CIC is grateful to the following sponsors for their support of the 2016 Institute for Chief Academic Officers.

SIGNATURE
TIAA

PREMIER
American Academic Leadership Institute

DONOR
Association of College and University Educators (ACUE)
Hobsons
Jenzabar
Registry for College and University Presidents
The Learning House, Inc.
Vcamp360

CONTRIBUTOR
Academic Keys
Campus Labs
Capital Education
Casagrande Consulting, LLC
Creative Communication Associates
Credo
EAB
Emerge Education
Higher Ed Jobs
IDEA
Inside Higher Ed
JenEd Consulting
Online Consortium of Independent Colleges & Universities
Ruffalo Noel Levitz
Stevens Strategy, LLC
The Chronicle of Higher Education

SUPPORTER
Art & Science Group
EduNav
Hyatt Fennell, Executive Search
Stamats

CIC acknowledges with appreciation the continuing support of Academic Search, Inc.
SCHEDULE-AT-A-GLANCE

Saturday, November 5

PRE-INSTITUTE EVENTS

7:30 a.m.–5:00 p.m.
Institute Registration and Idea Exchange
Elite Foyer

WORKSHOPS

7:30 a.m.–4:30 p.m.
Workshop for New Chief Academic Officers
Strand 11

7:30 a.m.–4:00 p.m.
Workshop for CAOs in Their Third or Fourth Year of Service
Bolden 6

7:30–9:00 a.m.
Lutheran Colleges and Universities Chief Academic Officers Meeting
Bolden 4

8:00 a.m.–9:00 p.m.
Senior Leadership Academy (By invitation only)
Bolden 2 and 3

9:00 a.m.–3:00 p.m.
Mennonite Colleges Chief Academic Officers Meeting
Strand 6

10:00 a.m.–Noon
Concordia University System Chief Academic Officers Meeting
Strand 14

2:30–4:30 p.m.
Catholic Colleges and Universities Chief Academic Officers Meeting
Bolden 4

3:00–4:00 p.m.
New CAO Mentors Orientation Meeting (By invitation only)
Strand 7

3:30–4:00 p.m.
Chief Academic Officers Task Force Meeting (By invitation only)
Strand 14

4:00–4:30 p.m.
Mentors Meet New CAOs (By invitation only)
Strand 11

INSTITUTE BEGINS

5:00–6:30 p.m.
Welcome and Keynote Address—Jeffrey J. Selingo
Elite Hall B

6:30–7:15 p.m.
Welcoming Reception
Elite Hall A and Elite Foyer

7:15–9:00 p.m.
Buffet Dinner
Elite Hall A

Follow the Institute on Twitter @CICnotes and #2016CAOI.
Sunday, November 6

7:30 a.m.–5:00 p.m.
Institute Registration and Idea Exchange
Empire Foyer

7:30–8:45 a.m.
Breakfast Discussions
Empire Ballroom A

7:30–8:45 a.m.
Historically Black Colleges and Universities Breakfast for CAOs
Empire Ballroom A

7:30 a.m.–5:00 p.m.
CAO Spouses and Partners Hospitality Room
Strand 2

8:00–8:30 a.m.
Ecumenical Worship Service
Bolden 4

8:00–8:30 a.m.
Roman Catholic Mass
Bolden 6

8:00 a.m.–Noon
Senior Leadership Academy
(By invitation only)
Bolden 2 and 3

8:00 a.m.–5:00 p.m.
Consultations with TIAA: Planning for Your Retirement
Strand 5

8:00 a.m.–5:00 p.m.
Faculty and Presidential Compensation and Benefits Consultations
Strand 4

9:00–10:15 a.m.
Plenary Session— Beverly Daniel Tatum
Empire Ballroom B

10:30–11:45 a.m.
Plenary Session— Beverly Daniel Tatum
Empire Ballroom B

10:30–11:45 a.m.
Welcome Coffee for CAO Spouses and Partners
Book Discussion: Zeitoun, by Dave Eggers
Strand 2

11:45 a.m.–1:30 p.m.
Free Time for Lunch

Noon
CAO Spouses and Partners Lunch and Optional Excursion to Mardi Gras World
(Requires advanced purchase of tickets from Mardi Gras World.)
Meet in hotel lobby.

Noon–1:25 p.m.
Women’s Luncheon and Discussion Groups for CAOs and Academic Team Members
Empire Ballroom C

1:30–2:45 p.m.
CONCURRENT SESSIONS
Employment Law Update
Empire Ballroom D

The Changing Role of the Chief Academic Officer
Strand 11

The Long-Term Impact of Liberal Arts Education: Findings from the GLCA Alumni Study
Strand 12

Title IX: Compliance and Best Practices
Empire Ballroom D

Evaluation of Digital Scholarship in Tenure and Promotion Reviews
Strand 10

Organizational Structures for Academic Administration
Strand 11

The State of Online Programs at CIC Member Institutions
Strand 12
The Yale National Initiative to Strengthen Teaching in Public Schools  
*Foster 2*

3:00–4:15 p.m.  
**CONCURRENT SESSIONS**

**Alternative Calendar Models**  
*Strand 10*

**Honors Programs at CIC**  
**Member Institutions: A Competitive Advantage?**  
*Strand 11*

**International Students and Two-Year College Partners**  
*Foster 2*

**Securing America’s Future: Report on Workshops for College and University Leaders**  
*Empire Ballroom D*

**The Role of Academic Rigor in College Students’ Persistence**  
*Strand 12*

4:30–5:30 p.m.  
**Mentor Program for New CAOs: Follow-up**  
*Empire Ballroom D*

4:30–5:30 p.m.  
**CONCURRENT SESSIONS**

**CIC’s Woodrow Wilson Visiting Fellows Program**  
*Foster 2*

**High-Impact Practices and Academic Libraries**  
*Strand 11*

**Why New Orleans Matters**  
*Strand 12*

5:30–6:15 p.m.  
**Reception for Alumni of CIC’s Executive Leadership Academy and Senior Leadership Academy**  
*Bolden 1*

5:30–6:15 p.m.  
**Reception for Alumni of CIC’s Presidential Vocation and Institutional Mission Program**  
*Bolden 6*

6:15 p.m.  
**Dine-around Dinners**  
*Meet in hotel lobby.*

---

**Monday, November 7**

7:30 a.m.–5:00 p.m.  
**Institute Registration and Idea Exchange**  
*Empire Foyer*

4:30–8:30 a.m.  
**Annapolis Group Chief Academic Officers Breakfast**  
*Strand 11B*

4:30–8:30 a.m.  
**Association of Colleges of Sisters of Saint Joseph Chief Academic Officers Breakfast**  
*Strand 7*

8:00 a.m.–5:00 p.m.  
**Consultations with TIAA: Planning for Your Retirement**  
*Strand 5*

8:00 a.m.–5:00 p.m.  
**Faculty and Presidential Compensation and Benefits Consultations**  
*Strand 4*

8:45–10:00 a.m.  
**Plenary Session—Katherine W. Phillips**  
*Empire Ballroom B*

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

**Faculty Workforce Trends**  
*Strand 12*

**Follow-up: How Diversity Makes Us Smarter**  
*Foster 2*

**Hiring and Evaluation Part I: Best Practices for Hiring**  
*Empire Ballroom D*

**Managing Up: Getting the Most from Your Boss**  
*Strand 10*
### Vocational Exploration in the Academic Program  
**Strand 11**

- **10:15 a.m.–Noon**  
  **CAO SPOUSES AND PARTNERS SESSIONS**
  - Why We Read What We Read: Selections from Our Bookshelves
  - Relationships with Administrative and Support Staff  
  **Strand 2**

- **11:45 a.m.–12:45 p.m.**  
  **CONCURRENT SESSIONS**
  - Anticipating a Professional Change in Your Future?  
  **Strand 10**

- **Chief Academic Officers and Communities: Outreach Programs in the Performing Arts**  
  **Strand 11**

- **Enhancing Students’ Success by Improved Access to Course Materials**  
  **Strand 12**

- **Hiring and Evaluation Part II: Best Practices for Performance Evaluation**  
  **Empire Ballroom D**

- **Open Mike for Chief Academic Officers**  
  **Foster 2**

- **12:45–2:00 p.m.**  
  **Free Time for Lunch**

- **Missouri Chief Academic Officers Lunch**  
  *Meet in hotel lobby.*

- **Wesleyan Holiness Consortium Chief Academic Officers Lunch**  
  **Strand 14**

- **1:30–4:30 p.m.**  
  **Optional Excursion: City Tour**  
  *Meet in hotel lobby.*

- **2:00–5:00 p.m.**  
  **WORKSHOPS**
  - Aligning Planning with Resource Allocation and Assessment  
  **Strand 12**

- **Challenges to Shared Governance in a Time of Constrained Resources**  
  **Empire Ballroom D**

- **Workshop for New Academic Team Members**  
  **Empire Ballroom C**

- **5:00–6:00 p.m.**  
  **Reception for NetVUE Members**  
  **Foster 2**

- **Reception for Members of CIC’s Two Consortia for Online Humanities Instruction**  
  **Foster 1**

- **6:00 p.m.**  
  **Free Time for Dinner**

### Tuesday, November 8

- **7:30–11:30 a.m.**  
  **Institute Registration and Idea Exchange**  
  **Empire Foyer**

- **7:30 a.m.–Noon**  
  **CAO Spouses and Partners Hospitality Room**  
  **Strand 2**

- **6:00 p.m.**  
  **Association of Presbyterian Colleges and Universities Chief Academic Officers Dinner**  
  *Meet in hotel lobby.*

- **Council for Christian Colleges and Universities Chief Academic Officers Dinner**  
  *Meet in hotel lobby.*

- **6:30 p.m.**  
  **American Benedictine Colleges Chief Academic Officers Dinner**  
  *Meet in hotel lobby.*

- **Reception for Members of CIC’s Two Consortia for Online Humanities Instruction**  
  **Foster 1**

- **6:00 p.m.**  
  **Free Time for Dinner**

### Tuesday, November 8

- **7:30–11:30 a.m.**  
  **Institute Registration and Idea Exchange**  
  **Empire Foyer**

- **7:30 a.m.–Noon**  
  **CAO Spouses and Partners Hospitality Room**  
  **Strand 2**

- **5:00–6:00 p.m.**  
  **Reception for NetVUE Members**  
  **Foster 2**

- **6:00 p.m.**  
  **Association of Presbyterian Colleges and Universities Chief Academic Officers Dinner**  
  *Meet in hotel lobby.*

- **Council for Christian Colleges and Universities Chief Academic Officers Dinner**  
  *Meet in hotel lobby.*

- **6:30 p.m.**  
  **American Benedictine Colleges Chief Academic Officers Dinner**  
  *Meet in hotel lobby.*

- **Reception for Members of CIC’s Two Consortia for Online Humanities Instruction**  
  **Foster 1**
8:00 a.m.–Noon
Faculty and Presidential
Compensation and Benefits
Consultations
Strand 4

9:15–10:30 a.m.
CONCURRENT SESSIONS

Building a Faculty
Compensation Structure
Empire Ballroom C

Communicating Financial
Realities to Faculty Members
Using CIC’s Financial
Indicators Tool (FIT) and
Key Indicators Tool (KIT)
Foster 1

Models for Developing and
Discontinuing Academic
Programs
Empire Ballroom D

Recruiting and Retaining
a Diverse Faculty
Bolden 2

Well-Being and Student
Success in Higher Education
Foster 2

11:00 a.m.–Noon
Closing Plenary
Session—Carl E.
Wieman
Empire Ballroom B

INSTITUTE ADJOURNS

Post-Institute Events
12:15–2:30 p.m.
CAO Task Force Meeting
Foster 2

1:30–4:45 p.m.
Optional Excursion: Swamp Tour
Meet in hotel lobby.
WORKSHOP FOR NEW CHIEF ACADEMIC OFFICERS

Sponsored by Jenzabar
(Pre-registration is required. Inquire at the CIC Registration Desk.)

7:30 a.m.  Continental Breakfast
Strand 11

8:00–8:05 a.m.  Welcome
Kathy Whatley, Vice President for Annual Programs, CIC

8:05–8:45 a.m.  Introductions, New CAO Workshop Coordinators
Coordinators:
Kerry D. Fulcher, Provost and Chief Academic Officer,
Point Loma Nazarene University

Lily D. McNair, Provost and Vice President for Academic Affairs,
Wagner College

Caroline J. Simon, Provost and Executive Vice President,
Whitworth University

8:45–10:00 a.m.  Developing Professional Relationships to Meet New Expectations
Cynthia Zane, President, Hilbert College
Moderator: Kerry Fulcher

10:00–10:15 a.m.  Break
10:15 a.m.–Noon

**Case Studies**

Moderator: **Carol Simon**

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

*Allen Bedford*, Dean of Academics and Faculty, Bryn Athyn College

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

*Yolanda Williams Page*, Vice President for Academic Affairs, Dillard University

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

*Amy Wolfson*, Vice President for Academic Affairs, Loyola University Maryland

*Andrew Workman*, Provost and Senior Vice President, Roger Williams University

*Daniel A. Wubah*, Provost, Washington and Lee University

12:15–1:15 p.m.

**Lunch**

*Strand 10*

1:15–1:30 p.m.

**How CIC Supports CAOs**

*Richard Ekman*, President, CIC

1:30–3:00 p.m.

**Roundtable Discussions**

Moderator: **Lily McNair**

*Accreditation, Assessment, and Institutional Effectiveness*

*Darin Fields*, Vice President for Academic Affairs, The University of Findlay

*Crisis and Risk Management on Campus*

*Catharine E. O’Connell*, Provost and Dean of the College, Illinois College

*Diversity and Inclusion on Campus: Faculty, Curriculum, and Student Life*

*Helen J. D. Whippy*, Provost, Chaminade University of Honolulu
Faculty Governance and Faculty Leadership

Chad Berry, Academic Vice President and Dean of the Faculty, Berea College

Student Retention and Success

Dean A. Pribbenow, Vice President for Academic Affairs and Academic Dean, Edgewood College

Working with Fellow Cabinet Officers

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

Working with Student Leaders and Activists

Amy Wolfson, Vice President for Academic Affairs, Loyola University Maryland

Work-Life Integration

Janet R. Clark, Vice President for Academic Affairs, Saint Mary-of-the-Woods College

3:00–3:15 p.m. Refreshment Break

3:15–3:50 p.m. Panel: Group Questions and Answers

Kerry Fulcher, Lily McNair, and Carol Simon

3:50–4:00 p.m. Reflection: What Will I Take Back to Campus?
Moderator: Kerry Fulcher

4:00–4:30 p.m. Mentors Meet New CAOs

Strand 11

Mentor Coordinators:

Karen Kaivola, Provost and Chief Academic Officer, Augsburg College

Joseph Ritter, Chief Academic Officer, Principia College

Mentors:

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

Allen Bedford, Dean of Academics and Faculty, Bryn Athyn College

Laura Behling, Dean of the College and Vice President for Academic Affairs, Knox College
Paul Burkhardt, Chief Academic Officer, Prescott College

Susan Burns, Vice President for Academic Affairs, Clarke University

Philip Acree Cavalier, Provost, Lyon College

Brian Ernsting, Vice President for Academic Affairs and Dean of the Faculty, Wartburg College

Darin Fields, Vice President for Academic Affairs, The University of Findlay

Jeff Frick, Dean of the College and Academic Vice President, St. Norbert College

Carl A. Girelli, Vice President for Academic Affairs and Dean of the College, Randolph College

Bryan F. Le Beau, Provost and Vice President for Academic Affairs, University of Saint Mary

Linda McMillin, Provost and Dean of the Faculty, Susquehanna University

Kathryn Morris, Provost and Vice President for Academic Affairs, Butler University

Melissa Morriss-Olson, Provost and Vice President for Academic Affairs, Bay Path University

Catharine E. O’Connell, Provost and Dean of the College, Illinois College

Yolanda Page, Vice President for Academic Affairs, Dillard University

Tracy S. Parkinson, Provost and Vice President for Academic and Student Affairs, Coker College

Wayne Powel, Provost, Saint Francis University (PA)

Perry Rettig, Vice President for Academic Affairs, Piedmont College

Janifer Ward, Provost and Dean of the College, Centenary College of Louisiana

Helen J. D. Whippy, Provost, Chaminade University of Honolulu

Jane M. Wood, Vice President for Academic Affairs and Dean of the College, Mount Marty College

4:30 p.m.

Workshop for New CAOs Adjourns
WORKSHOP FOR CAOS IN THEIR THIRD OR FOURTH YEAR OF SERVICE

SATURDAY, NOVEMBER 5

(Pre-registration is required. Inquire at the CIC Registration Desk.)

Coordinators:

Debbie Mauldin Cottrell, Vice President for Academic Affairs, Texas Lutheran University
Marc M. Roy, Provost, Albion College

7:30–8:00 a.m.  Continental Breakfast
Bolden 6

8:00–8:15 a.m.  Welcome
Christoph Kunkel, Senior Vice President and Chief of Staff, CIC

8:15–9:00 a.m.  Framing the Day and Introductions
Debbie Cottrell and Marc Roy

9:00–10:30 a.m.  Reflecting on the Moment
Debbie Cottrell

Discussion Facilitators:

Susan Calovini, Vice President for Academic Affairs and Student Affairs and Dean of the College, Salem College

William T. Franz, Provost, Randolph-Macon College

Judith A. Muyskens, Provost, Nebraska Wesleyan University

Gerard P. O’Sullivan, Provost and Vice President of Academic Affairs, Saint Peter’s University
Elfred Anthony Pinkard, Executive Vice President and Provost, Wilberforce University

Daniel Silber, Vice President for Academic Affairs and Dean of the College, Culver-Stockton College

10:30–10:45 a.m. Refreshment Break

10:45–11:55 a.m. Case Studies with Facilitators
Marc Roy

Noon–1:00 p.m. Lunch

Bolden 5

1:10–2:15 p.m. Working with the President and the Cabinet
Marc Roy

Bolden 6

2:15–3:00 p.m. Soul Care and Discussion with Facilitators
Debbie Cottrell

3:00–3:15 p.m. Refreshment Break

3:15–4:00 p.m. What’s Keeping You Up at Night?
Questions, answers, and discussion with all facilitators

4:00 p.m. Workshop Adjourns


### PRE-INSTITUTE EVENTS

**SATURDAY, NOVEMBER 5**

7:30 a.m.–5:00 p.m.  
**Institute Registration and Idea Exchange**  
*Elite Foyer*  
Participants are invited to place materials to share with colleagues on display tables.

7:30–9:00 a.m.  
**Lutheran Colleges and Universities Chief Academic Officers Meeting**  
*Bolden 4*  
Coordinator: *Mark N. Wilhelm*, Program Director for Schools, Colleges, and Universities, Evangelical Lutheran Church in America

8:00 a.m.–9:00 p.m.  
**Senior Leadership Academy**  
*(By invitation only)*  
*Bolden 2 and 3*  
Coordinator: *Thomas R. Kepple, Jr.*, President, American Academic Leadership Institute, and President Emeritus, Juniata College

9:00 a.m.–3:00 p.m.  
**Mennonite Colleges Chief Academic Officers Meeting**  
*Strand 6*  
Coordinator: *Sally Weaver Sommer*, Vice President and Dean of Academic Affairs, Bluffton University

10:00 a.m.–Noon  
**Concordia University System Chief Academic Officers Meeting**  
*Strand 14*  
Coordinator: *Paul A. Philp*, Director of Institutional Research and Integrity, Concordia University System

2:30–4:30 p.m.  
**Catholic Colleges and Universities Chief Academic Officers Meeting**  
*Bolden 4*  
Coordinator: *Colleen Hegrane*, Executive Vice President and Provost, St. Catherine University

3:00–4:00 p.m.  
**New CAO Mentors Orientation Meeting**  
*(By invitation only)*  
*Strand 7*

3:30–4:00 p.m.  
**Chief Academic Officers Task Force Meeting**  
*(By invitation only)*  
*Strand 14*

4:00–4:30 p.m.  
**Mentors Meet New CAOs**  
*(By invitation only)*  
*Strand 11*
SATURDAY, NOVEMBER 5

2016 INSTITUTE FOR CHIEF ACADEMIC OFFICERS BEGINS

CIC gratefully recognizes TIAA as the signature sponsor and AALI as the premier sponsor of the Institute.

5:00–6:30 p.m. OPENING PLENARY SESSION
Elite Hall B

Sponsored by VCamp 360

Chair: Pareena Lawrence, Provost, Augustana College (IL), and Chair, CIC CAO Task Force

Welcome and Presentation of Awards

Richard Ekman, President, CIC

Awards for Service to the CIC CAO Task Force

Pareena Lawrence, Provost, Augustana College (IL)

Stephany Schlachter, Provost, Lewis University

2016 CIC Chief Academic Officer Award

William Charles Deeds, provost of Morningside College, is the recipient of CIC’s 2016 Chief Academic Officer Award in recognition of his significant support of colleagues at independent colleges and universities. He has participated as a presenter at nearly every CIC Institute for CAOs since 2000 and as a mentor to many of his colleagues as they began their tenure as CAOs. He has helped many more colleagues learn how to tell a story with data. Since 2010, Deeds also has shared his knowledge and advice as a presenter for the CIC Workshops for Department and Division Chairs, advising new chairs that “we can do anything we want, but
we can’t do everything we want.” In addition to his participation in many other CIC programs, Deeds is the author and co-author of numerous articles in psychology journals.

Deeds has been CAO at Morningside College since 2000. Previously, he served Moravian College as professor of psychology, department chair, assistant and associate dean, and then dean for academic affairs. He holds a BA in psychology from Wichita State University and an MS and PhD in experimental psychology from Kansas State University.

KEYNOTE ADDRESS

**There Is Life After College**

Jeffrey J. Selingo, after publishing a book that criticized the traditional model of liberal arts education, has found that graduates of CIC-type institutions are succeeding in their post-college careers. Selingo will address key questions such as: Why is the transition to post-college life so difficult for many recent graduates? How can new graduates better market themselves to employers? What skills should all students develop before they graduate from college? Selingo will offer practical advice that students can follow to acquire the skills companies want and will discuss what CAOs can do to put students on a path to fulfilling employment.


A regular contributor to the *Washington Post*, Selingo is a special advisor and professor of practice at Arizona State University and a visiting scholar at Georgia Tech’s Center for 21st Century Universities. He is former editor of the *Chronicle of Higher Education*, where he worked for 16 years in a variety of reporting and editing roles. His writing regularly appears in the *New York*
Times, Washington Post, Wall Street Journal, and Slate. Selingo often is a panelist on regional and national radio and television programs, and he is a contributor to LinkedIn, where he blogs on higher education.

Selingo’s work has been honored with awards from the Education Writers Association, Society of Professional Journalists, and Associated Press. He received a bachelor’s degree in journalism from Ithaca College and a master’s degree in government from the Johns Hopkins University.

6:30–7:15 p.m.

**Welcoming Reception** *(Admission by Institute badge)*

*Elite Hall A and Elite Foyer*

7:15–9:00 p.m.

**Buffet Dinner** *(Admission by Institute badge)*

*Elite Hall A*
SUNDAY, NOVEMBER 6

7:30 a.m.–5:00 p.m. **Institute Registration and Idea Exchange**
*Empire Foyer*

Participants are invited to place materials to share with colleagues on display tables.

**Dine-around Dinner Sign-up**

To get to know colleagues from other campuses and exchange ideas over dinner in area restaurants, participants are encouraged to sign up at the CIC Registration Desk to join a “dine-around dinner” group on Sunday evening. Participants are responsible for their own meal expenses. Please sign up by noon so that CIC can make transportation arrangements if needed. CAO Task Force members are hosts. Spouses and partners are welcome. Groups will meet in the hotel lobby at 6:15 p.m.

7:30–8:45 a.m. **Breakfast Discussions**
*Empire Ballroom A*

Breakfast discussions offer informal opportunities for participants with similar interests to share information and ideas. Leaders will welcome participants and open the discussion. Participants will carry the conversations and may move among several discussion groups. (See list of discussion topics in Appendix, page 50.)

7:30–8:45 a.m. **Historically Black Colleges and Universities Breakfast for CAOs**
*Empire Ballroom A*

All HBCU chief academic officers and academic team members are invited to discuss current issues on their campuses and meet with colleagues over breakfast.

7:30 a.m.–5:00 p.m. **CAO Spouses and Partners Hospitality Room**
*Strand 2*

Breakfast is available from 7:30–8:45 a.m.
8:00–8:30 a.m.  
**Ecumenical Worship Service**  
*Bolden 4*  
*Mary Jones*, Provost and Chief Academic Officer, MidAmerica Nazarene University

8:00–8:30 a.m.  
**Roman Catholic Mass**  
*Bolden 6*  
*Gregory Waldrop, SJ*, Chair, Department of Art, and Assistant Professor of Art History, Loyola University New Orleans

A list of churches in the area is included in Guidebook.

8:00 a.m.–Noon  
**Senior Leadership Academy**  
*Bolden 2 and 3*  
(By invitation only)

8:00 a.m.–5:00 p.m.  
**Consultations with TIAA: Planning for Your Retirement**  
*Strand 5*  
A TIAA Wealth Management Consultant will be available for personal appointments on the following days:

- Sunday, November 6, 8:00 a.m.–5:00 p.m.
- Monday, November 7, 8:00 a.m.–5:00 p.m.
- Tuesday, November 8, 8:00 a.m.–Noon

*Sign up in advance at the TIAA table.*

**Strand 4**  
**Faculty Compensation and Benefits Consultation**  
*Frank A. Casagrande*, president of Casagrande Consulting, LLC, will be available for individual consultations with CAOs to discuss faculty compensation philosophies, structures, and best practices. Sign up at the CIC Registration Desk or contact Casagrande at (404) 200-5941 or franka@casagrandeconsultingllc.com.

**Strand 4**  
**Negotiating Presidential Compensation and Benefits Consultation**  
Casagrande also will be available for personal consultations with CAOs to discuss compensation and benefits for aspiring presidents. Sign up at the CIC Registration Desk or contact Casagrande.
9:00–10:15 a.m.

Empire Ballroom B

**PLENARY SESSION**

**Presentation of the 2016 CIC Academic Leadership Award**

*Beverly Daniel Tatum* is president emerita of Spelman College, where she served from 2002 until 2015. She is former acting president of Mount Holyoke College, where she also held positions as dean of the college and vice president for student affairs, professor of psychology and education, and chair of the psychology department. Earlier, Tatum was a faculty member at Westfield State College and a lecturer at the University of California at Santa Barbara. A nationally recognized authority on racial issues in America and a licensed clinical psychologist, Tatum is the author of the critically acclaimed book, *Why Are All the Black Kids Sitting Together in the Cafeteria? And Other Conversations about Race* (1997 and 2003), selected as multicultural book of the year in 1998 by the National Association for Multicultural Education. Tatum also is the author of *Assimilation Blues: Black Families in a White Community* (1987) and *Can We Talk about Race? And Other Conversations in an Era of School Resegregation* (2007) and has published widely in social science and education journals.

In 2013, the Carnegie Corporation of New York named Tatum a recipient of its Academic Leadership Award, recognizing her as an exceptional president of a U.S. college or university. She was the first president serving at a historically black college or university to win the award. In 2014, Tatum received the American Psychological Association Award for Outstanding Lifetime Contribution to Psychology. She is a former member of the CIC Board of Directors (2008–2012), including serving on the Executive Committee from 2010 to 2012.

Tatum earned a BA in psychology from Wesleyan University (CT) and MA and PhD degrees in clinical psychology from the University of Michigan, as well as an MA in religious studies from Hartford Seminary.
PLENARY ADDRESS

“Why Are All the Black Kids Still Sitting Together in the Cafeteria?” and Other Campus Conversations about Race

In the current cultural and political climate on many college and university campuses, it is critical for administrators to understand how the developing racial identity of a student may influence academic performance, mental health, and feelings of inclusion. Beverly Daniel Tatum will address how to help all students, faculty members, and administrators understand the pivotal role that race and the development of racial identity play in students’ lives. How can we hold meaningful conversations on campus about race and racism without becoming overwhelmed by anger, guilt, shame, and despair? How can we help students frame their experiences and the experiences of others in ways that lead to positive change?

Chair: Andrew Workman, Provost and Senior Vice President, Roger Williams University

10:15–10:30 a.m. Refreshment Break

Empire Foyer

Sponsored by The Registry for College and University Presidents

10:30–11:45 a.m. CONCURRENT SESSIONS

Foster 2

Follow-up: “Why Are All the Black Kids Still Sitting Together in the Cafeteria?” and Other Campus Conversations about Race

Participants will meet informally with Beverly Daniel Tatum to discuss further the ideas offered in her plenary address.

Beverly Daniel Tatum, President Emerita, Spelman College

Chair: Andrew Workman, Provost and Senior Vice President, Roger Williams University

Strand 10

Successful Leadership in Challenging Times: Perspectives from the Field

What qualities make a successful campus leader? Why do some step up and perform at their best in challenging times and others waste time...
and resources spinning their wheels? What “hard” and “soft” aspects of leadership are most effective when it matters most? What clues about future leadership performance do experienced search committee members extract from the résumés, cover letters, and responses from references? A seasoned search consultant will address these questions for participants who are evaluating candidates as well as those who are applying for new positions.

Andrea Warren Hamos, Vice President and Senior Consultant, Academic Search, Inc.

Chair: Dominic A. Aquila, Provost and Vice President for Academic Affairs, University of St. Thomas (TX)

Strand 11

The Changing Role of the Chief Academic Officer

The role of the chief academic officer has evolved over the last two decades to include, frequently, responsibility for institutional strategy and communications—in addition to the traditional duties of “chief educator,” planning and launching new programs, and closing ineffective programs. How well have CAOs adapted to these added responsibilities? How have they implemented necessary changes on campus? Which constituencies are the most important to enlist in order to assure successful change? Panelists will present practical advice on change management.

Katie Conboy, Provost and Senior Vice President, Simmons College

David W. Strauss, Principal, Art & Science Group

Adam Weinberg, President, Denison University

Chair: Jeff Gingerich, Provost and Vice President for Academic Affairs, Cabrini University

Strand 12

The Long-Term Impact of Liberal Arts Education: Findings from the GLCA Alumni Study

What difference does a liberal arts education make in the ways alumni live their lives two, three, even four decades after graduation? Results of a new study based on 1,000 in-depth interviews provide compelling evidence that independent college graduates are more likely to be deeply engaged in their communities and view their lives as meaningful. Panelists will discuss the significance of the findings in the context of other research and will offer examples of educational practices that yield superior outcomes.

Ron Cole, Provost and Dean, Allegheny College
Title IX: Compliance and Best Practices

Title IX concerns of colleges and universities have expanded from equal opportunities for male and female students in intercollegiate athletics to equal educational experiences, including freedom from sexual harassment for both men and women. Which Title IX educational initiatives have worked? Which sexual harassment avoidance trainings have proven effective? What kinds of investigations meet compliance requirements? The session will include a Title IX update on handling sexual assault cases, gender equity in programming, and transgender issues on campus.

Natasha J. Baker, Partner, Hirschfeld Kraemer LLP

Chair: Daniel J. Blankenship, Provost and Dean of the College, Eureka College
Noon  
*(Meet in hotel lobby.)*

**CAO Spouses and Partners Lunch and Optional Excursion to Mardi Gras World**

Spouses and partners interested in an excursion to Mardi Gras World should purchase tickets on the website (www.mardigrasworld.com). The group will travel to Mardi Gras World together for the 2:00 p.m. tour and have lunch on the way.

Noon–1:25 p.m.  
*Empire Ballroom C*

**Women’s Luncheon and Discussion Groups for CAOs and Academic Team Members**

*(Pre-registration is required. Inquire at the CIC Registration Desk. For a complete list of discussion group topics and leaders, see page 53 of the Appendix.)*

*Sponsored by Academic Search, Inc.*

Coordinators: Susan Agre-Kippenhan, Vice President for Academic Affairs and Dean of Faculty, Linfield College, and Lauren Bowen, Provost, Juniata College

1:30–2:45 p.m.  
*Empire Ballroom D*

**Employment Law Update**

An experienced higher education attorney will offer updates on overtime pay for some faculty and staff members under the new Fair Labor Standards Act rules and the movement to unionize contingent and full-time faculty members. Issues that remain important to contingent faculty members—compensation; benefits; evaluation; institutional support for teaching, scholarship, and research; and participation in institutional governance—pose challenges for colleges, unionized or not. How can recruitment, appointment, and orientation of contingent faculty members be improved both to help the faculty members and to protect the interests of the institution?

*Natasha J. Baker,* Partner, Hirschfeld Kramer, LLP

Chair: Brent Yoder, Vice President of Academics, Hesston College
**Strand 10**

**Evaluation of Digital Scholarship in Tenure and Promotion Reviews**

As more faculty members in the arts and humanities explore digital media in their scholarship and teaching, academic departments are grappling with how to appraise this kind of work for tenure and promotion decisions. Learned societies and professional associations have developed guidelines for the evaluation of this work; some have assembled lists of qualified peer reviewers who can help departments and institutions establish new processes for the evaluation of digital scholarship and teaching materials. What are the biggest challenges facing tenure and promotion committees as they wrestle with new scholarly formats? How can faculty members present their digital work most effectively for evaluation?

*Seth Denbo*, Director of Scholarly Communication and Digital Initiatives, American Historical Association  
*Carl A. Girelli*, Vice President for Academic Affairs and Dean of the College, Randolph College  
*R. Scott Sheffield*, Vice President for Academic Affairs and Dean of the Faculty, Brevard College  
Chair: *Sally Selden*, Vice President and Dean for Academic Affairs, Lynchburg College

**Strand 11**

**Organizational Structures for Academic Administration**

Which organizational structures facilitate the work of faculty members and administrators in different institutional settings? Are department chairs and deans necessary for a college or university to function at peak efficiency? What are the advantages of a divisional structure? How are the areas of responsibility best assigned within the academic affairs office? Several chief academic officers will present structures currently in use and lead a discussion of experiences and consideration of alternatives.

*Michael Nastanski*, Vice President for Academic Affairs, Saint Leo University  
*D. Nathan Phinney*, Provost, Malone University  
*Linda Samek*, Provost, George Fox University  
Chair: *Gayle Copeland*, Provost, Simpson University (CA)
The State of Online Programs at CIC Member Institutions

CIC partnered with The Learning House, Inc. earlier this year to survey CAOs regarding current practices and future plans for online programs at their institutions. Follow-up interviews also were conducted with select CAOs. Results from this study will be compared with those from a survey conducted in 2013. The main trends are that the share of institutions offering five or more online programs has increased from 15 percent to 25 percent and that 85 percent plan to increase their online offerings. Panelists will discuss faculty preparation and training efforts, barriers to offering online education, and broader institutional impacts of becoming an online program provider as a CIC institution.

GianMario Besana, Associate Provost for Global Engagement and Online Learning, DePaul University

David Clinefelter, Chief Academic Officer, The Learning House, Inc.

Gregg Cox, Vice President for Academic Affairs, Lynn University

Chair: Robert D. Haak, Vice President and Dean of the College, Hiram College

The Yale National Initiative to Strengthen Teaching in Public Schools

The Yale National Initiative to strengthen teaching in public schools, established in 2004 by the Yale-New Haven Teachers Institute, is a long-term endeavor to influence teacher professional development, in part by establishing exemplary Teachers Institutes for high-need schools in states around the country. Teachers Institutes are educational partnerships between colleges and universities and local school districts designed to strengthen teaching and learning in a community’s high-need public schools. The Institute approach exhibits the characteristics of high-quality teacher professional development, enhances teacher quality in the ways known to improve student achievement, and encourages participants to remain as teachers in their high-need schools. Learn how your college or university can be an anchor for local public schools, based on this model. A representative from the Institute will describe opportunities to become involved with the National Initiative and will lead a discussion on other promising ways to strengthen teaching and learning in high-need public schools across the country.

Judith A. Muyskens, Provost, Nebraska Wesleyan University
John A. Roush, President, Centre College

James R. Vivian, Director, Yale-New Haven Teachers Institute

Chair: Agnes I. Caldwell, Vice President and Dean for Academic Affairs, Adrian College

2:45–3:00 p.m.  
Refreshment Break  
Empire Foyer  
Sponsored by the Association of College and University Educators

3:00–4:15 p.m.  
CONCURRENT SESSIONS

Strand 10

Alternative Calendar Models

The typical college semester is 14 to 16 weeks long, with classes on Monday, Wednesday, and Friday or Tuesday and Thursday, and students are enrolled in four to six courses at a time. What are other models for the academic calendar? How does the structure of the calendar impact student learning and enrollment patterns? Does an alternative calendar encourage students—and faculty members—to be more experimental and take more academic risks? Alternative calendar models, such as a one-course-at-a-time model, a short semesters model (three courses at a time followed by a one-month one-course term), and others will be described and discussed.

Susan Agre-Kippenhan, Vice President for Academic Affairs and Dean of Faculty, Linfield College

Diane Fladeland, Vice President for Academic Affairs, University of Mary (ND)

Lisa Johnson, Associate Vice President for Student Engagement and Achievement, Tusculum College

Daniel Silber, Vice President for Academic Affairs and Dean of the College, Culver-Stockton College

Chair: Cesar Fermin, Provost and Vice President for Academic Affairs, Tuskegee University

Strand 11

Honors Programs at CIC Member Institutions: A Competitive Advantage?

What is the impact of having honors programs at small to mid-sized independent colleges and universities? Are honors programs attractive to talented prospective students and their parents? Do they enrich the
intellectual climate and enhance the college experience without isolating program students from their peers?

Richard Badenhausen, Professor and Director of the Honors Program, Westminster College (UT)

Jeff Frick, Dean of the College and Academic Vice President, St. Norbert College

Marc Manganaro, Provost and Vice President for Academic Affairs, Loyola University New Orleans

Chair: Susan Burns, Vice President for Academic Affairs, Clarke University

**International Students and Two-Year College Partners**

American Honors, a selective honors program offered at community colleges in Indiana, Michigan, New Jersey, Texas, and Washington for students who intend to earn a bachelor’s degree, has recently expanded its recruitment of international students. International students screened and selected as the most likely to be successful spend two years at a partner community college, then transfer to a four-year institution, where many of them pay full tuition. A representative of American Honors and CAOs from partner colleges and universities will discuss the program and its benefits.

Benjamin Moritz, Vice President for Academic Affairs, American Honors

Caroline Simon, Provost and Executive Vice President, Whitworth University

Jenna Templeton, Vice President for Academic Affairs, Chatham University

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

**Securing America’s Future: Report on Workshops for College and University Leaders**

Is the future of your institution secure? CIC member presidents report that institutional viability is a pressing concern at independent colleges and universities that face shifting demographics and economic uncertainty. This fall, CIC launched a series of free workshops designed to help member colleges and universities prepare for the future more effectively. The half-day workshops, scheduled around the country between September 2016 and April 2017, bring together teams of presidents, senior administrators, and faculty leaders to explore key trends in higher education and society, the
urgent pressures facing individual colleges and universities, and potential solutions. Panelists will report on discussion outcomes to date and lead a discussion of key higher education trends.

Walter M. Kimbrough, President, Dillard University

S. Georgia Nugent, Senior Fellow, CIC

Beth M. Schwartz, Provost and Vice President for Academic Affairs, Heidelberg University

Chair: Eric Bolger, Vice President for Academic Affairs and Dean of the College, College of the Ozarks (MO)

Strand 12

**The Role of Academic Rigor in College Students’ Persistence**

Students who are actively engaged in both coursework and campus activities are more likely to graduate. What role does the academic rigor of the institution play in student engagement and persistence? In a recent study of first-time, full-time undergraduate students at private, residential colleges and universities, John Braxton and Clay Francis of Vanderbilt University found that students who experience rigorous exams in their courses view many aspects of their college experience more positively than students who experience superficial exams. This positive view contributes to a greater likelihood of persistence to the second year. Braxton and two CAOs will discuss how CAOs can encourage faculty members to facilitate the retention of students through in-depth testing in combination with a support system for students.

Laura L. Behling, Dean of the College and Vice President for Academic Affairs, Knox College

John M. Braxton, Professor of Higher Education, Department of Leadership, Policy, and Organizations, Peabody College, Vanderbilt University

Gene C. Fant, Provost and Chief Academic Officer, Palm Beach Atlantic University

Chair: DonnaJean Fredeen, Provost and Vice President for Academic Affairs, Rider University

4:15–4:30 p.m. **Refreshment Break**

*Empire Foyer*  
*Sponsored by Hobsons*
Mentor Program for New CAOs: Follow-up

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

Karen Kaivola, Provost and Chief Academic Officer, Augsburg College

Joseph Ritter, Chief Academic Officer, Principia College (IL)

CONCURRENT SESSIONS

CIC’s Woodrow Wilson Visiting Fellows Program

For more than 40 years, the Woodrow Wilson Visiting Fellows program has brought prominent artists, diplomats, journalists, business leaders, and other nonacademic professionals to campuses across the United States for substantive dialogue with students and faculty members. Through a week-long residential program of classes, seminars, workshops, lectures, and informal discussions, the Fellows create better understanding and new connections between the academic and nonacademic worlds. The director of the program and CAOs from campuses that have hosted Fellows’ residencies will discuss the diverse roster of Fellows available, best practices for engaging the entire campus community in the visit, application procedures and visit fees, and how to bring a Fellow to your campus this academic year.

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

Darin E. Fields, Vice President for Academic Affairs, The University of Findlay

David Garcia, Provost and Vice President for Academic Affairs, Carthage College

Chair: Laura Bryan, Vice President for Academic Affairs and Dean of the University, Transylvania University

High-Impact Practices and Academic Libraries

CIC member institutions are committed to offering programming, resources, and services that are student-focused and incorporate high-impact practices (HIPs)—transformative experiences that require students to connect, reflect on, and integrate what they are learning from their classes with other life experiences. HIPs have been shown to contribute to student engagement and success, and they align with the experiences that employers value when hiring college graduates. Academic libraries, key contributors to student
success, are actively engaged in high-impact practices. A college library director will share strategies for fostering high-impact practices both within the library and across campus.

_Lisabeth Chabot_, College Librarian, Ithaca College, and CIC Liaison, Association of College and Research Libraries

Chair: _Dennis G. Carroll_, Provost, High Point University

**Strand 12**

**Why New Orleans Matters**

Straddling a mighty river, New Orleans is the quintessential anti-Las Vegas—what happened here didn’t stay here. It rippled across the United States, enriching culture and channeling powerful currents of racial justice. The history of New Orleans, a city that has lived under six flags, is grounded in geography and hydrology (it is not easy in these parts to distinguish where land ends and water begins). Why was New Orleans one of North America’s first melting-pot cities? Why did traditional jazz originate here, later irrigating popular and classical music across the globe? Why did New Orleans’s Caribbean pattern of race relations have profound consequences for the constitutional struggle for equal citizenship? How and why did New Orleans indirectly give rise to the modern welfare state (through the city’s impact on Huey Long and, through him, on President Franklin Roosevelt)?

Hurricane Katrina gave New Orleanians and the world a renewed appreciation for the city’s special history, a realization that has supplied much of the resilience that has fueled recovery from that cataclysmic event. New Orleans has a future because its history has been worth preserving.

_Lawrence N. Powell_, James H. Clark Endowed Chair in American Civilization Emeritus, Department of History, Tulane University

Chair: _Andrew Workman_, Provost and Senior Vice President, Roger Williams University

5:30–6:15 p.m.  
_Bolden 1_

**Reception for Alumni of CIC’s Executive Leadership Academy and Senior Leadership Academy**

Alumni of CIC’s Executive Leadership Academy and Senior Leadership Academy are invited to gather for light refreshments and conversation.

Convener: _Thomas R. Kepple, Jr._, President, American Academic Leadership Institute
5:30–6:15 p.m.
*Reception for Alumni of CIC's Presidential Vocation and Institutional Mission Program*

Alumni of and participants in CIC’s Presidential Vocation and Institutional Mission Program are invited to gather for light refreshments and conversation.

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

6:15 p.m.
*Dine-around Dinners*

(Meet in hotel lobby.)

CIC has arranged informal dinners at a variety of restaurants in New Orleans to provide participants with opportunities to meet colleagues from other campuses and to exchange ideas. Please sign up by noon on Sunday at the CIC Registration Desk. Individuals pay for their own dinner. Transportation, if needed, is provided by CIC. CAO Task Force members are hosts. Spouses and partners are welcome.
MONDAY, NOVEMBER 7

7:30 a.m.–5:00 p.m. **Institute Registration and Idea Exchange**
*Empire Foyer*
Participants are invited to place materials to share with colleagues on display tables.

7:30–8:30 a.m. **Annapolis Group Chief Academic Officers Breakfast**
*Strand 11B*
Members of the Annapolis Group will meet for informal discussion of current issues.

Coordinator: **Jonathan Green**, Provost and Dean of the Faculty, Illinois Wesleyan University

7:30–8:30 a.m. **Association of Colleges of Sisters of Saint Joseph Chief Academic Officers Breakfast**
*Strand 7*
Members of the Association of Colleges of Sisters of Saint Joseph will meet for breakfast and discussion.

Coordinator: **Colleen Hegranes**, Executive Vice President and Provost, St. Catherine University

7:30–8:30 a.m. **Breakfast Discussions**
*Empire Ballroom A*
Breakfast discussions offer informal opportunities for participants with similar interests to share information and ideas. Leaders will welcome participants and open the discussion. Participants will carry the conversations and may move among several discussion groups. (*See list of discussion topics in Appendix, page 54.*)

7:30 a.m.–5:00 p.m. **CAO Spouses and Partners Hospitality Room**
*Strand 2*
Breakfast is available from 7:30–8:30 a.m.
8:00 a.m.–5:00 p.m.

Strand 5

**Consultations with TIAA: Planning for Your Retirement**

A TIAA Wealth Management Consultant will be available for personal appointments on the following days:

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

*Sign up in advance at the TIAA table.*

Strand 4

**Faculty Compensation and Benefits Consultation**

*Frank A. Casagrande*, president of Casagrande Consulting, LLC, will be available for individual consultations with CAOs to discuss faculty compensation philosophies, structures, and best practices. Sign up at the CIC Registration Desk or contact Casagrande at (404) 200-5941 or franka@casagrandeconsultingllc.com.

Strand 4

**Negotiating Presidential Compensation and Benefits Consultation**

Casagrande also will be available for personal consultations with CAOs to discuss compensation and benefits for aspiring presidents. Sign up at the CIC Registration Desk or contact Casagrande.

8:45–10:00 a.m.

**PLENARY SESSION**

**Empire Ballroom B**

**How Diversity Makes Us Smarter**

Diversity on campus not only promotes social equality and provides opportunities to learn about other people, cultures, and values, but it also enhances learning in the classroom and the workplace.

*Katherine W. Phillips* will discuss the ways in which diversity helps improve the performance of organizations and smaller work groups, based on the results of her research. She will demonstrate how the inclusion of numerous perspectives in a group setting enhances creativity and spurs group members to work more tenaciously at presenting their own positions and anticipating alternatives.
The results are greater openness to new ideas and more carefully considered solutions to problems.

Phillips is Paul Calello Professor of Leadership and Ethics and senior vice dean of Columbia University Business School, where she has been since 2011. Previously, she was associate professor of management and organizations at the Kellogg School of Management, Northwestern University, and co-director and founder of Northwestern’s Center on the Science of Diversity. She also has been a visiting professor at the Stanford Graduate School of Business and visiting scholar at Stanford’s Center for Advanced Study in the Behavioral Sciences.

Phillips’s research explores the value of diversity and the barriers that prevent society, organizations, and especially work teams from comprehending the knowledge, perspectives, and backgrounds of each team member. Recently, Phillips has expanded her theoretical and empirical work on the small-group processes and performance that are affected by diversity to include perceptions of worth and status that impact group composition. New insights into issues of information sharing, diversity, minority influence, decision making, and performance in work groups are the result. Her interests also include the intersection of race and gender stereotypes, the relationship between diversity and perceptions of morality, and ways in which homogeneity affects group processes.

Phillips has been the recipient of professional awards from the Center for Families at Purdue University, the International Association of Conflict Management, and the Organizational Behavior Division and the Gender, Diversity, and Organizations Division of the Academy of Management. Her review of diversity research published in Research in Organizational Behavior (1998, under the name Katherine Williams) is a leading source of information for scholars in many disciplines. More of her work can be found in the Personality and Social Psychology Bulletin, Journal of Applied Psychology, Journal of Experimental Social Psychology, Organization Science, Organizational Behavior and Human Decision Processes, Scientific American, Chicago Tribune, Time.com, and Fortune.com. In 2011, Poets and Quants, a website devoted to the coverage of business schools and MBA degrees, named Phillips one of the Top 40 Business School Professors under the Age of 40.

Phillips received a PhD in organizational behavior from Stanford University’s Graduate School of Business and a bachelor’s degree in psychology from the University of Illinois Urbana-Champaign.

Chair: Stephany Schlachter, Provost, Lewis University
10:00–10:15 a.m.  
**Refreshment Break**  
*Empire Foyer*

10:15–11:30 a.m.  
**CONCURRENT SESSIONS**  
*Strand 12*

**Faculty Workforce Trends**

Over the past 20 years, the composition of the faculty workforce has undergone significant change. Some of these changes have affected all sectors of higher education while others are concentrated in certain types of institutions. The TIAA Institute is contributing to a body of knowledge that informs higher education leaders’ thinking about critical trends, appropriate responses, and proactive planning to address the issues surrounding the changing composition of the faculty. Several TIAA Institute-supported scholarly papers and a new book, *The Faculty Factor*, by Martin Finkelstein, Valerie Martin Conley, and Jack H. Schuster, present the latest—and sometimes startling—information about these trends and what they mean for the professional prospects of women, men of color, and others. How have shifts away from tenured and tenure-track faculty positions and toward contingent positions—both full- and part-time—affected small to mid-sized independent colleges and universities? How are faculty careers, the nature of academic work, and student educational experiences affected? Are there potential cost savings? Have costs shifted to new academic programs or to nonacademic areas of the institution? What are the implications of changes in faculty workforce composition for the future of independent higher education?

*Martin J. Finkelstein*, Professor, Department of Education Leadership, Management, and Policy, Seton Hall University, and TIAA Institute Fellow  
*Gregg Kvistad*, Provost and Executive Vice Chancellor, University of Denver, and TIAA Institute Fellow  
*Anne Ollen*, Senior Director, TIAA Institute  
Chair: *J. Michael Hardin*, Provost, Samford University

**Follow-up: How Diversity Makes Us Smarter**

Participants will meet informally with Katherine Phillips to discuss further the ideas offered in her plenary address.

*Katherine W. Phillips*, Senior Vice Dean and Paul Calello Professor of Leadership and Ethics, Columbia University Business School  
Chair: *Stephany Schlachter*, Provost, Lewis University
Hiring and Evaluation Part I: Best Practices for Hiring

Current political and legal challenges require chief academic officers to think carefully about the legal risks campuses face when conducting searches to fill faculty and staff positions. An experienced higher education attorney will discuss best search practices in drafting a position description, appointing and training the search committee, building the pool of applicants, checking references, completing background checks, and interviewing candidates.

Kathleen Rinehart, General Counsel, Saint Xavier University

Chair: Fred Kniss, Provost, Eastern Mennonite University

Managing Up: Getting the Most from Your Boss

(Open only to currently-serving CAOs and academic team members)

The relationships between the associate CAO and the CAO and between the CAO and the president are critical to the optimal operation of academic affairs. Each needs the other to be successful and they must build mutual trust and cooperation. While some teams just “click,” most relationships require deliberate attention and mindfulness. Effective management of these relationships depends very much on the personalities of the individuals involved, but there are some generalizations that apply in most situations. How do you manage the information flow? What structures work well? How can you overcome challenging experiences? This session will include opportunities for separate discussions among CAOs and academic team members, each trying to manage up effectively.

Gregory Kerr, Vice President for Academic Affairs, Montreat College

Peter D. Eckel, Senior Fellow and Director of Leadership Programs, Alliance for Higher Education and Democracy, University of Pennsylvania

Mary Elizabeth Stivers, Vice President for Academic Affairs, Midway University

Stephen D. Stahl, Provost, Baldwin Wallace University

Chair: Elfred Anthony Pinkard, Executive Vice President and Provost, Wilberforce University

Vocational Exploration in the Academic Program

CIC’s Network for Vocation in Undergraduate Education (NetVUE) is a nationwide network of colleges and universities formed to enrich the intellectual and theological exploration of vocation among undergraduate
students. NetVUE is administered by CIC with generous support from Lilly Endowment Inc. and is supported by member dues. In what ways has the introduction of vocational exploration enhanced the academic programs of member institutions? Three approaches will be featured: connection to and through the first-year experience course, through a sophomore experience and advising program, and through a full, scaffolded four-year experience.

Richard Ashbrook, Professor of Psychology, Capital University (OH)

Elizabeth Rider, Senior Vice President for Academic Affairs and Dean of Faculty, Elizabethtown College

Mark D. Ward, Vice President for Academic Affairs and Dean of the College, University of Dubuque

Chair: Louise Carroll Keeley, Provost and Academic Vice President, Assumption College

10:15 a.m.–Noon

**Strand 2**

**CAO SPOUSES AND PARTNERS PROGRAM**

**Why We Read What We Read: Selections from Our Bookshelves**

Lisa F. Sheffield, Chief Academic Officer Spouse, Brevard College

Relationships with Administrative and Support Staff

Georgeann Stinemetz, Academic Support Staff and Chief Academic Officer Spouse, Ohio Wesleyan University

11:30–11:45 a.m.

**Refreshment Break**

Empire Foyer

11:45 a.m.–12:45 p.m.

**Strand 10**

**CONCURRENT SESSIONS**

**Anticipating a Professional Change in Your Future?**

(Open only to currently-serving CAOs)

Academic leaders choose to move from one institution to another for many reasons, including career advancement, a desire for new challenges, escape from an unhealthy work environment, and personal circumstances.
Experienced CAOs will offer tips and observations on determining when it is time to move, finding a new direction, navigating career transitions, settling into a new place and position, and maintaining a positive outlook.

Laura Elizabeth Niesen de Abruña, Provost, York College of Pennsylvania
Joseph Roidt, Provost, Dakota Wesleyan University
Marc M. Roy, Provost, Albion College

Chair: Aimee Sapp, Vice President for Academic Affairs and Dean of the Undergraduate College, William Woods University

**Strand 11**

**Chief Academic Officers and Communities: Outreach Programs in the Performing Arts**

Chief academic officers are often called upon to help create meaningful connections between their academic institutions and the larger communities. Such collaborations are characterized by complex and frequently changing institutional elements and community interests. Projects for which the chief academic officer helped create significant academic/community partnerships will be used as case studies for this session. The session will focus on the chief academic officer’s role in the development of these projects.

Jonathan D. Green, Provost and Dean of the Faculty, Illinois Wesleyan University
Paul Leslie, Senior Vice President for Academics, Greensboro College
Beth Rushing, Vice President for Academic Affairs, Guilford College

Chair: Julia Jasken, Provost and Dean of the Faculty, McDaniel College

**Strand 12**

**Enhancing Students’ Success by Improved Access to Course Materials**

Faced with increasing textbook costs and the reality that many students no longer purchase course materials, some colleges and universities are trying new ways to give students access to required materials. Early results indicate significantly improved access to textbooks and other materials, reduced costs to students, and increased student retention rates. CAOs will discuss successful approaches—and cautionary advice—from several campuses.

Charlie T. McCormick, Provost and Vice President for Academic Affairs, Schreiner University
Bill Muse, Vice President for Administration and Finance, Schreiner University
**Empire Ballroom D**

**Hiring and Evaluation Part II: Best Practices for Performance Evaluation**

Current political and legal challenges require chief academic officers to think carefully about the legal risks campuses face when evaluating the performance of faculty and staff members, especially when dealing with unacceptable behavior or poor performance and the possible termination of employees. An experienced higher education attorney will share best practices and tools that can help administrators conduct meaningful evaluations while minimizing risk to the institution and themselves.

**Kathleen Rinehart**, General Counsel, Saint Xavier University

Chair: **Edwin F. Estevez**, Provost and Chief Operating Officer, Greenville College (IL)

**Foster 2**

**Open Mike for Chief Academic Officers**

*(Open only to currently-serving CAOs)*

CAOs will have the opportunity to seek advice from colleagues on specific issues and to share information about emerging trends and practices in private higher education.

Moderator: **Pareena Lawrence**, Provost and Dean of the College, Augustana College (IL), and Chair, CIC CAO Task Force

12:45–2:00 p.m.

**Free Time for Lunch**

*(Meet in hotel lobby.)*

**Missouri Chief Academic Officers Lunch**

Coordinator: **David Starrett**, Provost and Vice President for Academic Affairs, Columbia College (MO)

**Strand 14**

**Wesleyan Holiness Consortium Chief Academic Officers Lunch**

Coordinator: **Kevin W. Mannoia**, Chair and Founder
1:30–4:30 p.m.

Optional Excursion—City Tour

(Meet in hotel lobby.)

This guided tour includes two of New Orleans’s most famous attractions: the French Quarter, the city’s oldest neighborhood, and St. Louis Cemetery No. 1, the historic above-ground cemetery. The tour continues to the old American Sector, known today as the Warehouse/Arts District, which was originally established as an industrial area in the 19th century to store grain, coffee, and produce shipped through the Port of New Orleans. The tour continues to the Garden District, where some of the residences are still known by the names of the families that built them over a century ago and which is home to the city’s oldest streetcar line.

(Pre-registration is required. Register online at https://joieful.com/program/cic.)

2:00–5:00 p.m.

WORKSHOPS

Strand 12

Aligning Planning with Resource Allocation and Assessment

(Pre-registration is required. Inquire at the CIC Registration Desk.)

This workshop is about methods to improve the alignment of planning with resource allocation and assessment. The session will open with a presentation, followed by an activity in which participants assess how they might practically apply concepts on their own campus. Topics to be discussed include the differences among strategic, infrastructural, and operational planning; key issues related to resource allocation and common higher education budget models; and organizational assessment.

Larry Goldstein, President, Campus Strategies, LLC

Chair: John H. Pearson, Provost and Senior Vice President, Point Park University
Empire Ballroom D

Challenges to Shared Governance in a Time of Constrained Resources

(Pre-registration is required. Inquire at the CIC Registration Desk.)

Colleges and universities face increasing financial and demographic pressures that require timely institutional responses. Faculty leaders often have limited understanding of their institution’s budget constraints, and many academic administrators are not well prepared to lead discussions on these issues. The result is a system of shared governance in which faculty members find it difficult to participate in important strategic decisions. This workshop will follow the pattern of a recent initiative by the Associated Colleges of the Midwest, funded by the Andrew W. Mellon Foundation, to develop a more sophisticated understanding among faculty members of the financial challenges facing liberal arts colleges. An overview of the budget and enrollment challenges facing tuition-dependent institutions will help CAOs and their academic team members develop a working familiarity with important terminology, concepts, and data. Participants will apply what they have learned to a discussion of an iterative governance case study that incorporates a financial profile of an institution, including budget, enrollment, and governance history. At the end of the session, participants should have a stronger command of the issues regarding college finances and tools for improving the conversation about those issues on their campuses.

Frank Boyd, Associate Provost, Illinois Wesleyan University

Michael Orr, Provost and Dean of Faculty, Lake Forest College

John Ottenhoff, Vice President for Academic Affairs, The College of Idaho

David Wheaton, Vice President for Administration and Finance, Macalester College

Empire Ballroom C

Workshop for New Academic Team Members

(Pre-registration is required. Inquire at the CIC Registration Desk.)

Academic team members (such as associate or assistant provosts or vice presidents and deans) who have served for fewer than two years are invited to participate in a workshop led by experienced colleagues that focuses on the issues that newer academic team members often face. Participants will work in small groups, analyze case studies, and discuss such topics as accreditation; assessment and institutional effectiveness; budget
management; handling difficult conversations; faculty governance and leadership; managing time, technology, and paper; and working with peer administrators.

Jeffrey H. Barker, Provost, Converse College
Leanne M. Neilson, Provost and Vice President for Academic Affairs, California Lutheran University
Jenifer K. Ward, Provost and Dean of the College, Centenary College of Louisiana

Chair: Adrienne Bloss, Vice President for Academic Affairs, Shenandoah University

5:00–6:00 p.m.  Reception for NetVUE Members
Foster 2

Members of the Network for Vocation in Undergraduate Education (NetVUE) are invited to learn about recent NetVUE activities and to share lessons learned from campus programs with colleagues over light refreshments.

Conveners: Harold V. Hartley III, Senior Vice President, CIC, and Shirley J. Roels, Senior Advisor and Director of NetVUE, CIC

5:00–6:00 p.m.  Reception for Members of CIC’s Two Consortia for Online Humanities Instruction
Foster 1

Members of the two Consortia for Online Humanities Instruction are invited to learn about recent activities and to share lessons learned from campus programs with colleagues over light refreshments.

Conveners: David Brailow, Vice President for Development, CIC, and Barbara Hetrick, Senior Advisor, CIC

6:00 p.m.  Free Time for Dinner

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

Coordinator: Jeffrey E. Arnold, Executive Director, Association of Presbyterian Colleges and Universities
Council for Christian Colleges and Universities Chief Academic Officers Dinner
Coordinator: Rick Ostrander, Vice President for Academic Affairs and Professional Programs, Council for Christian Colleges and Universities

American Benedictine Colleges Chief Academic Officers Dinner
Coordinator: Diane Fladeland, Vice President for Academic Affairs, University of Mary

United Methodist Church Chief Academic Officers Dinner
Coordinator: Amanda Allen, Director of Schools, Colleges, and Universities, Division of Higher Education, General Board of Higher Education and Ministry
TUESDAY, NOVEMBER 8

7:30–11:30 a.m.  Institute Registration and Idea Exchange
  Empire Foyer
  Participants are invited to place materials to share with colleagues on display tables.

7:30–9:00 a.m.  Breakfast
  Empire Ballroom A
  Breakfast is provided for all registered Institute participants.

7:30 a.m.–Noon  CAO Spouses and Partners Hospitality Room
  Strand 2
  Breakfast is available from 7:30–9:00 a.m.

8:00 a.m.–Noon  Consultations with TIAA: Planning for Your Retirement
  Strand 5
  A TIAA Wealth Management Consultant will be available for personal appointments.

  Sign up in advance at the TIAA table.

Strand 4  Faculty Compensation and Benefits Consultation
  Frank A. Casagrande, president of Casagrande Consulting, LLC, will be available for individual consultations with CAOs to discuss faculty compensation philosophies, structures, and best practices. Sign up at the CIC Registration Desk or contact Casagrande at (404) 200-5941 or franka@casagrandeconsultingllc.com.

Strand 4  Negotiating Presidential Compensation and Benefits Consultation
  Casagrande also will be available for personal consultations with CAOs to discuss compensation and benefits for aspiring presidents. Sign up at the CIC Registration Desk or contact Casagrande.
9:00–9:15 a.m.  

**Break**

9:15–10:30 a.m.  

**CONCURRENT SESSIONS**

*Empire Ballroom C*

**Building a Faculty Compensation Structure**

Austin College and the University of Puget Sound recently completed multi-year efforts to build compensation structures for faculty members. Each process was anchored by a task force composed of faculty members, deans, senior administrators, and trustees. Each task force determined a compensation philosophy, developed a valid and reliable peer group endorsed by the faculty and administration, and then designed a compensation structure based on the current economic realities of the institution. The CAOs will describe how they managed the process and discuss campus reactions to the new compensation models.

*Sheila Amin Gutiérrez de Piñeres*, Vice President for Academic Affairs, Austin College  

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

Chair: *John Ottenhoff*, Vice President for Academic Affairs, The College of Idaho

*Foster 1*

**Communicating Financial Realities to Faculty Members Using CIC’s Financial Indicators Tool (FIT) and Key Indicators Tool (KIT)**

Faculty and staff members can benefit from understanding the institutional benchmarks included in CIC’s KIT and FIT reports as a context for informed decision making. Using the FIT Composite Financial Index and its four component ratios, CAOs can help the campus community gain perspective on the institution’s financial well-being. CAOs also can review the data in the KIT with institutional stakeholders—data that include average faculty salaries within the context of financial resources, percentage of part-time faculty, faculty-student ratio, instructional costs per student, and the overall expenditure per student.

*J. Andrew Prall*, Vice President for Academic Affairs, University of Saint Francis (IN)  

*Michael Williams*, President, Austen Group, a Division of Ruffalo Noel Levitz  

Chair: *Laura Niesen de Abrúña*, Provost, York College of Pennsylvania
Models for Developing and Discontinuing Academic Programs

Academic offerings should stay in a state of dynamic equilibrium, with new programs under development, programs past their effectiveness phasing out, and a backbone of core offerings under periodic review for freshness and relevance. What college or university policies or procedures support this ideal academic program management? Which on- or off-campus constituents must be consulted before decisions about starting new programs or discontinuing current programs are made? How can this important campus work take place transparently, move forward in a timely manner, and unite the campus?

Dennis Leighton, Associate Provost for Student Success, University of New England

Chad A. Pulver, Vice President for Academic Affairs, Saint Joseph’s College (IN)

Jane M. Wood, Vice President for Academic Affairs and Dean of the College, Mount Marty College

Chair: Mark A. Roberts, Vice President of Academic Affairs, Reinhardt University

Recruiting and Retaining a Diverse Faculty

Many CIC-member institutions have worked successfully to enroll a student population that reflects diversity of all kinds. With that success comes another challenge: to assemble a faculty that is equally diverse. What strategies have proven effective for recruiting faculty members who represent a wide range of backgrounds, experiences, races, ethnicities, and sexual orientations without intruding on the privacy of potential candidates? How should recruiting procedures change to attract diverse candidates? What types of support systems provide a welcoming environment for all faculty members?

Marcheta Evans, Provost and Vice President for Academic Affairs, Our Lady of the Lake University (TX)

Kathryn A. Morris, Provost and Vice President for Academic Affairs, Butler University

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

Julian Schuster, Provost, Senior Vice President, and Chief Operating Officer, Webster University

Chair: Madison Sowell, Provost, Southern Virginia University
**Well-Being and Student Success in Higher Education**

When students feel a sense of inclusion and belonging on a college or university campus, their ability to engage with the college community, the curriculum, and the co-curriculum is enhanced. As a result, the sense of well-being—of being in the right place at the right time—correlates with increased rates of student persistence to graduation. What can academic leaders do to encourage a campus climate of well-being for students as well as faculty and staff members? What effective practices and programs intentionally encourage well-being, particularly for first-generation students and underrepresented groups? Contributors to a new book published by Bringing Theory to Practice, *Well-Being and Higher Education: A Strategy for Change and the Realization of Education’s Greater Purposes* (2016), and other academic leaders will lead this session.

**Chad Berry**, Academic Vice President and Dean of the Faculty, Berea College  
**Ashley Finley**, Associate Vice President for Academic Affairs and Dean of the Dominican Experience, Dominican University of California, and National Evaluator, Bringing Theory to Practice  
**Donald W. Harward**, President Emeritus, Bates College, and Director, Bringing Theory to Practice  
**Kazi Joshua**, Vice President for Diversity and Inclusion, Whitman College  

Chair: **Elissa Heil**, Vice President for Academic Affairs and Dean of the Faculty, Wilson College

---

**CAO SPOUSES AND PARTNERS PROGRAM**

**Strand 2**

**Planning for 2017**

**Diane T. Aquila**, Chief Academic Officer Spouse, University of St. Thomas (TX)

**Interacting with Trustees and Donors**

**Mary Beth Faustine**, Chief Academic Officer Spouse, Roger Williams University

---

**Refreshment Break**

**Empire Foyer**
Demonstrating Improvements in Teaching

CIC’s report, *Strengthening the STEM Pipeline: The Contributions of Small and Mid-Sized Independent Colleges*, documents that small and mid-sized independent institutions prepare students for careers and graduate study in STEM fields more cost-effectively than many large universities. In some STEM fields, small or mid-sized independent colleges actually produce more graduates who obtain PhDs than significantly larger research universities. In addition, all students, future scientists or not, need some of the skills that the sciences teach, such as the quantitative skills increasingly valued by employers. Nobel prize-winning physicist **Carl E. Wieman** has pioneered and championed the use of experimental techniques to evaluate and improve the effectiveness of various teaching methods for mathematics and the natural sciences. The results are dramatic. Even the best lectures produce substantially less student learning than active learning methods. Fortunately, active learning can be adapted to teaching in other disciplines and settings and is already used in many CIC college classrooms. Wieman will discuss the cognitive science foundations of the most effective teaching strategies, the results of his research, and the implications for STEM education at independent colleges and universities. He also will discuss how his research has led to a more effective way to evaluate the quality of teaching in STEM fields and the social sciences. This method could help independent colleges guide and track improvements in the quality of teaching.

Wieman holds a joint appointment at Stanford University as a professor in the physics department and in the graduate school of education. He was awarded the 2001 Nobel Prize in Physics (“for the achievement of Bose-Einstein condensation in dilute gases of alkali atoms, and for early fundamental studies of the properties of the condensates”), is a member of the National Academy of Sciences and the National Academy of Education, and has received numerous honors and awards for his physics research and contributions to education, including being named the Carnegie Foundation U.S. Professor of the Year in 2004. Wieman has done extensive experimental research in atomic and optical physics. His current focus is on undergraduate...
physics and science education. Wieman previously held academic positions at the Universities of Michigan, Colorado, and British Columbia, including service as director of the Carl Wieman Science Education Initiative at the University of British Columbia from 2007 to 2013. He also was associate director for science in the White House Office of Science and Technology Policy from 2010 to 2012.

Wieman earned a BS from the Massachusetts Institute of Technology and a PhD from Stanford University, both in physics.

Chair: John D. Kolander, Provost, Wisconsin Lutheran College

INSTITUTE ADJOURNS
POST-INSTITUTE EVENTS

TUESDAY, NOVEMBER 8

12:15–2:30 p.m.
CAO Task Force Meeting
Foster 2

1:30–4:45 p.m.
Optional Excursion—Swamp Tour
(Meet in hotel lobby.)

The swamp tour takes guests on a leisurely cruise along the mysterious bayous, part of the only remaining preserved wetlands in Louisiana. Guests will see exotic flora and fauna found nowhere else in the country. Alligators, raccoons, owls, wild boars, nutria, turtles, bald eagles, black bears, and many birds may be observed just feet away. The tour is guided by generations-long New Orleanians who have lived off the water all of their lives.

(Pre-registration is required. Register online at https://joieful.com/program/cic.)
APPENDIX

SUNDAY, NOVEMBER 6

**Breakfast Discussion Topics**
Breakfast discussions offer informal opportunities for participants with similar interests to share information and ideas. Leaders will welcome participants and open the discussion. Participants will carry the conversations and may move among several discussion groups.

**Academic Integrity Policies**
Participants are invited to exchange information about the academic integrity policies that exist on their campuses. How are they communicated to faculty members and students? How are they enforced? Have they been effective?

*Jeffrey F. Gingerich*, Provost and Vice President for Academic Affairs, Cabrini University

**CAOs and CFOs: Partners or Competitors?**
Chief academic officers sometimes conflict with their chief financial officers over the appropriate balance between academic and nonacademic priorities in institutional budgeting and planning. What are best practices for gaining CFO support for academic resource needs? CAOs will share advice and strategies that have fostered a strong collaborative relationship with their financial counterparts.

*R. Garland Young*, Vice President for Academic Affairs and Dean, Milligan College

**Communication Strategies within the CAO’s Office**
Members of the team in the CAO’s office are pulled in many directions by daily operations and needs. How can they avoid duplication of effort, deal effectively with requests that come to multiple team members, and find time for strategy sessions? Participants are invited to discuss communication strategies that have been successful on their campuses.

*Tracy Parkinson*, Provost and Dean of the College, Coker College

**Susan Henderson**, Associate Provost and Dean of the Faculty, Coker College

**Cultivating the Next Generation of Academic Leaders**
As senior faculty members retire, how do CIC institutions help a new generation transition to leadership? What is the chief academic officer’s role in such succession planning? Participants are invited to share successful strategies for identifying and cultivating faculty members to assume leadership roles.

*Yolanda W. Page*, Vice President for Academic Affairs, Dillard University

**Faculty Credentials and Qualifications**
The expectations of accreditors with respect to faculty credentials can challenge small institutions that depend on faculty members to teach a wide variety of courses and that must hire adjuncts from a small pool of candidates. Participants will share policies and procedures that meet new regulations and discuss their impact.

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

**Instead of Competing, Collaborate**
Daemen College has partnered with other higher education institutions to plan and implement innovative collaborative degree programs. Join Daemen’s chief academic officer in a conversation about the process of collaboration, obstacles that were overcome, and benefits that have resulted.

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

**Jeffrey F. Gingerich**, Provost and Vice President for Academic Affairs, Cabrini University
Launching an Open Textbook Initiative and Z Degree
To mitigate the rising expense of tuition and textbooks, the University of Northwestern-St. Paul implemented an open textbook initiative and zero-cost textbooks degree (Z degree) as both a recruitment and a retention strategy. The university’s academic leaders will offer advice based on these efforts and participants will discuss benefits, drawbacks, and strategies for implementation.

Daniel Crane, Dean, College of Behavioral and Natural Sciences, University of Northwestern-St. Paul
Janet Sommers, Senior Vice President for Academic Affairs, University of Northwestern-St. Paul

Managing Information Technology Departments and Instructional Designers
Given the increasing importance of online programs and courses on CIC campuses, participants are invited to discuss the structure and management of information technology (IT) on their campuses. Which vice president has oversight of the IT department? What are the pros and cons of this arrangement? Should instructional designers report to the chief academic officer when the IT department reports to another senior officer?

Elizabeth Meade, Provost, Cedar Crest College
Robert Wilson, Associate Provost, Cedar Crest College

Managing Up: The CAO’s Relationship with the President
A positive working relationship with the president is critical to the CAO’s success as an institutional leader. How does the CAO go about gaining and maintaining the president’s trust? How does the CAO navigate disagreement with the president while remaining publicly supportive? How does the CAO respond to either perceived micromanagement or a lack of clear direction? Participants are invited to share their experiences with and advice about the challenges of this crucial partnership.

Jenifer K. Ward, Provost, Centenary College of Louisiana

Network for Vocation in Undergraduate Education (NetVUE)
NetVUE seeks to deepen the intellectual and theological exploration of vocation among students and faculty and staff members at independent colleges and universities. Learn about the March 2017 national NetVUE Conference and ways your institution can benefit from NetVUE programs, regional gatherings, grants, and services.

Shirley J. Roels, Senior Advisor and Director of NetVUE, CIC

New Solutions: CAOs as Partners in Fundraising
Chief academic officers can provide credibility, context, and passion in fundraising for academic initiatives. Participants are invited to share experiences in partnering with advancement officers and to exchange information about resources for professional development in this field.

Paul C. Koch, Provost and Vice President for Academic and Student Affairs, St. Ambrose University
Michael K. Wanous, Vice President for Academic Affairs and Dean of the Faculty, Huntington University

Online Programs: Home-Grown or Outsourced?
Academic leaders who have led the development of online courses and programs through home-grown methods are invited to discuss the “hows” and “whys” of doing so. What are the benefits of this approach compared with outsourcing? What pedagogical practices can be incorporated to ensure that online programs meet the U.S. Department of Education’s requirement for “regular and substantive interactions” between faculty members and students?

Janet R. Clark, Vice President for Academic Affairs, Saint Mary-of-the-Woods College

Partnerships with Chinese Universities
Participants from CIC institutions that actively recruit Chinese students, have established partnerships with Chinese universities, or wish to do so are invited to discuss the changing landscape of higher education in China and to share lessons learned.

Vivia Lawton Fowler, Provost and Vice President for Academic Affairs, Wesleyan College (GA)

Selecting Peer and Aspirant Institutions
CIC colleges and universities need defined sets of peer and aspirant institutions to help set goals and measure relative progress. What role does academic affairs play in
the selection process for peers and aspirants? What are effective ways to start the campus conversation? Who should be included in the discussion, and what data are needed to produce the most useful set of comparison institutions?

*Patricia H. Draves*, Vice President for Academic Affairs and Dean of the University, University of Mount Union

**Shepherding the Institution through the Reaccreditation Process**

This discussion will focus on the chief academic officer’s role in guiding the institution through a reaccreditation process. How can the CAO use the process to build community on campus? How does the CAO negotiate challenges that arise, such as conflicting feedback from different campus constituencies or noncompliance with an accreditation standard? Participants will share their experiences and advice.

*Philip Acree Cavalier*, Provost, Lyon College

**Special Challenges of Programs in the Health Sciences**

Planning, implementing, and sustaining programs in the health sciences raise issues for chief academic officers—from the cost of the programs’ specialized facilities and equipment to concerns about tenure for clinical faculty members. Participants are invited to share advice and successful approaches to solving these and other challenges.

*Cynthia Kosso*, Provost and Dean of the Faculty, Moravian College

**The Challenges of Nine-Month Contracts on 12-Month Campuses**

Under shared governance, many college functions are performed or influenced by faculty groups that operate on a nine-month academic calendar. How do institutions maintain momentum on initiatives such as accreditation and curriculum reform through the summer, and how do they handle budget or enrollment crises when critical employees are “off contract”? Participants are invited to share practices that have helped them succeed.

*Nicholas Hunt-Bull*, Provost and Vice President for Academic Affairs, Paul Smith’s College

*The Role of Digital Learning in a Liberal Arts Curriculum*

Keuka College has established digital learning as a major focus of curricular and pedagogical development in its current strategic plan. Keuka’s chief academic officer will share the initiatives undertaken, the changes made, and the challenges encountered in the implementation process. Participants are invited to offer advice and to share how they have promoted digital learning on their campuses.

*Paul Forestell*, Provost and Vice President for Academic Affairs, Keuka College

**Top Trends for Academic Libraries**

Top trends for academic libraries, highlighted in an Association of College and Research Libraries report released in summer 2016, will be discussed. Examples include library staffing, digital scholarship, open educational resources, credentialing, and evolving purchasing models.

*Lisabeth Chabot*, College Librarian, Ithaca College, and CIC Liaison, Association of College and Research Libraries

**We’re On the Same Side: Building Bridges between Academic Affairs and Student Life**

A restructuring at Queens University of Charlotte gave the dean of students and provost a new reporting relationship and an opportunity to build understanding and create a new culture of collaboration. The facilitators will offer ideas for building bridges that have worked for them and ask participants to share their own successes and challenges in working together to enhance the student experience.

*John Downey*, Dean of Students, Queens University of Charlotte

*Lynn M. Morton*, Provost and Vice President for Academic Affairs, Queens University of Charlotte
Women’s Luncheon for Chief Academic Officers and Academic Team Members Discussion Topics

Balancing Multiple Professional Relationships
April Edwards, Interim Vice President for Academic Affairs and Interim Dean of the College, Ursinus College

Cultivating an External Presence
Irma Becerra, Provost and Chief Academic Officer, St. Thomas University (FL)

Empowering the Assistant or Associate Provost
Stacy A. Hammons, Provost, Indiana Wesleyan University

First Presidential Contract Essentials
Marylouise Fennell, RSM, Senior Counsel, CIC, and Former President, Carlow University

Fundraising for Academic Affairs
Debbie Mauldin Cottrell, Vice President for Academic Affairs, Texas Lutheran University

Maintaining a Life: Work/Life Integration
Laura Bryan, Vice President for Academic Affairs and Dean of the University, Transylvania University

Salary Equity
Susanne Woods, Senior Advisor, CIC, and Interim Vice President and Dean of Academic Affairs, Westminster College (PA)

Shared Governance
Helen J. D. Whippy, Provost, Chaminade University of Honolulu

Team Building in the Cabinet
Amy Wolfson, Vice President for Academic Affairs, Loyola University Maryland

The President/CAO Relationship
Linda A. McMillin, Provost and Dean of the Faculty, Susquehanna University

Transitioning into the Role of Chief Academic Officer
Renee T. White, Provost, Wheaton College (MA)

What’s Next? How to Think about Next Steps in Your Career
Andrea Warren Hamos, Vice President and Senior Consultant, Academic Search, Inc.

Women and the Presidency
S. Georgia Nugent, Senior Fellow, CIC, and President Emerita, Kenyon College

Women Leaders in Evangelical Organizations
Janel Curry, Provost, Gordon College

Working with Committees of the Board of Trustees
Jonnie G. Guerra, Senior Advisor, CIC

Working with Student Leaders
Susan Calovini, Vice President for Academic Affairs and Student Affairs and Dean of the College, Salem College
Celebrating Faculty Success
How do CIC institutions ensure that faculty members are recognized for their accomplishments in the areas of teaching, scholarship, and service? Participants are invited to share information about campus events, communication strategies, awards, and other institutional practices that celebrate faculty members’ achievements.

Gerard O’Sullivan, Provost and Vice President for Academic Affairs, Saint Peter’s University

CIC’s Leadership Programs: Senior Leadership Academy and Executive Leadership Academy
Learn about CIC’s year-long leadership programs, Senior Leadership Academy (SLA) and Executive Leadership Academy (ELA). The SLA prepares mid-level administrators for vice presidencies in independent higher education; the ELA prepares college and university vice presidents for presidencies.

Thomas R. Kepple, Jr., President, American Academic Leadership Institute

Developing a Collaborative Academic Leadership Team
How can chief academic officers cultivate and sustain effective academic leadership teams? This discussion will explore both the barriers and the enablers to developing a culture of collaboration within academic affairs.

Irma Becerra, Provost and Chief Academic Officer, St. Thomas University (FL)

Diversity and Inclusion Initiatives That Reshape Campus Culture
What kinds of diversity and inclusion initiatives are taking place on CIC member campuses? What are the main challenges to making progress? Participants will discuss how to get started and maintain momentum as well as how innovative programs and practices have led to meaningful change.

Brian Ernsting, Vice President for Academic Affairs and Dean of the Faculty, Wartburg College
Enrollment Capacity in Academic Programs
How do CIC institutions determine the enrollment capacity of academic programs or departments? The facilitators will describe their work to develop models and methods for Bryn Athyn College and Cornell College. Participants will give feedback and share other approaches from their campuses.

Allen J. Bedford, Dean of Academics, Bryn Athyn College
R. Joseph Dieker, Vice President for Academic Affairs and Dean of the College, Cornell College

Getting on the Same Page: How to Make Faculty Handbook Revision a Success
This discussion will focus on the challenges and opportunities in revising faculty handbooks. What are the roles of faculty members, deans, and the chief academic officer in decision making during the revision process? How do academic programs with specialized accreditation influence the handbook’s content? How can the chief academic officer work with faculty groups to ensure a transparent process from beginning to end?

Sherry Fraser, Provost, Concordia College New York

Making Connections to Your Students’ Cultures
Academic leaders from CIC institutions that serve culturally specific populations of students as well as other participants who want to improve the teaching and learning experience for students on their campuses are invited to discuss their programs, practices, and partnerships to support students in and out of the classroom.

Helen J. D. Whippy, Provost, Chaminade University of Hawaii

Navigating the Retention Vortex of Late Registration
What are effective intervention strategies to encourage currently enrolled students to register for subsequent semesters in a timely manner? Participants will learn about the collaborative, institution-wide approach that Piedmont College has implemented with positive results and will share successful practices used on their own campuses.

Perry R. Rettig, Vice President for Academic Affairs, Piedmont College

New CAO Workshop: Continuing the Conversation
New chief academic officers who participated in the earlier New CAO Workshop will have an additional opportunity to discuss conference sessions, general concerns, and new ideas.

Kerry Dwayne Fulcher, Provost and Chief Academic Officer, Point Loma Nazarene University
Lily D. McNair, Provost and Vice President for Academic Affairs, Wagner College

Orienting New Faculty Members to Institutional Mission
How do CIC colleges and universities incorporate information about institutional mission, history, and values in their orientation programs for new full-time faculty members? Participants will share practices that have been effective on their campuses.

Wayne Powel, Provost, Saint Francis University (PA)

Promoting Undergraduate Research
Participants are invited to discuss campus initiatives to promote undergraduate students’ research. What incentives encourage participation by faculty members across the campus, including those teaching primarily graduate students? What are some low- or no-cost ideas for celebrating the accomplishments of undergraduate researchers?

Michelle Kalis, Provost, University of Saint Joseph (CT)

Rethinking Faculty Workload: Challenges and Opportunities
How are CIC institutions rethinking faculty workload and policies about its measurement? How have faculty members been involved in developing new load policies? The chief academic officer from Edgewood College will share his institution’s approach to understanding and redefining faculty workload and will invite participants to discuss the methods they have used or are considering on their own campuses.

Dean A. Pribbenow, Vice President for Academic Affairs and Academic Dean, Edgewood College

Enrollment Capacity in Academic Programs
How do CIC institutions determine the enrollment capacity of academic programs or departments? The facilitators will describe their work to develop models and methods for Bryn Athyn College and Cornell College. Participants will give feedback and share other approaches from their campuses.

Allen J. Bedford, Dean of Academics, Bryn Athyn College
R. Joseph Dieker, Vice President for Academic Affairs and Dean of the College, Cornell College

Getting on the Same Page: How to Make Faculty Handbook Revision a Success
This discussion will focus on the challenges and opportunities in revising faculty handbooks. What are the roles of faculty members, deans, and the chief academic officer in decision making during the revision process? How do academic programs with specialized accreditation influence the handbook’s content? How can the chief academic officer work with faculty groups to ensure a transparent process from beginning to end?

Sherry Fraser, Provost, Concordia College New York

Making Connections to Your Students’ Cultures
Academic leaders from CIC institutions that serve culturally specific populations of students as well as other participants who want to improve the teaching and learning experience for students on their campuses are invited to discuss their programs, practices, and partnerships to support students in and out of the classroom.

Helen J. D. Whippy, Provost, Chaminade University of Hawaii

Navigating the Retention Vortex of Late Registration
What are effective intervention strategies to encourage currently enrolled students to register for subsequent semesters in a timely manner? Participants will learn about the collaborative, institution-wide approach that Piedmont College has implemented with positive results and will share successful practices used on their own campuses.

Perry R. Rettig, Vice President for Academic Affairs, Piedmont College

New CAO Workshop: Continuing the Conversation
New chief academic officers who participated in the earlier New CAO Workshop will have an additional opportunity to discuss conference sessions, general concerns, and new ideas.

Kerry Dwayne Fulcher, Provost and Chief Academic Officer, Point Loma Nazarene University
Lily D. McNair, Provost and Vice President for Academic Affairs, Wagner College

Orienting New Faculty Members to Institutional Mission
How do CIC colleges and universities incorporate information about institutional mission, history, and values in their orientation programs for new full-time faculty members? Participants will share practices that have been effective on their campuses.

Wayne Powel, Provost, Saint Francis University (PA)

Promoting Undergraduate Research
Participants are invited to discuss campus initiatives to promote undergraduate students’ research. What incentives encourage participation by faculty members across the campus, including those teaching primarily graduate students? What are some low- or no-cost ideas for celebrating the accomplishments of undergraduate researchers?

Michelle Kalis, Provost, University of Saint Joseph (CT)

Rethinking Faculty Workload: Challenges and Opportunities
How are CIC institutions rethinking faculty workload and policies about its measurement? How have faculty members been involved in developing new load policies? The chief academic officer from Edgewood College will share his institution’s approach to understanding and redefining faculty workload and will invite participants to discuss the methods they have used or are considering on their own campuses.

Dean A. Pribbenow, Vice President for Academic Affairs and Academic Dean, Edgewood College
Strategies to Improve Faculty Members’ Collegiality
How can chief academic officers and deans effectively address strained relationships that may develop among individuals, departments, or small groups of faculty members at their institutions? Participants will share activities and other strategies that have strengthened collegiality in faculty interactions and improved campus culture.

Jarrod Erbe, Dean of the College of Arts and Sciences, Wisconsin Lutheran College

John D. Kolander, Provost, Wisconsin Lutheran College

The CAO’s Relationship with the Board of Trustees
The CAO plays an important role in educating board members about academic affairs and facilitating board interactions with faculty members. What are the appropriate limits on such interactions, and what opportunities lead to the meaningful engagement of trustees? Participants will share their advice and experiences.

William C. Deeds, Vice President for Academic Affairs, Morningside College

Tips for Implementing a New General Education Program
Over a single year, Carlow University designed a new general education curriculum and is now in the second year of its successful implementation. Carlow’s chief academic officer will share factors that facilitated the process as well as lessons learned. Participants are invited to give feedback and to discuss their own experiences of general education revision.

Deanne H. D’Emilio, Provost and Vice President for Academic Affairs, Carlow University

What’s on the Chief Academic Officer’s Book Shelf?
What books should current and aspiring chief academic officers read? Participants are invited to exchange recommendations and to discuss books that have influenced their work and professional growth as academic leaders.

Brent Yoder, Vice President of Academics, Hesston College
HOTEL INFORMATION

Level One

Hyatt Regency New Orleans
601 Loyola Avenue
New Orleans, Louisiana 70113
Phone: (504) 561-1234
Fax: (504) 587-4141
MARK YOUR CALENDARS!

This fall CIC launched a series of free regional workshops designed to help member colleges and universities prepare for the future more effectively. The workshops are the signature activity in CIC’s Securing America’s Future initiative, which combines elements of CIC’s public information campaign—Securing America’s Future: The Power of Liberal Arts Education—and the Project on the Future of Independent Higher Education. The half-day workshops bring together teams of presidents, senior administrators, and faculty leaders to explore key trends in higher education and society, the urgent pressures facing individual colleges and universities, and potential solutions to problems shared by many independent institutions.

The first three in the series of eight workshops were held at Hartwick College (NY) and Adrian College (MI) in September and at Augustana College (IL) in October.

Registration for the first three workshops closed early because of the high demand, so register as soon as possible at www.cic.edu/SecuringWorkshops to assure a space for your team.

WORKSHOP DATES AND LOCATIONS

December 12, 2016
California Lutheran University (Thousand Oaks, CA)

January 26, 2017
Morehouse College (Atlanta, GA)

February 10, 2017
St. Edward’s University (Austin, TX)

March 14, 2017
Webster University (St. Louis, MO)

April 18, 2017
McDaniel College (Westminster, MD)
The program of the 2016 Institute for Chief Academic Officers is being planned with the assistance of CIC’s Chief Academic Officers Task Force:

**Pareena Lawrence**, Provost and Dean of the College, Augustana College (IL) *(Chair)*

**Chad Berry**, Academic Vice President and Dean of the Faculty, Berea College

**Lily D. McNair**, Provost and Senior Vice President for Academic Affairs, Wagner College

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

**Laura Niesen de Aburúa**, Provost, York College of Pennsylvania

**Elfred Anthony Pinkard**, Executive Vice President and Provost, Wilberforce University

**Stephany Schlachter**, Provost, Lewis University

**Andrew Workman**, Provost and Senior Vice President, Roger Williams University