Preparing All Students for Civic Participation

NOVEMBER 4–7, 2017
SAN ANTONIO, TEXAS
San Antonio Marriott Rivercenter
www.cic.edu/2017CAOInstitute

INSTITUTE PROGRAM
In cooperation with NASPA–Student Affairs Administrators in Higher Education and ACPA–College Student Educators International
CIC is grateful to the following sponsors for their support of the 2017 Institute for Chief Academic and Chief Student Affairs Officers.

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CIC is grateful for the substantial and continuing support of the American Academic Leadership Institute (AALI).
Schedule-at-a-Glance

PRE-INSTITUTE EVENTS

Saturday, November 4

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

7:30 a.m.–4:30 p.m.
Workshop for New Chief Academic Officers
Salon A

7:30 a.m.–4:15 p.m.
Workshop for CAOs in Their Third or Fourth Year of Service
Salon J

8:30 a.m.–4:15 p.m.
Workshop for New Academic Team Members
Salon D

7:30–9:00 a.m.
Lutheran Colleges and Universities Chief Academic and Chief Student Affairs Officers Breakfast
Conference Room 12

8:00 a.m.–8:00 p.m.
Senior Leadership Academy
(By invitation only)
Conference Rooms 13, 14, 17, and 18

9:00 a.m.–3:00 p.m.
Lutheran Colleges and Universities Chief Student Affairs Officers Meeting
Conference Room 12

9:00 a.m.–3:00 p.m.
Mennonite Colleges Chief Academic Officers Meeting
Conference Room 7

10:00 a.m.–Noon
Concordia University System Chief Academic and Chief Student Affairs Officers Meeting
Conference Room 9

2:30–4:30 p.m.
Catholic Colleges and Universities Chief Academic and Chief Student Affairs Officers Meeting
Conference Room 11

3:00–4:00 p.m.
New CAO Mentors Orientation Meeting
(By invitation only)
Conference Room 10

3:30–4:00 p.m.
Chief Academic and Chief Student Affairs Officers Task Force Meeting
(By invitation only)
Conference Room 5

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

INSTITUTE BEGINS

5:00–6:30 p.m.
Welcome, Presentation of Awards, and Keynote Address—Shaun R. Harper
Salons H and I

6:30–7:00 p.m.
Welcoming Reception
Salons E–I Foyers

7:00–8:30 p.m.
Buffet Dinner
Salons E and F

Sunday, November 5

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

7:30–8:45 a.m.
Breakfast Discussions
Salons E and F

8:00–8:30 a.m.
Ecumenical Worship Service
Salon J

(Roman Catholic Mass will be held at several nearby churches. A list of local churches is included in the Guidebook app.)

8:00 a.m.–Noon
Senior Leadership Academy
(By invitation only)
Conference Rooms 13, 14, 17, and 18

8:00 a.m.–5:00 p.m.
Consultations with TIAA:
Planning for Your Retirement
Conference Room 16

8:00 a.m.–5:00 p.m.
Faculty and Presidential Compensation and Benefits Consultations
Conference Room 15

9:00–10:15 a.m.
Plenary Session—Andrew R. Chan
Salons H and I
10:45 a.m.–Noon
CONCURRENT SESSIONS

Follow-up: “Competencies, Confidence, and Vocation: Helping and Motivating Students to Find Their Way”
Conference Rooms 1–4

Institutional Structures That Encourage Innovation
Salons J and K

Intergenerational Connections: Students Serving Older Adults
Salons A and B

The National Survey of Student Engagement (NSSE): Assessing Inclusiveness, Cultural Diversity, and Civic Learning Experiences
Salons C and D

Title IX: Compliance and Best Practices
Salon G

Noon–2:00 p.m.
Free Time for Lunch

12:15–1:45 p.m.
Luncheon and Discussion Groups for Women CAOs and CSAOs
Salon E

2:00–3:15 p.m.
CONCURRENT SESSIONS

Chief Operating Officers: Organizational Structures
Conference Rooms 1–4

Higher Education Legal Issues Roundup
Salon G

Making Hard Decisions about Academic Program Costs
Salons A and B

Program Niches to Enhance Academic-Based Enrollment
Salons C and D

Recruiting and Retaining Diverse Faculty and Staff Members
Salons J and K

3:30–4:45 p.m.
CONCURRENT SESSIONS

Creating Cohesive Paths to Civic Engagement
Salons A and B

Digital Learning, Retention, and Students’ Success: Results of the Chief Academic Officers’ Program with the Bill & Melinda Gates Digital Learning Project
Salons J and K

Intentional Design: Academic Libraries and 21st-Century Learning
Conference Rooms 1–4

San Antonio across 300 Years
Salons C and D

Securing America’s Future: Pathways to Innovation
Salon G

5:00–5:30 p.m.
Mentor Program for New CAOs: Follow-up
Salon G

Monday, November 6

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

7:15–8:15 a.m.
Annapolis Group Chief Academic and Chief Student Affairs Officers Breakfast
Conference Room 11

Association of Colleges of Sisters of Saint Joseph Chief Academic and Chief Student Affairs Officers Breakfast
Conference Room 10

7:15–8:15 a.m.
Breakfast Discussions
Salons E and F
7:15 a.m.–5:00 p.m.
CAO-CSAO Spouses and Partners Hospitality Room Open
(Breakfast and Discussion from 7:15 to 8:15 a.m.)
Conference Room 12

8:00 a.m.–5:00 p.m.
Consultations with TIAA: Planning for Your Retirement
Conference Room 16

8:00 a.m.–5:00 p.m.
Faculty and Presidential Compensation and Benefits Consultations
Conference Room 15

8:30–9:45 a.m.
Plenary Session—Kevin Kruger, Margaret Hazlett, Joel W. Martin, Elizabeth F. Ortiz, and Eugene L. Zdziarski II
Salons H and I

10:15–11:30 a.m.
CONCURRENT SESSIONS
Cost Containment for Mission-Driven Innovation
Salons C and D
Hiring and Evaluation Part I: Best Practices for Hiring
Salon G
Institutional Strategies for Innovations in Academic Affairs and Student Life
Salons J and K
Lever Press: A New Publication Outlet for Faculty Members at Liberal Arts Colleges
Conference Rooms 1–4
Living-Learning Communities
Salons A and B

10:15 a.m.–12:15 p.m.
CAO-CSAO SPouses AND PARTNERS SESSIONS
Conference Room 12

What's on Your Reading List?
Organizing Calendars, Schedules, and Life

11:45 a.m.–12:45 p.m.
CONCURRENT SESSIONS
Athletics, Academics, and Student Life Collaborations
Salons A and B
CIC's U.S.-Mexico Higher Education Summit
Conference Rooms 1–4
Hiring and Evaluation Part II: Best Practices for Performance Evaluation
Salon G
Investing in Language Education
Salons J and K
Open Mike for Chief Academic and Chief Student Affairs Officers
Salons C and D

12:45–2:00 p.m.
Free Time for Lunch
Missouri Chief Academic and Chief Student Affairs Officers Lunch
Meet in hotel lobby.

1:30–4:30 p.m.
Optional Excursion: Cruising and Perusing
Meet in hotel lobby.

2:00–4:00 p.m.
WORKSHOP
Financial Literacy, Student Debt, and Post-Graduation Success
Salons C and D

2:00–5:00 p.m.
WORKSHOPS
Building an Organizational Structure to Support Retention and Students' Success
Salons J and K
Designing Learning Spaces That Work
Salons A and B

5:00–6:00 p.m.
All-Institute Reception
Salons E–I Foyers

6:00 p.m.
Free Time for Dinner

6:15 p.m.
Conference for Mercy Higher Education Chief Academic and Chief Student Affairs Officers Dinner
Conference Room 7
Council for Christian Colleges and Universities Chief Academic and Chief Student Affairs Officers Dinner
Meet in hotel lobby.

6:30 p.m.
American Benedictine Colleges Chief Academic and Chief Student Affairs Officers Dinner
Meet in hotel lobby.

United Methodist Church Chief Academic and Chief Student Affairs Officers Dinner
Conference Rooms 17–18
## Tuesday, November 7

### 7:30–11:45 a.m.
**Institute Registration and Idea Exchange**  
**Registration Foyer**

### 7:30–8:45 a.m.
**Breakfast**  
**Salons E and F**

**Breakfast for Alumni of CIC’s Presidential Vocation and Institutional Mission Program**  
**Conference Room 18**

**Breakfast for CAOs and CSAOs of Historically Black Colleges and Universities**  
**Salons E and F**

### 7:30–11:45 a.m.
**CAO-CSAO Spouses and Partners Hospitality Room Open**  
(7:30 to 8:45 a.m.)  
**Conference Room 12**

### 8:00–11:45 a.m.
**Consultations with TIAA:**  
**Planning for Your Retirement**  
**Conference Room 16**

**Faculty and Presidential Compensation and Benefits Consultations**  
**Conference Room 15**

### 9:00–10:15 a.m.
**CONCURRENT SESSIONS**

**Lessons from the CIC-IFYC Seminars on Teaching Interfaith Understanding**  
**Conference Rooms 1–4**

**The American Talent Initiative:**  
**Expanding Access and Opportunity for Lower-Income Students**  
**Salons J and K**

**The Positive Impact of an Integrated Learning Environment on Student Outcomes**  
**Salons A and B**

### 9:00–10:15 a.m.
**CAO-CSAO SPOUSES AND PARTNERS SESSIONS**  
**Conference Room 12**

**Planning for 2018**

**Book Discussion: Straight Man: A Novel by Richard Russo**

### 10:30–11:45 a.m.
**Closing Plenary Session—Eboo Patel**  
**Salons H and I**

### INSTITUTE ADJOURNS

### Noon–2:00 p.m.
**CAO-CSAO Task Force Meeting**  
**Conference Rooms 13–14**
Workshop for New Chief Academic Officers

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

SATURDAY, NOVEMBER 4

Coordinators:
Kerry D. Fulcher, Provost and Chief Academic Officer, Point Loma Nazarene University
Lily D. McNair, Provost and Senior Vice President for Academic Affairs, Wagner College
Caroline J. Simon, Provost and Executive Vice President, Whitworth University

7:30 a.m.  Continental Breakfast
Salon A

8:00–8:05 a.m.  Welcome
Kathy Whatley, Senior Vice President, CIC

8:05–8:45 a.m.  Introductions
Kerry Fulcher, Lily McNair, and Caroline Simon

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

10:00–10:15 a.m.  Break

10:15 a.m.–Noon  Case Studies (with leaders)
Dominic Aquila, Vice President for Academic Affairs, University of St. Thomas (TX)
Chad Berry, Academic Vice President and Dean of the Faculty, Berea College
Brian Ernsting, Vice President for Academic Affairs and Dean of the Faculty, Wartburg College
**Glenell M. Lee-Pruitt**, Provost and Vice President for Academic Affairs, Jarvis Christian College

**Marie S. Morris**, Provost, Anderson University (IN)

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

**Joseph M. Ritter**, Provost and Dean of Academics, Principia College

**Mike Wanous**, Vice President for Academic Affairs, Huntington University

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

Moderator: **Kerry Fulcher**

12:15–1:15 p.m.  
**Lunch**  
*Salon B*

1:15–1:30 p.m.  
**Welcome**  
*Salon A*  
**Richard Ekman**, President, CIC

1:30–3:00 p.m.  
**ROUNDTABLE DISCUSSIONS**  
Moderator: **Lily McNair**

**Accreditation, Assessment, and Institutional Effectiveness**

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

**Board Relations**

**Marie S. Morris**, Provost, Anderson University (IN)

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

**Evette Castillo-Clark**, Dean of Students, Saint Mary’s College of California

**Faculty Governance and Faculty Leadership**

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

**Social Media Eruptions**

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

*Dean Pribbenow*, Vice President for Academic Affairs and Academic Dean, Edgewood College

**Working with Fellow Cabinet Officers**

*Dwayne K. Todd*, Vice President for Student Engagement and Success, Ohio Wesleyan University

**Working with Student Activists and Student Leaders**

*Nina Caldwell*, Vice President for Student Life and Dean of Students, Maryville University of Saint Louis

**Work-Life Integration**

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

3:00–3:15 p.m.

**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: *Carol Simon*

4:00–4:30 p.m.

**Mentors Meet New CAOs**

*Salon A*

Mentor Coordinators:

*Karen Kaivola*, Provost and Chief Academic Officer, Augsburg University

*Joseph M. Ritter*, Provost and Dean of Academics, Principia College

Mentors:

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

*Daniel J. Blankenship*, Provost and Dean of the College, Eureka College

*Mary Boyd*, Provost, Berry College

*Susan Burns*, Vice President for Academic Affairs, Clarke University

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

*Darin E. Fields*, Vice President for Academic Affairs, The University of Findlay
Jeff Frick, Dean of the College and Academic Vice President, St. Norbert College

Michael R. Green, Vice President for Academic Affairs and Dean of the Faculty, Lebanon Valley College

Cynthia K. Kosso, Provost and Dean of the Faculty, Moravian College

Bryan Le Beau, Former Provost and Vice President for Academic Affairs, University of Saint Mary (KS)

Lizbeth J. Martin, Vice President for Academic Affairs, Holy Names University

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

Judith A. Muyskens, Interim Vice President for Academic Affairs and Dean of the College, Hiram College

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

Kathy Ogren, Provost, University of Redlands

Joanne Passaro, Provost and Vice President for Academic Affairs, Carroll University (WI)

Wayne Powel, Provost, Saint Francis University (PA)

Perry Rettig, Vice President for Academic Affairs, Piedmont College

Aimee Sapp, Vice President and Dean of Academic Affairs, William Woods University

Glenn R. Sharfman, Provost, Oglethorpe University

Stephen D. Stahl, Provost, Baldwin Wallace University

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

The 2017 Workshop for New Chief Academic Officers is sponsored by Academic Search, Inc.
Workshop for CAOs in Their Third or Fourth Year of Service

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

SATURDAY, NOVEMBER 4

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

7:30–8:00 a.m.  Continental Breakfast
Salon J

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:
Sheila Amin Gutiérrez de Piñeres, Vice President for Academic Affairs, Austin College
William T. Franz, Provost and Vice President for Academic Affairs, Randolph-Macon College
Michael A. McDonald, Provost, Kalamazoo College
Elfred Anthony Pinkard, Executive Vice President and Provost, Wilberforce University
Daniel K. Silber, Vice President for Academic Affairs and Dean of the College, Culver-Stockton College
Tracy Stewart, Vice President for Academic Affairs, Viterbo University
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<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>10:30–10:45 a.m.</td>
<td>Refreshment Break</td>
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<tr>
<td>10:45–11:55 a.m.</td>
<td>Case Studies with Facilitators</td>
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<td><em>Marc Roy</em></td>
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<td>Noon–1:00 p.m.</td>
<td>Lunch</td>
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<td>Salon K</td>
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<td>1:15–2:15 p.m.</td>
<td>Working with the President and the Cabinet</td>
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<td>Salon J</td>
<td><em>Marc Roy</em></td>
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<td>2:15–3:00 p.m.</td>
<td>Finances and the CAO: What’s Normal and What’s Not?</td>
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<td><em>Debbie Cottrell</em></td>
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<td>3:00–3:15 p.m.</td>
<td>Refreshment Break</td>
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<tr>
<td>3:15–4:15 p.m.</td>
<td>What’s Keeping You Up at Night?</td>
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<td>A discussion with all facilitators about pressing issues, being our</td>
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<td>best, and taking care of ourselves.</td>
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<tr>
<td>4:15 p.m.</td>
<td>Workshop for CAOs in Their Third or Fourth Year of Service Adjourns</td>
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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, vice presidents, or deans) who have served for fewer than two years are invited to participate in this workshop that focuses on common issues and challenges that those new in their roles often face. Student affairs team members also are welcome.

SATURDAY, NOVEMBER 4

Coordinators:

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

8:30–9:00 a.m. Continental Breakfast
Salon D

9:00–9:05 a.m. Welcome
Jonnie G. Guerra, Senior Advisor, Annual Programs, CIC

9:05–9:30 a.m. Introductions
Jeff Barker, Leanne Neilson, and Jenifer Ward

9:30–10:45 a.m. Being a Leader on Campus: Working with Faculty and Other Administrators
Jenifer Ward

10:45–11:00 a.m. Break

11:00 a.m.–12:15 p.m. Budgets and Data
Leanne Neilson
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<th>Time</th>
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<tr>
<td>12:15–1:15 p.m.</td>
<td><strong>Lunch</strong></td>
<td>Salon C</td>
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<tr>
<td>1:30–3:15 p.m.</td>
<td><strong>Handling Difficult Conversations</strong></td>
<td>Salon D</td>
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<td><em>Jeff Barker</em></td>
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<tr>
<td>3:15–3:30 p.m.</td>
<td><strong>Break</strong></td>
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<td>3:30–4:00 p.m.</td>
<td><strong>Q and A with Facilitators</strong></td>
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<td><em>Jeff Barker, Leanne Neilson,</em> and <em>Jenifer Ward</em></td>
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<td>4:00–4:15 p.m.</td>
<td><strong>What Will I Take Back to Campus?</strong></td>
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<td><em>Jeff Barker, Leanne Neilson,</em> and <em>Jenifer Ward</em></td>
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<tr>
<td>4:15 p.m.</td>
<td><strong>Workshop for New Academic Team Members Adjourns</strong></td>
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Pre-Institute Events

SATURDAY, NOVEMBER 4

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

7:30–9:00 a.m.  Lutheran Colleges and Universities Chief Academic and Chief Student Affairs Officers Breakfast
Conference Room 12
Coordinator: Mark Wilhelm, Executive Director, Network of ELCA Colleges and Universities, Evangelical Lutheran Church in America

8:00 a.m.–8:00 p.m.  Senior Leadership Academy
Conference Rooms 13, 14, 17, and 18
(By invitation only)
Coordinator: Linda M. Bleicken, President, American Academic Leadership Institute (AALI)

9:00 a.m.–3:00 p.m.  Lutheran Colleges and Universities Chief Student Affairs Officers Meeting
Conference Room 12
Coordinator: Mark Wilhelm, Executive Director, Network of ELCA Colleges and Universities, Evangelical Lutheran Church in America

9:00 a.m.–3:00 p.m.  Mennonite Colleges Chief Academic Officers Meeting
Conference Room 7
Coordinator: Deirdre Longacher Smeltzer, Vice President and Undergraduate Academic Dean, Eastern Mennonite University

10:00 a.m.–Noon  Concordia University System Chief Academic and Chief Student Affairs Officers Meeting
Conference Room 9
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 and Chief Student Affairs Officers Meeting
Conference Room 11
Coordinator: Robert J. Smith, FSC, Vice President, Schools of Graduate and Professional Programs, Saint Mary’s University of Minnesota
3:00–4:00 p.m.  New CAO Mentors Orientation Meeting
   Conference Room 10  (By invitation only)

3:30–4:00 p.m.  Chief Academic and Chief Student Affairs Officers
   Task Force Meeting
   Conference Room 5  (By invitation only)

4:00–4:30 p.m.  Mentors Meet New CAOs
   Salon A  (By invitation only)
Saturday, November 4

2017 INSTITUTE FOR CHIEF ACADEMIC OFFICERS BEGINS

CIC gratefully recognizes TIAA as the signature sponsor and Academic Search, Inc. as the premier sponsor of the Institute.

5:00–6:30 p.m. OPENING SESSION
Salons H and I

Sponsored by Ideas for Action, LLC

Chair: Andrew A. Workman, Provost and Senior Vice President, Roger Williams University, and Chair, CIC CAO-CSAO Task Force

Welcome and Presentation of Awards
Richard Ekman, President, CIC

Awards for Service to the CIC CAO Task Force

Lily D. McNair. Provost and Senior Vice President for Academic Affairs, Wagner College
Laura Niesen de Abruña. Provost, York College of Pennsylvania
Andrew A. Workman. Provost and Senior Vice President, Roger Williams University

2017 CIC Chief Academic Officer Award

Debbie Mauldin Cottrell, vice president for academic affairs of Texas Lutheran University, is the recipient of CIC’s 2017 Chief Academic Officer Award in recognition of her significant support of colleagues at independent colleges and universities. She has participated as a panelist at the CIC Institute for CAOs and, since 2015, has served as a co-coordinator of the Workshop for CAOs in Their Third or Fourth Year of Service, helping colleagues who have reached that milestone think about and plan for the future.

Cottrell has been CAO at Texas Lutheran University since 2012. Previously, she served as provost at William Peace University, as associate dean and director of graduate programs at Smith College, and as professor of history and assistant dean of the faculty at Cottey College, where she was selected Teacher of the Year for three years in a row.

Cottrell holds a BS in secondary education from Baylor University and an MA and PhD in history from the University of Texas at Austin.
KEYNOTE ADDRESS
Racially Responsive Leadership: Understanding and Responding to the Longstanding Problem of Racism in Higher Education

The themes of exclusion, institutional rhetoric rather than action, and marginality continue to emerge from student voices. Researchers have consistently found that racial or ethnic minority students and their white peers who attend the same institution often view the campus racial climate as meaningfully different. Students of color often must contend with isolation, alienation, and stereotyping on campuses where they are not the majority. Data gathered through ongoing assessments of campus racial climates can guide effective conversations and reflective examinations to address discomfort about race, plan for deep levels of institutional transformation, and achieve excellence in fostering racially inclusive learning environments. Students who attend racially diverse institutions and are engaged in educationally purposeful activities that involve interactions with peers from different racial or ethnic backgrounds come to achieve cognitive, psychosocial, and interpersonal gains that are valuable during and after college. How can chief academic and chief student affairs officers cooperate to encourage effective practices that lead to improvements in campus climates for all?

Recognized in Education Week as one of the ten most influential college faculty members in the field of education, Shaun R. Harper is an expert on racial relations, campus climate, and student success in higher education. He is the Clifford and Betty Allen Professor in the Rossier School of Education at the University of Southern California and executive director of the USC Race and Equity Center. He also is currently president of the Association for the Study of Higher Education.

Harper has written more than 100 peer-reviewed journal articles and other academic publications, and Johns Hopkins University Press will publish his 13th book, Race Matters in College, in 2018. His research has been featured in the New York Times, Washington Post, Wall Street Journal, Chronicle of Higher Education, and many other media outlets. Harper also is a frequent contributor on CNN, ESPN, and NPR.

Harper holds a bachelor’s degree in education from Albany State University and a PhD in higher education from Indiana University.

6:30–7:00 p.m.
Salons E–I Foyers

Welcoming Reception (Admission by Institute badge)

7:00–8:30 p.m.
Salons E and F

Buffet Dinner (Admission by Institute badge)
Sponsored by Academic Search, Inc.
Sunday, November 5

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

*Registration Foyer*

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

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

*Salons E and F*

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 the Appendix, page 46.)*

8:00 a.m.–Noon **Senior Leadership Academy**

*Conference Rooms 13, 14, 17, and 18*

(By invitation only)

8:00–8:30 a.m. **Ecumenical Worship Service**

*Salon J*

**Mary Jones**, Provost and Chief Academic Officer, MidAmerica Nazarene University

**Barney Cochran**, Vice President for Academic Affairs, Mount Vernon Nazarene University

**Roman Catholic Mass**

Participants have the opportunity to attend Roman Catholic Mass at a local church. A list of local churches is included in the Guidebook app.
Consultations with TIAA: Planning for Your Retirement

Conference Room 16

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

Sunday, November 5, 8:00 a.m.–5:00 p.m.
Monday, November 6, 8:00 a.m.–5:00 p.m.
Tuesday, November 7, 8:00–11:45 a.m.

Sign up in advance at the TIAA table.

Faculty Compensation and Benefits Consultation

Conference Room 15

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

Negotiating Presidential Compensation and Benefits Consultation

Conference Room 15

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

PLENARY ADDRESS

9:00–10:15 a.m.
Salons H and I

Competencies, Confidence, and Vocation: Helping and Motivating Students to Find Their Way

Sponsored by Association of College and University Educators

College is a time for students to explore their interests, refine their talents, and learn widely and deeply about the world around them—and about themselves. Students must build job-searching, entrepreneurial, and professional skills to negotiate life and work; develop the agility, creativity, and mindset needed to adapt to ever-changing work environments; and develop clarity about the direction of their lives. These capabilities and understandings transcend majors and cannot be acquired late in a college career.

Students should be challenged to think about how they can make a difference in the world as soon as they step on campus. How can they be encouraged to connect career aspirations with deep passions and values—in short, their vocations? Andrew R. Chan, vice president for innovation and career development at Wake Forest University, will discuss effective ways chief academic and chief student affairs officers can innovate and collaborate to support, motivate, and equip all of their students to be fully engaged, to become career-ready, and to transition...
successfully into the dynamic and challenging 21st-century world of work and life.

Chan joined Wake Forest University in 2009 and oversees the Office of Personal and Career Development for students and alumni, the Center for Innovation, Creativity, and Entrepreneurship, and the Mentoring Resource Center. He also coordinates university-wide innovation initiatives and projects. Chan serves as a member of the senior staff of the provost and is a member of the president’s cabinet. Previously, he led the MBA Career Management Center at Stanford University.

Chan is a leader in the transformation of traditional career services to become a mission-critical component of the college experience. His work has been featured in the *New York Times, Wall Street Journal,* MSNBC, NPR, TEDx, *USA Today, Inside Higher Ed,* and the *Chronicle of Higher Education.* He has served as a presenter at CIC’s Network for Vocation in Undergraduate Education conferences and currently serves on NetVUE’s Advisory Council.

Chan earned a BA in political science and an MBA from Stanford University.

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

10:15–10:45 a.m. **Refreshment Break**

*Salon E–I Foyers*  
Sponsored by Huron

10:45 a.m.–Noon **CONCURRENT SESSIONS**

*Sponsored by Vcamp360*

*Conference Rooms 1–4*  
**Follow-up: “Competencies, Confidence, and Vocation: Helping and Motivating Students to Find Their Way”**

Participants have the opportunity to meet informally with Andrew Chan to discuss further the ideas offered in his plenary address.

*Andrew R. Chan,* Vice President for Innovation and Career Development, Wake Forest University

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

*Salons J and K*  
**Institutional Structures That Encourage Innovation**

To remain vital, colleges and universities must be able to respond quickly to new challenges and opportunities. But innovation is hard. Representatives of institutions that have made deep changes in organizational structure that resulted in transformative responses to opportunities will discuss challenges they encountered and success strategies they deployed. Examples of institutional structures implemented are a team approach to digital learning to support
blended and online courses, new positions to support implementation of diversity plans, and expanded professional offerings for adult learners through a variety of formats.

**Kathleen Harring**, Provost, Muhlenberg College

**Christopher M. Slatter**, Manager, Higher Education Strategy and Operations, Huron

**Peter Stokes**, Managing Director, Huron

**Allan T. Weatherwax**, Provost and Senior Vice President for Academic Affairs, Merrimack College

Chair: **Melody Blake**, Provost and Vice President for Academic Affairs, Wesleyan College (GA)

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**Salons A and B**

**Intergenerational Connections: Students Serving Older Adults**

A new CIC initiative, developed with generous support from the AARP Foundation, encourages and supports college students to help low-income older adults (ages 50 and older) tackle key life challenges and acquire valuable service learning experiences in the process. The initiative provides grants to create or expand campus-based projects that engage students in addressing four key needs in surrounding communities: healthy diets, safe and affordable housing, income-generation, and social interaction. Representatives of campuses with funded projects will discuss project development and implementation, as well as accomplishments and lessons learned to date. The session will prove especially useful for institutions that are considering an application for future grant cycles.

**Nicola Pitchford**, Vice President for Academic Affairs and Dean of the Faculty, Dominican University of California

**Michael Joseph Sosulski**, Provost, Wofford College

**Sandra C. Vaughn**, Vice President for Academic Affairs, Rust College

Chair: **Lizbeth J. Martin**, Provost and Vice President for Academic Affairs, Holy Names University

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**Salons C and D**

**The National Survey of Student Engagement (NSSE): Assessing Inclusiveness, Cultural Diversity, and Civic Learning Experiences**

Many CIC member institutions use NSSE data to assess student engagement over a wide range of areas. NSSE for several years has had a module to gauge civic learning experiences and has recently launched a new module that assesses inclusiveness and cultural diversity. Campus results on civic learning show that many students have early exposure to civic learning opportunities, but few have more advanced experiences that could motivate action. Early results on inclusiveness and cultural diversity indicate that the discussion of these issues
in course settings has a positive impact on students’ commitment to inclusiveness and capacity for understanding diverse ideas and experiences. This session will explore these results and the implications for instruction and campus programming.

**Daniel J. Blankenship**, Provost and Dean of the College, Eureka College  
**Jillian Kinzie**, Associate Director, National Survey of Student Engagement Institute, Center for Postsecondary Research, Indiana University  
**Kevin Railey**, Provost and Vice President for Academic Affairs, St. John Fisher College  

Chair: **Jeffrey W. Legro**, Executive Vice President and Provost, University of Richmond

**Salon G**

**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. What are the most effective Title IX educational initiatives? Which aspects of sexual harassment avoidance training work? What kinds of investigations meet compliance requirements? An experienced higher education attorney will provide practical compliance advice and lead a discussion on how to address specific campus challenges in a changing regulatory environment.

**Natasha J. Baker**, Partner, Hirschfeld Kraemer LLP  
Chair: **Perry Rettig**, Vice President for Academic Affairs, Piedmont College (GA)

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**CAO-CSAO SPOUSES AND PARTNERS PROGRAM**

10:45 a.m.–Noon  
**Conference Room 12**  
**Welcome Coffee**

Greetings: **Kathy Whatley**, Senior Vice President, CIC

**Introductions of CAO-CSAO Spouses and Partners**

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

**What Are the Institutional Expectations for a CAO or CSAO Spouse or Partner?**

**Lynne Moore**, Chief Academic Officer Spouse, Chowan University  
**George W. Roberts**, Chief Academic Officer Spouse, Wagner College  
**Annie Stinemetz**, Chief Academic Officer Spouse, Ohio Wesleyan University
Noon–2:00 p.m.  

**Free Time for Lunch**

12:15–1:45 p.m.  

**Luncheon and Discussion Groups for Women CAOs and CSAOs**  
*Sponsored by Koya Leadership Partners*  
*(All women administrators are invited. Pre-registration is required. Inquire at the CIC Registration Desk. For a complete list of discussion group topics and leaders, see page 49 of the Appendix.)*  

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

2:00–3:15 p.m.  

**CONCURRENT SESSIONS**  
*Conference Rooms 1–4*

**Chief Operating Officers: Organizational Structures**  
Some colleges and universities have adopted an administrative structure that includes a chief operating officer or executive vice president. This position is distinctly different from the position of a provost or vice president for academic affairs. Panelists will discuss the benefits and challenges of the COO model in comparison with other organizational structures.

*Thomas R. Kepple, Jr.*, former President, American Academic Leadership Institute (AALI)  
*Eric E. LaMott*, Provost and Chief Operating Officer, Concordia University, St. Paul  
*Linda A. McMillin*, Co-Chief Operating Officer, Provost, and Dean of the Faculty, Susquehanna University  
*John Swallow*, President, Carthage College  
Chair: *Stacy A. Hammons*, Provost, Indiana Wesleyan University

**Higher Education Legal Issues Roundup**  
In the current regulatory environment, how can senior campus leaders remain up-to-date in their knowledge of key legal issues in higher education? An experienced higher education attorney will offer an update on the ten most important legal issues pertaining to employment and student affairs.

*Natasha Baker*, Partner, Hirschfeld Kramer, LLP  
Chair: *Colin Irvine*, Vice President for Academic Affairs and Dean of the College, Carroll College (MT)
Salons A and B

Making Hard Decisions about Academic Program Costs

Today, many chief academic officers are asked to review academic program offerings with a view toward saving money, some of which will be funneled into new program offerings. Most CAOs approach this task reluctantly and without a clear sense of how to proceed. Both the business acumen required and the potential impact on faculty morale make this a challenging endeavor, with great pressure to “get it right” for the future of the institution and for the faculty members and students involved. Panelists will discuss the value of data-informed processes in program review and will tell the stories of two institutions that have undertaken this challenge.

Cheryl K. Brandsen, Provost, Calvin College

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

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

Chair: Maria L. Cronley, Provost and Vice President for Academic Affairs, Ohio Northern University

Salons C and D

Program Niches to Enhance Academic-Based Enrollment

Departmental structures often are well-established but unintentional barriers to introducing innovative programs that could attract students and lead to interdisciplinary initiatives. How can colleges and universities reach across departments and divisions to develop intentional opportunities for interdisciplinary interaction that will attract students? Three CAOs will discuss the solutions on their campuses. Augsburg University has a new interdisciplinary classroom building and an emphasis on interdisciplinary teaching; Cornell College is working on a new interdisciplinary general education program; and Mount Marty College has a new interdisciplinary Benedictine Leadership Institute.

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

Karen Kaivola, Provost and Chief Academic Officer, Augsburg University

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

Chair: John D. Kolander, Provost, Wisconsin Lutheran College
Salons J and K

**Recruiting and Retaining Diverse Faculty and Staff Members**

Many CIC member institutions have worked successfully to enroll students from diverse backgrounds, but success brings other challenges—especially the need to assemble an equally diverse faculty and staff. What strategies have proven effective? How can recruitment procedures be changed to attract more diverse candidates? What support systems provide a welcoming environment for all faculty and staff members?

*Eun-Woo Chang*, Provost, Ashland University

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

*Rebecca Hernandez*, Associate Provost for Local and Global Engagement and Chief Diversity Officer, George Fox University

*Deneese Jones*, Vice President for Academic Affairs, Trinity University (TX)

Chair: *Milton Moreland*, Vice President for Academic Affairs and Dean of the Faculty, Rhodes College

**3:15–3:30 p.m.**

**Refreshment Break**

*Sponsored by The Learning House, Inc.*

**3:30–4:45 p.m.**

**CONCURRENT SESSIONS**

**Creating Cohesive Paths to Civic Engagement**

Project Pericles is a national consortium of colleges and universities that promotes civic engagement and social responsibility in the classroom, on the campus, and in the community. One recent initiative, Creating Cohesive Paths to Civic Engagement, spurred member institutions to inventory, map, and strengthen civic engagement across the curriculum. CAOs of institutions that participated in this initiative will discuss how their campuses advanced civic engagement through innovations that are accessible, dynamic, economical, and replicable.

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

*Jan Risé Liss*, Executive Director, Project Pericles

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

*Jenna Templeton*, Vice President for Academic Affairs, Chatham University

Chair: *Mark Schneider*, Vice President for Academic Affairs and Dean, Ursinus College
Salons J and K

**Digital Learning, Retention, and Students’ Success: Results of the Chief Academic Officers’ Program with the Bill & Melinda Gates Digital Learning Project**

Student success depends on financial, physical, psychological, and developmental factors. Chief academic officers work with cross-divisional teams in their institutions to increase retention and persistence to graduation. How can digital courseware help institutions design adaptive interventions in courses where at-risk students (and others) are most likely to have trouble? This session will focus on promoting student success in courses identified as stumbling blocks for students in their first 60 credit hours. Leaders of a project currently under way, led by chief academic officers and sponsored by the Bill & Melinda Gates Foundation, will share research, resources, and the results of initiatives launched at various campuses that have used digital learning successfully.

*Carol Erting*, Provost, Gallaudet University

*Peter Nwosu*, Provost and Vice President for Academic Affairs, Clark Atlanta University

*Molly Easo Smith*, Provost and Vice President for Academic Affairs, Saint Martin’s University

*Lori Werth*, Provost, University of Pikeville

Moderator and Chair: *Laura Niesen de Abruña*, Provost and Vice President for Academic Affairs, York College of Pennsylvania

Conference Rooms 1–4

**Intentional Design: Academic Libraries and 21st-Century Learning**

To succeed in work, life, and citizenship, 21st-century students must develop creativity and communication, collaboration, and critical-thinking skills. Academic libraries are addressing this imperative through the intentional design of responsive learning environments. Two college library directors will highlight current research and discuss strategies for creating user-centered library spaces, resources, and services, including examples of collaboration between the library and academic and student affairs.

*Lisabeth Chabot*, College Librarian, Ithaca College

*Susan Barnes Whyte*, Library Director, Linfield College, and Senior Advisor and Director, Consortium on Digital Resources for Teaching and Research, CIC

Chair: *Barbara J. Chesler*, Vice President for Academic Affairs, Caldwell University
Salons C and D

San Antonio across 300 Years

The tricentennial of the first Spanish settlement in the missionary-led Native American town of San Antonio de Valero will occur in 2018. This anniversary presents a fitting opportunity to trace the major turning points in San Antonio’s development and to take a fresh look at the many peoples who have made San Antonio what it is today.

Gilberto M. Hinojosa, Professor Emeritus of History, University of the Incarnate Word

Chair: Kathleen Light, Provost, University of the Incarnate Word

Salon G

Securing America’s Future: Pathways to Innovation

Many of the challenges facing higher education today also offer opportunities for innovation that enable independent colleges and universities to flourish. Participants in the Securing America’s Future workshops, organized by CIC during the 2016–2017 academic year, identified a rich array of such successful strategies on diverse campuses. Reaching new student populations, diversifying revenue streams, developing in-demand curricular programs, charting career paths for students through alumni relationships, enhancing visibility, and creating value with community partners—CIC members have implemented all of these and more. This panel brings together chief academic officers to discuss their experiences developing and implementing innovation; to highlight what worked, what didn’t work so well, and what lessons were learned in the process; and to engage participants in conversations about plans for moving their campuses forward.

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

Kathy Ogren, Provost, University of Redlands

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

Karl K. Schonberg, Vice President and Dean of Academic Affairs, St. Lawrence University

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

5:00–5:30 p.m.

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 University

Joseph M. Ritter, Provost and Dean of Academics, Principia College
5:00–6:00 p.m. **Reception for Chief Student Affairs Officers**

*Rio Vista (Next to Sazo’s Restaurant)*

All CSAOs who are Institute participants are invited to a reception hosted by NASPA–Student Affairs Administrators in Higher Education.

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

*Conference Room 17*

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

Conveners:

Linda M. Bleicken, President, American Academic Leadership Institute (AALI)

David Brailow, Vice President for Development, CIC

5:30–6:15 p.m. **Reception for NetVUE Members**

*Conference Room 18*

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

Conveners:

David S. Cunningham, Director of NetVUE, CIC

Harold V. Hartley III, Senior Vice President, CIC

6:30 p.m. **Dine-around Dinners**

*(Meet in hotel lobby.)*

CIC has arranged informal dinners at a variety of restaurants in San Antonio 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, will be provided by CIC. CAO-CSAO Task Force members are hosts. Spouses and partners are most welcome.
Monday, November 6

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

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

7:15–8:15 a.m.  
**Annapolis Group Chief Academic and Chief Student Affairs Officers Breakfast**  
*Conference Room 11*

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

Coordinators:  
*Sheila Amin Gutiérrez de Piñeres*, Vice President for Academic Affairs, Austin College  
*Jeff Frick*, Dean of the College and Academic Vice President, St. Norbert College

7:15 a.m.–5:00 p.m.  
**CAO-CSAO SPOUSES AND PARTNERS HOSPITALITY ROOM**  
*Conference Room 12*

Breakfast is available from 7:15 to 8:15 a.m.

**Breakfast Discussion: Creative Ways to Say Thank You and Build Relationships on Campus**

Discussion Leader:  
*Stacia Richards*, Chief Academic Officer Spouse, Palm Beach Atlantic University
8:00 a.m.–5:00 p.m. **Consultations with TIAA: Planning for Your Retirement**

*Conference Room 16*

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

Monday, November 6, 8:00 a.m.–5:00 p.m.
Tuesday, November 7, 8:00–11:45 a.m.

*Sign up in advance at the TIAA table.*

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**Conference Room 15**

**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 approaches, models, and best practices. Sign up at the CIC Registration Desk or contact Casagrande at (404) 200-5941 or franka@casagrandeconsultingllc.com.

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**Conference Room 15**

**Negotiating Presidential Compensation and Benefits Consultation**

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

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8:30–9:45 a.m. **PLENARY SESSION**

*Salons H and I*

**Navigating the Most Difficult Conversations on Campus**

*Sponsored by Campus Labs*

The campus climate at many colleges and universities recently has become more polarized, with a corresponding increase in student activism. Chief academic and chief student affairs officers have obligations to create space for protest, protect the First Amendment rights of the entire campus community, offer students exposure to a spectrum of opinions, and keep the campus and the surrounding community safe. It is essential that students develop the ability to undertake with civility challenging discussions with those of different backgrounds or viewpoints on issues of race, gender, politics, and religion. Students must be able to discuss controversial issues without resorting to disparagement of segments of the population, demonization of groups, or promotion of activities that disrespect basic human rights.

Ways to foster the useful and necessary discussions that should take place on college campuses include helping students understand the background of various ideas and ideologies, learn to be discerning about what they read in print and social media, and follow the arguments of various sides of an issue. What strategies, programs, and follow-up activities have been effective at colleges and universities that have successfully navigated this difficult territory?
Margaret Hazlett has served as dean of the college at Franklin & Marshall College since 2013. Her responsibilities include student life beyond the classroom, health and counseling services, athletics, Greek life, student leadership development and civic engagement, academic and pre-professional advising, student and multicultural programs, and the Office of Student and Post-Graduate Development, among others.

Hazlett previously was senior associate dean of student affairs at Bowdoin College. Before arriving at Bowdoin, she taught for two years at St. Stephen’s and St. Agnes School in Alexandria, Virginia. Earlier, Hazlett taught English in Thailand and Japan through Princeton University’s Princeton-in-Asia Program (PiA) before working in residential life at Princeton and ultimately serving as executive director of PiA.

Hazlett earned a BA in art history from Princeton University and an MEd from Harvard University.

Joel W. Martin has been provost and dean of the faculty at Franklin & Marshall College since 2014. He began his academic career at Franklin & Marshall in the religious studies department and chaired the department from 1996 to 2000. Martin then moved to the University of California-Riverside, where he served as Costco Endowed Chair in American Indian Affairs and professor of history and religious studies and spent two years as interim dean in the college of humanities, arts, and social sciences. He later became a distinguished professor and dean of the college of humanities and fine arts at the University of Massachusetts Amherst. He was named vice provost for academic personnel and dean of the faculty there before returning to Franklin & Marshall.

Martin studies American race relations and reconciliation, with a focus on Native American creativity in the context of colonialism. Among other books and works, he wrote Sacred Revolt: The Muskogeess’ Struggle for a New World (1991), which was recognized as an Outstanding Book on the Subject of Human Rights by the Gustavus Myers Center for the Study of Human Rights.

Martin holds a BA from Birmingham-Southern College, a master’s degree in theological studies from Harvard University, and a PhD in the history of religions from Duke University. His postgraduate awards include fellowships from the National Endowment for the Humanities and Princeton University.
Elizabeth F. Ortiz joined DePaul University in 2002 and currently serves as vice president for institutional diversity and equity. Previously, Ortiz was the director of affirmative action, diversity, and employee relations at Northern Illinois University. Her college and university experience spans more than 20 years in both the public and private sectors, including the Chicago community college system. She has worked on many diversity initiatives, including in recruitment, retention, training, programming, and climate issues for diverse students and faculty and staff members. Ortiz also has worked extensively on raising awareness for Latino students, educators, community representatives, and others who are committed to Latino representation and advancement in all aspects of higher education.

Ortiz is a consultant, lecturer, and workshop presenter on diversity issues and best practices. She currently serves on the boards of Diversifying Our Faculties in Illinois Program and the Illinois African American and Latino Higher Education Alliance, is treasurer of the National Association of Diversity Officers in Higher Education, and is the past-president of the Illinois Latino Council on Higher Education. Ortiz holds a BS in business management from Calumet College of St. Joseph, an MS in leadership and educational policy, and an EdD in counseling from Northern Illinois University.

Eugene L. Zdziarski II became vice president for student affairs at DePaul University in 2014. Previously, he was vice president and dean of students at Roanoke College. Zdziarski also served in other administrative roles at the University of Florida, University of Tennessee, and Texas A&M University. While serving as associate director of student life at Texas A&M, he was heavily involved in the response to the 1999 bonfire collapse. At the University of Florida, Zdziarski chaired the Division of Student Affairs Crisis Response Team and was a member of the university’s Emergency Operations Team. At Roanoke College, Zdziarski led the college’s campus crisis management initiatives.

Zdziarski received a BS in personnel management from Oklahoma State University, an MS in educational leadership from the University of Tennessee at Knoxville, and a PhD from Texas A&M University in Higher Education Administration.

Moderator: Kevin Kruger, president, NASPA—Student Affairs Administrators in Higher Education, is an accomplished speaker, leader, and educator. He joined NASPA as associate executive director in 1994 and became its president in 2012. In his capacity as a national advocate for students and the primary spokesperson for student affairs administrators and practitioners, Kruger draws on more than 30 years of experience in higher education. He has pursued a number of initiatives designed to enhance NASPA’s role in public policy, research, professional development, and student learning and assessment, with a particular interest in the use of technology in serving diverse student populations.

Prior to his service at NASPA, Kruger worked at the University of Maryland College Park and the University of Maryland Baltimore County in orientation, student activities, leadership development, admissions, and student affairs. He also has served as an adjunct faculty member in the student development in higher education program at Trinity Washington University.

Kruger has published and presented nationally on leadership development, the use of technology in student affairs administration, and international education. He is the editor of two Jossey-Bass publications: Technology Innovations in Student Services and Using Technology to Promote Student Learning. He also wrote chapters in The Handbook of Student Affairs Administration; Understanding the Role of Academic and Student Affairs Collaboration in Creating a Successful Learning Environment; Beyond Borders: How International Developments Are Changing Student Affairs Practice; and Involving Commuter Students in Learning.

Kruger holds a BA in history and political science from the University at Albany, SUNY, and a PhD in counseling and personnel services from the University of Maryland College Park.

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

9:45–10:15 a.m. Refreshment Break Salons E–I Foyers Sponsored by Helix Education
**CONCURRENT SESSIONS**

**Cost Containment for Mission-Driven Innovation**

Many colleges and universities face economic challenges that require new levels of resilience and ingenuity. To thrive in the new environment, campus leaders must develop processes for both cost-containment and reinvestment—processes that must be sensitive to the mission, values, and culture of each institution. Data must be prepared and shared within the faculty governance system to show program costs and allow discussions that align financial choices with institutional values. CAOs and faculty members from two institutions will share their approaches to cost-containment for the purposes of reinvestment, with particular attention to strategies that involve faculty participation and have a high degree of transferability.

**David Gurzick**, Associate Professor and Chair, Department of Economics and Business Administration, Hood College

**Julia Jasken**, Provost and Dean of the Faculty, McDaniel College

**Pamela Regis**, Professor and Chair, Department of English, McDaniel College

**Deborah D. Ricker**, Provost and Vice President for Academic Affairs, Hood College

Chair: **Linda Samek**, Provost, George Fox University

**Salon G**

**Hiring and Evaluation Part I: Best Practices for Hiring**

The current political, regulatory, and legal environments require chief academic and chief student affairs 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, interviewing candidates, checking references, and completing background checks.

**Kathleen A. Rinehart**, Interim President, Cardinal Stritch University

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

**Salons J and K**

**Institutional Strategies for Innovation in Academic Affairs and Student Life**

Even in a period of strength, an institution’s future health requires attention to enrollment and development. A sound strategy can help leaders of academic affairs and student life promote innovations that improve enrollment and revenue growth. This session will describe how several colleges have successfully worked across internal boundaries to propel innovations. Panelists will discuss challenges,
such as shifting from faculty resistance to faculty ownership of innovations and gaining board support for new resources.

**Kim Coplin**, Provost, Denison University

**Craig Goebel**, Principal, Art & Science Group

**Karen Goff**, Vice President for Student Life, Agnes Scott College

**Laurel Kennedy**, Vice President for Student Development, Denison University

**Kerry Pannell**, Vice President for Academic Affairs and Dean of the College, Agnes Scott College

Chair: **George Shields**, Vice President for Academic Affairs and Provost, Furman University

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**Conference Rooms 1–4**

**Lever Press: A New Publication Outlet for Faculty Members at Liberal Arts Colleges**

The Lever Press, a new partnership between the Amherst College Press and Michigan Publishing, is the result of an initiative to develop an open-access scholarly publisher anchored in—and responsive to the needs of—a consortium of liberal arts colleges across the nation. Lever’s works will be subjected to rigorous peer review and the oversight of a faculty-led editorial board drawn from 11 supporting colleges. Lever is distinctive in being aligned with the mission, ethos, and needs of liberal arts colleges. Editorial emphases will be placed on interdisciplinary work, innovative digital scholarship, and publications arising from student-faculty collaborations. Attend this session to learn more about this new initiative from those involved in framing the idea and structure of the press.

**Mark D. W. Edington**, Director, Amherst College Press, and Publisher, Lever Press

**Andrea Milner**, Vice President and Dean of Academic Affairs, Adrian College

**Abu Rizvi**, Provost, Lafayette College

Chair: **Gayle Copeland**, Provost, Simpson University (CA)

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**Salons A and B**

**Living-Learning Communities**

Living-learning communities on college campuses are intended to increase interactions among students. Some focus on co-curricular activities, some on shared academic interests, and others on both. Representatives of campuses that have implemented living-learning communities will discuss how their programs were developed, the lessons learned, and the impact on student retention.

**Timothy P. Millerick**, Vice President for Student Affairs and Athletics, Austin College
Reginald T. W. Nichols, Vice President for Academic Affairs and Dean of Faculty, Warner Pacific College

Danielle Wilken, Vice President for Academic Affairs and Dean of Faculty, Goodwin College

Steven Willis, Interim Provost and Vice President for Academic Affairs, Bennett College

Chair: Jim Salvucci, Vice President for Academic Affairs and Dean of Faculty, Buena Vista University

10:15 a.m.–12:15 p.m.
Conference Room 12

CAO-CSAO SPOUSES AND PARTNERS PROGRAM

What’s on Your Reading List?

Rebekah Burch Basinger, Chief Academic Officer Spouse, Messiah College

Organizing Calendars, Schedules, and Life

Erika Peterson-Veatch, Chief Academic Officer Spouse, Southwestern College (KS)

Laurie Stahl, Chief Academic Officer Spouse, Baldwin Wallace University

11:30–11:45 a.m.
Salons E–I Foyers

Refreshment Break

11:45 a.m.–12:45 p.m.
Salons A and B

CONCURRENT SESSIONS

Athletics, Academics, and Student Life Collaborations

Academic and student affairs and athletics interact in many ways on campus. The addition of new athletic teams can influence campus culture. Policies on scheduling classes and team practices can help or hinder student-athletes’ success, as can policies on academic eligibility for student athletes. How can chief academic and chief student affairs officers work closely together to help student athletes excel in academic work and on the playing field?

Diane Bartholomew, Vice President of Academic Affairs, Missouri Valley College

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

Heath Morgan, Vice President for Student Affairs, Missouri Valley College

Robert Murray, Provost, St. Thomas Aquinas College (NY)

Chair: Nina Caldwell, Vice President for Student Life, Maryville University of Saint Louis
CIC’s U.S.-Mexico Higher Education Summit

CIC has been working for three years with its sister organizations in Mexico—the Mexican Federation of Private Higher Education Institutions (FIMPES) and Mexican Association of Universities and Higher Education Institutions (ANUIES)—and Santander Universidades and Universia to bring together groups of CIC presidents and Mexican private university rectors. As a result of these relationships, CIC and FIMPES hosted in March 2017 the first U.S.-Mexico Higher Education Summit in Guadalajara, Mexico, bringing together more than 60 representatives of both U.S. and Mexican higher education institutions. The successful summit highlighted the benefits that colleges and universities on both sides of the border can receive from developing strong, long-lasting partnerships. Participants in the summit will share the benefits of cross-border collaboration and resources from the meeting as well as discuss new developments underway.

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

Ana Leticia Gaspar, Vice Provost for Academics, Universidad del Valle de Atemajac (UNIVA)

Chair: Stephen D. Stahl, Provost, Baldwin Wallace University

Hiring and Evaluation Part II: Best Practices for Performance Evaluation

The current regulatory and legal environment requires chief academic and chief student affairs 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 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 A. Rinehart, Interim President, Cardinal Stritch University

Chair: Richard Ice, Provost, College of Saint Benedict/Saint John’s University

Investing in Language Education

A recent report by the American Academy of Arts and Sciences, America’s Languages: Investing in Language Education for the 21st Century, is the latest study to conclude that there is a critical need in the United States for people who are proficient in languages other than English. How can CIC member colleges and universities help address that need? CAOs of institutions where language study is flourishing will discuss their innovative programs and the strategies and financial models that support them.
Mark Brodl, Provost, Illinois Wesleyan University  
Ron Cole, Provost and Dean of the College, Allegheny College  
Graham Hettlinger, Director, Higher Education Programs, American Councils for International Education  
Chair: Janet Bland, Provost and Dean of the Faculty, Marietta College

Salons C and D

Open Mike for Chief Academic and Chief Student Affairs Officers  
(Open only to currently-serving CAOs and CSAOs.)

CAOs and CSAOs 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: Andrew A. Workman, Provost and Senior Vice President, Roger Williams University, and Chair, CIC CAO-CSAO Task Force

12:45–2:00 p.m.  
Free Time for Lunch  
(Meet in hotel lobby.)

Missouri Chief Academic and Chief Student Affairs Officers Lunch  
Coordinator: David Starrett, Provost and Vice President for Academic and Student Affairs, Columbia College (MO)

1:30–4:30 p.m.  
Optional Excursion  
Cruising and Perusing  
(Pre-registration is required. Inquire at the CIC Registration Desk.)

Enjoy San Antonio from the vantage point of the city’s most iconic mode of transportation, a river barge. The tour will begin from the famed River Walk, one of San Antonio’s most beloved features. Formal development of the River Walk began in 1939, and by 1941 the walkways, stairways to street level, and footbridges were completed. Remains of these original designs are still visible today. The barge will take guests to Main Plaza for a tour of San Fernando Cathedral, and then out to the Southwest School of Art campus. Guests will then be dropped off at the Paseo del Alamo, the walkway that connects the river to the famous Alamo.
WORKSHOP
Financial Literacy, Student Debt, and Post-Graduation Success

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

A high level of financial literacy does not guarantee financial success, but when students are ignorant of concepts related to personal finance and money management, great harm can result. Student-loan debt has implications for college completion rates and financial well-being later in life. Millennials also may have to support longer retirements on savings and investments that they accumulate and manage throughout their careers. The power of interest compounding can be leveraged for retirement investments, but many young adults do not fully grasp the concept. Research also shows that students generally do not understand risk, uncertainty, and insurance.

Discussions will begin around student debt: Is there really a “crisis?” Who is borrowing the most, and which borrowers have the most difficulty repaying? What can be done to make it easier to repay loans? The workshop will then explore financial literacy and what research and the TIAA Institute’s new Personal Finance Index tell us about particular areas of concern for the personal financial well-being of students and young faculty and staff members.

David P. Richardson, Senior Economist, TIAA Institute

Paul J. Yakoboski, Senior Economist, TIAA Institute

Chair: Paul Koch, Provost and Vice President for Academic and Student Affairs, St. Ambrose University

WORKSHOPS
Building an Organizational Structure to Support Retention and Students’ Success

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

Retention is everyone’s concern because it represents the sum total of students’ experiences. Students assess their “fit” with the institution across a number of dimensions and make decisions about whether the learning community is one where they feel comfortable and can succeed and thrive. Yet retention programs often lack coordination across the institution, with academic affairs and student life pursuing unconnected initiatives and students falling between the cracks.

In this workshop, representatives of Roger Williams University and Berry College first will describe how they have integrated success and retention models and then will lead campus teams through a planning exercise for creating an integrated retention model appropriate for their institution.
Mary K. Boyd, Provost, Berry College
Andrew R. Bressette, Vice President for Enrollment Management, Berry College
Alison Chase Padula, Associate Dean of Student Success, Roger Williams University
Debbie E. Heida, Vice President for Student Affairs, Berry College
John King, Vice President for Student Life, Roger Williams University
Robert Shea, Associate Provost for Teaching and Learning, Roger Williams University
Andrew A. Workman, Provost and Senior Vice President, Roger Williams University

Chair: Susan Kruml, Vice President for Academic Affairs, Midland University

Salons A and B

Designing Learning Spaces That Work
(Pre-registration is required. Inquire at the CIC Registration Desk.)

Physical space designs make a difference in how students learn and participate in learning opportunities. Planning for learning spaces begins with questions. What do we want our students to become? What do we want students to be able to do there? How do we want them to interact with each other and with faculty members? The Learning Spaces Collaboratory (LSC) is committed to connecting research on how students learn to the planning of new and to-be-renovated academic spaces. How do academics and architects collaborate in imagining new spaces for learning and in arriving at a common language and vision, and how can they engage in a planning process that reflects and enhances institutional culture? Join in a discussion of the work being done by the LSC and how campuses are using that work to engage in conversations about developing learning spaces.

Eric J. Eliason, Dean of the College and Vice President for Academic Affairs, Concordia College (MN)
Darin E. Fields, Vice President for Academic Affairs, The University of Findlay
Judith A. Muyskens, Interim Vice President for Academic Affairs and Dean of the College, Hiram College
David Ribble, Professor of Biology, Trinity University (TX)
Chair: R. Scott Sheffield, Vice President for Academic Affairs and Dean of the Faculty, Brevard College

5:00–6:00 p.m.
Salons E–I Foyers

All-Institute Reception
All Institute participants—including spouses and partners, speakers, and sponsors—are invited to gather for light refreshments and conversation.
6:00 p.m. **Free Time for Dinner**

6:15 p.m. **Conference for Mercy Higher Education Chief Academic and Chief Student Affairs Officers Dinner**

*Conference Room 7*

Coordinators: **David Dausey**, Provost and Vice President for Academic Affairs, Mercyhurst University, and **Michael Pardales**, Vice President and Chief Learning Officer, Saint Joseph’s College of Maine

*(Meet in hotel lobby.)* **Council for Christian Colleges and Universities Chief Academic and Chief Student Affairs Officers Dinner**

Coordinator: **Rick Ostrander**, Vice President for Academic Affairs and Professional Programs, Council for Christian Colleges & Universities

6:30 p.m. **American Benedictine Colleges Chief Academic and Chief Student Affairs Officers Dinner**

*(Meet in hotel lobby.)*

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

**Conference Rooms 17 and 18** **United Methodist Church Chief Academic and Chief Student Affairs Officers Dinner**

Coordinator: **Amanda L. Allen**, Director of Schools, Colleges, and Universities, General Board of Higher Education and Ministry, The United Methodist Church
Tuesday, November 7

7:30–11:45 a.m. **Institute Registration and Idea Exchange**  
*Registration Foyer*  
Participants are invited to place materials they wish to share with colleagues on display tables.

7:30–8:45 a.m. **Breakfast**  
*Salons E and F*  
Breakfast is provided for all registered Institute participants.

7:30–11:45 a.m. **Breakfast for Alumni of CIC’s Presidential Vocation and Institutional Mission Program**  
*Conference Room 18*  
Alumni of CIC’s Presidential Vocation and Institutional Mission program are invited to gather for breakfast and conversation.  
Convener: **Harold V. Hartley III**, Senior Vice President, CIC

7:30–11:45 a.m. **Breakfast for CAOs and CSAOs of Historically Black Colleges and Universities**  
*Salons E and F*  
All HBCU chief academic and chief student affairs officers are invited to discuss current issues on their campuses and meet with colleagues over breakfast.  
Convener: **Yolanda Williams Page**, Vice President for Academic Affairs, Dillard University

7:30–11:45 a.m. **CAO-CSAO SPOUSES AND PARTNERS HOSPITALITY ROOM**  
*Conference Room 12*  
Breakfast is available from 7:30–8:45 a.m.  
**Breakfast Discussion: Setting Boundaries**  
Discussion Leader: **Jean M. Strobel**, Chief Student Affairs Officer Spouse, Wisconsin Lutheran College

8:00 a.m.–11:45 a.m. **Consultations with TIAA: Planning for Your Retirement**  
*Conference Room 16*  
A TIAA Wealth Management Consultant will be available for personal appointments.  
*Sign up in advance at the TIAA table.*
Conference Room 15  

**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 approaches, models, and best practices. Sign up at the CIC Registration Desk or contact Casagrande at (404) 200-5941 or franka@casagrandeconsultingllc.com.

**Conference Room 15**  

**Negotiating Presidential Compensation and Benefits Consultation**  
Casagrande also will be available for personal consultations with CAOs and CSAOs to discuss compensation and benefits for aspiring presidents. Sign up at the CIC Registration Desk or contact Casagrande.

8:45–9:00 a.m.  
*Break*

Salons E–I Foyers  

9:00–10:15 a.m.  

**CONCURRENT SESSIONS**  
*Lessons from the CIC-IFYC Seminars on Teaching Interfaith Understanding*  
CIC and the Interfaith Youth Core (IFYC) so far have led six cohorts of faculty members through multidisciplinary seminars on Teaching Interfaith Understanding. The goals of the seminars are to strengthen the teaching of interfaith understanding through examination of substantial theoretical questions and exploration of the practical work of translating interfaith concepts into courses that deeply impact students. How has faculty members’ participation in the seminars influenced interfaith efforts on their home campuses, both in curricular and co-curricular work? What successes and challenges arise as the sensitive topics of religious identity and diversity are discussed in an academic community? What are the next steps to advance interfaith understanding on campus?

*Jeff Gingerich*, Provost and Vice President for Academic Affairs, Cabrini University  
*Karen Lange*, Vice President for Student Affairs, University of St. Thomas (MN)  
*Jonathan Reed*, Provost and Vice President for Academic Affairs, University of LaVerne  
Chair: *Jeffrey Carlson*, Interim Provost, Dominican University (IL)
Salons J and K

The American Talent Initiative: Expanding Access and Opportunity for Lower-Income Students

The American Talent Initiative (ATI) seeks to expand access and opportunity for talented, lower-income students at the nation’s colleges and universities with the highest graduation rates. Member institutions are enhancing their efforts to recruit and support lower-income students, learn from each other, and contribute to research that will help other colleges and universities expand opportunities for these student populations. Administrators from member institutions will discuss the impact ATI has had on their campuses and their successful efforts to attract, enroll, and graduate lower-income students.

Dolores Bradley Brennan, Vice Provost for Faculty, Spelman College
Michael R. Green, Vice President for Academic Affairs and Dean of the Faculty, Lebanon Valley College
Elizabeth Rider, Senior Vice President for Academic Affairs and Dean of Faculty, Elizabethtown College

Chair: Stephany Schlachter, Provost, Lewis University

Salons A and B

The Positive Impact of an Integrated Learning Environment on Student Outcomes

The student success literature highlights the positive impact that an integrated learning environment has on student outcomes. The creation of such an environment requires that student affairs and academic affairs “co-own” the development and oversight of learning environments. These partnerships require mutual respect, shared goals, and a strong sense of support for each other’s work. CAOs and CSAOs who have formed effective partnerships will share their experiences, outline how they addressed shared decision making, and reflect on the challenges and successes of their projects. The session will offer opportunities for interaction among participants and recommendations for partnership development.

Randall G. Basinger, Provost, Messiah College
Thomas J. Enneking, Executive Vice President and Provost, Marian University (IN)
Kristin Hansen-Kieffer, Vice Provost and Dean of Students, Messiah College
Joretta Nelson, Senior Vice President and Owner, Credo
Ruth Rodgers, Vice President for Student Affairs and Dean of Students, Marian University (IN)
Michelle Samuels-Jones, Vice President for Student Success, Credo

Chair: Karen Benn Marshall, Vice President for Academic Administration, Oakwood University
Salons C and D

What Will It Take for the “Student Success” Agenda to Succeed?

Predictive analytics, automated alerts to students, and clearer pathways to degrees are intended to improve graduation rates, but so far these initiatives have been only modestly successful on many campuses. In this session, participants will share their own efforts to improve student outcomes, and facilitators will discuss the evidence-based practices that increase student engagement and learning and increase instructional quality. What can motivate faculty members to use these approaches? Can concern for the quality of teaching hamper initiatives that are already in place?

Emily Ford, Interim Dean, School of Professional and Graduate Studies, Baker University

Jonathan Gyurko, CEO and Founder, Association of College and University Educators (ACUE)

Chair: Jason Pierce, Vice President for Academic Affairs, Tusculum College

CAO-CSAO SPOUSES AND PARTNERS PROGRAM

9:00–10:15 a.m.

Conference Room 12

Planning for 2018

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

Book Discussion: Straight Man: A Novel by Richard Russo

Gail Milliman, Chief Academic Officer Spouse, Bethel College (KS)

10:15–10:30 a.m.

Salons E–I Foyers

Refreshment Break

10:30–11:45 a.m.

Salons H and I

Closing Plenary Session

Presentation of the 2017 CIC Academic Leadership Award

Eboo Patel is the founder and executive director of Interfaith Youth Core (IFYC), a Chicago-based organization founded to build a global interfaith youth movement. For his influential work, President Obama named him to the Advisory Council of the White House Office of Faith-Based and Neighborhood Initiatives, where he was instrumental in national efforts to promote interfaith cooperation. Patel was selected to join the Young Global Leaders network of the World Economic Forum in 2010, and he was selected in 2008 by Harvard University’s Kennedy School Review as one of five future policy leaders to watch.
Patel has spoken on more than 100 college campuses and has 15 honorary degrees. He is co-leader of the CIC-IFYC Teaching Interfaith Understanding seminar series.


Patel holds a BA in sociology from the University of Illinois at Urbana-Champaign and a DPhil in the sociology of religion from Oxford University, where he studied as a Rhodes Scholar.

**PLENARY ADDRESS**

**Building Interfaith Understanding: A Practical Application of the Liberal Arts**

As the United States becomes more religiously diverse, and as tensions increase around questions of faith in the public square and in global affairs, independent colleges have both an opportunity and a responsibility to nurture interfaith leaders. An interfaith leader is someone with the vision, knowledge, and skill set to create spaces, organize social processes, and craft conversations so that people of different religions—or none—can share a common, rewarding life together. Effective interfaith leaders have a vision for a healthy, religiously diverse democracy; an appreciative knowledge of various religious, ethical, and philosophical communities and the history of interfaith cooperation; the ability to recognize troubling patterns with regard to the lack of religious diversity; and the ability and desire to contribute to a positive public narrative about religious diversity. What role do the chief academic and chief student affairs officers of independent colleges and universities play in developing and encouraging effective practices and programs that promote interfaith understanding?

_Eboo Patel_, Founder and Executive Director, Interfaith Youth Core

Chair: _Cindi Love_, President, ACPA–College Student Educators International

Noon

Noon–2:00 p.m.

*Conference Rooms 13 and 14*
Appendix

SUNDAY, NOVEMBER 5

Breakfast Discussion Topics
7:30–8:45 a.m. • Salons E and F

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 and Student Support Services for Online and Competency-Based Education

This discussion will focus on tools and best practices for delivering academic and student support services to those students enrolled in online and competency-based education (CBE) programs. How do CIC institutions ensure that virtual and in-person academic and student support services are comparable? How might emerging technologies, such as those associated with artificial intelligence, affect the delivery of services to online and CBE students?

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

Advising Matters

Oglethorpe University is moving to a model of advising in which both faculty and staff members will serve as first-year student advisors. Join Oglethorpe’s chief academic officer in a conversation about effective approaches to advising and how it should be evaluated and rewarded.

*Glenn Sharfman*, Provost, Oglethorpe University

CAOs, CSAOs, and Diversity: Creating Impact across the Campus

What types of diversity initiatives are making a positive campus-wide impact at CIC institutions? Chief academic and student affairs officers will discuss diversity initiatives they have either spearheaded or collaborated to implement, challenges that were overcome, and measurable benefits that resulted.

*Kevin Railey*, Provost, St. John Fisher College

Effective Involvement of Faculty Members in Retention Initiatives

How do CIC campuses involve faculty members in retention program development and implementation? The facilitator will share how Piedmont College’s engagement of faculty members strengthened its retention efforts. Participants will discuss their own institutional practices that have led to effective faculty participation in retention programs.

*Perry Rettig*, Vice President for Academic Affairs, Piedmont College

First-Year Campuses: A New Model for At-Risk Students

To attract and retain an at-risk population of low-income students, Schreiner University developed and implemented an innovative model of first-year campuses at locations removed from its main campus in Kerrville, Texas. Schreiner’s chief academic officer and dean of students will discuss the collaboration that guided the design of first-year campuses, the challenges encountered, and the benefits that have accrued to both the at-risk students and the university.

*Diana Comuzzie*, Provost and Vice President for Academic Affairs, Schreiner University

Charlie Hueber, Dean of Students, Schreiner University

Learning in Common: Collaboration in Strategic Planning between Academic Affairs and Student Affairs

The strategic planning process offers significant opportunities for chief academic and chief student affairs officers to model collaboration. The CAO
of the University of Redlands will share how such collaboration galvanized strategic planning at her institution and benefited diverse student populations. Participants are invited to share their experiences and best practices for strategic planning.

**Kathy Ogren**, Provost, University of Redlands

### Models for Ensuring International Students’ Success

When Keuka College increased its commitment to recruiting and retaining international students, the college created a team of individuals from admissions, residence life, and academic support services to work as a proactive unit to ensure international student success from matriculation to graduation. Keuka’s chief officers will discuss the benefits of replacing Keuka’s “silo” approach with this new “distributed” model. Participants are invited to share how their campuses support their international populations and how they educate both domestic and international students about the advantages of an internationalized campus.

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

**Mark Petrie**, Vice President for Enrollment Management and Student Development, Keuka College

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

NetVUE seeks to deepen the intellectual and theological exploration of vocation among students and faculty and staff members at more than 210 independent colleges and universities. Learn about the ways your institution can benefit from NetVUE programs, regional gatherings, grants, and services.

**David S. Cunningham**, Director of NetVUE, CIC

### Planning and Implementing a Co-Curricular Transcript Requirement

What are the benefits of a co-curricular transcript program that makes specific types of student experiences a graduation requirement? Who should be involved in the program’s design, maintenance, and assessment? The facilitator will discuss her experience in planning and implementing a co-curricular transcript program at Heidelberg University and invite participants to share information about programs that exist or that are in the planning stage on their own campuses.

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

### Share and Share Alike: How to Maximize Academic Resources Across and Among Institutions

In an era of shrinking resources, how can independent colleges and universities partner creatively in providing academic programs and services that are low demand and high cost? This conversation will explore the opportunities for and obstacles to sharing academic resources among institutions of higher education.

**Joan Propst**, Provost and Executive Vice President for Academic Affairs, Alderson Broaddus University

### Strategies for Enhancing Student Resiliency

How are CIC institutions addressing the reality that many students are unprepared for the academic and social stresses and potential failures inherent in the college experience? CAOs and CSAOs will discuss how their campuses are responding and share curricular and co-curricular strategies to enhance students’ resilience and improve the likelihood of success during and after college.

**Brenda Kelly**, Provost and Dean of the Faculty, Gustavus Adolphus College

**JoNes VanHecke**, Vice President for Student Life and Dean of Students, Gustavus Adolphus College

### Student and Faculty Member Engagement with the Board of Trustees

How should board of trustee members’ interactions with faculty members and students be structured? What are successful formats? What are appropriate boundaries to such interactions? Participants are invited to share experiences and advice.

**Mark Hammond**, Provost and Vice President for Academic Affairs, Campbell University

**Dennis Bazemore**, Vice President for Student Life, Campbell University
Success Strategies for Commuter Students
Huntington University designed and implemented a commuter student satisfaction survey and improvement process that has produced a pattern of high retention for the last several years. Huntington’s academic officers will discuss the challenges for commuter students revealed by the survey as well as the innovative strategies implemented for improvement. Participants are invited to share their own campus initiatives to enhance the commuter student experience.

Tanner Babb, Associate Academic Dean, Huntington University

Michael Wanous, Vice President for Academic Affairs and Dean of the Faculty, Huntington University

Supporting LGBTQA Students, Staff, and Faculty Members
This discussion will explore what CIC colleges and universities are doing to foster inclusivity on their campuses. Participants will discuss best practices for supporting their LGBTQA community members both inside and outside the classroom and share strategies for overcoming campus obstacles to change.

Cynthia K. Kosso, Provost and Dean of the Faculty, Moravian College

Nicole Loyd, Vice President for Student Affairs and Dean of Students, Moravian College

The Impact of the Travel Ban on CIC Institutions
How are CIC institutions dealing with the emerging and evolving federal regulations that affect the travel of international students and faculty members? Chief academic and chief student affairs officers will share their experiences and exchange advice.

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

The President-CAO Partnership
How do the president and chief academic officer build the kind of partnership that can transform and empower a campus community? What are the benefits and potential pitfalls for the CAO of working with a president who previously served in the CAO role? The facilitators from the University of Pikeville will share the creative practices that have strengthened their partnership and invite participants to share their own experiences or to seek advice.

Burton Webb, President, University of Pikesville
Lori Werth, Provost, University of Pikesville

Update on CIC’s Consortium for Online Humanities Instruction
In 2014, CIC launched the Consortium for Online Humanities Instruction to explore the effectiveness of online learning in upper-division humanities courses, potential costs savings, and opportunities (and obstacles) for institutional collaboration. With fresh evaluation results from a second cohort of participating institutions, this is a good time to share lessons with other CIC member colleges and discuss the challenges facing any institution that wants to develop and share online courses in the liberal arts.

Colin Irvine, Vice President for Academic Affairs and Dean of the College, Carroll College (MT)
Philip M. Katz, Director of Projects, CIC
James Ostrow, Vice President for Academic Affairs, Lasell College

Wearing Two Hats: When the CAO Is Also the CSAO
What motivates a college or university to combine academic affairs and student affairs under a single leader? What opportunities and challenges arise from such a merger? What is the impact on learning environments and students? Participants who serve in the combined role will share their experiences with those whose institutions are considering a similar merger.

Paul C. Koch, Provost and Vice President for Academic and Student Affairs, St. Ambrose University
SUNDAY, NOVEMBER 5
Luncheon and Discussion Groups for Women
Chief Academic and Chief Student Affairs Officers
12:15–1:45 p.m. • Salon E

All women administrators welcome. Pre-registration is required. Inquire at the CIC Registration Desk.

Balancing Multiple Professional Relationships
Cynthia K. Kosso, Provost and Dean of the Faculty, Moravian College

Best Practices for Advancing Women in Leadership
Barbara K. Altmann, Provost, Bucknell University

Cultivating an External Presence for the CAO or CSAO
Sheila Amin Gutiérrez de Piñeres, Vice President for Academic Affairs, Austin College

Engaging Faculty in Curricular–Co-Curricular Partnerships
Patricia W. Hammer, Vice President for Academic Affairs, Hollins University

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

Grant Proposal Collaborations between CAOs and CSAOs
Debora Lynn Cottrell, Vice President for Academic Affairs, and Kristi Quiros, Vice President for Student Life and Learning, Texas Lutheran University

Learning a New Institutional Culture
April Edwards, Vice President for Academic Affairs and Dean of the Faculty, Elmhurst College

Maintaining a Life: Work/Life Integration
Lori Werth, Provost, University of Pikeville

Managing Presidential Transitions
Carolyn R. Newton, Provost, The College of Wooster

Staying Connected to Your Discipline
Jonnie G. Guerra, Senior Advisor, CIC

Team Building in the Cabinet
Graciela Caneiro-Livingston, Provost, Nebraska Wesleyan University

The President/CAO Relationship
Elissa Heil, Vice President for Academic Affairs and Dean of the Faculty, Wilson College

What’s Next? How to Think about Next Steps in Your Career
Laura Bryan, Vice President for Academic Affairs and Dean of the University, Transylvania University

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

Women’s Leadership Challenges
Irma Becerra, Provost and Chief Academic Officer, St. Thomas University (FL)

Working with Student Leaders
Susan Hopp, Vice President for Student Affairs and Athletics and Dean of Students, Linfield College

Working with Your Leadership Team
Tracy Stewart, Vice President for Academic Affairs, Viterbo University

Sponsored by
Koya Leadership Partners
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.

**Aligning Vocation and Mission for Aspiring Presidents**

CIC’s Presidential Vocation and Institutional Mission program is designed for chief academic and chief student affairs officers as well as other senior administrators—and their spouses or partners—who are considering whether to seek a college presidency. The program helps participants clarify their own sense of calling, the significance of the mission of the institution they might lead, and how alignment between personal vocation and institutional mission fosters effective presidential leadership. In this session participants will learn more about the structure of the seminars and the nomination process for the 2018–2019 program.

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

**Breaking Down Silos to Promote Student Success**

How can chief academic and chief student affairs officers work together to decrease the silo mentality that exists on many campuses? Participants will share their experiences and exchange advice about strategies that have been effective in overcoming this challenge.

*Sherry Fraser*, Provost, Concordia College New York

**Building Digital Bridges: How Software Can Enhance Academic and Student Affairs Collaboration**

In 2012, Concordia University, St. Paul implemented a software platform to track judicial affairs. Since then, the university has expanded the software’s use to manage academic integrity, the work of the behavioral intervention team, Title IX cases, and the university grievance process. Concordia’s chief academic and student affairs officers will discuss the institutional benefits of their collaborative efforts and share lessons learned.

*Jason Rahn*, Associate Vice President for Student Life and Dean of Students, Concordia University, St. Paul

*Marilyn Reineck*, Vice President for Academic Affairs, Concordia University, St. Paul

**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.

*Linda M. Bleicken*, President, American Academic Leadership Institute (AALI)

*David Brailow*, Vice President for Development, CIC

**Civic Engagement Initiatives in Urban Settings**

Gannon University has successfully implemented civic engagement initiatives to drive community development in its urban setting of Erie, Pennsylvania. Gannon’s chief academic and student affairs officers will discuss the strategies that allowed the university to make headway and how their institutional efforts have been received by business and community leaders. Participants are invited to provide feedback and share their own experiences.

*Steve Mauro*, Vice President for Academic Administration, Gannon University

*Brian Nichols*, Vice President for Student Development and Engagement, Gannon University

**Creating Inclusion across Campus**

How can chief academic and chief student affairs officers partner to foster inclusivity? The facilitators...
will discuss their collaboration on inclusion initiatives at the College of Saint Benedict/Saint John’s University and invite participants to share programs and practices that have improved inclusivity on their own campuses.

Mary Geller, Vice President for Student Development, College of Saint Benedict
Richard Ice, Provost, College of Saint Benedict/Saint John’s University

Enhancing Career Readiness of Undergraduates

When George Fox University reinvented its career center as the IDEA (Initiate, Discover, Engage, Achieve) Center, it also implemented an innovative program to guide students’ career and academic planning for their four years and three summers as undergraduates. George Fox’s senior officers will discuss this initiative and the recent shift in the center’s reporting structure from student life to academic affairs. Participants are invited to share their own institutional strategies to enhance the career readiness of undergraduates.

Brad Lau, Vice President for Student Life, George Fox University
Linda Samek, Provost, George Fox University

How CIC Institutions Can Benefit from Corporate Partnerships

What are the advantages and disadvantages to CIC colleges and universities of entering into corporate partnerships? What are best practice models for such partnerships? The chief academic officer of Ashland University will share his experiences with corporate partnerships and invites participants whose institutions have established partnerships or wish to arrange them to join in the discussion.

Eun-Woo Chang, Provost, Ashland University

Meet the New Boss: CAO-CSAO Collaboration during a Presidential Transition

The arrival of a new president can engender strong emotions, both positive and negative, among faculty members and students. How can the CAO and the CSAO work together to facilitate the transition for both their new boss and their constituencies? The facilitators will offer lessons learned from Buena Vista University’s recent presidential transition and welcome participants to share their own insights and concerns.

Jim Salvucci, Vice President for Academic Affairs and Dean of Faculty, Buena Vista University
Dale Scully, Vice President for Student Affairs, Buena Vista University

Mentoring Direct Reports

How do the CAO and CSAO establish a learning culture within their divisions? How do they balance their dual roles of mentor and supervisor? Join Point Park University’s chief academic officer in a discussion of effective mentoring strategies as well as challenges that may arise in the process.

John H. Pearson, Provost and Senior Vice President, Point Park University

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

New Student Orientation Models

Participants are invited to discuss how their colleges and universities have revamped their new student orientation programs to fit the needs of a new generation of first-year students. How have academic and student affairs leaders and their teams collaborated to devise comprehensive models that assist first-year students in making a smooth transition to college life?

Wesley H. Brooks, Vice President for Student Development, Iowa Wesleyan University
DeWayne P. Frazier, Vice President for Academic Affairs, Iowa Wesleyan University
Preparing Students for Global Citizenship
Many CIC colleges and universities have mission statements that express a commitment to prepare graduates to be contributing citizens of a global society. Participants are invited to share the strategies and programs for global citizenship that have been implemented on their campuses as well as the methods being used to measure success.

Trina Dobberstein, Vice President for Student Affairs and Dean of Students, Baldwin Wallace University
Stephen Stahl, Provost, Baldwin Wallace University

Promoting Students’ Academic Success
Participants are invited to exchange information about the campus groups and systems in place at their institutions to monitor students’ academic performance. Who coordinates and participates in these initiatives? What kind of follow-up occurs with students and faculty members? What impact have they had on students’ success and retention?

Alisa Gaunder, Dean of Faculty, Southwestern University (TX)
Jaime Woody, Vice President for Student Life, Southwestern University (TX)

Responding to Campus Diversity Issues
How can academic and student affairs officers work together to promote constructive dialogue, reduce tension, and avoid pitfalls when diversity issues arise? What college policies and organizational structures facilitate a timely, effective response to diversity issues? Participants are invited to discuss their experiences and share lessons learned.

Maryellen Gilroy, Vice President for Student Life, Siena College
Margaret Madden, Vice President for Academic Affairs, Siena College

Retention at Rural CIC Institutions: Challenges and Strategies
Participants from rural CIC colleges and universities are invited to exchange information about the retention issues posed by their locations and to share strategies that have been successful in overcoming these challenges on their campuses.

Wayne Powel, Provost, Saint Francis University (PA)

Share Your Voice: Effective Op-Eds to Inform the Public Debate
Scholars can, even must, share their views on timely issues. Their knowledge is critical to an informed citizenry. Clarity, fact, and expertise matter, especially when they seem under attack. But turning complex insights into clear, short, and sound arguments that get heard by diverse audiences is not easy—especially in a media world buzzing with white noise. Learn from Pete Mackey, an expert on op-ed writing and co-founder of the Voices Group, how to identify topics that will resonate, craft a powerful argument, and get it published.

Pete Mackey, President, Mackey Strategies, LLC, and Co-Founder, The Voices Group

Student Leadership Development: Curricular and Co-Curricular Approaches
How have CIC colleges and universities approached the imperative to build students’ leadership skills? The facilitator will provide an overview of the University of Jamestown’s academic leadership programs for undergraduate and graduate students and their co-curricular components. Participants are invited to exchange information about student leadership development initiatives that have been successful on their own campuses.

Paul Olson, Vice President for Academic Affairs, University of Jamestown

What’s on Your Podcast Playlist?
What podcasts should current academic and student affairs administrators listen to as they commute, exercise, or wash the dishes? Participants are invited to exchange recommendations and to discuss the audio episodes and ideas that have influenced their work and professional growth as college and university leaders.

Brent Yoder, Vice President for Academics, Hesston College
Chief Academic and Chief Student Affairs Officers Task Force

The program of the 2017 Institute for Chief Academic and Chief Student Affairs Officers has been planned with the assistance of CIC’s Chief Academic and Chief Student Affairs Officers Task Force:

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

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

**Nina Caldwell**, Vice President for Student Life and Dean of Students, Maryville University of Saint Louis

**Evette Castillo-Clark**, Dean of Students, Saint Mary’s College of California

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

**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 Abruña**, Provost, York College of Pennsylvania

**Carolyn Perry**, Acting President, Westminster College (MO)

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

**Marc Roy**, Provost, Albion College

**Dwayne K. Todd**, Vice President for Student Engagement and Success, Ohio Wesleyan University

**ASSOCIATION REPRESENTATIVES**

**Tricia Fechter Gates**, Deputy Executive Director, ACPA–College Student Educators International

**James Stascavage**, Senior Director of Leadership and Senior Student Affairs Officers Initiatives, NASPA–Student Affairs Administrators in Higher Education

**Kathy Whatley**, Senior Vice President, Council of Independent Colleges
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St. Louis, Missouri • November 3–6, 2018
Hyatt Regency St. Louis at The Arch

47th ANNUAL INSTITUTE FOR CHIEF ACADEMIC AND CHIEF ADVANCEMENT OFFICERS
Baltimore, Maryland • November 2–5, 2019
Baltimore Marriott Waterfront Hotel