Academics, Allocations, and Analytics: Collaborating for a Sustainable Future

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CIC is grateful for the substantial and continuing support of the American Academic Leadership Institute (AALI).

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CPE Credits

Continuing Professional Education (CPE) credits for participation in Institute sessions are available through NACUBO. Chief financial officers who registered by October 2, 2018, will have NACUBO badges included with their registration materials. CFOs interested in credit for a session must check in and have their NACUBO badge scanned at the beginning of each applicable plenary or concurrent session. Paper credit application forms also are available at the CIC Registration Desk.
Schedule-at-a-Glance

PRE-INSTITUTE EVENTS

Saturday, November 3

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

WORKSHOPS

7:30 a.m.–4:30 p.m.
Workshop for New Chief Academic Officers
Grand Ballrooms A and B

7:30 a.m.–4:15 p.m.
Workshop for CAOs in Their Third or Fourth Year of Service
Mills Studio 3

8:00 a.m.–8:00 p.m.
Senior Leadership Academy (By invitation only)
Grand Ballrooms G and H

10:00 a.m.–Noon
Concordia University System Chief Academic, Financial, and Enrollment Management Officers Meeting
Mills Studio 2

2:30–4:30 p.m.
Catholic Colleges and Universities Chief Academic, Financial, and Enrollment Management Officers Meeting
Mills Studio 6

3:00–4:00 p.m.
Mentors of New CAOs Orientation Meeting (By invitation only)
Mills Studio 4

3:30–4:00 p.m.
Chief Academic, Financial, and Enrollment Management Officers Task Force Meeting (By invitation only)
Mills Studio 1

4:00–4:30 p.m.
Mentors Meet New CAOs (By invitation only)
Grand Ballrooms A and B

INSTITUTE BEGINS

5:00–6:30 p.m.
Welcome, Presentation of Awards, and Keynote Address—Roger W. Ferguson, Jr.
Grand Ballrooms D and E

6:30–7:00 p.m.
Welcoming Reception
Grand Ballroom Foyer

7:00–8:30 p.m.
Buffet Dinner
Regency Ballrooms C–F

8:15–9:00 p.m.
Reception for Sponsors
Parkview

Conference App

For the latest Institute information, participant list, session handouts, and more, download Guidebook, the free Institute app!

1. Download the latest version of Guidebook from the Apple App Store or Google Play Store, or visit https://guidebook.com/g/2018CAOInstitute.

2. Open the app and tap the Find Guides magnifying glass button located in the lower right corner.

3. Tap the blue Passphrase button.

4. Type 2018CAO and tap the Continue button. The guide may take a few moments to load.

Stay Connected

Follow the Institute on Twitter: @CICnotes • #2018CAOI

Wi-Fi Network: HYATT_MEETINGS
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Sunday, November 4

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

7:30–8:45 a.m.
Breakfast Discussions
Regency Ballrooms C–F

7:30 a.m.–Noon
Senior Leadership Academy
(By invitation only)
Grand Ballrooms G and H

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

(Roman Catholic Mass and other services will be available at nearby houses of worship. See Guidebook for details.)

8:00 a.m.–5:00 p.m.
Consultations with TIAA:
Planning for Your Retirement
Mills Studio 7

Faculty Compensation and Benefits Consultations
Mills Studio 2

Negotiating Presidential Compensation and Benefits Consultations
Mills Studio 2

9:00–10:15 a.m.
Plenary Session—Marcia Chatelain
Grand Ballrooms D and E

10:45 a.m.–Noon
CONCURRENT SESSIONS

Academics 101 for CFOs, CEMOs, and Other Officers
Regency Ballroom E

Evidence-Based Retention Efforts
Grand Ballrooms B and C

Follow-up: “The Power of Diverse Voices”
Grand Ballroom A

Title IX: Compliance and Best Practices
Parkview

Working through Crises
Regency Ballroom F

10:45 a.m.–Noon
CAO-CFO-CEMO Spouses and Partners Program
Mills Studio 1

Noon–2:00 p.m.
Free Time for Lunch

12:15–1:45 p.m.
Luncheon and Discussion Groups for Women Administrators
Regency Ballroom C

2:00–3:15 p.m.
CONCURRENT SESSIONS

Health Promotion for the Digital Native: Leveraging Technology to Improve College Students’ Health and Well-Being
Regency Ballroom F

Higher Education Legal Issues Roundup
Parkview

Online College Students: Who Are They and What Do They Want?
Grand Ballrooms B and C

Supporting Transformational Change through NACUBO’s Economic Models Project
Regency Ballroom E

Vocation, Career Services, and the Academic Program
Grand Ballroom A

2:00–5:00 p.m.
First Presidential Contracts Consultations
Mills Studio 8

3:30–4:45 p.m.
CONCURRENT SESSIONS

Engaging Undergraduates through Global Learning
Grand Ballrooms B and C

“Grantsmanship” for CIC’s Competitive Programs
Grand Ballroom A

Master Planning for the Campus
Regency Ballroom E

St. Louis: The Most Southern Northern City? Or the Most Northern Southern City?
Regency Ballroom F

The Changing Role of the Chief Academic Officer: Perceptions, Challenges, and Paths Forward
Parkview

5:00–5:30 p.m.
Mentor Program for New CAOs: Follow-up
Parkview
Monday, November 5

7:15 a.m.–5:00 p.m.
Institute Registration and Idea Exchange
Grand Ballroom Foyer

7:15–8:15 a.m.
Annapolis Group CAO, CFO, and CEMO Breakfast
Mills Studio 3

Association of Colleges of Sisters of Saint Joseph CAO, CFO, and CEMO Breakfast
Mills Studio 6

7:15–8:15 a.m.
Breakfast Discussions
Regency Ballrooms D-F

7:15 a.m.–5:00 p.m.
CAO-CFO-CEMO Spouses and Partners Hospitality Room Open
Mills Studio 1

8:00 a.m.–5:00 p.m.
Consultations with TIAA: Planning for Your Retirement
Mills Studio 7

Faculty Compensation and Benefits Consultations
Mills Studio 2

Negotiating Presidential Compensation and Benefits Consultations
Mills Studio 2

8:30–9:45 a.m.
Plenary Session—Nathan D. Grawe
Grand Ballrooms D and E

10:15–11:30 a.m.
CONCURRENT SESSIONS

Creating an Effective Digital Learning Environment
Grand Ballrooms B and C

Finance 101 for CAOs, CEMOs, and Other Officers
Grand Ballrooms F and G

Follow-up “Demographic Trends and Student Enrollment”
Grand Ballroom A

Hiring and Evaluation Part I: Best Practices for Hiring
Parkview

Improving Graduation Rates
Regency Ballroom E

11:45 a.m.–12:45 p.m.
CONCURRENT SESSIONS

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

Making the Most of The HistoryMakers
Grand Ballrooms F and G

Open Mike for Chief Academic, Financial, and Enrollment Management Officers
Grand Ballroom A

Preparing Campus Leaders for Tomorrow’s Challenges
Grand Ballrooms B and C

The Case for College
Regency Ballroom E

12:45–2:00 p.m.
Free Time for Lunch

CIC Consortium for Instructional Excellence and Career Guidance Lunch
Mills Studio 3

Missouri Chief Academic, Financial, and Enrollment Management Officers Lunch
Meet in hotel lobby.

NetVUE Focus Group
Mills Studio 6

1:30–4:30 p.m.
Optional Excursion: Anheuser-Busch Brewery and Ted Drewes Tour
Meet in hotel lobby.

2:00–5:00 p.m.
First Presidential Contracts Consultations
Mills Studio 8

Career Consultations
Sterling Studios 1, 2, 5, and 7
Tuesday, November 6

7:30–11:45 a.m.
Institute Registration and Idea Exchange
Grand Ballroom Foyer

7:30–8:45 a.m.
Breakfast
Regency Ballrooms D–F

Breakfast for Alumni of CIC’s Presidential Vocation and Institutional Mission Program
Mills Studio 3

Breakfast for CAOs, CFOs, and CEMOs of Historically Black Colleges and Universities
Regency Ballrooms D–F

Breakfast for CAOs, CFOs, and CEMOs of Hispanic-Serving Institutions
Regency Ballrooms D–F

7:30–11:45 a.m.
CAO-CFO-CEMO Spouses and Partners Hospitality Room Open
Mills Studio 1

8:00–11:45 a.m.
Consultations with TIAA: Planning for Your Retirement
Mills Studio 7

Faculty Compensation and Benefits Consultations
Mills Studio 2

Negotiating Presidential Compensation and Benefits Consultations
Mills Studio 2

9:00–10:15 a.m.
CONCURRENT SESSIONS

Building and Institutional Capacity for Change: Lessons from the Field
Grand Ballroom F

Faculty Development Models
Grand Ballroom A

Faculty Visas Demystified
Parkview

Why Does the Phrase “Liberal Arts” Reduce the Appeal of Independent Colleges?
Grand Ballrooms B and C

10:30–11:45 a.m.
Closing Plenary Session—Meg Jay
Grand Ballrooms D and E

INSTITUTE ADJOURNS

Noon–2:00 p.m.
CAO-CFO-CEMO Task Force Meeting
Mills Studio 3

1:30–3:30 p.m.
First Presidential Contracts Consultations
Mills Studio 2

1:30–4:30 p.m.
Career Consultations
Sterling Studios 2, 5, and 7
Workshop for New Chief Academic Officers

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

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SATURDAY, NOVEMBER 3

Coordinators:

Kerry D. Fulcher, Provost and Chief Academic Officer, Point Loma Nazarene University
Deneese L. Jones, Vice President for Academic Affairs, Trinity University (TX)

7:30 a.m. Continental Breakfast
Grand Ballrooms A and B

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

8:05–8:45 a.m. Introductions
Kerry D. Fulcher, Deneese L. Jones

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

10:00–10:05 a.m. Reflection

10:05–10:20 a.m. Break

10:15 a.m.–Noon Case Studies (with leaders)
Marilyn Abbott, Provost and Vice President for Academic Affairs, Lindenwood University
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
Kerry D. Fulcher, Provost and Chief Academic Officer, Point Loma Nazarene University
Deneese L. Jones, Vice President for Academic Affairs, Trinity University (TX)
Marie S. Morris, Provost, Anderson University (IN)
Stephen D. Stahl, Provost, Baldwin Wallace University
Mike Wanous, Vice President for Academic Affairs, Huntington University
Moderator: Deneese L. Jones

12:00–12:05 p.m.  
Reflection

12:15–1:15 p.m.  
Lunch
Grand Ballroom C

1:15–1:30 p.m.  
Welcome
Grand Ballrooms A and B  Richard Ekman, President, CIC

1:30–3:10 p.m.  
ROUNDTABLE DISCUSSIONS

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

Faculty Governance and Faculty Leadership
Kerry D. Fulcher, Provost and Chief Academic Officer, Point Loma Nazarene University

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

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

Work-Life Integration

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

Moderator: Kerry D. Fulcher

3:10–3:15 p.m.  Reflection

3:15–3:25 p.m.  Break


Moderators: Kerry D. Fulcher and Deneese L. Jones, with other facilitators

3:55–4:00 p.m.  Wrap Up

4:00–4:30 p.m.  Mentors Meet New CAOs

Mentor Coordinators:

Ron Cole, Provost and Dean of the College, Allegheny College
Karen Kaivola, Provost and Chief Academic Officer, Augsburg University

Mentors:

Mary K. Boyd, Provost, Berry College
Susan Burns, Vice President for Academic Affairs, Clarke University (IA)
Debbie L. Cottrell, Vice President for Academic Affairs, Texas Lutheran University
Brian Ernsting, Vice President for Academic Affairs and Dean of the Faculty, Wartburg College
Scott Feller, Dean of the College, Wabash College
Darin E. Fields, Vice President for Academic Affairs, The University of Findlay
DeWayne P. Frazier, Vice President for Academic Affairs, Iowa Wesleyan University
Tresmaine R. Grimes, Vice President for Academic Affairs and Dean of Faculty, Bloomfield College
Elissa Heil, Vice President for Academic Affairs and Dean of the Faculty, Wilson College
Colin Irvine, Senior Vice President for Academic Affairs and Dean of the University, Augustana University (SD)

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

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

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

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

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

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

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

Ginger Rodriguez, Vice President for Academic Affairs, Calumet College of St. Joseph

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

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

Glenn R. Sharfman, Provost, Oglethorpe University

Cady Short-Thompson, Provost, Hope College

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

Stephen D. Stahl, Provost, Baldwin Wallace University

Jenna Templeton, Vice President for Academic Affairs, Chatham University

Michael K. Wanous, Vice President for Academic Affairs, Huntington University

4:30 p.m.

Workshop for New CAOs Adjourns
Workshop for CAOs in Their Third or Fourth Year of Service

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

SATURDAY, NOVEMBER 3

Coordinators:
Paula F. Dehn, Vice President for Academic Affairs and Dean of the College, Kentucky Wesleyan College
Marc Roy, Provost, Albion College

7:30–8:00 a.m. Continental Breakfast
Mills Studio 3

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
Paula Dehn and Marc Roy

9:00–10:30 a.m. Reflecting on the Moment
Marc Roy

Discussion Facilitators:
Thomas J. Enneking, Senior Advisor to the President, Marian University
William T. Franz, Provost and Vice President for Academic Affairs, Randolph-Macon College
Lizbeth J. Martin, Interim Provost and Senior Vice President for Academic Affairs, Gonzaga University
Daniel K. Silber, Vice President for Academic Affairs, Piedmont College
Tracy Stewart, Vice President for Academic Affairs, Viterbo University
Mary E. M. Strey, Vice President for Academic Affairs and Dean of the Faculty, Central College
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<td><strong>Refreshment Break</strong></td>
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<td>10:45–11:55 a.m.</td>
<td><strong>Case Studies with Facilitators</strong></td>
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<td>Noon–1:00 p.m.</td>
<td><strong>Lunch</strong></td>
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<td><em>Mills Studio 6</em></td>
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<td>1:15–2:15 p.m.</td>
<td><strong>Working with the President and the Cabinet</strong></td>
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<td>Marc Roy</td>
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<td>2:15–3:00 p.m.</td>
<td><strong>Finances and the CAO: What’s Normal and What’s Not?</strong></td>
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<td>3:00–3:15 p.m.</td>
<td><strong>Refreshment Break</strong></td>
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<td>3:15–4:15 p.m.</td>
<td><strong>What’s Keeping You Up at Night?</strong></td>
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<td>A discussion with all facilitators around pressing issues, being our best, and taking care of ourselves.</td>
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<td>4:15 p.m.</td>
<td><strong>Workshop for CAOs in Their Third or Fourth Year of Service</strong></td>
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Pre-Institute Events

SATURDAY, NOVEMBER 3

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

8:00 a.m.–8:00 p.m.  
Senior Leadership Academy  
Grand Ballrooms G and H  
(By invitation only)  
Coordinator: Linda M. Bleicken, President, American Academic Leadership Institute (AALI)

10:00 a.m.–Noon  
Concordia University System Chief Academic, Financial, and Enrollment Management Officers Meeting  
Mills Studio 2  
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, Financial, and Enrollment Management Officers Meeting  
Mills Studio 6  
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.  
Mentors of New CAOs Orientation Meeting  
Mills Studio 4  
(By invitation only)

3:30–4:00 p.m.  
Chief Academic, Financial, and Enrollment Management Officers Task Force Meeting  
Mills Studio 1  
(By invitation only)

4:00–4:30 p.m.  
Mentors Meet New CAOs  
Grand Ballrooms A and B  
(By invitation only)
Saturday, November 3

2018 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 AND KEYNOTE ADDRESS
Grand Ballrooms D and E

Chair: Leanne M. Neilson, Provost and Vice President for Academic Affairs, California Lutheran University, and Chair, CIC CAO-CFO-CEMO Task Force

Welcome
Richard Ekman, President, CIC

Susan Whealler Johnston, President, NACUBO

Susan Whealler Johnston was named president and CEO of NACUBO in 2018. For over 30 years, she has served higher education in various roles—including faculty member, campus administrator, and national higher education association leader. Prior to joining NACUBO, she served as executive vice president and chief operating officer of the Association of Governing Boards of Universities and Colleges. Earlier, she was professor of English and dean of academic development at Rockford University. She also served as dean of Regent’s College, Rockford’s campus in London. Johnston serves on the boards of Rollins College and Radford University, and she is immediate past chair of the board of the Southern Education Foundation. She is a member of the advisory committees of the National Institute on Learning Outcomes Assessment and the National Survey of Student Engagement. Johnston earned a BA summa cum laude in English from Rollins College and an MA and PhD in English from Purdue University.

Presentation of Awards
Richard Ekman, President, CIC
Awards for Service to the CIC CAO Task Force

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

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

2018 CIC Chief Academic Officer Award

John D. Kolander, provost of Wisconsin Lutheran College, is the recipient of the 2018 CIC Chief Academic Officer Award in recognition of his significant support of colleagues at independent colleges and universities. He has participated as a presenter at nearly every CIC Institute for CAOs since 2004 and as a mentor to many of his colleagues as they began their tenure as CAOs. Since 2013, Kolander also has shared his knowledge and advice as a presenter for the CIC Workshops for Department and Division Chairs on developing leadership potential in oneself and others, advising new chairs to “never forget the importance of mission and vision,” and that “leading from the middle is not a curse, it’s an opportunity to have tremendous impact on your institutional culture.” In addition to his participation in many other CIC programs, Kolander served on the CIC CAO Task Force from 2013 to 2015. He also is president of the Edgar H. and Meta A. Hoenecke Vulnerable Children’s Foundation, Inc., which serves over 500 students in Lusaka, Zambia.

Kolander has been CAO at Wisconsin Lutheran College since 2004. During his tenure, the college has added nursing, initiated master’s and adult education degrees, and forged formal academic program partnerships with medical and graduate schools in the Midwest.

Kolander’s research interests include campus and organizational culture, curriculum development, and leadership development. He holds a BS in elementary education and teaching from Dr. Martin Luther College (now Martin Luther College), an MA in curriculum and instruction from the University of Wisconsin-Oshkosh, and a PhD in educational administration from the University of Wisconsin-Madison.

The Impact of Current Economic Trends and Developments on Independent, Nonprofit Colleges and Universities

Much has been written about the economic challenges confronting all of higher education—and pressures that are particularly acute in the nonprofit college sector. Many point to the “disruptions” in other industries—telecommunications, publishing, and health care—as examples of the radical changes already in play and still to come for higher education. How can senior leaders of CIC member institutions guide their colleges and universities through the current economic climate in ways that simultaneously encourage prudent stewardship of resources, creative problem solving, respect for mission, and the best possible outcomes for students? Roger W. Ferguson, Jr. has led TIAA through a period of rapid change in the financial services industry. He will draw out lessons he has learned from that experience that are applicable to the work of CAOs, CFOs, and CEMOs.
Roger W. Ferguson, Jr. is president and chief executive officer of TIAA, the leading provider of retirement services to the academic, research, medical, and cultural fields and a Fortune 100 financial services organization. He is the former vice chair of the Board of Governors of the U.S. Federal Reserve System. As the only governor in Washington, DC, on 9/11, he led the Fed’s initial response to the terrorist attacks, taking actions that kept the U.S. financial system functioning while reassuring the global financial community that the U.S. economy would not be paralyzed.

Prior to joining TIAA in 2008, Ferguson was head of financial services for Swiss Re and chair of Swiss Re America Holding Corporation. He served on President Obama’s Council on Jobs and Competitiveness as well as its predecessor, the Economic Recovery Advisory Board, and he co-chaired the National Academy of Sciences’ Committee on the Long-Run Macroeconomic Effects of the Aging U.S. Population. Ferguson currently serves on the boards of Alphabet Inc., General Mills, the Institute for Advanced Study, Memorial Sloan Kettering Cancer Center, and the Smithsonian Institution’s Board of Regents. He is chair of the board of trustees of the Conference Board. He also is a fellow of the American Academy of Arts & Sciences (and co-chaired its Commission on the Future of Undergraduate Education) and the American Philosophical Society. Ferguson is a member of the Economic Club of New York, the Council on Foreign Relations, and the Group of Thirty. He holds a BA and PhD in economics and a JD, all from Harvard University.

6:30–7:00 p.m.  **Welcoming Reception** (Admission by Institute badge)
*Grand Ballroom Foyer*  
*Sponsored by Campus Labs*

7:00–8:30 p.m.  **Buffet Dinner** (Admission by Institute badge)
*Regency Ballrooms C–F*  
*Sponsored by Academic Search, Inc.*

8:15–9:00 p.m.  **Reception for Sponsors**
*Parkview*  
All sponsors of the Institute for Chief Academic Officers, with Chief Financial and Chief Enrollment Management Officers, are welcome.

*Hosts: CIC CAO-CFO-CEMO Task Force*
Sunday, November 4

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

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

7:30–8:45 a.m. Breakfast Discussions
Regency Ballrooms C–F
Sponsored by The Learning House, Inc.
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 40.)

7:30 a.m.–Noon Senior Leadership Academy
Grand Ballrooms G and H
(By invitation only)

8:00–8:30 a.m.  Ecumenical Worship Service
Parkview
Barney Cochran, Vice President for Academic Affairs, Mount Vernon Nazarene University
Mary Jones, Provost and Chief Academic Officer, MidAmerica Nazarene University

Other Religious Services
Participants have the opportunity to attend Roman Catholic Mass and other services at local houses of worship. See the list in the Guidebook app.
8:00 a.m.–5:00 p.m. | **Consultations with TIAA: Planning for Your Retirement**

*Mills Studio 7*

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

- Sunday, November 4, 8:00 a.m.–5:00 p.m.
- Monday, November 5, 8:00 a.m.–5:00 p.m.
- Tuesday, November 6, 8:00–11:45 a.m.

Sign up in advance at the TIAA table.

*Mills Studio 2*  
**Faculty Compensation and Benefits Consultations**

*Frank A. Casagrande*, president of Casagrande Consulting, LLC, will be available for individual consultations with CAOs and CFOs 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.

*Mills Studio 2*  
**Negotiating Presidential Compensation and Benefits Consultations**

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

9:00–10:15 a.m.  
**PLENARY SESSION**  
*Grand Ballrooms D and E*  
**Sponsored by Association of College and University Educators (ACUE)**  
**The Power of Diverse Voices**

The tremendous value of including diverse voices in all aspects of campus life is well established. Different perspectives stimulate new ways of working together, forge strong connections among groups of students, faculty members, staff, and administrators, and ultimately result in better solutions to challenges. What intentional strategies can college and university administrators employ to promote, encourage, and reward efforts to increase diversity—and ensure that diverse voices are heard—in classrooms, work environments, and all across campus? This plenary address will examine 50 years of higher education approaches to diversity and inclusion and will provide some insights on what needs to remain and what needs to change.

Marcia Chatelain is Provost’s Distinguished Associate Professor of History and African American Studies at Georgetown University. The author of *South Side Girls: Growing Up in the Great Migration* (2015), Chatelain is a public voice on the history of African American children, race in America, and social movements. In 2014, she organized fellow scholars in a social media response to the crisis in Ferguson, Missouri, the #FergusonSyllabus. Chatelain hosts *Office Hours: A Podcast*, in which she talks with millennials about what is most important to them.
Chatelain has contributed to *TheAtlantic.com*, *Time.com*, *Ms. Magazine*, and the *Chronicle of Higher Education* and has been quoted in articles in the *New York Times*, *Chicago Tribune*, *Washington Post*, and *Chronicle of Higher Education*, which named her a “Top Influencer in Higher Education” in 2016. She also has appeared on C-SPAN, MSNBC, CNN, BBC America, and PBS. Chatelain is currently the Eric and Wendy Schmidt Fellow at the New America Foundation in Washington, DC, and, during the 2017–2018 academic year, she was a National Endowment for the Humanities Fellow. She has been a Ford Foundation Diversity Fellow; German Marshall Fund of the U.S. American Fellow; Sue Shear Institute for Women in Public Life Amethyst Award recipient; French American Foundation Young Leader; and a recipient of Georgetown University’s Dorothy M. Brown Teaching Award, the Edward B. Bunn, S.J. Award for Faculty Excellence, and the College Academic Council’s Faculty Award. Chatelain earned a BA in journalism and religious studies from the University of Missouri, where she was a Harry S. Truman Scholar, and an AM and PhD in American civilization from Brown University.

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

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

*Grand Ballroom Foyer*

Sponsored by HopeLab

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

*Sponsored by National Center for Faculty Development & Diversity*

*Regency Ballroom E*

**Academics 101 for CFOs, CEMOs, and Other Officers**

A college’s academic policies, procedures, governance, and staffing can be opaque. Three experienced CAOs will lead a session on the basics for non-CAOs. Come learn and discuss questions with a group of fellow administrators.

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

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

Glenn R. Sharfman, Provost, Oglethorpe University

Chair: Nigel Nicholson, Dean of the Faculty, Reed College

*Grand Ballrooms B and C*

**Evidence-Based Retention Efforts**

Efforts to reform the way institutions address systemic student retention and completion gaps require excellent programs, attention to the fiscal bottom line, and a spotlight on equity and social justice, all maintained through multi-year, evidence-based planning and implementation. The John N. Gardner Institute for Excellence in Undergraduate Education has partnered with CIC member institutions to create the Small Enrollment Institution Retention Consortium, a community of practice to share evidence-based retention and completion lessons. The panel will describe recent research on retention, persistence, and completion, including the underlying cost-benefit and social justice/equity arguments. Panelists will outline the two-year Retention Performance Management process, which engages all
Campus stakeholders in the collection and analysis of a decade’s worth of evidence, and the development of a cross-institutional plan to improve students’ success. The presenters will discuss the impact of the process and the creation of a community of practice at the participating institutions, along with guidance on how to apply this process at other campuses.

**Debora L. D’Anna**, Vice President for Student Success and Services and Dean of Students, Brevard College

**Andrew K. Koch**, President and Chief Operating Officer, John N. Gardner Institute for Excellence in Undergraduate Education

**Victoria A. McGillin**, Institute Fellow, John N. Gardner Institute for Excellence in Undergraduate Education

**Tracy Parkinson**, Vice President for Strategic Partnerships and Special Assistant to the President, Coker College

**R. Scott Sheffield**, Vice President for Academic Affairs and Dean of Faculty, Brevard College

**Chair: Ty F. Buckman**, Provost and Vice President for Academic Affairs, Mary Baldwin University

*Grand Ballroom A*

**Follow-up: “The Power of Diverse Voices”**

Participants can meet informally with Marcia Chatelain for discussion of the ideas she presented in her plenary address.

**Marcia Chatelain**, Provost’s Distinguished Associate Professor of History and African American Studies, Georgetown University

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

*Parkview*

**Title IX: Compliance and Best Practices**

Title IX concerns of colleges and universities have expanded from equal opportunities for all students in intercollegiate athletics to equal educational experiences, including freedom from sexual harassment for all. What are the most effective Title IX educational initiatives? Which aspects of training to prevent sexual harassment incidents are effective? What kinds of investigations meet compliance requirements? An experienced higher education attorney will provide practical advice on compliance and lead a discussion on effective responses to specific campus challenges as the regulatory environment changes.

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

**Chair: Richard Ice**, Provost, College of Saint Benedict/Saint John’s University
Working through Crises

What happens when a college or university is challenged by natural disaster such as a hurricane, flood, or wildfire? What steps must be taken immediately and what must happen a day, a week, or a month later? How can the institution put long-term plans for recovery into action? Representatives of three campuses that have been affected by natural disasters in the last 18 months will offer advice and stories of ongoing recovery.

Mojgan Behmand, Acting Vice President for Academic Affairs and Dean of the Faculty, Dominican University of California

Gary Daynes, Provost and Vice President for Academic Affairs, Barton College

María Teresa Martínez Diez, Provost and Executive Vice President for Academic Affairs, Universidad del Sagrado Corazón (PR)

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

10:45 a.m.–Noon

CAO-CFO-CEMO SPOUSES AND PARTNERS PROGRAM

Welcome Coffee

Greetings: Kathy Whatley, Senior Vice President, CIC

Introductions of CAO-CFO-CEMO Spouses and Partners

Laurie Stahl, Chief Academic Officer Spouse, Baldwin Wallace University

Why We Read What We Read: Selections from Our Bookshelves

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

Noon–2:00 p.m.

Free Time for Lunch

12:15–1:45 p.m.

Luncheon and Discussion Groups for Women Administrators

Sponsored by the Registry for College and University Presidents

(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 the Appendix, page 43.)

Coordinators:

Marilyn Abbott, Provost and Vice President for Academic and Student Affairs, Lindenwood University

Lori Werth, Provost, University of Pikeville

Brief remarks: Barbara Hetrick, Senior Advisor, CIC
CONCURRENT SESSIONS

Sponsored by National Center for Faculty Development & Diversity

Regency Ballroom F

Health Promotion for the Digital Native: Leveraging Technology to Improve College Students’ Health and Well-Being

Health and wellness tend to be low on most students’ to-do lists but are critically important. Meeting students on their terms with well-being initiatives through scalable and personalized digital interventions has proven to be effective. A clinical psychologist will provide a case study of YOU@CSU, a digital platform that increases health literacy, encourages students to seek help, and connects them to campus resources. Results from implementation include promotion of well-being on campus, utilization of resources, and the opportunity to use data analysis to inform campus health policies and student success initiatives. Presenters also will highlight a new collaborative program aimed at tackling loneliness in the college population. They will share insights that have emerged from in-depth interviews with students experiencing loneliness and show how this qualitative data can be combined with academic research to find effective solutions to increase the sense of belonging and connectedness.

Sarah Cardwell, Senior Associate Dean of Student Life, Connecticut College
Nathaan Demers, Vice President and Director of Clinical Programs, Grit Digital Health
Caroline FitzGerald, Project Lead, Hopelab

Chair: Volker R. Henning, Vice President for Academic Administration, Walla Walla University

Parkview

Higher Education Legal Issues Roundup

It is critical, especially in the current regulatory and political environment, for senior campus leaders to be up-to-date in their understanding of key legal issues in higher education. An experienced higher education attorney will offer an update on the ten most important legal issues likely to affect independent colleges and universities in the near future.

Natasha J. Baker, Partner, Hirschfeld Kramer LLP

Chair: Dennis G. Carroll, Provost, High Point University

Grand Ballrooms B and C

Online College Students: Who Are They and What Do They Want?

Since 2012, The Learning House, Inc. has conducted an annual survey of past, present, and prospective fully online college students. The goal of the survey is to help higher education leaders understand better who online college students are and what they seek in an educational experience. As more small and mid-sized colleges develop wholly online programs, the survey results for 2018 offer key findings about these students. The panelists will draw links between the survey findings and practical opportunities for program improvement.

Jay Hatcher, Senior Vice President of Business Development and General Counsel, The Learning House, Inc.

Eric E. LaMott, Provost and Chief Operating Officer, Concordia University, St. Paul
**Supporting Transformational Change through NACUBO’s Economic Models Project**

The NACUBO Higher Education Economic Models Project helps ensure that colleges and universities are able to provide students with the opportunity to enrich their minds, their lives, and their communities, as well as pursue fiscally responsible institutional missions in research and service. Following an overview of NACUBO’s web-based toolkit, panelists will share how their campuses have been inspired by the project and are developing innovative solutions to business model challenges.

- **Karen Kaivola**, Provost and Chief Academic Officer, Augsburg University
- **Beth Reissenweber**, Chief Financial Officer and Vice President for Finance and Administration, Augsburg University
- **Randy Roberson**, Director, Strategic Initiatives, NACUBO
- **Nicole Trufant**, Senior Vice President for Finance and Administration, University of New England

Chair: **Jason A. Pierce**, Provost, Young Harris College

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**Vocation, Career Services, and the Academic Program**

A student’s search for a fulfilling professional life may begin in a career services office, in discussions with parents, faculty members, mentors, and fellow students, or through a work or volunteer experience. Many colleges foster conversations with students to help them discern their vocation, which then motivates them to choose an academic path to a desired work life. How have colleges used the language of vocation and calling as a way to connect career services to academic programs? CAOs of institutions that are part of CIC’s Network for Vocation in Undergraduate Education will share what is happening on their campuses and invite discussion from others.

- **Carey H. Adams**, Vice President for Academic Affairs, Fontbonne University
- **Margaret Diddams**, Provost, Wheaton College (IL)
- **Brian Ernsting**, Vice President for Academic Affairs and Dean of the Faculty, Wartburg College
- **Elizabeth Rider**, Senior Vice President for Academic Affairs and Dean of Faculty, Elizabethtown College

Chair: **Debbie Lynn Cottrell**, Vice President for Academic Affairs, Texas Lutheran University
2:00–5:00 p.m.  First Presidential Contracts Consultations
Mills Studio 8
(Pre-registration is required. Inquire at the CIC Registration Desk.)

Raymond D. Cotton, partner, Nelson Mullins Riley & Scarborough LLP, will be available for personal consultations with chief academic, financial, and enrollment management officers who are interested in presidential positions to discuss first presidential contracts, including board concerns and benefit trends. Cotton is highly respected as a national authority on these matters.

3:15–3:30 p.m.  Refreshment Break
Grand Ballroom Foyer  Sponsored by PeopleAdmin

3:30–4:45 p.m.  CONCURRENT SESSIONS
Grand Ballrooms B and C  Sponsored by GreenFig

Engaging Undergraduates through Global Learning
Founded on the premise that undergraduate liberal education plays an essential role in meeting the world’s health challenges, the Allegheny College Global Health Studies Program draws upon Allegheny’s commitments to civic engagement, diverse perspectives, internationalization, undergraduate research, and interdisciplinary learning. Through a partnership between American Councils for International Education (American Councils), and Allegheny College’s Global Health Studies program, students are able to study abroad in Moldova. Representatives of Allegheny College and American Councils will explain how the program was developed, discuss logistical and curricular challenges, successes, and future plans; and provide ideas and advice for other CIC member institutions to think about ways they might develop similar internationalization programs.

Ron Cole, Provost and Dean of the College, Allegheny College
Steven Farrelly-Jackson, Associate Professor, Philosophy and Global Health Studies, Allegheny College
Graham Hettlinger, Director, Higher Education Programs, American Councils for International Education
Caryl E. Waggett, Associate Professor, Global Health Studies, Allegheny College
Chair: Laura Lowe Furge, Interim Provost, Kalamazoo College

Grand Ballroom A

“Grantsmanship” for CIC’s Competitive Programs
Many CIC programs that require nomination or application are becoming more competitive. How can you and your institution be more successful in your efforts to be selected to participate? CIC staff members who participate in review processes will discuss key factors that are considered and will identify some of the common pitfalls.

David G. Brailow, Vice President for Development, CIC
Alana K. Cassidy, Development Manager, CIC
Richard Ekman, President, CIC
**Regency Ballroom E**

### Master Planning for the Campus

Master planning, whether for facilities, sustainability, utilities, or other aspects of campus life, is an important collaborative exercise for a college or university. Two sets of senior administrators, one from Goucher College and one from Sewanee: The University of the South, will discuss how they led their institutions through master planning, including challenges overcome, lessons learned, and accomplishments celebrated.

- **Nancy Berner**, Provost, Sewanee: The University of the South
- **Lynne P. Lochte**, Vice President for Finance and Administration, Goucher College
- **Scott Sibley**, Interim Provost, Goucher College
- **Doug Williams**, Vice President for Finance and Treasurer, Sewanee: The University of the South

Chair: **Mary K. Boyd**, Provost, Berry College

### St. Louis: The Most Southern Northern City? Or the Most Northern Southern City?

St. Louis has a rich history shaped by immigration, commerce, industry, and by a legacy of racial tension and segregation. Two local historians, Mark Abbott and Kristine Smith, will present highlights of St. Louis’s history, from its founding in 1764, through its days as an antebellum steamboat hub, to its rise as an industrial power. The presentation will outline the city’s slide from prominence through the 20th century, including how St. Louis’s dual heritage as both a northern and southern city has informed and shaped relationships and divisions. Abbott and Smith will examine post-Ferguson conditions in St. Louis and note how contemporary successes continue to be undermined by the region’s inability to acknowledge the internal divisions caused by the history of segregation.

- **Mark K. Abbott**, Professor Emeritus of History and Urban Affairs, Harris-Stowe State University, and CAO Spouse, Lindenwood University
- **Kristine Runberg Smith**, Professor of History, Lindenwood University

Chair: **Marilyn Abbott**, Provost and Vice President for Academic and Student Affairs, Lindenwood University

### Parkview

### The Changing Role of the Chief Academic Officer: Perceptions, Challenges, and Paths Forward

As independent colleges and universities evolve to meet the demands of a changing higher education landscape, the role of the CAO also must change. The traditional sole focus on academic programs is now often part of a broader professional portfolio that includes
budgetary oversight as well as student recruitment, fundraising, institutional planning, and assessment responsibilities. This session presents results from a recent survey of current CAOs about the impact of this expanded role on their lives and their readiness to meet these new challenges. A group discussion on strategies to prepare current and future CAOs for the broadening portfolio of the position will round out the session.

Jeff Gingerich, Provost and Senior Vice President for Academic Affairs, University of Scranton

Michael W. Markowitz, Vice President for Academic Affairs, Holy Family University

Chair: Rita Gulstad, Provost, Central Methodist University

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

Parkview

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

Ron Cole, Provost and Dean of the College, Allegheny College

Karen Kaivola, Provost and Chief Academic Officer, Augsburg University

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

Mills Studio 4

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

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

Barbara Hetrick, Senior Advisor, CIC

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

Mills Studio 6

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

Hosts: David S. Cunningham, Director of NetVUE, CIC

Harold V. Hartley III, Senior Vice President, CIC

6:15 p.m.  
Dine-around Dinners

(Meet in hotel lobby.)

CIC has arranged informal dinners at a variety of restaurants in St. Louis 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-CFO-CEMO Task Force members are hosts. Spouses and partners are most welcome.
Monday, November 5

7:15 a.m.–5:00 p.m.  
**Institute Registration and Idea Exchange**  
*Grand Ballroom 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, Chief Financial, and Chief Enrollment Management Officers Breakfast**  
*Mills Studio 3*  
Members of the Annapolis Group will meet for informal discussion of current issues.  
Coordinator: **Jeff Frick**, Dean of the College and Academic Vice President, St. Norbert College

**Association of Colleges of Sisters of Saint Joseph Chief Academic, Chief Financial, and Chief Enrollment Management Officers Breakfast**  
*Mills Studio 6*  
Members of the Association of Colleges of Sisters of Saint Joseph will meet for breakfast and discussion.  
Coordinator: **Carey Adams**, Vice President for Academic Affairs, Fontbonne University

7:15–8:15 a.m.  
**Breakfast Discussions**  
*Regency Ballrooms D–F*  
Sponsored by LRAP Association  
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 44.)

7:15 a.m.–5:00 p.m.  
**CAO-CFO-CEMO Spouses and Partners Hospitality Room**  
*Mills Studio 1*  
The Hospitality Room is open all day. Note that breakfast is available from 7:15 to 8:15 a.m. in Regency Ballrooms D–F.
8:00 a.m.–5:00 p.m.

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

*Mills Studio 7*

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

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

Sign up in advance at the TIAA table.

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**Faculty Compensation and Benefits Consultations**

*Mills Studio 2*

Frank A. Casagrande, president of Casagrande Consulting, LLC, will be available for individual consultations with CAOs and CFOs 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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**Negotiating Presidential Compensation and Benefits Consultations**

*Mills Studio 2*

Casagrande also will be available for personal consultations with CAOs, CFOs, and CEMOs 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**

*Grand Ballrooms D and E*

Sponsored by Asset Strategy Consultants

**Presentation of the 2018 Academic Leadership Award**

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The oldest university press and one of the largest publishers in the United States, the **Johns Hopkins University Press (JHUP)** combines units that publish traditional books and journals with cutting-edge service divisions that sustain diversity and independence among nonprofit, scholarly publishers, societies, and associations. The mission of the Press is to excel in the selection, preparation, and innovative dissemination of works that advance teaching and research and enlighten a diverse audience of readers.

With critically acclaimed titles in history, science, higher education, health and wellness, humanities, classics, and public health, the Books Division publishes 150 new books each year and maintains a backlist in excess of 3,000 titles. The JHUP also is home to the largest journal publication program of any U.S.-based university press, with 85 journals in the arts.
and humanities, technology and medicine, higher education, history, political science, and library science; and to Project MUSE, a collaboration with the Sheridan Libraries at JHU, which provides online access to more than 260,000 journal articles and 410,000 book chapters from 120 scholarly publishers for millions of students, scholars, and other readers around the world.

In recent years, the meteoric increase in the number of books published in the field of higher education at JHUP has been a boon to independent colleges. The Press continues to highlight the importance of solid research to facilitate good practice and policy in this field.

For its many contributions to the work of small and mid-sized nonprofit, independent colleges and universities, the Board of Directors of CIC is pleased to award the 2018 Academic Leadership Award to the Johns Hopkins University Press.

Represented by Gregory Britton, Editorial Director, Johns Hopkins University Press

PLENARY ADDRESS

Demographic Trends and Student Enrollment

Projections of the decline in the number of traditional college-age students over the next ten years concern many college and university administrators, but these changes only are the tip of the iceberg of demographic enrollment challenges. The U.S. birth rate has plummeted since the Great Recession, resulting in an even greater decline in the number of new high school graduates beginning in 2026. The decline will not affect all institutional types equally, however. In his new book, *Demographics and the Demand for Higher Education* (2018), Nathan D. Grawe examines how recent demographic shifts are likely to affect demand for higher education and explores how colleges and policy makers could respond to meet institutional and national goals. Grawe has developed the Higher Education Demand Index (HEDI), which forecasts college demand by institutional type and rank. How are small and mid-sized independent colleges likely to be affected by the approaching demographic changes? What strategies can they implement now to secure maximum student enrollment in the future?

**Nathan D. Grawe** is Ada M. Harrison Distinguished Teaching Professor of the Social Sciences at Carleton College. He is a labor economist with particular interests in how family background—from family income to number of siblings—shapes educational and employment choices and outcomes. Currently, he studies how the taxes implicit in financial aid formulas alter female labor force participation.

Grawe has participated in the leadership of Carleton’s Quantitative Inquiry, Reasoning, and Knowledge (QuIRK) initiative, has presented and led professional development workshops at dozens of colleges and universities across the United States and Canada, and is a presenter for CIC’s Diversity, Civility, and the Liberal Arts Institutes. Grawe earned a BA from St. Olaf College and an MA and PhD from the University of Chicago, all in economics.

Chair: **Marcheta Evans**, Provost and Vice President for Academic Affairs, Our Lady of the Lake University
9:45–10:15 a.m.  **Refreshment Break**  
*Grand Ballroom Foyer*  
*Sponsored by Ruffalo Noel Levitz*

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

*Grand Ballrooms B and C*  
**Creating an Effective Digital Learning Environment**

Technology's ever more important role in support of student learning has required new choices by campus leaders in the design of digital learning environments. Representatives of three institutions that have recently created new digital learning opportunities will discuss how they began the planning process, what they learned along the way, and the impact of the new learning environments on their campuses. An education technology expert will describe how the examples are related to Apple’s broader view of the role of digital devices and platforms in higher education.

**Paul D’Ascoli**, Market Segment Executive, Higher Education, Apple  
**Anne C. Dema**, Provost, William Jewell College  
**Alyson A. Gill**, Provost, University of the Ozarks (AR)  
**Susan Daniels Henderson**, Provost and Dean of the Faculty, Coker College  
Chair: **Marshall Flowers**, Vice President for Academic Affairs, Bluefield College

*Grand Ballrooms F and G*  
**Finance 101 for CAOs, CEMOs, and Other Officers**

A college’s finances can be confusing. Three experienced CFOs will lead a session on the basics for non-finance officers. Come to learn, solve puzzles, and discuss questions with a group of fellow administrators.

**Robert Blue**, Vice President for Finance and Administration, Centenary College of Louisiana  
**Carolyn Harris Head**, Senior Vice President and Chief Financial Officer, Lewis University  
**Sue Palmer**, Vice President for Finance and Administration, College of Saint Benedict  
Chair: **DonnaJean Fredeen**, Provost and Vice President for Academic Affairs, Rider University

*Grand Ballroom A*  
**Follow-up: “Demographic Trends and Student Enrollment”**

Participants will meet informally with Nathan Grawe to discuss the ideas he developed in his plenary address.

**Nathan D. Grawe**, Ada M. Harrison Distinguished Teaching Professor of the Social Sciences, Carleton College  
Chair: **Marcheta Evans**, Provost and Vice President for Academic Affairs, Our Lady of the Lake University
Hiring and Evaluation Part I: Best Practices for Hiring

Legal, regulatory, and political landscape challenges require chief academic, financial, and enrollment management officers to think carefully about the legal risks that campuses face when filling faculty and staff positions. An experienced higher-education attorney will discuss best search practices that will help campus leaders draft a position description, appoint and train the search committee, build the pool of applicants, interview candidates, check references, and complete the search without exposing the institution and themselves to legal risks.

Kathleen A. Rinehart, President, Cardinal Stritch University

Chair: Donald Tucker, Provost, North Central University

Improving Graduation Rates

Students who fail to graduate with their entering class peers do so for a variety of reasons. Often, students who go off-track were unable to enroll in courses when they needed to take them. A new initiative, partially funded through a grant from the CIC State Councils National Ventures Fund, has paired CIC member institutions with the College Consortium to offer a wide-ranging schedule of online courses in which students from participating institutions can enroll. Students, working with their academic advisors, select from approved courses as needed to satisfy the remaining graduation requirements. Revenues are shared between the two institutions. Frequently, students are able to include these courses in their regular load and make use of institutional financial aid. Preliminary results show increases in graduation rates at low institutional cost. CAOs from participating institutions and the College Consortium will offer insights into outcomes and experiences and discuss next steps.

Diana Comuzzi, Provost and Vice President for Academic Affairs, Schreiner University

Ann Fulop, Provost and Dean of the College, Eureka College

Allen Henderson, Provost and Senior Vice President, Texas Wesleyan University

Robert Manzer, Co-Founder and Chief Academic Officer, College Consortium

Chair: Melinda Stephens, Vice President for Academic Affairs, Geneva College

Refreshment Break

Grand Ballroom Foyer

11:30–11:45 a.m.

CONCURRENT SESSIONS

Sponsored by VitaNavis

Hiring and Evaluation Part II: Best Practices for Performance Evaluation

Legal, regulatory, and political landscape challenges require chief academic, financial, and enrollment management 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, poor performance, or the possible termination of employees.
An experienced higher-education attorney will share best practices and tools that can help administrators conduct meaningful evaluations while minimizing legal exposure of the institution and themselves.

Kathleen A. Rinehart, President, Cardinal Stritch University
Chair: Danny Blair Moore, Provost and Vice President for Academic Affairs, Chowan University

Grand Ballrooms F and G  Making the Most of The HistoryMakers
The HistoryMakers initiative records, preserves, and shares the life stories of thousands of African Americans, from the oldest living black cowboy to President Barack Obama, as it refashions a more inclusive record of American history. A staff member will demonstrate the resources available through the digital archive, and campus partners will discuss how they have used them to highlight African American contributions to American society and encourage conversation across the institution.

Jeffrey Carlson, Interim Provost and Vice President for Academic Affairs, Dominican University (IL)
Margaret Everett, Provost and Vice President for Academic Affairs, Lesley University
Julieanna Richardson, Founder and Executive Director, The HistoryMakers
Chair: Jenifer K. Ward, Provost and Dean of the College, Centenary College of Louisiana

Grand Ballroom A  Open Mike for Chief Academic, Financial, and Enrollment Management Officers
(Open only to currently-serving CAOs, CFOs, and CEMOs.)
CAOs, CFOs, and CEMOs will have the opportunity to seek advice from colleagues on specific issues and to share information about emerging trends and practices in independent higher education.

Moderator: Leanne M. Neilson, Provost and Vice President for Academic Affairs, California Lutheran University, and Chair, CIC CAO-CFO-CEMO Task Force

Grand Ballrooms B and C  Preparing Campus Leaders for Tomorrow’s Challenges
The higher education landscape is changing rapidly. How can we effectively prepare campus leaders to meet current and future challenges? Leaders of and participants in the Executive Leadership Academy (ELA) and the Senior Leadership Academy (SLA) will discuss methods for recognizing and cultivating future leaders and share topics likely to be of critical interest in the near future.

ELA is a yearlong program cosponsored by the Council of Independent Colleges, the American Association of State Colleges and Universities, and the American Academic Leadership Institute (AALI) to prepare experienced provosts and vice presidents to become successful presidents or to advance to other senior positions. SLA, a also yearlong program, is cosponsored by CIC and AALI for mid-level administrators in higher education who aspire to senior leadership positions in independent colleges or universities.
Linda M. Bleicken, President, AALI
Barbara Hetrick, Senior Advisor, CIC
Sarah Kottich, Executive Vice President for Operations and Planning, College of Saint Mary (NE)
J. Andrew Prall, Provost, St. Edward’s University
Chair: Beth M. Schwartz, Provost and Vice President for Academic Affairs, Heidelberg University

Regency Ballroom E

The Case for College

With challenges to the value of higher education from many sides, senior administrators need to make the broad case for college as well as the particular case for their own institution to parents, prospective students, neighbors, and the general public. An “elevator speech”—factual, pithy, memorable, and short—is a key tool for this effort. Where are the resources, both data and anecdotes, that can help shape a compelling elevator speech that will counter myths about higher ed? What are the essential parts of such a speech?

Katie Conboy, Provost and Senior Vice President, Simmons University
Harold V. Hartley III, Senior Vice President, CIC
Laura Wilcox, Communications Consultant, CIC
Chair: R. Scott Sheffield, Vice President for Academic Affairs and Dean of the Faculty, Brevard College

12:45–2:00 p.m.

Free Time for Lunch

Mills Studio 3

CIC Consortium for Instructional Excellence and Career Guidance Lunch
(By invitation only)
The inaugural members of the CIC Consortium for Instructional Excellence and Career Guidance are cordially invited to a luncheon with representatives from the Council of Independent Colleges, Strada Education Network, and the Association of College and University Educators (ACUE). Meet other members and hear a progress update, early findings, and plans for the road ahead.
Convener: Penny McCormack, Chief Academic Officer, ACUE

(Meet in hotel lobby.)

Missouri Chief Academic, Financial, and Enrollment Management Officers Lunch
Coordinator: David Starrett, Provost and Vice President for Academic and Student Affairs, Columbia College (MO)
**NetVUE Focus Group**

*(By invitation only)*

Convener: **Daniel O. Aleshire**, NetVUE Program Evaluator, CIC, and former Executive Director, Association of Theological Schools

1:30–4:30 p.m.

**Optional Excursion: Anheuser-Busch Brewery and Ted Drewes Tour**

*(Meet in hotel lobby.)*

This excursion is provided by Destination St. Louis. Register directly through its website, [www.destinationstlouis.com/register-for-a-tour/cic/#.WzZ37CAnaUk](http://www.destinationstlouis.com/register-for-a-tour/cic/#.WzZ37CAnaUk). *(Please use Google Chrome, Firefox, or Safari to view the website.)* Note that any changes or cancellations also should be made through Destination St. Louis; please refer to its cancellation and refund policies.

Since 1852, Anheuser-Busch has maintained its time-honored tradition of brewing fine beers. The company’s oldest brewery is nestled in the historic Soulard neighborhood of St. Louis. On this tour, guests will visit the Brew House, the beech wood aging cellar, and the world-famous Clydesdale stables. Last but not least, guests will be able to sample some of Anheuser-Busch’s hops and malt products. Following the brewery tour, guests will be treated to a specialty “concrete” at Ted Drewes Frozen Custard, thought by some to be “the world’s best ice cream” in 2016 and a St. Louis tradition since 1929.

*Fee: $44.10. Pre-registration is required.*

2:00–5:00 p.m.

**First Presidential Contracts Consultations**

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

**Raymond D. Cotton**, partner, Nelson Mullins Riley & Scarborough LLP, will be available for personal consultations with chief academic, financial, and enrollment management officers who are interested in presidential positions to discuss first presidential contracts, including board concerns and benefit trends. Cotton is highly respected as a national authority on these matters.

**Career Consultations**

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

Representatives from search firms that are sponsors of the Institute will be available for one-on-one meetings with registered participants to discuss career planning.
2:00–5:00 p.m.

WORKSHOPS

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

Grand Ballroom A

Dispute Resolution

Conflicts on campus can arise from miscommunication, efforts to protect finite resources, demographic shifts, changing institutional priorities, or a lack of understanding about how to address longstanding but unacceptable behaviors by faculty members, staff members, or administrators. This workshop, led by an experienced higher-education attorney trained in dispute resolution, is designed to provide practical and accessible dispute resolution tools that can be deployed to identify, manage, and resolve the conflicts that negatively affect the campus climate.

Kathleen A. Rinehart, President, Cardinal Stritch University

Chair: Mary E. M. Strey, Vice President for Academic Affairs and Dean of the Faculty, Central College

Parkview

Strategic Enrollment Management 101 for Chief Academic and Chief Financial Officers

The financial health of an institution depends on its ability to meet enrollment and net revenue targets. It also is essential to the success of the institution to enroll students who are a good “fit” for its mission and who will thrive in its academic programs. This workshop, tailored to both chief academic and chief financial officers, will provide an overview of the core concepts of Strategic Enrollment Management (SEM), the methods enrollment managers use, and the tensions that they balance on a daily basis to navigate at times competing institutional goals. The workshop will present a case study of the SEM plan implemented at Saint Louis University that increased enrollment diversity, student quality, and students’ success.

Jay Goff, Vice President for Enrollment and Retention Management, Saint Louis University

Tom Green, Associate Executive Director, Consulting and Strategic Enrollment Management, AACRAO

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

Grand Ballrooms B and C

Strategic Enrollment Planning: A Dynamic Collaboration

Effective strategic enrollment plans integrate academic programs, enrollment, and realistic financial imperatives. This advanced workshop will help CAOs, CFOs, and CEMOs take the essential steps to create strategic enrollment plans for their own campuses, illustrating the power of collaboration. Through a case study, the workshop will convey effective practices to embrace and common pitfalls to avoid.

Larry Probus, Vice President for Finance and Administration, Whitworth University

Lew Sanborne, Vice President, Strategic Enrollment Planning, Ruffalo Noel Levitz

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

Michael Williams, President, Austen Group, a division of Ruffalo Noel Levitz

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

**Working with the Board**

Vice presidents and the trustees of their institutions have nuanced relationships, which also are influenced by the relationship dynamics between the president and the board. As institutions increasingly rely on trustees for more than broad policy guidance and philanthropy, it has become crucial for vice presidents to understand the dynamics of governance and how—and when—to engage with trustees on committees, in board meetings, and between meetings, all without compromising the president’s authority. This interactive workshop will help vice presidents explore the intersection of board culture, institutional structure, and work and will provide concrete strategies for how vice presidents can get the most help and appropriate guidance from trustees.

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

*Cathy A. Trower*, President, Trower & Trower, Inc.

Chair: *Jim Salvucci*, Vice President for Academic Affairs, Union College (KY)

5:00–6:00 p.m.  **All-Institute Reception**

_Sponsored by TIAA in recognition of TIAA’s 100th anniversary_

All Institute participants—including spouses and partners, speakers, and sponsors—are invited to gather for light refreshments and conversation.

Remarks: *Christina R. Cutlip*, Senior Managing Director, Head of National Advocacy, and Government Liaison, TIAA, and member, CIC Board of Directors

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

6:15 p.m.  **Council for Christian Colleges & Universities Chief Academic, Financial, and Enrollment Management Officers Dinner**

(Meet in hotel lobby.)

Coordinator: *Carolyn Dirksen*, Vice President for Educational Programs, Council for Christian Colleges & Universities

6:30 p.m.  **American Benedictine Colleges Chief Academic, Financial, and Enrollment Management Officers Dinner**

(Meet in hotel lobby.)

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

*Mills Studio 6*

**United Methodist Church Chief Academic, Financial, and Enrollment Management Officers Dinner**

Coordinator: *Mark E. Hanshaw*, Associate General Secretary, Division of Higher Education, General Board of Higher Education and Ministry
Tuesday, November 6

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

7:30-8:45 a.m.  Breakfast
Regency Ballrooms D–F  Breakfast is provided for all registered Institute participants.

Mills Studio 3  Breakfast for Alumni of CIC’s Presidential Vocation and Institutional Mission Program
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

Regency Ballrooms D–F  Breakfast for CAOs, CFOs, and CEMOs of Historically Black Colleges and Universities
All HBCU chief academic, financial, and enrollment management 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

Regency Ballrooms D–F  Breakfast for CAOs, CFOs, and CEMOs of Hispanic-Serving Institutions
All HSI chief academic, financial, and enrollment management officers are invited to discuss current issues on their campuses and meet with colleagues over breakfast.
Conveners: Marcheta Evans, Provost and Vice President for Academic Affairs, Our Lady of the Lake University, and Leanne M. Neilson, Provost and Vice President for Academic Affairs, California Lutheran University

7:30–11:45 a.m.  CAO-CFO-CEMO Spouses and Partners Hospitality Room
Mills Studio 1  The Hospitality Room is open all morning. Breakfast is available from 7:30–8:45 a.m. in Regency Ballrooms D–F.
8:00–11:45 a.m. **Consultations with TIAA: Planning for Your Retirement**
*Mills Studio 7*
A TIAA Wealth Management Consultant will be available for personal appointments. Sign up in advance at the TIAA table.

*Mills Studio 2**

**Faculty Compensation and Benefits Consultations**
Frank A. Casagrande, president of Casagrande Consulting, LLC, will be available for individual consultations with CAOs and CFOs 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.

*Mills Studio 2**

**Negotiating Presidential Compensation and Benefits Consultations**
Casagrande also will be available for personal consultations with CAOs, CFOs, and CEMOs 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**

**Grand Ballroom F**
*Sponsored by GreenFig*

**Building an Institutional Capacity for Change: Lessons from the Field**
Change at higher education institutions sometimes proceeds slowly, but what if faster progress is required? Three chief academic officers will present case studies on the processes they and their teams used to prepare the campus for change—and then to plan and implement new initiatives and discontinue activities that were yielding diminishing returns. Participants in the session will have an opportunity to discuss needed changes at their own institutions and how they might accelerate the process.

William C. Deeds, Provost, Morningside College
Joseph M. Roidt, Provost, Dakota Wesleyan University
Anne A. Skleder, Senior Vice President and Provost, Wilkes University
Chair: Monique Guillory, Vice President for Academic Affairs, College of Saint Elizabeth

**Grand Ballroom A**

**Faculty Development Models**
Gordon College and George Fox University have implemented new personalized faculty development programs that include one-on-one peer mentoring. The Gordon model focuses on the first eight years of a faculty member’s career and calls for an intentional pathway
to strengthen pedagogical skills, build a research program, and develop an institution-wide perspective and leadership ability. The shorter timeframe of the George Fox approach includes intensive orientation—almost a boot camp—for new faculty members, followed by released time, ongoing mentoring, a plan for professional growth that is supported and monitored, and opportunities to share information and techniques. The presenters will describe these two faculty development models and invite comparison with approaches at other institutions.

Janel Curry, Provost, Gordon College
Linda Samek, Provost, George Fox University

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

**Parkview**

**Faculty Visas Demystified**

Many provosts and chief financial officers stumble, at least the first time, through the intimidating process of hiring a non-U.S. citizen. An experienced immigration attorney and a veteran provost will address the nuts and bolts of faculty visas and offer guidelines, pointers, and advice to help navigate the process and make the desired hire without violating the law or breaking the bank.

Helen L. Konrad, Director, Immigration Practice Group, McCandlish Holton, PC
Leanne M. Neilson, Provost and Vice President for Academic Affairs, California Lutheran University

Chair: Douglas Palmer, Provost and Vice President for Academic Affairs, Walsh University

**Grand Ballrooms B and C**

**Why Does the Phrase “Liberal Arts” Reduce the Appeal of Independent Colleges?**

Last year, Art & Science Group’s “studentPOLL” research indicated that the words “liberal arts,” when added to the description of the distinguishing characteristics of a college, actually reduced the college’s appeal—even among students whose first choice was a CIC member institution. The initial study did not explain why this was so. Now, Art & Science Group has conducted another “studentPOLL” research project that sought to answer that critical question. This session will present the results of the new project, with commentary by a CIC president and a CAO emphasizing the implications for CIC member institutions.

Elizabeth Davis, President, Furman University
J. Craig Goebel, Principal, Art & Science Group
George Shields, Vice President for Academic Affairs and Provost, Furman University

Chair: Tresmaine R. Grimes, Vice President for Academic Affairs and Dean of Faculty, Bloomfield College

10:15–10:30 a.m. **Refreshment Break**

Grand Ballroom Foyer
10:30–11:45 a.m.  
**CLOSING PLENARY SESSION**

*Grand Ballrooms D and E*  
**Sponsored by EAB**

**Normal and Supernormal: Helping Students Find Their Strengths**

Why do some students succeed, despite a background full of adversity, while others with more privileged upbringing struggle to function on a day-to-day basis? In her most recent book, *Supernormal: The Untold Story of Adversity and Resilience* (2017), Meg Jay explores the secret, inner world of those who are resilient. Contrary to the notion that resilient youths bounce back from hard times, or that success is a matter of “grit,” the inner life of these students is actually much more complicated and courageous as they often have to wage fierce battles well into adulthood. How can colleges and universities support students with challenging backgrounds and provide opportunities that reinforce paths to post-college success?

**Meg Jay** is associate professor of education at the University of Virginia, specializing in adult development. She has more than 15 years of experience listening to, teaching, researching, writing, and speaking about people who are in their 20s—a critical period of adult development. She is a certified clinical trauma professional as well as a certified child and adolescent trauma professional, and she maintains a private practice in Charlottesville.

Jay’s first book, *The Defining Decade: Why Your Twenties Matter—And How to Make the Most of Them Now* (2012), was named a Best Book of 2012 by Slate. Her TED Talk, “Why 30 Is Not the New 20,” has been viewed more than 10 million times, and Mashable.com selected it as one of 15 TED Talks That Will Change Your Life. Her work has appeared in numerous media outlets including the *New York Times, Los Angeles Times, USA Today, Psychology Today*, BBC, and NPR. Jay earned a BA in psychology from the University of Virginia and a doctorate in clinical psychology and gender studies from the University of California, Berkeley.

**Chair:** **Glenn R. Sharfman**, Provost, Oglethorpe University

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Noon

**Institute Adjourns**
Post-Institute Events

TUESDAY, NOVEMBER 6

Noon–2:00 p.m.
CAO-CFO-CEMO Task Force Meeting
Mills Studio 3

1:30–3:00 p.m.
First Presidential Contracts Consultations
Mills Studio 2
(Pre-registration is required. Inquire at the CIC Registration Desk.)
Raymond D. Cotton, partner, Nelson Mullins Riley & Scarborough LLP, will be available for personal consultations with chief academic, financial, and enrollment management officers who are interested in presidential positions to discuss first presidential contracts, including board interests and benefit trends. Cotton is highly respected as a national authority on these matters.

1:30–4:30 p.m.
Career Consultations
Sterling Studios 2, 5, and 7
(Pre-registration is required. Inquire at the CIC Registration Desk.)
Representatives from search firms that are sponsors of the Institute will be available for one-on-one meetings with registered participants to discuss career planning.
Appendix

BREAKFAST DISCUSSION TOPICS
Sunday, November 4, 7:30–8:45 a.m.
Regency Ballrooms C–F
Sponsored by The Learning House, Inc.

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 Libraries and Institutional Sustainability
Find out how academic libraries are partnering on campus to lower costs, enhance instructional materials, and support student success and retention.

Lisabeth Chabot, College Librarian, Ithaca College, Association of College and Research Libraries (ACRL) Liaison to CIC
Luke Vilelle, Library Director, Hollins University, incoming ACRL CIC Liaison

Adjunct Faculty Unionization
How has adjunct faculty unionization affected CIC institutions? Chief officers who have experience with unionization and those interested in the topic are invited to discuss the impact of unionization on campus morale, the teaching and learning environment, and external community relations.

Julia Jasken, Provost, McDaniel College

Best Practices for Inclusive Facilities Planning
Muhlenberg College’s chief academic officer will facilitate a discussion of best practices to engage campus constituencies, and in particular faculty members, in facilities planning that aligns with academic priorities and supports institutional innovation and change.

Kathleen Harring, Provost and Vice President for Academic Affairs, Muhlenberg College

Centers for Excellence in Teaching and Learning: Making Them Effective
How have CIC institutions structured and funded centers for teaching and learning? What types of programs do the centers offer? What have been the benefits and return on investment? Chief officers from campuses that have active centers are invited to share information with Transylvania University’s CAO and other participants whose campuses have centers under consideration.

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

Collaborative Risk Management of High-Impact Practices
This discussion will focus on how to manage the risks inherent in activities and initiatives that are considered to be high-impact practices (HIPs), such as travel courses, community engagement projects, and other forms of experiential learning. What protocols are in place at CIC institutions to ensure students’ safety? How do chief officers collaborate and, if necessary, resolve differing opinions on risk assessment and management of HIPs? Participants are invited to share their experiences and advice.

Tracy Stewart, Vice President for Academic Affairs, Viterbo University

Dashboards for Decision Making
How do CIC institutions use dashboards for decision making on their campuses? Join the chief academic officer from Concordia College New York in a discussion of effective dashboard models and how they can foster strategic decision
making across the academic, student life, enrollment, and financial areas of the college or university.

Sherry Fraser, Vice President for Academic Affairs, Concordia College New York

Early Results from Schreiner University’s First-Year Campus Initiative

Schreiner University’s implementation of first-year campuses has yielded positive early results. Schreiner’s CEMO and CFO will discuss how this model provides an alternative entry path for an at-risk population of students as well as how it has affected student persistence and college finances. Participants are invited to ask questions and to give feedback.

Bill Muse, Vice President for Administration and Finance, Schreiner University
Mark Tuschak, Vice President for Student Recruitment, External Relations, and Marketing, Schreiner University

First-Year Retention Strategies That Yield Positive Results

Caldwell University has implemented Winter Refresh, a first-year retention strategy that allows students who have failed one core class in the fall semester to return for three weeks prior to spring semester to retake the course without paying additional tuition. Participants will discuss Caldwell’s initiative and share successful approaches to first-year retention from their own campuses.

Barbara Chesler, Vice President for Academic Affairs, Caldwell University

How Chief Officers Can Model a Teaching and Learning Team

A cabinet team is most effective when chief officers teach and learn from one another. What are strategies and successful formats to develop and sustain a strong teaching and learning team among senior officers? CAOs, CEMOs, and CFOs are invited to discuss the benefits and challenges of the teaching-learning model for their campus leadership teams.

Kristine Bartanen, Provost, University of Puget Sound

How to Become and Remain BFFs: CAO-CFO Collaboration

What are best practices for CAO-CFO collaboration? The University of Redlands team will share their strategies for maintaining a strong partnership in the face of challenging enrollment and financial circumstances. Participants are invited to share their experiences of building a collaborative working relationship.

Cory Nomura, Senior Vice President for Finance and Administration, University of Redlands
Kathy Ogren, Provost, University of Redlands

International Recruitment: Current Trends and Strategies

Over a three-year period, Iowa Wesleyan University increased its international student population from six students representing three countries to 120 students representing more than 30 countries. How did the university expand its international enrollment in an era when many institutions were experiencing declines? Participants will join a conversation about current trends in international student recruitment and strategies that are successful on their campuses.

DeWayne P. Frazier, University Provost, Iowa Wesleyan University

Involving Faculty Members in New Student Recruitment

How do CIC institutions involve faculty members in new student recruitment? The facilitator will share some strategies that have been successful at Centenary University (NJ). Participants are invited to discuss their own campus practices that have led to effective faculty participation in recruitment initiatives.

Amy D’Olivo, Vice President for Academic Affairs and Chief Academic Officer, Centenary University (NJ)

General Education Review—Again

General education review can be an exercise in nibbling around the edges of an existing program, an enrollment turf battle, or an opportunity to strengthen the link between an institution’s mission and its cognitive and behavioral objectives for graduates. The facilitator will provide insights from recent and ongoing campus reviews. Participants are invited to exchange information about their successful strategies and to share advice about challenges encountered in general education review on their campuses.

Michael J. Sosulski, Provost, Wofford 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 225 independent colleges and universities. Learn about the ways your institution can benefit from NetVUE programs, national and regional gatherings, grants, and services.

David S. Cunningham, Director of NetVUE, CIC

Red Carpet Strategies for Transfer Student Success

While transfer students are more critical than ever to enrollment growth, higher education has historically designed advising and support services around the needs of traditional first-year students. How can CIC institutions adapt to support transfer students more effectively? These students often have a wide array of educational preparation, life experiences, and academic goals. Join a discussion of strategies to enhance transfer students’ experiences.

Randyll Bowen, Vice President for Student Life and Enrollment Management, D’Youville College

Mimi Steadman, Vice President for Academic Affairs, D’Youville College

Roles for the CEMO and CFO in New Academic Program Development

What are appropriate roles for the CEMO and CFO in new academic program development? How can CAOs facilitate the input of other chief officers in what is often a faculty-led process? Participants are invited to share experiences and to propose new options to improve collaboration.

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

Strategic Enrollment Planning by Undergraduate Major

This conversation will explore the benefits and drawbacks of targeted recruiting for specific majors. What strategies have worked, and for which majors have they been effective? For which majors has targeted recruitment been problematic and why? CAOs, CEMOs, and CFOs are invited to discuss both their challenges and their success stories.

Kevin Railey, Provost and Vice President for Academic Affairs, St. John Fisher College

TIAA Endowment and Philanthropic Services: Integrated Risk Management

Is my institution’s endowment taking too much risk or not enough? What is the potential impact to the broader institution? In today’s volatile market, it is more important than ever to understand these questions. Join this conversation to explore a total enterprise approach to endowment risk management that incorporates the institution’s financial and operating profile with the goal of improving long-term financial sustainability.

Chris Carabell, Managing Director, Endowment Strategy, TIAA

Tuition Discounting: Striking a Balance between Pricing and Affordability

Findings from the 2017 NACUBO Tuition Discounting Study shine a spotlight on the efforts of college and university administrators to meet two seemingly competing objectives. First, institutions face a charge from students, their families, and policymakers to keep higher education affordable. Yet many institutions find themselves facing concerns about tepid market conditions, waning enrollment, and the difficulties of fundraising. Participants will share the financial aid and enrollment management strategies used to achieve their objectives.

Maryann J. Terrana, Director, Member Engagement, NACUBO

Work from Home Policies for Faculty Members

As faculty members’ requests to work from home become more common, what parameters make sense to help administrators in their personnel negotiations and formulation of policies? Should there be separate policies for different classifications of faculty members: graduate versus hybrid/online versus traditional undergraduate? Participants will share experiences and policy ideas.

Barbara Bellefeuille, Vice President for Academics, Bethel College (IN)
LUNCHEON AND DISCUSSION GROUPS
FOR WOMEN ADMINISTRATORS
Sunday, November 4, 12:15–1:45 p.m.
Regency Ballroom C
Sponsored by Registry for College and University Presidents

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

Best Practices for Advancing Women in Leadership
Linda Samek, Provost, George Fox University

Building a Productive CAO/CFO Working Relationship
Susan Agre-Klippenhan, Vice President for Academic Affairs and Dean of Faculty, Linfield College

Cultivating an External Presence for the CAO, CFO, or CEMO
Kimberly Kilgore, Dean of Arts and Sciences, St. Louis College of Pharmacy

Empowering the Associate Vice President
Christine Bahr, Provost and Dean of the University, McKendree University

Engaging Faculty in Curricular/Co-Curricular Partnerships
Maria C. Garriga, Acting Provost, Thomas More College

Engaging Your Team in Strategic Planning Tied to the Institutional Strategic Plan
Marilyn Reineck, Vice President for Academic Affairs, Concordia University, St. Paul

Learning a New Institutional Culture
Renee Porter, Campus Provost, Lindenwood University-Belleville

Maintaining a Life: Work/Life Integration
Trish Parrish, Vice President for Academic Affairs, Lindsey Wilson College

Managing Presidential Transitions
Aime Sposato, Provost, Ferrum College

Should I Consider a Presidency?
Marylouise Fennell, RSM, Senior Counsel, CIC, and Former President, Carlow University

Team Building in the Cabinet
Teresa Reed, Vice President for Academic Affairs, Quincy University

The CAO/Enrollment Management Relationship
Kimberly Paddock-O’Reilly, Executive Vice President for Academic Affairs, Logan University

The President/CAO Relationship
Lori V. Quigley, Vice President for Academic Affairs, Medaille College, and Cynthia Zane, President Emerita, Hilbert College

What’s Next? How to Think about Next Steps in Your Career
Susanne Woods, Interim Provost, Hawaii Pacific University

Working with Your Leadership Team
Raylene M. Rospond, Vice President for Academic and Student Affairs, Manchester University
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.

Adjunct and Full-Time Faculty Members: What Is the Appropriate Balance?
How can CIC colleges and universities avoid an overdependence on adjunct faculty members on their campuses? Elmhurst College’s CAO will share a low-cost solution implemented on her campus: the replacement of adjuncts by full-time lecturers whose teaching load is higher than that of tenure-track faculty members. Participants are invited to discuss their experiences, concerns, and strategies for balancing full-time and adjunct faculty members.

April Edwards, Vice President for Academic Affairs and Dean of the Faculty, Elmhurst College

Aligning Vocation and Mission for Aspiring Presidents
CIC’s Presidential Vocation and Institutional Mission program is designed for 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 2019–2020 program.

Harold V. Hartley III, Senior Vice President, CIC

CIC’s Leadership Programs: Senior Leadership Academy and Executive Leadership Academy
Learn about CIC’s yearlong 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)
Barbara Hetrick, Senior Advisor, CIC

Commercial Lending Opportunities for Private Higher Education
How can institutions ensure receiving the full benefits of banking offers currently in the marketplace? Equipping institutions to assess their current banking relationships and lending opportunities is key. What pricing and financing structures should be considered? What lending options are available? Join representatives from TIAA Bank to explore these and other questions about banking and lending.

Tim King, Institutional Banking Director, TIAA Bank
Fontaine LeMaistre, Institutional Banking Director, TIAA Bank

Dual Enrollment: Imperatives and Challenges
What are the benefits and drawbacks of dual-enrollment programs? The chief academic officer of the University of Rio Grande will share how recent changes to Ohio’s
educational policies that widen access to college
credit for high school students have impacted his
university. Participants are invited to discuss their
current experiences with dual-enrollment programs
as well as possible future trends.

Richard Sax, Provost and Vice President for Academic
Affairs, University of Rio Grande

Effective Involvement of Faculty Members
in the Budget Process

Differences in expectations between faculty members
and administrators can create tension during the budget
process, especially during lean times. What are effective
communication practices and frameworks to educate
faculty members about financial realities and engage
them in making hard choices about the allocation of
limited resources? Participants are invited to share
their campus strategies.

Elissa Heil, Vice President for Academic Affairs,
Wilson College

First Presidential Contracts

Chief academic, financial, and enrollment management
officers who are interested in presidential positions are
invited to discuss first presidential contracts, including
board interests and benefit trends, with a highly respected
national authority on these matters.

Raymond D. Cotton, Partner, Nelson Mullins Riley &
Scarborough LLP

Heidelberg University’s Four-Year Guarantee:
Benefits and Challenges

Heidelberg University is implementing a four-year
 guarantee as a strategy to improve student recruitment
and retention. The facilitator will discuss the collaborative
design process, challenges encountered, and benefits
to date. Participants are invited to give feedback and to
share lessons learned from similar initiatives on their own
campuses.

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

Incentivizing Voluntary Departures

How can a voluntary separation program contribute
to good fiscal management? What types of incentive
programs have been designed and implemented on CIC
campuses? What strategies can help to ensure that such
programs do not negatively affect academic program
quality and campus morale? Participants are invited to
share their experiences and advice.

Larry Probus, Vice President for Finance and
Administration, Whitworth University

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

Mindfulness for Leaders

This conversation will explore the concept of “mindfulness”
as a tool to help leaders thrive in challenging and stressful
roles. How can chief officers mind their values, be present
in the moment, nourish themselves, and disentangle from
upsets, in order to lead effectively? The facilitators will
share insights from Jerome Murphy’s book, Dancing in the
Rain: Leading with Compassion, Vitality, and Mindfulness
in Education, and invite participants to discuss this and
other resources.

Tanner Babb, Associate Academic Dean, Huntington
University

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

NACUBO’s Economic Models Project

The NACUBO Higher Education Economic Models Project
helps ensure that colleges and universities are able to
provide students with the opportunity to enrich their
minds, their lives, and their communities, as well as pursue
fiscally responsible institutional missions in research and
service. Those who would like more information on the
project are invited for discussion.

Randy Roberson, Director, Strategic Initiatives, NACUBO
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
Deneese L. Jones, Vice President for Academic Affairs, Trinity University (TX)

Reducing Work/Life Collision: What Works?

How can chief officers achieve work-life balance and avoid collisions between the two? Participants will discuss their ongoing challenges and share lessons learned about what works.

Mary K. Boyd, Provost, Berry College

Strategic Partnering for Meaningful Student Engagement

How do CIC campuses define meaningful student engagement? How are chief officers collaborating to make engagement meaningful for all involved? What are the main obstacles to successful partnering? Participants are invited to share their experiences and advice.

Robert Murray, Provost and Vice President for Academic Affairs, St. Thomas Aquinas College (NY)

Success and the New Student Majority: Yes We Must Coalition

Independent colleges strive to increase the degree attainment of students from low-income backgrounds. Discussions will examine strategies for ensuring equitable success rates for all students. In particular, the facilitator will explore how the Yes We Must Coalition is supporting independent institutions that enroll substantial numbers of Pell-eligible undergraduates to increase graduation rates and to advocate for low-income students and the institutions that serve them.

Tracy Parkinson, Vice President for Strategic Partnerships, Special Assistant to the President, and Institutional Liaison to the Yes We Must Coalition, Coker College

The Impossible Dream: Equity in Faculty Workload

Chief academic and chief financial officers are invited to discuss the faculty workload issues that exist on their campuses. What strategies have been effective in making workloads more equitable across the disciplines? How do expectations for scholarship and campus service factor into measuring workload? Participants who have addressed these issues successfully will share possible solutions and give advice to those seeking guidance.

Donna Heald, Vice President for Academic Affairs and Academic Dean, Loras College

The Partnership among Academics, Enrollment, and Finance: Keeping Student Success at the Center

Most tuition-driven institutions are challenged today to find a balance among meeting enrollment goals, ensuring adequate net revenue, and recruiting and retaining academically prepared students. The partnership between the chief academic, enrollment, and finance officers is key. This roundtable will feature Reinhardt University’s experience in cultivating this partnership, focused on student success, through a campus-wide retention project called “Moving the Needle.”

Julie C. Fleming, Vice President for Enrollment Management, Reinhardt University
Joretta S. Nelson, Senior Vice President and Owner, Credo
Stephanie R. Owens, Chief Financial Officer, Reinhardt University
Mark A. Roberts, Provost, Reinhardt University
Vacant Faculty Positions: To Fill or Not to Fill?

How are decisions to fill, or not to fill, a vacant faculty position made at CIC institutions? What factors are reviewed and evaluated? How and at what point do CAOs and CFOs collaborate in the decision-making process? Participants are invited to share their experiences and recommendations.

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

Jim Roberts, Vice President for Business and Treasurer, Campbell University

Varsity eSports Programs

This discussion will focus on the benefits and challenges of launching varsity Esports programs at CIC institutions. Is the potential for increasing enrollment worth the investment costs for technology, space, and scholarship allocations? What are best practices for implementing and marketing Esports programs? CAOs, CEMOs, and CFOs are invited to share their experiences.

Tresmaine R. Grimes, Vice President for Academic Affairs and Dean of Faculty, Bloomfield College

Working with the Board of Trustees: Chief Officer Partnerships

How do chief officers of CIC institutions work together to get the most value from interactions with the board of trustees? The facilitator will discuss how a reorganization of board governance at Ohio Northern University has led the institution’s chief officers to collaborate more closely in their board dealings. Participants will be invited to share their own strategies for successful partnerships.

Maria Cronley, Provost and Vice President for Academic Affairs, Ohio Northern University
Chief Academic, Chief Financial, and Chief Enrollment Management Officers Task Force

The program of the 2018 Institute for Chief Academic Officers, with Chief Financial and Chief Enrollment Management Officers, was planned with the assistance of CIC’s Chief Academic, Chief Financial, and Chief Enrollment Management Officers Task Force:

Leanne M. Neilson, Provost and Vice President for Academic Affairs, California Lutheran University (Chair)
Chad Berry, Academic Vice President and Dean of the Faculty, Berea College
Robert S. Blue, Vice President for Finance and Administration, Centenary College of Louisiana
Kathryn D. Coffman, Vice President and Dean of Admissions and Financial Aid, Franklin College (IN)
Marcheta Evans, Provost, Our Lady of the Lake University
Carolyn Harris Head, Senior Vice President and Chief Financial Officer, Lewis University
Cynthia K. Kosso, Provost and Dean of the Faculty, Moravian College
Yolanda Williams Page, Vice President for Academic Affairs, Dillard University
Dean A. Pribbenow, Vice President for Academic Affairs and Academic Dean, Edgewood College
Marc Roy, Provost, Albion College
Aimee Sapp, Vice President for Academic Affairs and Dean of the Undergraduate College, William Woods University
Glenn R. Sharfman, Provost, Oglethorpe University

Association Representatives
Tom Green, Associate Executive Director, Consulting and Strategic Enrollment Management, American Association of Collegiate Registrars and Admissions Officers (AACRAO)
Maryann J. Terrana, Director, Member Engagement, National Association of College and University Business Officers (NACUBO)
Kathy Whatley, Senior Vice President, CIC
Hotel Information and Floor Plan

HYATT REGENCY ST. LOUIS
AT THE ARCH HOTEL

315 Chestnut Street, St. Louis, MO 63102
(314) 655-1234

Mark Your Calendars!

47th Annual Institute for Chief Academic and Chief Advancement Officers
Baltimore, Maryland · November 2–5, 2019
Baltimore Marriott Waterfront Hotel

48th Annual Institute for Chief Academic Officers and Academic Team Members
Louisville, Kentucky · November 7–10, 2020
Galt House Hotel