with both internal and external constituencies.

FEATURES

Sessions will be led by current and former CIC presidents who both understand the early challenges of leading a small to mid-sized private institution and themselves transitioned into their roles from professional experiences largely outside independent higher education.

The workshop will be intensive and will make efficient use of participants' time. It will be geared toward providing take-home advice that can be readily adapted and implemented.

The workshop is organized by CIC through generous grants from the Henry Luce Foundation and the American Academic Leadership Institute and made available to participants at a low cost.



FACILITATORS



SANFORD J. UNGAR

President Emeritus, Goucher College (2001–2014), Distinguished Scholar in Residence, Georgetown University, and Senior Advisor, CIC

Sandy Ungar served as director of Voice of America in the Clinton administration, and from 1986 to 1999 as dean of the School of Communication at American University in Washington, DC. A well-known print and broadcast journalist, he has hosted *All Things Considered* and other programs on NPR, and he has written or edited books on such topics as Africa, the Pentagon Papers, the FBI, and immigrant experiences in the United States. He was a staff writer for the *Washington Post*, Washington editor of the *Atlantic*, and managing editor of *Foreign Policy* magazine. He is now a fellow of the Lumina Foundation, and he teaches a seminar on free speech at Harvard and Georgetown. Ungar obtained an AB in government from Harvard College and a master's degree in international history from the London School of Economics and Political Science, where he was a Rotary Foundation Fellow.



THOMAS CHEMA

President Emeritus, Hiram College (2003–2014)

In July 2014, Tom Chema rejoined Gateway Consultants Group, Inc., a firm he founded in 1994 and served prior to his Hiram College presidency. Gateway provides consulting services to municipalities and sports franchise owners who are developing new ballparks, stadiums, and arenas. During 1985–1989, Chema served as chair of the Public Utilities Commission of Ohio where he was credited with solutions to issues involving nuclear power plants, deregulation of the telecom industry, and transportation safety.



Previously, Chema served as the ninth executive director of the Ohio Lottery (1983–1985), where he brought a significant increase in profitability to the agency. Chema practiced law with the Cleveland firm of Arter & Hadden from 1972 to 1983 and from 1990 to 2003. He served as an intelligence officer and briefly with the Judge Advocate General’s Corps of the U.S. Air Force where he achieved the rank of captain. Chema graduated from the University of Notre Dame with an AB in history and earned a JD from Harvard Law School.



JUAN OLIVAREZ

President, Aquinas College (since 2011)

Under Juan Olivarez’s leadership, Aquinas College was named to the President’s Higher Education Community Service Honor Roll in 2013 and 2014, in recognition of its commitment to volunteering, service-learning, and civic engagement. The college also was named one of the “Greenest Colleges” by the Sierra Club. He served as president and CEO of the Kalamazoo Foundation for three years and president of Grand Rapids Community College for ten years. Olivarez serves on many national, regional, and local boards advocating for an improved educational system by focusing on early childhood education, literacy, and equal education for all individuals. He holds a doctorate in family and child ecology from Michigan State University, a master’s degree in educational psychology from Wayne State University, and a bachelor’s degree from Aquinas College.



MELODY ROSE

President, Marylhurst University (since 2014)

Melody Rose served as chief academic officer and as the first female chancellor of the Oregon University System from 2012 to 2014, overseeing \$5.5 billion in state assets distributed across seven public universities. She previously fulfilled a number of roles at Portland State University, culminating in her service as vice provost for academic programs and instruction and dean of undergraduate studies. Rose is the founder and first director of the Center for Women, Politics & Policy and author of books and articles on the U.S. presidency, social policy, women and politics, and elections. She received her bachelor’s degree in politics from the University of California at Santa Cruz and master’s degrees in public administration and government and a PhD in government from Cornell University.



MICHAEL L. LOMAX

President and Chief Executive Officer, UNCF (since 2004)

United Negro College Fund (UNCF) is the nation's largest private provider of scholarships and educational support to African Americans. Annually, UNCF's work enables 60,000 students to go to college with UNCF scholarships and attend its 37 member historically black colleges and universities.

Previously, Lomax was president of Dillard University for seven years and a literature professor at Morehouse and Spelman Colleges. He also served for 12 years as chair of the board of commissioners of Fulton County and in 1989 was the Democratic candidate for mayor of Atlanta. He holds a PhD in American and Afro-American literature from Emory University, an MA in English literature from Columbia University, and a BA in English from Morehouse College.



KENT JOHN CHABOTAR

President Emeritus, Guilford College (2002–2014)

From 1991 to 2002, Kent Chabotar was vice president for finance and administration and treasurer of Bowdoin College and senior lecturer in government and legal studies. Previously, he was on the faculty of education at the Harvard Graduate School of Education, University of Massachusetts, and Michigan State University. His consulting and teaching

activities have focused on strategy and finance in colleges and universities, including turnarounds and budget balancing, linking budgets with strategy, and improving the transparency and inclusiveness of institutional decision making. He is a partner in MPK&D where he focuses on financial issues in higher education and serves as professor of political science at Guilford College. He holds a BA degree in political science from Saint Francis University (PA) and MPA and PhD degrees in public administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University.



RICHARD EKMAN

President, CIC (since 2000)

Rich Ekman served as vice president for programs of Atlantic Philanthropies and, from 1991 to 1999, as secretary and senior program officer of the Andrew W. Mellon Foundation. From 1982 until 1991, he was at the National Endowment for the Humanities, successively as director of the Division of Education Programs and the Division of Research Programs.

His experience includes service as vice president and dean of Hiram College, where he also was a tenured member of the history faculty; and as assistant to the provost at the University of Massachusetts at Boston. Ekman earned his AB in history and PhD in the history of American civilization from Harvard University.



PAMELA FOX

President, Mary Baldwin College (since 2003)

A pianist and musicologist, Pam Fox was instrumental in bringing the Heifetz International Music Institute to the Mary Baldwin campus for six weeks each summer. Under her leadership the college has created the Spencer Center for Civic and Global Engagement, established 19 new and enhanced academic programs, and launched an \$80 million comprehensive fundraising campaign. Prior to her tenure at Mary Baldwin, she served as a professor of music, dean, and assistant vice president for strategic planning at Miami University in Ohio (a public university) for 20 years. She studied at the Hochschule für Musik und darstellende Kunst in Hamburg, Germany, and earned her BM in piano performance and PhD in musicology from the University of Cincinnati, College Conservatory of Music as well as an MM in music history from the University of Cincinnati.



SCOTT JASCHIK

Editor, Inside Higher Ed

Jaschik is one of the three founders of *Inside Higher Ed*. With Doug Lederman, he leads the editorial operations of *Inside Higher Ed*, overseeing news content, opinion pieces, career advice, blogs, and other features. Jaschik is a leading voice on higher education issues, is quoted regularly in publications nationwide, and has published articles on higher education issues in the *New York Times*, *Boston Globe*, *Washington Post*, *Salon*, and elsewhere. From 1999 to 2003, he was editor of the *Chronicle of Higher Education*. Jaschik earned a BA in history from Cornell University.



R. OWEN WILLIAMS

President, Associated Colleges of the South (since 2014)

Williams was president of Transylvania University (2010–2014) following a 24-year career as a Wall Street investment banker (director, Salomon Brothers Inc.; managing director, Goldman Sachs Group, Inc.; and chairman of Bear Stearns Asia). In 1999, Williams left the business world to study at Yale University and Yale Law School, where he earned a doctorate in American history and a master of studies in law degree. He edited *The Encyclopedia of Antislavery and Abolition* (Greenwood Press) and was an articles editor for the *Yale Journal of Law and the Humanities*.



WORKSHOP TOPICS

TRENDS IN INDEPENDENT HIGHER EDUCATION

Learning to distinguish between trends that will affect your institution and trends that will affect mostly others is key to successful leadership, as is distinguishing among trends that are short-term or long-term. How can a new college president or vice president make these judgments?

GOVERNANCE

What are the key differences in governance and management between public and private institutions? How can one respect faculty rights without surrendering administrative discretion? What is the ideal shape, size, and composition of an independent college's board of trustees?

FINANCE

Is the private-college financial model truly broken? Can cost increases be slowed, while an institution's urgent financial needs are met? How does one manage the financial-aid arms race, and can merit aid be checked before it gets out of control? How can sources of new revenue be identified and more income generated?

CIVILITY VERSUS FREE SPEECH: A DELICATE BALANCE

How can college and university leaders foster a civil atmosphere on campus without crossing the First Amendment line and abridging free speech rights? Is it possible to navigate the thicket of speech codes, trigger warnings, political sensitivities, and microaggressions and live to tell the tale?

CONSTITUENT RELATIONS

How can the sometimes competing interests of faculty and staff members, students and their families, alumni, and governing boards be brought into alignment? Do private institutions need to worry about community and government relations at the local, state, and federal levels? Does the local business community have a distinctive role to play in partnering with independent colleges?

DEVELOPMENT

How does a private institution plan and launch a successful capital campaign? When is it advisable to hire an outside consultant in order to raise significant funds? What is the role of the faculty in establishing and implementing campaign goals? How does one get alumni help with fundraising without surrendering control?

LIFE IN THE PUBLIC EYE

Is there any way to prepare adequately for life in the presidential fishbowl, especially as the leader of an institution in a small community? Has higher education lost its former status as a public service entitled to some exemption from the scrutiny of the media?

LOOKING BACK AND LOOKING AHEAD

Have themes emerged in this workshop that can be codified as useful advice to other new leaders of independent colleges and universities? What is the role for future iterations of the workshop, and what topics might be added?

REGISTRATION INFORMATION

CIC invites all member presidents to encourage recently hired senior campus officers with appropriate backgrounds to apply for participation in the workshop. In late winter 2016, CIC will invite newly appointed presidents with appropriate backgrounds themselves to apply. The Navigating a New Culture workshop is limited to 20 participants.

To provide for candid exchange among workshop participants and in consideration of space limitations, trustees or spouses and partners cannot be accommodated. All conversations will be held in strict confidence.

The application consists of:

- A brief **Statement of Interest** that addresses how participating in the workshop would benefit the campus and the individual; and
- A brief **Biographical Statement** that establishes relevant professional experiences and the academic background.

The application deadline for senior campus officers is **March 15, 2016**. The application deadline for newly appointed presidents is **April 15, 2016**. CIC will announce the participants by **May 1, 2016**.

Thanks to the generous support of the Henry Luce Foundation and the American Academic Leadership Institute, the registration fee is only \$250, which includes the program, hotel accommodations for one or two nights depending on travel distance, all meals and refreshments, and resource materials. The cost of transportation is not included.

Additional program information and the online application form are available at www.cic.edu/NavigatingNewCulture. Questions should be addressed to Sanford J. Ungar, CIC senior advisor for the Navigating a New Culture workshop, at sungar@cic.nche.edu or (202) 687-5232.



LOGISTICS



CIC's Navigating a New Culture workshop will take place **July 28–29, 2016**, in Washington, DC, at two locations: The Cosmos Club, located at 2121 Massachusetts Avenue, NW; and the CIC office, located at One Dupont Circle, NW, Suite 320. Both locations and the workshop hotel are in close walking distance of each other in the Dupont Circle neighborhood of Washington, accessible by public transportation on Metro's Red Line.

The workshop hotel is the Fairfax at Embassy Row, 2100 Massachusetts Avenue, NW, Washington, DC 20008, (202) 293-2100. Workshop participants can extend their stay at their own expense (CIC will cover workshop accommodation) at the discounted rate of \$159 plus fees and taxes for up to two days before and after the workshop, pending room availability.

All three regional airports (DCA, BWI, and IAD) provide easy access to Washington, DC. The closest and most convenient is the Ronald Reagan Washington National Airport (DCA). Amtrak serves Washington at the downtown Union Station.

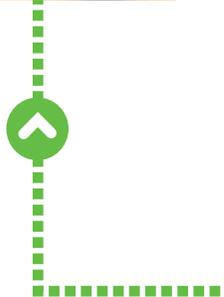
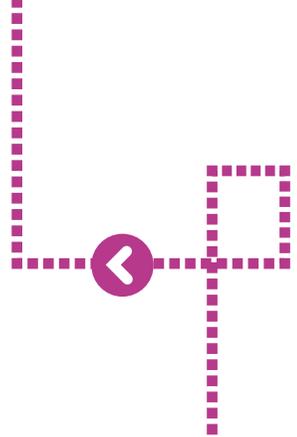
The suggested attire for the workshop, including the dinner, is business casual.

For logistics information, please contact Vanessa Taylor, CIC conference and program coordinator, at vtaylor@cic.nche.edu or (202) 466-7230.



REGISTER TODAY
www.cic.edu/NavigatingNewCulture





THE COUNCIL OF
INDEPENDENT COLLEGES

One Dupont Circle, NW, Suite 320 • Washington, DC 20036-1142
Phone: (202) 466-7230 • Fax: (202) 466-7238 • www.cic.edu