2019 Institute for Chief Academic Officers
with Chief Advancement and Public Relations Officers

CHANGE:
Continuity, Communication, and Connection

November 2–5, 2019
Baltimore, Maryland
Baltimore Marriott Waterfront Hotel
www.cic.edu/2019CAOInstitute

In cooperation with the Council for Advancement and Support of Education (CASE)
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(as of October 3, 2019)

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PRE-INSTITUTE EVENTS

Friday, November 1

8:30 a.m.–4:30 p.m.
Association of Adventist Academic Administrators Chief Academic Officers Meeting
Boardroom

Noon–8:00 p.m.
Senior Leadership Academy
(By invitation only)
Waterview

2:00–6:00 p.m.
Network of ELCA College and University Chief Academic, Chief Advancement, and Public Relations Officers Meeting
Dover A and B

6:00–8:00 p.m.
Lutheran College and University Chief Academic, Chief Advancement, and Public Relations Officers Reception and Dinner Program
Dover C

Saturday, November 2

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

WORKSHOPS

7:30 a.m.–4:00 p.m.
Workshop for New Chief Academic Officers
Grand Ballrooms VII and VIII

7:30 a.m.–4:00 p.m.
Workshop for Chief Academic Officers in Their Third or Fourth Year of Service
Grand Ballrooms I and II

8:00 a.m.–8:00 p.m.
Senior Leadership Academy
(By invitation only)
Waterview

9:00 a.m.–4:00 p.m.
Marpeck Mennonite Chief Academic Officers
Atlantic

4:00–4:30 p.m.
New Chief Academic Officers and Mentors: Conversations Continue
Hotel Common Spaces
INSTITUTE BEGINS

5:00–6:30 p.m.
Welcome, Presentation of Awards, and Keynote Conversation—Robert O. Carr and Sue Cunningham
Grand Ballroom

6:30–7:00 p.m.
Welcome Reception
Harborside Ballroom Foyer

7:00–8:30 p.m.
Buffet Dinner
Harborside Ballrooms A–C

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

Sunday, November 3

7:30 a.m.–Noon
Senior Leadership Academy
(By invitation only)
Waterview A and B

8:00–8:30 a.m.
Ecumenical Worship Service
Dover A–C

9:00–10:15 a.m.
Plenary Session—Ilah R. Nourbakhsh
Grand Ballroom

10:45 a.m.–Noon
CONCURRENT SESSIONS

Building Organizational Support for Recruitment and Retention of Faculty of Color
Grand Ballrooms I and II

Compliance with Title IX and Related Legal Matters
Grand Ballrooms VII and VIII

Creating Value: The CIC Consortium for Instructional Excellence and Career Guidance
Grand Ballrooms IX and X

Frontiers in Science Programming and Partnerships
Grand Ballrooms III and IV

Trends in Faculty Demographics and Perceptions
Harborside Ballroom A

10:45 a.m.–Noon
Spouses and Partners of Chief Academic, Chief Advancement, and Public Relations Officers Welcome Coffee
Atlantic

Noon–2:00 p.m.
Free Time for Lunch

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

2:00–3:15 p.m.
CONCURRENT SESSIONS

Advancement Benchmarking
Grand Ballrooms I and II

Campus Planning and Student Learning
Grand Ballrooms III and IV

Crisis Communication
Harborside Ballroom A

Institutional Support for Veterans’ Educational Aspirations
Grand Ballrooms VII and VIII

Understanding the Financial Impact of Programs through Data-Informed Decision Making
Grand Ballrooms IX and X

3:30–4:45 p.m.
CONCURRENT SESSIONS

Fostering Resilience through Intergenerational Connections
Grand Ballrooms VII and VIII
Higher Education Legal Issues Roundup
Harborside Ballroom A

Open Mic for Chief Academic, Chief Advancement, and Public Relations Officers
Grand Ballrooms IX and X

Promoting Diversity and Civility through the Liberal Arts
Grand Ballrooms III and IV

The Chief Academic Officer-Chief Advancement Officer Partnership: Collaboration in Times of Change
Grand Ballrooms I and II

5:00–5:30 p.m.
Mentor Program for New Chief Academic Officers: Follow-up
Hotel Common Spaces

5:30 p.m.
Free Time for Dinner

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

Reception for NetVUE Members
The Raven

Monday, November 4

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

7:15–8:15 a.m.
Association of Colleges of Sisters of Saint Joseph Chief Academic, Chief Advancement, and Public Relations Officers Breakfast
Dover A

Breakfast for Chief Academic, Chief Advancement, and Public Relations Officers of Historically Black Colleges and Universities
Harborside Ballrooms A–C

7:15–8:15 a.m.
Breakfast Discussions
Harborside Ballrooms A–C

7:15 a.m.–5:00 p.m.
Spouses and Partners of Chief Academic, Chief Advancement, and Public Relations Officers Hospitality Room Open
Atlantic

8:00 a.m.–5:00 p.m.
Consultations with TIAA: Retirement Planning
Iron

Faculty and Presidential Compensation Consultations
James

Search Consultations
Boardroom

8:30–9:45 a.m.
Plenary Session—Scott Jaschik
Grand Ballroom

10:15–11:30 a.m.
CONCURRENT SESSIONS

Best Practices in Hiring
Harborside Ballroom A

Follow-up Discussion with Scott Jaschik: “Perceptions and Challenges for Higher Education”
Grand Ballrooms I and II

Integrating Course-Sharing into Retention and Completion Strategies
Grand Ballrooms III and IV

Projects to Construct Science Buildings That Transform an Institution
Grand Ballrooms IX and X

Three Approaches to Graduate Programs
Grand Ballrooms VII and VIII

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

A History of Baltimore City
Grand Ballrooms I and II

Academic Affairs 101 for Chief Advancement and Public Relations Officers
Grand Ballrooms IX and X

Best Practices in Performance Evaluation
Harborside Ballroom A

Vocational Exploration and Institutional Distinction
Grand Ballrooms III and IV

12:45–2:00 p.m.
Free Time for Lunch

Luncheon for Members of the CIC Online Course Sharing Consortium
Waterview A and B
Tuesday, November 5

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

7:30–8:45 a.m.
Breakfast
Harborside Ballrooms A–C

Annapolis Group Chief Academic, Chief Advancement, and Public Relations Officers Breakfast
Dover A–C

Breakfast for Alumni of CIC’s Presidential Vocation and Institutional Mission Program
Waterview B

Breakfast for Chief Academic, Chief Advancement, and Public Relations Officers of Hispanic-Serving Institutions
Harborside Ballrooms A–C

7:30–11:45 a.m.
Spouses and Partners of Chief Academic, Chief Advancement, and Public Relations Officers Breakfast
Hospitality Room Open
Atlantic

8:00–11:45 a.m.
Consultations with TIAA: Retirement Planning
Iron

Faculty and Presidential Compensation Consultations
James

Search Consultations
Boardroom

9:00–10:15 a.m.
CONCURRENT SESSIONS

Gifts That Become a Challenge
Grand Ballrooms I and II

Partnerships to Promote Online Humanities
Grand Ballrooms III and IV

Philanthropic Priorities and Approaches of Private Foundations
Grand Ballrooms IX and X

Trends in Millennial Giving and Online Alumni Engagement
Grand Ballrooms VII and VIII

10:30–11:45 a.m.
Closing Plenary Session—Judith R. Shapiro
Grand Ballroom

Wednesday, November 6

8:00 a.m.–Noon
Christian College Consortium Chief Academic Officers and Spouses Breakfast and Meeting Continues
Atlantic
Workshop for New Chief Academic Officers

Sponsored by Academic Search

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

SATURDAY, NOVEMBER 2

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 VII and VIII

8:00–8:05 a.m.  Welcome
Katherine M. Whatley, Senior Advisor for Academic Programs, CIC

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

8:45–10:00 a.m.  Leading as a Chief Academic Officer
Burton J. Webb, President, University of Pikeville
Moderator: Kerry D. Fulcher

10:00–10:15 a.m.  Reflection and Break
Grand Ballroom Foyer North

10:15 a.m.–Noon  Case Studies (with leaders)
Janet Clark, Vice President for Academic and Student Affairs, Saint Mary-of-the-Woods College
Brian Ernsting, Vice President for Academic Affairs and Dean of the Faculty, Wartburg College
Jeffrey A. Frick, Vice President for Academic Affairs and Dean of the College, Washington & Jefferson College
Kerry D. Fulcher, Provost and Chief Academic Officer, Point Loma Nazarene University
Wendy Hilton-Morrow, Vice President for Academic Affairs, Provost, and Dean of the College, Augustana College (IL)
Julia Jasken, Provost and Executive Vice President, McDaniel College
Deneese L. Jones, Vice President for Academic Affairs, Trinity University (TX)
John D. Kolander, Provost, Wisconsin Lutheran College
Moderator: Deneese L. Jones

Noon–1:00 p.m.
Reflection and Lunch
Grand Ballrooms IX and X

1:00–1:05 p.m.
Afternoon Welcome
Kerry E. Pannell, Vice President for Academic Programs, CIC

1:05–2:50 p.m.
ROUNDTABLE DISCUSSIONS
Grand Ballrooms VII and VIII

Accreditation, Assessment, and Institutional Effectiveness
Lisa Long, Provost, Talladega College

Board Relations
Jeffrey A. Frick, Vice President for Academic Affairs and Dean of the College, Washington & Jefferson College

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

Risk Management
Scott Sheffield, Vice President for Academic Affairs and Dean of the Faculty, Brevard College

Student Retention and Success
Wendy Hilton-Morrow, Vice President for Academic Affairs, Provost, and Dean of the College, Augustana College (IL)

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

Work-Life Integration
John D. Kolander, Provost, Wisconsin Lutheran College
Moderator: Kerry D. Fulcher
2:50–3:00 p.m.  
**Reflection and Break**

3:00–3:45 p.m.  
**What Am I Learning about Myself? What Will I Take Back to Campus?**  
Moderators: **Kerry D. Fulcher** and **Deneese L. Jones**, with other facilitators

3:45–4:00 p.m.  
**Mentors Meet New Chief Academic Officers**  

**MENTOR COORDINATORS:**  
Ron Cole, Provost and Dean of the College, Allegheny College  
Jenna Templeton, Vice President for Academic Affairs, Chatham University

**MENTORS:**  
Mary K. Boyd, Provost, Berry College  
Susan Burns, Vice President for Academic Affairs, Clarke University (IA)  
Margaret Diddams, Provost, Wheaton College (IL)  
Brian Ernsting, Vice President for Academic Affairs and Dean of the Faculty, Wartburg College  
Darin E. Fields, Vice President for Academic Affairs, The University of Findlay  
Deborah R. Garrison, Provost and Vice Chancellor for Academic Affairs, Methodist College  
Abiodun Goke-Pariola, Provost and Vice President for Academic Affairs, North Central College (IL)  
Monique Guillory, Vice President for Academic Affairs, College of Saint Elizabeth  
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)  
Julia Jasken, Provost and Executive Vice President, McDaniel College  
Michelle Kalis, Provost, University of Saint Joseph  
Brenda Kelly, Provost and Dean of the Faculty, Gustavus Adolphus College  
Joseph Klesner, Provost, Kenyon College  
Kathryn A. Morris, Provost and Vice President for Academic Affairs, Butler University  
Judith A. Muyskens, Vice President for Academic Affairs and Dean of the College, Hiram College  
John Pearson, Provost and Senior Vice President, Point Park University  
Beth M. Schwartz, Provost and Vice President for Academic Affairs, Heidelberg University  
Scott Sheffield, Vice President for Academic Affairs and Dean of the Faculty, Brevard College  
Cady Short-Thompson, Provost, Hope College  
Sarah Stevenson, Provost, College of Mount Saint Vincent  
Renée White, Provost, Wheaton College (MA)

4:00 p.m.  
**Workshop for New Chief Academic Officers Adjourns**

4:00–4:30 p.m.  
**New Chief Academic Officers and Mentors: Conversations Continue**  
Hotel Common Spaces
Workshop for Chief Academic Officers in Their Third or Fourth Year of Service

Sponsored by The Registry

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

SATURDAY, NOVEMBER 2

Coordinators:

Kim Coplin, Provost, Denison University
Paula F. Dehn, Vice President for Academic Affairs and Dean of the College, Kentucky Wesleyan College

Discussion Facilitators:

Jonnie Guerra, Senior Advisor, CIC
Kerry E. Pannell, Vice President for Academic Programs, CIC
Linda Samek, Provost, George Fox University
Daniel K. Silber, Vice President for Academic Affairs, Piedmont College

7:30–8:00 a.m. Continental Breakfast
Grand Ballrooms I and II

8:00–8:10 a.m. Welcome
Kerry E. Pannell, Vice President for Academic Programs, CIC

8:10–9:00 a.m. Framing the Day and Introductions
Kim Coplin and Paula F. Dehn

9:00–10:30 a.m. Leadership Skills Assessment
Kim Coplin

10:30–10:45 a.m. Reflection and Break
10:45–Noon  Case Studies with Facilitators  
Paula F. Dehn

Noon–1:00 p.m.  Lunch  
Grand Ballrooms III and IV

1:00–2:00 p.m.  Vision and Strategy in Times of Change  
Grand Ballrooms I and II  
Kim Coplin

2:00–3:00 p.m.  Finances and the Chief Academic Officer:  
What’s Normal and What’s Not?  
Paula F. Dehn

3:00–4:00 p.m.  What’s Keeping You Up at Night?  
A discussion with all facilitators around pressing issues.

4:00 p.m.  Workshop for Chief Academic Officers in Their Third or Fourth Year of Service Adjourns
# Pre-Institute Events

## FRIDAY, NOVEMBER 1

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<td>8:30 a.m.–4:30 p.m.</td>
<td><strong>Association of Adventist Academic Administrators Chief Academic Officers Meeting</strong></td>
<td>Boardroom</td>
<td>Coordinator: Ronald L. Carter, Provost, Loma Linda University</td>
</tr>
<tr>
<td>Noon–8:00 p.m.</td>
<td><strong>Senior Leadership Academy</strong></td>
<td>Waterview</td>
<td>Coordinator: Linda M. Bleicken, President, American Academic Leadership Institute (AALI)</td>
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<td>2:00–6:00 p.m.</td>
<td><strong>Network of ELCA College and University Chief Academic, Chief Advancement, and Public Relations Officers</strong></td>
<td>Dover A and B</td>
<td>Coordinator: Mark Wilhelm, Executive Director, Network of Colleges and Universities, Evangelical Lutheran Church in America</td>
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<tr>
<td>6:00–8:00 p.m.</td>
<td><strong>Lutheran College and University Chief Academic, Chief Advancement, and Public Relations Officers Reception and Dinner Program</strong></td>
<td>Dover C</td>
<td>Coordinator: Mark Wilhelm, Executive Director, Network of Colleges and Universities, Evangelical Lutheran Church in America</td>
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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**
*Waterview*
(By invitation only)
Coordinator: **Linda M. Bleicken**, President, American Academic Leadership Institute (AALI)

9:00 a.m.–4:00 p.m. **Marpeck Mennonite Chief Academic Officers**
*Atlantic*
Coordinator: **Brent Yoder**, Vice President for Academics, Hesston College

10:00 a.m.–Noon **Concordia University System Chief Academic, Chief Advancement, and Public Relations Officers**
*Dover A*
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, Chief Advancement, and Public Relations Officers Meeting**
*Dover A–C*
Coordinator: **Robert J. Smith**, FSC, Vice President, Schools of Graduate and Professional Programs, Saint Mary's University of Minnesota

3:45–4:00 p.m. **Mentors Meet New Chief Academic Officers**
*Grand Ballrooms VII and VIII*
(By invitation only)

4:00–4:30 p.m. **New Chief Academic Officers and Mentors: Conversations Continue**
*Hotel Common Spaces*
(By invitation only)
CIC gratefully recognizes Academic Search as the premier sponsor and TIAA as the signature sponsor of the Institute.

5:00–6:30 P.M. OPENING SESSION

Grand Ballroom

Sponsored by Credo

Chair: Glenn R. Sharfman, Provost, Oglethorpe University, and Chair, CIC Chief Academic and Chief Advancement Officers Task Force

Welcome and Presentation of Awards

Richard Ekman, President, CIC

Awards for Service to the CIC Chief Academic Officers Task Force

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

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

Marc Roy, Provost, Albion College
2019 CIC Chief Academic Officer Award

Leanne Neilson, provost of California Lutheran University, is the recipient of the 2019 CIC Chief Academic Officer Award in recognition of her significant support of colleagues at independent colleges and universities. She has led sessions for new campus leaders at CIC’s Department and Division Chairs Workshops since 2013, providing essential advice on having difficult conversations to hundreds of new chairs. Colleagues appreciate her skillful leadership of the Chief Academic Officers Task Force and her numerous contributions to the Institute for Chief Academic Officers since first attending in 2007.

A visionary leader during a time of tremendous growth for California Lutheran University, Neilson has spearheaded efforts to promote increased student access to a high-quality educational experience. She and her husband, George, recently established an emergency scholarship endowment at the institution, which will allow students with financial difficulties to receive support to complete their degrees. A licensed clinical psychologist, Neilson has published and presented research on psychological issues that affect college students and on other topics pertinent to higher education administration. She received her BA, MA, and PsyD, all in psychology, from Pepperdine University.

2019 Academic Leadership Award

Judith R. Shapiro, Barnard College president and professor of anthropology emerita, served as president of the Teagle Foundation from 2014 until 2018. She also served as president of Barnard College from 1994 until 2008. Shapiro joined the faculty at Bryn Mawr College in 1975, rising to provost there in 1986. She began her academic career as the first woman in the anthropology department at the University of Chicago.

Shapiro’s scholarly accomplishments include numerous publications related to her work on cross-cultural gender differences. She has served as president of the American Ethnological Society and on advisory boards of numerous nonprofit institutions and organizations. She currently serves on the boards of the Association of American Colleges and Universities, Scholars at Risk, the Senate and Executive Committee of Phi Beta Kappa, and the boards of University of the People and Reacting to the Past. In 2002, Shapiro received the National Institute of Social Sciences Gold Medal Award for her contributions to higher education. She is a member of the American Academy of Arts and Sciences and was elected to the American Philosophical Society in 2003. Shapiro earned a BA from Brandeis University and a PhD in anthropology from Columbia University.
KEYNOTE CONVERSATION

“Philanthropic Support for Higher Education”

Major donors bring a lifetime of experience to their philanthropic endeavors. How do they decide which to support among all the worthwhile causes they consider? In this dialogue, Robert O. Carr, founder and chair of Give Something Back, and Sue Cunningham, president and CEO of CASE, will explore the motivation and justification for philanthropic support of higher education and discuss the power of a transformative contribution to a signature cause. Their conversation will delve into the details of the creation and implementation of a major scholarship program that increases college access for low-income students.

Sue Cunningham is president and CEO of the Council for Advancement and Support of Education (CASE), which supports over 3,600 schools, colleges, and universities worldwide in their alumni relations, communications, fundraising, and marketing functions to advance their institutions. Cunningham provides leadership for one of the largest education-related associations in the world with members in over 80 countries. She became president in March 2015 and engaged CASE and its volunteers in a strategic planning process resulting in Reimagining CASE: 2017–2021, an ambitious framework for serving CASE’s members and championing education. CASE has made comprehensive changes to its governance structure to more effectively serve CASE members. In 2018, CASE acquired the Voluntary Support of Education survey and created AMAtlas. CASE is engaged in reviewing its curriculum and will soon publish the fifth edition, and the first to be global, of the industry-standard: CASE Reporting Standards and Management Guidelines.

Cunningham serves on the Washington Higher Education Secretariat steering committee and is a member of the Council of Higher Education Management Associations, the International Women’s Foundation, and the fundraising committee for the Aurora Foundation. Prior to CASE, she was vice-principal for advancement at the University of Melbourne and the director of development for the University of Oxford. She also served as director of development at Christ Church, Oxford and as director of external relations at St. Andrews University.

Cunningham is an honorary fellow of the Melbourne Graduate School of Education and a Fellow of the Royal Society of Arts. She received the CASE Europe Distinguished Service Award and a CASE Crystal Apple. She earned a master’s degree from Oxford University and a bachelor’s degree from Middlesex University.
Robert O. Carr is the founder and chair of Give Something Back (Give Back), a nonprofit charity that provides college scholarships, academic mentoring, and social guidance to students who have faced severe economic hardship and other adversities. His work has helped more than 1,500 students achieve a college education, among them students at a dozen CIC institutions who have received full scholarships. Since its inception in 2003, the organization has contributed more than $35 million for mentoring and scholarships across the country.

He also is the founder and chief executive officer of Beyond, a company that provides a comprehensive suite of business tools and services to small and mid-sized businesses.

Carr was the founder and former chief executive officer of Heartland Payment Systems, a Fortune 1000 debit- and credit-card transaction company acquired in 2016 by Global Payments for over $4.3 billion. He has been honored as the Entrepreneur of the Year in the financial services category by Ernst & Young, and as the top entrepreneur by the Greater Philadelphia Chamber of Commerce. Since 2016, Carr has served in a key White House post on the President's National Infrastructure Advisory Council, which analyzes cybersecurity and other matters of vital safety. He also serves on the boards for BidPal, Ed Snider Youth Hockey, and MENTOR: The National Mentoring Partnership. Previously, Carr was on the board of Lewis University in Illinois.

Carr's latest book demonstrates ways students from the most difficult circumstances can overcome obstacles and succeed in college. Information on how to purchase First Chance: How Kids with Nothing Can Change Everything (2019) with a CIC discount is available in the Institute packet. He also is the coauthor of Working Class to College: The Promise and Peril Facing Blue Collar America (2017) and Through the Fires: An American Story of Turbulence, Business Triumph and Giving Back (2014). Carr earned a bachelor's degree in mathematics and a master's degree in computer science, both from the University of Illinois at Urbana-Champaign.

6:30–7:00 p.m.  Welcome Reception  (Admission by Institute badge)
Harborside  Ballroom Foyer

Sponsored by The Registry

7:00–8:30 p.m.  Buffet Dinner  (Admission by Institute badge)
Harborside  Ballrooms A–C

Sponsored by Academic Search

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

All sponsors of the Institute for Chief Academic Officers, with Chief Advancement and Public Relations Officers, are welcome.

Hosts: CIC Chief Academic and Chief Advancement Officers Task Force
Sunday, November 3

**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.

**Consultations with TIAA: Retirement Planning**

*Iron*

TIAA Consultants will be available for personal consultations with chief academic, chief advancement, and public relations officers to discuss retirement planning. Sign up for an appointment at the TIAA table.

**James**

**Faculty and Presidential Compensation Consultations**

**Frank Casagrande**, president of Casagrande Consulting, LLC, will be available for consultations to discuss approaches to negotiating presidential compensation or faculty compensation and benefits models. Contact Casagrande at (404) 200-5941 or franka@casagrandeconsultingllc.com to schedule an appointment.

**Boardroom**

**Search Consultations**

**Shawn Hartman**, chief operating officer of Academic Search, will be available for one-on-one consultations with Institute participants to discuss institutional or individual needs. Participants can sign up for a consultation time at the Academic Search table or email him directly at shawn.hartman@academicsearch.org.

**7:30–8:45 a.m.**

**Breakfast Discussions**

*Harborside Ballrooms A–C*  
*Sponsored by Wiley Education Services*

Breakfast discussions will 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 37.)*

**7:30 a.m.–Noon**

**Senior Leadership Academy**

*Waterview A and B*  
*(By invitation only)*
8:00–8:30 a.m.  
**Ecumenical Worship Service**  
*Dover A–C*  
David Timmerman, Provost and Chief Academic Officer, Carthage College  

**Other Religious Services**  
Participants will have the opportunity to attend Roman Catholic Mass and other services at local houses of worship. See the list in the Guidebook app.

9:00–10:15 a.m.  
**PLENARY SESSION**  
*Grand Ballroom*  
*Sponsored by BrightDot LLC*  

### “Technology, Education, and Our Robot Future”

The advent of artificial intelligence is transforming work and education at a rapid pace. How will the advances in human intelligence simulation affect our lives in the future? How can machine learning and robotics be deployed to support, rather than detract from, student learning in college? Graduates of our educational institutions will shape our robot future and help us understand and manage the ethical implications of artificial intelligence. Promotion of technology fluency—the ability to be a developer and shaper, rather than merely a consumer, of these technologies—is the key to student success and personal fulfillment in the decades of change ahead.

*Illah R. Nourbakhsh* is K&L Gates Professor of Ethics and Computational Technologies at Carnegie Mellon University and director of the Community Robotics, Education and Technology Empowerment Lab. He is associate director for faculty at the Robotics Institute. Nourbakhsh is currently serving as CEO of Airviz Inc., a spinoff of the Carnegie Mellon University CREATE Lab dedicated to global empowerment regarding air quality.

In 2019, Nourbakhsh was named a Hastings Center Fellow. He was inducted into the June Harless West Virginia Hall of Fame in 2013, and was named a Kavli Fellow of the National Academy of Sciences in 2009. Nourbakhsh has co-authored textbooks and popular literature, including *Robot Futures* (2013). He is a trustee of the Claude Worthington Benedum Foundation, a trustee of Winchester Thurston School, and chair of the Southwestern Pennsylvania Environmental Health Project. He also is a World Economic Forum Global Steward and a senior advisor to the Future Society at Harvard Kennedy School of Government, as well as ROBO Global. Nourbakhsh earned his BS, MS, and PhD in computer science from Stanford University.

Chair: *Yolanda W. Page*, Vice President for Academic Affairs, Dillard University
10:15–10:45 a.m.  
Refreshment Break  
Grand Ballroom Foyer  
Sponsored by Association of College and University Educators (ACUE)

10:45 a.m.–Noon  
CONCURRENT SESSIONS  
Sponsored by Johns Hopkins University Press

Grand Ballrooms I and II  
Building Organizational Support for Recruitment and Retention of Faculty of Color  
Most campus leaders are familiar with common strategies for recruiting and retaining faculty of color. But progress at independent institutions continues to be slow. How can campus leaders build organizational structures to reduce bias in search processes and promote diversity across campus? Three experienced higher education leaders will share their best ideas for overcoming obstacles to diversifying the faculty.  
Terri Givens, CEO and Founder, Center for Higher Education Leadership  
Leanne Neilson, Provost, California Lutheran University  
Tarshia Stanley, Dean, School of Humanities, Arts, and Sciences, St. Catherine University  
Chair: John D. Kolander, Provost, Wisconsin Lutheran College

Grand Ballrooms VII and VIII  
Compliance with Title IX and Related Legal Matters  
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. Which are the most effective Title IX educational initiatives? Which aspects of training to prevent incidents of sexual harassment are most effective? How are compliance requirements changing? 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 Kraemer LLP  
Chair: Catharine E. O’Connell, Provost and Dean of the College, Illinois College

Grand Ballrooms IX and X  
Creating Value: The CIC Consortium for Instructional Excellence and Career Guidance  
In 2018, the Council of Independent Colleges and the Association of College and University Educators (ACUE), with support from Strada Education Network, formed the CIC Consortium for Instructional Excellence and Career Guidance. Through this Consortium, more than 500 faculty members at 26 CIC institutions have learned how to embed evidence-based teaching practices, career guidance, and skill development into their courses. In this session, leaders from Consortium institutions and ACUE will discuss the formation of the Consortium, progress to date, and findings of faculty and student impact. Panelists also will reflect on changing attitudes among faculty members on the relationship between a quality liberal arts education and career-readiness.
Frontiers in Science Programming and Partnerships

Given the public's interest in producing more science and technology graduates, independent colleges and universities are looking for new ways to engage students in science. This session highlights two innovative science programs that aim to inspire the next generation to pursue cutting-edge STEM disciplines.

For the past 30 years, Challenger Learning Centers have provided more than 5 million K–12 students with interactive, space-themed simulation experiences. In addition to developing strong community ties, the centers provide college students with the opportunity to consider engineering and astronomy, along with science education. In addition to thinking about careers in the sciences, students discover new ways to apply their academic work to the frontiers of space exploration.

Known for its undergraduate research program, Norwich University has earned numerous grants to support students with fellowships across a range of STEM disciplines. Norwich’s Center for Advanced Computing and Digital Forensics provides computing and cybersecurity training year-round to undergraduates and engages high school students with an advanced computer forensics camp during the summer. These programs highlight partnerships that model innovative funding strategies.

Lance Bush, President and CEO, Challenger Center
Karen L. Hinkle, Associate Provost for Research and Chief Research Officer, Norwich University
Huw Read, Director, Center for Advanced Computing and Digital Forensics, Norwich University

Chair: Allison B. Jablonski, Provost and Vice President for Academic Affairs, University of Lynchburg

Trends in Faculty Demographics and Perceptions

Institutions across the United States continue to rely extensively on contingent faculty, as documented in the 2016 book, The Faculty Factory, by Martin Finkelstein, Valerie Martin Conley, and Jack H. Schuster. How has this trend influenced faculty work and satisfaction at small and medium-sized private colleges and universities? In this session, Valerie Martin Conley will share updated faculty demographic information, and Kevin Eagan will report on faculty perceptions of work and key aspects of student learning from the most recent Higher Education Research Institute (HERI) faculty survey.

Kevin Eagan, Director, Higher Education Research Institute, UCLA
Valerie Martin Conley, TIAA Institute Fellow, and Dean, College of Education, University of Colorado, Colorado Springs
Chair: Ross Peterson-Veatch, Vice President for Academic Affairs and Dean of the College, Southwestern College (KS)

10:45 a.m.–Noon
Spouses and Partners of Chief Academic, Chief Advancement, and Public Relations Officers Welcome Coffee
Greetings: Kerry E. Pannell, Vice President for Academic Programs, CIC

Noon–2:00 p.m.
Free Time for Lunch

12:15–1:45 p.m.
Luncheon and Discussion Groups for Women Administrators
Harborside Ballroom C
Sponsored by Capital Education
(Pre-registration is required. Inquire at the CIC Registration Desk. For a complete list of discussion group topics and leaders, see the Appendix, page 41.)

The luncheon will feature speaker Nancy E. Tate, whose remarks will draw lessons from the history of the suffrage movement for women who vote today and outline opportunities for continued reform to encourage greater participation in U.S. politics.

Tate led the League of Women Voters of the United States from 2000 to 2015. Since 2015, she has served as the co-chair of the 2020 Women’s Vote Centennial Initiative, an information-sharing collaborative that focuses on commemorating the 100th anniversary of women gaining the Constitutional right to vote.

Tate was chief operating officer of the National Academy of Public Administration and served in the U.S. Departments of Education and Energy as well as the U.S. Office of Economic Opportunity. She is a fellow of the National Academy of Public Administration. Tate earned her bachelor’s degree in political science from Stanford University and a master’s degree in public administration from George Washington University.

Nancy E. Tate, Co-Chair, 2020 Women’s Vote Centennial Initiative

Coordinators:
Marilyn Abbott, Provost and Vice President for Academic and Student Affairs, Lindenwood University
Lori Werth, Provost, University of Pikeville
2:00–3:15 p.m.  

**CONCURRENT SESSIONS**

Sponsored by HigherEdJobs

**Grand Ballrooms I and II**

**Advancement Benchmarking**

Higher education is increasingly data-driven, and boards, presidents, policy makers, and donors all demand performance metrics. Analytics also usefully inform advancement practice and strategy. With data from the CASE Voluntary Support of Education (VSE) survey, this session will provide an overview of key benchmarking metrics related to fundraising and alumni relations. It also will explore the implications for independent colleges’ advancement programs and strategy.

David Bass, Senior Director of Research, CASE

Jenny Cooke Smith, Senior Strategic Consultant AMAtlas, CASE

Chair: Lisa Flowers, Vice President for College Advancement, University of Providence (MT)

**Grand Ballrooms III and IV**

**Campus Planning and Student Learning**

The best campus master plan is intentionally developed through the lens of the student experience to ensure that learning takes place both inside and outside the classroom. How do we invest in spaces that will serve students for years to come given rapid changes in education technologies and student demographics? How can private colleges and universities effectively position themselves for an extended period of meaningful capital investment? Leaders from two universities will consider the role of campus master planning in capturing the institution’s vision of the student experience and the future of learning.

David Hutchens, Vice President for Advancement, University of Pikeville

Mark A. Roberts, Provost, Reinhardt University

Lori Werth, Provost, University of Pikeville

Chair: Mary K. Boyd, Provost, Berry College

**Harborside Ballroom A**

**Crisis Communication**

Unexpected events that require coordinated internal and external communication seem to arise on campus with increasing frequency. It can be especially difficult to manage a narrative in reaction to tragic events. How can college leaders be proactive and plan for events when the details cannot be anticipated? Using real-world examples, this session will highlight strategies to handle these difficult situations and prepare for them as well as possible.

Regina Biddings-Muro, Vice President for University Advancement, California Lutheran University

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

Leanne Neilson, Provost, California Lutheran University

Susan Salton, Vice President for College Relations, Allegheny College

Chair: Caroline J. Simon, Provost and Executive Vice President, Whitworth University
Institutional Support for Veterans’ Educational Aspirations

Veterans and military students often take a less-traditional path to college, and many face formidable challenges in finishing a college degree. Three chief academic officers of CIC member institutions will discuss ways their institutions help veterans meet these challenges and succeed as undergraduate students.

Barbara Aranda-Naranjo, Interim Provost, University of the Incarnate Word
Michael Evans, Vice President for Academic Affairs, Southern New Hampshire University
Jonathan Reed, Provost, University of La Verne

Chair: John Shannon, Vice President for Academic Affairs, Trine University

Understanding the Financial Impact of Programs through Data-Informed Decision Making

Financial sustainability requires that college leaders make the best use of the institution’s resources while at the same time striving to align educational programs with their mission and market opportunities. How can chief academic officers use data aggregated from existing student information and learning systems to make decisions about curricula and staffing? This session will outline how to assess program viability and discuss methods for optimizing student recruitment by taking a longitudinal view of costs and revenue from enrollment.

Diane Fladeland, Vice President for Academic Affairs, University of Mary
Terry M. Keller, Vice President for Academic Affairs, Lourdes University
Robert Wheeler, Vice President for Services, Dynamic Campus

Chair: Andrew Workman, Provost, Widener University

3:15–3:30 p.m. Refreshment Break
Grand Ballroom Foyer
Sponsored by Casagrande Consulting, LLC

3:30–4:45 p.m. CONCURRENT SESSIONS
Sponsored by IDEA

Fostering Resilience through Intergenerational Connections

One of CIC’s most valuable services is to obtain foundation funding to support member institutions’ engagement with new ventures that enhance teaching, learning, and other critical aspects of their missions. In 2016, the AARP Foundation supported a network of more than 40 CIC colleges and universities to establish programs that benefit both students and older adults in their communities. Institutions have approached alumni, local organizations, and national foundations about long-term sustaining of their projects. This session offers a rare glimpse into the ways two senior officers—the chief academic officer and chief advancement officer—are working to sustain these programs and their considerable benefits.
**Harborside Ballroom A**

**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 knowledge and understanding of key legal issues in higher education. A seasoned higher education attorney will offer an update on the most important legal issues for private colleges and universities.

**Susan Deniker**, Attorney and Labor and Employment Practice Group Chair, Steptoe & Johnson PLLC

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

**Grand Ballrooms IX and X**

**Open Mic for Chief Academic, Chief Advancement, and Public Relations Officers**

(Open only to currently-serving chief officers)

Chief academic, chief advancement, and public relations officers 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: **Glenn R. Sharfman**, Provost, Oglethorpe University, and Chair, CIC Chief Academic and Chief Advancement Officers Task Force

**Grand Ballrooms III and IV**

**Promoting Diversity and Civility through the Liberal Arts**

Some protests and unrest on today’s campuses can be addressed by encouraging students to consider and discuss recent research on diversity and identity in the humanities and social sciences. Chief academic officers of three CIC institutions will share lessons learned at CIC’s Diversity, Civility, and the Liberal Arts Institute. The lessons led to the creation of innovative campus projects that integrate liberal arts teaching and learning into curricular and co-curricular approaches to deepen understanding of the dimensions of diversity and civility on their campuses.

**Christon Arthur**, Provost, Andrews University

**Jeffrey Carlson**, Provost and Vice President for Academic Affairs, Dominican University (IL)

**Elizabeth Frombgen**, Vice President for Academic Affairs and Dean of the College, Thiel College

Co-Chairs: **Jo M. Beld**, Vice President for Mission, St. Olaf College, and **Bruce King**, Assistant to the President and Chief Diversity Officer, St. Olaf College
The Chief Academic Officer–Chief Advancement Officer Partnership: Collaboration in Times of Change

Chief academic and chief advancement officers both pursue ambitious strategic goals, including new academic programs and construction projects. To achieve success in strategic plan implementation, chief academic and chief advancement officers collaborate and support each other in making the case for, and securing, new resources. Given bold institutional aspirations and external challenges that confront these senior officers, maintaining a strong partnership is essential. Two chief academic officer-chief advancement officer teams will describe how they have adapted and collaborated on key projects, such as historic building renovation and corporate partnership development, and will outline lessons for other similar teams.

Kathleen Hansen, Vice President for Institutional Advancement, College of Saint Benedict
Richard Ice, Provost, College of Saint Benedict and Saint John’s University
John D. Kolander, Provost, Wisconsin Lutheran College
Richard Mannisto, Vice President for Development and Strategic Initiatives, Wisconsin Lutheran College

Chair: Josh Walter, Vice President for College Advancement, Lewis & Clark College

5:00–5:30 p.m.

Mentor Program for New Chief Academic Officers: Follow-up

Participants in the Workshop for New Chief Academic Officers will meet with chief academic officer mentors to discuss key issues and concerns for new chief academic officers.

Coordinators: Ron Cole, Provost, Allegheny College, and Jenna Templeton, Vice President for Academic Affairs, Chatham University

5:30 p.m.

Free Time for Dinner

5:30–6:30 p.m.

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

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
Alana K. Cassidy, Development Manager, CIC

5:30–6:30 p.m.

Reception for NetVUE Members

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
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:15 a.m.–5:00 p.m.</td>
<td><strong>Institute Registration and Idea Exchange</strong></td>
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<tr>
<td>Grand Ballroom Foyer</td>
<td>Participants are invited to place materials they wish to share with colleagues on display tables.</td>
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<tr>
<td>7:15–8:15 a.m.</td>
<td><strong>Association of Colleges of Sisters of Saint Joseph Chief Academic, Chief Advancement, and Public Relations Officers Breakfast</strong></td>
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<tr>
<td>Dover A</td>
<td>Members of the Association of Colleges of Sisters of Saint Joseph will meet for breakfast and discussion.</td>
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<td>Coordinator: Christopher Dougherty, Vice President for Academic Affairs and Dean of the Faculty, Chestnut Hill College</td>
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<td></td>
<td><strong>Breakfast for Chief Academic, Chief Advancement, and Public Relations Officers of Historically Black Colleges and Universities</strong></td>
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<tr>
<td>Harborside Ballrooms A–C</td>
<td>All HBCU chief officers are invited to discuss current issues on their campuses and meet with colleagues over breakfast.</td>
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<td>Coordinator: Yolanda W. Page, Vice President for Academic Affairs, Dillard University</td>
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<tr>
<td>7:15–8:15 a.m.</td>
<td><strong>Breakfast Discussions</strong></td>
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<tr>
<td>Harborside Ballrooms A–C</td>
<td>Sponsored by Synergis Education</td>
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<td>Breakfast discussions will 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 discussion groups.</td>
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<td>(See list of discussion topics in the Appendix, page 42.)</td>
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<td>8:00 a.m.–5:00 p.m.</td>
<td><strong>Consultations with TIAA: Retirement Planning</strong></td>
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<tr>
<td>Iron</td>
<td>TIAA Consultants will be available for personal consultations with chief academic, chief advancement, and public relations officers to discuss retirement planning. Sign up for an appointment at the TIAA table.</td>
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Faculty and Presidential Compensation and Consultations

Frank Casagrande, president of Casagrande Consulting, LLC, will be available for consultations to discuss approaches to negotiating presidential compensation or faculty compensation and benefits models. Contact Casagrande at (404) 200-5941 or franka@casagrandeconsultingllc.com to schedule an appointment.

Search Consultations

Shawn Hartman, chief operating officer of Academic Search, will be available for one-on-one consultations with Institute participants to discuss institutional or individual needs. Participants can sign up for a consultation time at the Academic Search table or email him directly at shawn.hartman@academicsearch.org.

8:30–9:45 a.m.

PLENARY SESSION

Sponsored by RNL

PLENARY ADDRESS

“Perceptions and Challenges for Higher Education”

The recent college admissions/athletics scandal exacerbated the public’s mistrust of higher education. The apparent lack of accountability and elitism on top of rising student loan debt amplified the frustration of policy makers, students, and their families. How can independent colleges tackle new challenges and regain public trust? Better communication with a concerted effort to address the sources of these misguided perceptions can help heal the rift between the public and private higher education.

Scott Jaschik is one of the three founders of Inside Higher Ed. With Doug Lederman, he leads the editorial operations of Inside Higher Ed, overseeing news content, opinion pieces, career advice, blogs, and other features.

Jaschik is a leading voice on higher education issues. He is quoted regularly in publications nationwide and has published articles in the New York Times, Boston Globe, Washington Post, Salon, and elsewhere. He has been a judge or screener for the National Magazine Awards, the Online Journalism Awards, the Folio Editorial Excellence Awards, and the Education Writers Association Awards. Jaschik also has served as a mentor in the community college fellowship program of the Hechinger Institute on Education and the Media, Teachers College, Columbia University. He is a member of the board of the Education Writers Association. From 1999 to 2003, he was editor of the Chronicle of Higher Education. Jaschik graduated from Cornell University in 1985.

Chair: Aimee Sapp, Vice President and Dean of Academic Affairs, William Woods University
9:45–10:15 a.m.  Refreshment Break  
Grand Ballroom Foyer  
Sponsored by GiveCampus

10:15–11:30 a.m.  CONCURRENT SESSIONS

Sponsored by Nelson Mullins Riley & Scarborough LLP

Harborside Ballroom A  
**Best Practices in Hiring**

The current political and legal environment requires chief academic, chief advancement, and public relations officers to think carefully about the legal risks associated with searches to fill faculty and staff positions. An experienced higher education attorney will discuss best search practices when drafting a position description, appointing and preparing the search committee, building the pool of applicants, interviewing candidates, checking references, and completing background checks.

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

Chair: **Joe Dieker**, Vice President for Academic Affairs and Dean of the College, Cornell College

Grand Ballrooms I and II  
**Follow-up Discussion with Scott Jaschik: “Perceptions and Challenges for Higher Education”**

Scott Jaschik will lead an informal discussion of the ideas he presented in his plenary address.

**Scott Jaschik**, Editor and Cofounder, Inside Higher Ed

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

Grand Ballrooms III and IV  
**Integrating Course Sharing into Retention and Completion Strategies**

This panel will present how institutions are integrating course sharing into their student success strategies. Working within the framework of the Council of Independent Colleges Online Course Sharing Consortium, two provosts will explain how they use course sharing to improve student outcomes, especially retention and completion, by giving students options to regain good academic standing, to return after dismissal, to get back on pace to graduate on time, and also to get ahead in completing requirements.

**Alyson Gill**, Provost, College of the Ozarks

**Robert Manzer**, Chief Academic Officer, Acadeum

**Aimé Sposato**, Provost, Ferrum College

Chair: **Carol M. Schuler**, Vice President and Director of the Online Course Sharing Consortium, CIC
Projects to Construct Science Buildings That Transform an Institution

With rapid technological change and special space requirements, science buildings can present both strategic and practical opportunities and challenges for college leaders. These projects often initially are designed to meet an increasing student demand for space. However, approaches that reinforce university values, explore new partnerships, and engage non-science divisions can excite a donor base and change institutions in unexpected ways. This session will outline two projects—among the largest development activities in the history of both schools—and the unexpected ways in which the fundraising and design process opened up avenues that are transforming their institutions.

Tim Elgren, Special Advisor on Strategic Initiatives, Stetson University
Noel Painter, Executive Vice President and Provost, Stetson University
S. Abu Turab Rizvi, Professor of Economics and former Provost, Lafayette College
Kimberly Spang, Vice President for Development and College Relations, Lafayette College
Chair: Junius Gonzales, Provost and Vice President for Academic Affairs, New York Institute of Technology

Three Approaches to Graduate Programs

Independent colleges and universities are increasingly turning toward graduate programs as a way to generate revenue and fulfill their missions. Campus leaders of three CIC institutions will outline different ways to generate and implement graduate, certificate, and professional degree programs that meet the market test and contribute to the local higher education landscape.

Kelly Ball, Assistant Dean for Graduate and Extended Programs, Agnes Scott College
Darin Fields, Vice President for Academic Affairs, The University of Findlay
Isabel Roche, Interim President, Bennington College
Chair: Monique Guillory, Vice President for Academic Affairs, College of Saint Elizabeth

11:30–11:45 a.m. Refreshment Break
Grand Ballroom Foyer
Sponsored by Gray Associates

11:45 a.m.–12:45 p.m. CONCURRENT SESSIONS
Sponsored by The Center for Higher Education Leadership

A History of Baltimore City

Known as a dynamic port city with a rich cultural heritage, the city of Baltimore also has a long history of racial segregation and conflict. Protests following the assassination of Martin Luther King, Jr. in 1968 and the death of Freddie Gray in 2015 are important milestones in the city’s history. Award-winning author, scholar, filmmaker, radio host, and educator Karsonya
(Kaye) Wise Whitehead will outline the history of Baltimore City and its struggles with violence and inequality. Despite fraught politics, resilience and strength are emerging out of the education system, community activism, and neighborhood partnerships.

Karsonya Wise Whitehead, Associate Professor of Communication, Loyola University Maryland
Chair: Graciela Caneiro-Livingston, Provost, Nebraska Wesleyan University

Grand Ballrooms IX and X

**Academic Affairs 101 for Chief Advancement and Public Relations Officers**

A college’s academic policies, procedures, governance, and staffing can be opaque to those outside academic affairs. Experienced chief academic officers will provide an overview of how an academic division works and discuss opportunities for collaboration among college leaders.

Cynthia K. Kosso, Provost and Dean of the College, Moravian College
Glenn R. Sharfman, Provost, Oglethorpe University

Harborside Ballroom A

**Best Practices in Performance Evaluation**

The current regulatory and legal environment requires chief academic, chief advancement, and public relations 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, and the possible termination of employees. An experienced higher education attorney will share practices and tools that can help administrators conduct meaningful evaluations while minimizing risk to the institution and themselves.

Kathleen A. Rinehart, President, Cardinal Stritch University
Chair: Angela Walker, Special Assistant to the Provost, Talladega College

Grand Ballrooms III and IV

**Vocational Exploration and Institutional Distinction**

CIC institutions often have an approach to vocation, calling, or purpose that is central to the student experience. Some institutions find that emphasizing these aspects of campus life and students’ education can benefit student and donor recruitment. Understanding vocational exploration as a marker of a college or university’s distinctiveness, how can college leaders ensure that the process of enhancing and communicating the nature of such programs resonates across stakeholder groups? Cabinet members from three CIC institutions will describe challenges and successful implementation of NetVUE projects.

Hans Houshower, Vice President for Advancement, Bluffton University
Lamar Nisly, Vice President for Academic Affairs, Bluffton University
Tracy Parkinson, Executive Vice President, Coker University
Kurt Schackmuth, Vice President for Mission, Lewis University
Chair: Jo M. Beld, Vice President for Mission, St. Olaf College
12:45–2:00 p.m. Free Time for Lunch

Waterview A and B

Luncheon for Members of the CIC Online Course Sharing Consortium

Members of the CIC Online Course Sharing Consortium are invited to gather for lunch to learn about the growth of the Consortium and to share institutional strategies that support student progress.

Coordinators: Robert Manzer, Chief Academic Officer, Acadeum, and Carol M. Schuler, Vice President and Director of the Online Course Sharing Consortium, CIC

2:00–5:00 p.m. WORKSHOPS

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

Grand Ballrooms VII and VIII

Advancement 101 for Chief Academic Officers

Sponsored by GreenFig

The financial health of an institution depends on the strength of its external relationships, its ability to meet fundraising goals, and the quality of its academic programs. This workshop, tailored to chief academic officers but open to all Institute participants, will provide an overview of the core concepts and strategies that chief advancement officers use to promote their institution’s mission, maintain strong ties with alumni and other key constituencies, and expand the institution’s resources. The workshop will present specific examples from CIC institutions.

Linda Durant, Vice President for Development, CASE; former Senior Vice President for Advancement, Widener University

Chair: Trevor Bates, Vice President for Academic Affairs and Dean of the Faculty, Mercy College of Ohio

Grand Ballrooms III and IV

Dispute Resolution

Sponsored by McAllister & Quinn

Conflicts on campus arise from miscommunication, efforts to protect finite resources, demographic shifts, changing institutional priorities, and a lack of understanding about how to address long-standing, unacceptable behaviors exhibited by faculty members, administrators, and students. This workshop, led by an experienced higher education attorney trained in dispute resolution, will feature practical and accessible dispute resolution tools that can be used to identify, manage, and resolve the conflicts encountered by senior campus officers.

Kathleen A. Rinehart, President, Cardinal Stritch University

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

**Talking about Private Colleges: Busting the Myths**

*Sponsored by EAB*

Inaccurate and negative myths about private higher education are pervasive. CIC’s new *Talking about Private Colleges: Busting the Myths* workshops use comparative data drawn from public sources to prepare participants to share accurate and persuasive information about private colleges and universities and their institutions and shape community opinion through informal interactions. This workshop will preview the series of CIC workshops that will be held at locations around the country over the next two academic years.

Richard Ekman, President, CIC

Harold V. Hartley III, Senior Vice President, CIC

S. Georgia Nugent, CIC Senior Fellow

Jo Ellen Parker, Vice President for Communications, CIC

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5:00–6:00 p.m.

**All-Institute Reception**

*Sponsored by TIAA*

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

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6:00 p.m.

**Free Time for Dinner**

6:15 p.m.

**Conference for Mercy Higher Education Chief Academic, Chief Advancement, and Public Relations Officers Dinner**

Coordinators: Michelle M. Kalis, Provost, University of Saint Joseph, Allyson M. Lowe, Vice President for Academic Affairs, Trocaire College

6:15 p.m.

**Council for Christian Colleges & Universities Chief Academic, Chief Advancement, and Public Relations Officers Dinner**

Coordinator: Linda Samek, Provost, George Fox University, and President, Council for Christian Colleges & Universities Chief Academic Officers’ Commission

6:30 p.m.

**American Benedictine Colleges Chief Academic, Chief Advancement, and Public Relations Officers Dinner**

Coordinator: Richard Ice, Provost, College of Saint Benedict and Saint John’s University

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Waterview B

**General Board of Higher Education and Ministry, The United Methodist Church Chief Academic, Chief Advancement, and Public Relations Officers Dinner**

Coordinator: Mark E. Hanshaw, Associate General Secretary, Division of Higher Education, General Board of Higher Education and Ministry, The United Methodist Church

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Tuesday, November 5

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
Harborside Ballrooms A–C
Sponsored by Interfolio
Breakfast is provided for all registered Institute participants.

Dover A–C  Annapolis Group Chief Academic, Chief Advancement, and Public Relations Officers Breakfast
Members of the Annapolis Group will meet for informal discussion of current issues.
Coordinator: Jeffrey A. Frick, Vice President for Academic Affairs and Dean of the College, Washington & Jefferson College

Waterview B  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.
Coordinator: Harold V. Hartley III, Senior Vice President, CIC

Harborside Ballrooms A–C  Breakfast for Chief Academic, Chief Advancement, and Public Relations Officers of Hispanic-Serving Institutions
All HSI chief academic, chief advancement, and public relations officers are invited to discuss current issues on their campuses and meet with colleagues over breakfast.
Coordinator: Travis Frampton, Provost and Vice President for Academic Affairs, Schreiner University
7:30–11:45 a.m.  
**Spouses and Partners of Chief Academic, Chief Advancement, and Public Relations Officers Hospitality Room Open**

*Atlantic*

The Hospitality Room will be open all morning. Breakfast is available from 7:30–8:45 a.m. in Harborside Ballrooms A–C.

8:00–11:45 a.m.  
**Consultations with TIAA: Retirement Planning**

*Iron*

TIAA Consultants will be available for personal consultations with chief academic, chief advancement, and public relations officers to discuss retirement planning. Sign up for an appointment at the TIAA table.

**Faculty and Presidential Compensation Consultations**

*James*

Frank Casagrande, president of Casagrande Consulting, LLC, will be available for consultations to discuss approaches to negotiating presidential compensation or faculty compensation and benefits models. Contact Casagrande at (404) 200-5941 or frankca@casagrandeconsultingllc.com to schedule an appointment.

**Search Consultations**

*Boardroom*

Shawn Hartman, chief operating officer of Academic Search, will be available for one-on-one consultations with Institute participants to discuss institutional or individual needs. Participants can sign up for a consultation time at the Academic Search table or email him directly at shawn.hartman@academicsearch.org.

8:45–9:00 a.m.  
**Break**

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

*Sponsored by Campus Labs*

**Gifts That Become a Challenge**

Generous gifts can cause controversy and angst, with some resulting in student protests, negative media coverage, or political scrutiny. Sometimes a gift is simply more trouble than it is worth, or it does not align with institutional mission or priorities: When and how to say no? This session will use a workshop format to discuss lessons learned and steps to take to strengthen gift evaluation and acceptance policies and procedures. Participants are encouraged to bring examples to discuss.

*Paul Heaton*, Senior Director, Member Engagement, CASE  
*James Watt*, Vice President for Advancement, Juniata College  
Chair: *Dana Cummings*, Vice President for Development and Alumni Engagement, Franklin College
**Partnerships to Promote Online Humanities**

CIC’s Consortia for Online Humanities Instruction project, supported by Ithaka S+R and the Andrew W. Mellon Foundation, explored approaches to online learning that engaged institutions in collaborative efforts to build capacity in humanities disciplines. Four academic leaders of CIC member institutions will share their institutions’ successes in adapting upper-level humanities courses across disciplines ranging from art history to philosophy.

Matthew E. Gordley, Dean of the College of Learning and Innovation, Carlow University
Tresmaine R. Grimes, Consultant, former Vice President for Academic Affairs and Dean of the Faculty, Bloomfield College
Cynthia K. Kosso, Provost and Dean of the Faculty, Moravian College
James M. Ostrow, Provost, Lasell University

Chair: Michelle Kalis, Provost, University of Saint Joseph

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**Trends in Millennial Giving and Online Alumni Engagement**

Young alumni have different expectations of contributing and maintaining a relationship with their alma mater than alumni donors have in the past. Given millennials’ use of technology to communicate and connect with causes they care about, what are some strategies for using online engagement to encourage gifts to colleges and universities? This session will highlight digital fundraising platforms as key advancement tools for reaching younger donors for a wide range of development projects.

Robiaun Charles, Vice President for College Advancement, Agnes Scott College
Kestrel Linder, Co-Founder and CEO, GiveCampus
John N. McKeegan, Vice President for Institutional Advancement, Linfield College

Chair: Mark Dotson, Vice President for Advancement, Young Harris College

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**Philanthropic Priorities and Approaches of Private Foundations**

The TIAA Institute and Rockefeller Philanthropy Advisors conducted research to gain a deeper understanding of higher education priorities that foundations seek to address. The research generated insights into the types of institutions foundations support, the strategies they are most likely to fund, and how foundations approach giving to colleges and universities compared to other types of organizations. This session will explore key findings and facilitate discussion about the implications for CIC institutions.

Anne Ollen, Senior Director, TIAA Institute
Amy Holmes, Director, Rockefeller Philanthropy Advisors

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

Grand Ballroom Foyer

Sponsored by MindEdge Learning
10:30–11:45 a.m.  
CLOSING PLENARY SESSION

Sponsored by The Washington Center for Internships and Academic Seminars

Grand Ballroom

“A College President’s View of Academic and Advancement Officers; and a Foundation President’s View of all Three”

Aligning a college’s advancement and academic affairs leaders to pursue institution-wide objectives is ultimately the president’s responsibility. Although all three senior officers share the core goals of a liberal arts education, interaction with donors, alumni, and foundation officers requires that they form an effective leadership team. Changes are afoot in the foundation world, donors have evolving expectations, and colleges and universities seeking philanthropic help face challenging transformations of their own. Judith Shapiro, who has been a chief academic officer, president, highly successful fundraiser, and president of a foundation that has made significant commitments to private colleges and universities, will share her perspective on the emerging changes that face funders and colleges alike.

Judith R. Shapiro, Barnard College president and professor of anthropology emerita, served as president of the Teagle Foundation from 2014 until 2018. She also served as president of Barnard College from 1994 until 2008. Shapiro joined the faculty at Bryn Mawr College in 1975, rising to provost there in 1986. She began her academic career as the first woman in the anthropology department at the University of Chicago.

Shapiro’s scholarly accomplishments include numerous publications related to her work on cross-cultural gender differences. She has served as president of the American Ethnological Society and on advisory boards of numerous nonprofit institutions and organizations. She currently serves on the boards of the Association of American Colleges and Universities, Scholars at Risk, the Senate and Executive Committee of Phi Beta Kappa, and the boards of University of the People and Reacting to the Past. In 2002, Shapiro received the National Institute of Social Sciences Gold Medal Award for her contributions to higher education. She is a member of the American Academy of Arts and Sciences and was elected to the American Philosophical Society in 2003. Shapiro earned a BA from Brandeis University and a PhD in anthropology from Columbia University.

Chair: Marc Roy, Provost, Albion College

Noon

Institute Adjourns
POST INSTITUTE EVENTS

Noon–5:00 p.m. Christian College Consortium Chief Academic Officers and Spouses Meeting
Waterview A
Coordinator: Stan D. Gaede, President, Christian College Consortium

12:15–2:15 p.m. Chief Academic and Chief Advancement Officers Task Force Meeting
Atlantic

WEDNESDAY, NOVEMBER 6

8:00 a.m.–Noon Christian College Consortium Chief Academic Officers and Spouses Breakfast and Meeting Continues
Atlantic
Coordinator: Stan D. Gaede, President, Christian College Consortium
Appendix

BREAKFAST DISCUSSION TOPICS
7:30-8:45 a.m. • Harborside Ballrooms A–C
Sponsored by Wiley Education Services

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

An Asset-Based Approach to Accessibility and Student Success
Increasing student retention and success requires shifting the focus away from student deficiencies and toward an asset-based approach. How can independent colleges and universities better serve students through improving access to critical support throughout their undergraduate education? Participants in this discussion will share ways they have worked to improve and integrate educational services, including advising and career development.

Lauren L. Bowen, Provost, Juniata College

Assessing Library Impact: ACRL’s Project Outcome
How can libraries show the impact of their programs and services? How can they integrate their assessment with other institutional units? The Association of College and Research Libraries’ liaison to CIC, Luke Vilelle, will explain ACRL’s Project Outcome, and encourage feedback on its toolkit for academic libraries.

Luke Vilelle, University Librarian, Hollins University

Best Practices for Inclusive Hiring
As diversity expert Damon Williams has written, “On too many campuses, tales of heroic diversity plans and heartfelt efforts often play out alongside persistent resistance that thwarts the work of well-meaning educators.” What hidden structural and cultural barriers to inclusive hiring exist on CIC campuses? What practical steps can chief officers take to overcome obstacles and succeed in making institutional hiring processes more inclusive? Participants are invited to contribute strategies and insights from their campuses.

Ty Buckman, Provost and Vice President for Academic Affairs, Mary Baldwin University

Building Effective Relationships between Academic Affairs and Advancement
How can chief academic officers help faculty and staff members collaborate with their advancement colleagues? To foster productive relationships, institutions must break down silos—carefully and thoughtfully. Participants will be invited to share successful approaches and to seek advice on issues encountered in their institution’s efforts to develop collaborative relationships across the two divisions.

Brenda Kelly, Provost and Dean of the College, Gustavus Adolphus College
Career Mentoring for Students: Collaborative Opportunities

Career mentoring has become a student expectation that extends from recruitment through long-term alumni status. How are CIC institutions responding to this imperative? How are academic and student affairs officers collaborating with their advancement counterparts on new models? Participants will share their experiments with cross-divisional collaboration and reflect on other options to enhance the quality of career mentoring.

William J. Ehmann, Provost and Vice President for Academic Affairs, Hartwick College

CIC’s Presidential Vocation and Institutional Mission Program

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 the institutional mission fosters effective presidential leadership. In this session, participants will learn about the structure of the seminars and the nomination process for the 2020–2021 program and will have ample time to ask questions.

Harold V. Hartley III, Senior Vice President, CIC

Connecting Students with Donors: Benefits and Challenges

What are best practices for connecting students with donors, both before “the ask” and after gifts are made? What are pitfalls to avoid? The facilitator will share approaches that have been beneficial at the College of Saint Elizabeth, particularly as the institution transitioned to co-education two years ago. Participants are encouraged to discuss effective strategies from their own campuses.

Monique Guillory, Vice President for Academic Affairs, College of Saint Elizabeth

Encouraging Faculty and Staff Giving

Butler University increased faculty and staff giving from 41 percent in 2018 to 59 percent in 2019. The facilitators will share the strategies that led to this successful outcome and explore with participants how to promote employee giving and avoid pitfalls.

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

Federal and Foundation Grants Ideal for Teaching Institutions

Many foundations and government agencies are eager to provide funding for projects at teaching institutions. What is the right approach to grant-getting in the current environment? Which organizations are most likely to fund small and medium-sized independent colleges and universities? This session will include key information about several relevant grant programs and an overview of the agencies sponsoring them. The discussion will include examples of successful grant applications from CIC institutions.

Jessica C. Gerrity, Vice President, McAllister & Quinn

Communication Strategies during Times of Institutional Transformation

What communication practices are effective in engaging stakeholders during times of institutional transformation? The University of Bridgeport leadership team will discuss how they kept internal and external constituencies in the know as their new president ushered in important and needed changes at their institution. Participants are invited to share communication strategies that have been successful on their campuses.

Stephen Healey, Provost and Vice President for Academic Affairs, University of Bridgeport
Marie Muhvic, Vice President for Advancement, University of Bridgeport
Key Indicators Tool and Financial Indicators Tool Benchmarking Reports

The Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) are metrics that allow colleges and universities to set goals and measure progress across a range of institutional information in a streamlined way. CIC’s benchmarking services provide a way for institutions to understand a complex set of data in the context of what peer institutions are doing. This discussion will answer questions regarding how KIT and FIT can be used as well as what the reports say about the health of the institution.

Michael Williams, Founder and President, The Austen Group, a division of RNL

Major Donors with Big Ideas

When a college or university attracts a major donor with large aspirations such as “to save the liberal arts” or “to reflect the unique ethos of the region,” how can senior leaders collaborate to deliver programs and initiatives that are bold, attainable, and structured to put the institution on the map? Join Linfield University’s chief officers in a conversation about their approach to this enviable challenge and explore how other CIC institutions have taken advantage of transformative opportunities.

Susan Agre-Kippenhan, Provost and Vice President for Academic Affairs, Linfield University

John McKeegan, Vice President for Institutional Advancement and General Counsel, Linfield University

Managing Cabinet Transitions

In today’s higher education environment, senior leadership transitions and new cabinet configurations have become increasingly common. What are effective ways for chief officers to manage the changes in cabinet personnel, to establish mutual trust, and to build a commitment to teamwork? Participants will discuss their experiences and share strategies that have been effective at their institutions.

Ann Vendrely, Vice President for Academic Affairs and Academic Dean, Goshen College

Todd Yoder, Vice President for Institutional Advancement, Goshen College

Marketing Academic Programs

How do chief academic officers work with their institution’s marketing team to introduce and promote new academic programs to prospective student audiences? Heidelberg University’s chief academic officer will discuss her collaborative efforts to develop an effective marketing strategy for the university’s new baccalaureate nursing program. Participants are invited to share their own experiences with marketing academic programs, both successes and lessons learned.

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

Marking Institutional Milestones

What types of events and initiatives do CIC colleges and universities plan to commemorate their milestones? The team from Morningside College will discuss how their institution prepared for its 125th anniversary celebration. Participants are invited to share their experiences, ideas, and advice.

Christopher Spicer, Vice President for Academic Affairs, Morningside College

Kari Winklepleck, Vice President for Institutional Advancement, Morningside College

Navigating Classroom Racial Incidents: Equity, Inclusion, and Academic Freedom

How have CIC colleges and universities responded to disruptive racial incidents in their classrooms in light of institutional commitments to equity, inclusion, and academic freedom? How have chief officers and other campus leaders collaborated to communicate effectively to diverse stakeholders, to defuse tension, and to rebuild trust? Participants will exchange advice based on their own campus experiences.

Rebecca John, Chief Operating Officer, Augsburg University

Karen Kaivola, Provost and Chief Academic Officer, Augsburg University
Partnering to Promote Academic Excellence

How do chief academic and advancement officers at CIC institutions partner to promote academic excellence on their campuses? What information about student outcomes and faculty successes engages donors’ interest in funding centers and other initiatives dedicated to enhancing faculty development and faculty and student scholarship? The team from Augustana University (SD) invites participants to share ideas and strategies for securing financial support for academic excellence projects.

Jonathan Mammenga, Associate Vice President for Development, Augustana University (SD)

Colin Irvine, Senior Vice President for Academic Affairs and Dean of the University, Augustana University (SD)

Strengthening Town-Gown Relations

Schreiner University and its home city of Kerrville, Texas, recently signed the Town-Gown Compact, which formalized their already long-term commitment to cooperation. What factors influenced university and city leaders to take this strategic step? What are potential benefits to both partners? The facilitator will share details about the compact and insights gained from Schreiner’s experience. Participants are invited to ask questions and to discuss their own institutional approaches to strengthening town-gown relations.

Mark C. Tuschak, Vice President for Student Recruitment, External Relations, and Marketing and Communication, Schreiner University

Supporting Efforts to Improve Science Pedagogy on Campus

Many chief academic officers have questions about current science teaching and learning on their campus. How can campuses improve persistence and success in science courses and increase retention rates in science majors? How can CAOs support faculty members who are trying new methods or techniques? CAOs who are interested in building or enhancing science education at their institutions and making it more attractive to current and prospective students, should bring questions and join a discussion about motivation, incentives, and disincentives for change in the way science courses are structured.

Susan Singer, Vice President for Academic Affairs and Provost, Rollins College

Katherine M. Whatley, Senior Advisor for Academic Programs, CIC

Sustainability on CIC Campuses

What types of sustainability initiatives are underway at CIC colleges and universities? How can chief officers develop, communicate, and support such initiatives on their campuses? Participants are invited to share their experiences, strategies, and best practices for implementing and sustaining efforts “to go green” at their institutions.

Laura L. Behling, Provost, University of Puget Sound

The Value-Added of Higher Education Consortia

Some CIC colleges and universities have found a source of strength and resource enhancement through membership in a consortium of institutions with shared attributes. In what ways can consortium arrangements become a competitive advantage in marketing strategy and the external funding arena? Join a chief academic officer from the Southeastern Pennsylvania Consortium for Higher Education (SEPCHE) in a discussion of opportunities and challenges.

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

Time, Treasure, and Talent: Generational Differences among Donors

National statistics claim that the average age at which individuals, particularly alumni, think about “giving back” to their alma maters is 48 years old. How can chief academic and advancement officers and their staffs collaborate to ensure that donors of varying generations are connected to their institutions? Participants are invited to share ideas that have worked on their campuses.

Mitchell P. Blonde, Vice President for Institutional Advancement and Public Affairs, Tiffin University

Peter J. Holbrook, Provost and Chief Academic Officer, Tiffin University
SUNDAY, NOVEMBER 3

Luncheon and Discussion Groups for Women Administrators

12:15–1:45 p.m. • Harborside Ballroom C

Sponsored by Capital Education

Everyone is 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 Strong Relationship between Advancement and Academic Affairs
Katherine M. Whatley, Senior Advisor, CIC

Developing Leaders among Faculty and Staff
Barbara Hetrick, Senior Advisor, CIC

Engaging Faculty in Curricular/Co-Curricular Partnerships
Kim Haverkos, Dean of the College of Education and Health Sciences, Thomas More University

Keys to Strong Public Relations
Jo Ellen Parker, Vice President for Communications, CIC

Learning a New Institutional Culture
Judith A. Muyskens, Vice President for Academic Affairs and Dean of the College, Hiram College

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

Managing Presidential Transitions
Maria C. Garriga, Acting Provost, Thomas More University

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

Women’s Leadership Challenges
Jonnie G. Guerra, Senior Advisor, CIC

Working with Your Leadership Team
Lori V. Quigley, Vice President for Academic Affairs, Medaille College

Working with Your Team to Prepare for an Accreditation Review
Marilyn Reineck, Vice President for Academic Affairs, Concordia University, St. Paul
**Adaptive Leadership on a Changing Campus**

This discussion will focus on the merits of adaptive leadership to initiate institutional change in response to higher education challenges. The AdventHealth University team will share examples of leading through change and invite participants to discuss their own experiences and effective strategies.

*Len M. Archer*, Vice President for Academic Administration, AdventHealth University

*Sandra Dunbar Smalley*, Provost, AdventHealth University

**Capital Campaigns: The Role of the Chief Academic Officer**

What is the chief academic officer’s role before, during, and after a capital campaign? Participants are invited to share their experiences and to seek advice on challenges encountered during the campaign process.

*Elizabeth K. Mauch*, Interim President, Bethany College (KS)

**CIC’s Network for Vocation in Undergraduate Education (NetVUE)**

NetVUE seeks to deepen the intellectual and theological exploration of vocation among students, faculty members, and staff at more than 250 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

*Lynne Spoelhof*, NetVUE Program Coordinator, CIC

**Connecting with Campus Constituencies as a New Chief Officer**

This discussion will focus on the opportunities and challenges of connecting with campus constituencies as a new chief officer. What strategies can facilitate efforts to learn campus culture, to build positive relationships, and to create a receptivity to new leadership and priorities?

*Terry M. Keller*, Vice President for Academic Affairs, Lourdes University

**Continuity of Mission: Connecting the Institution’s Past to Its Future**

How are CIC colleges and universities connecting forward-looking strategic plans to the history and founding mission of their institutions? How are they gaining buy-in for change from donors, alumni, and other supporters? Participants will exchange information about strategies and challenges.

*Margaret Everett*, Provost and Vice President for Academic Affairs, Lesley University
Developing Deans for Fundraising

How can CIC institutions prepare deans to be effective in their fundraising role during a capital or comprehensive campaign? Gwynedd-Mercy's chief academic and advancement officers will discuss their collaboration on a professional development workshop for their campus deans, exploring both benefits and lessons learned. Participants are invited to share how their institutions have developed and involved deans as fundraising partners.

Gerald T. McLaughlin, Vice President for Advancement, Gwynedd Mercy University
Mary H. Van Brunt, Provost and Vice President for Academic Affairs, Gwynedd Mercy University

Initiatives to Support Diverse Student Learners

How do colleges and universities with diverse student populations ensure that each student has equal access to learning? Goodwin College has initiated a job-embedded professional program to teach its faculty members how to apply the Universal Design for Learning model to curricula and instruction. The chief academic officer will share the program's design and positive results since implementation. Participants are invited to compare their own approaches that have improved learning outcomes for diverse student groups.

Danielle Wilken, Provost and Dean of Faculty, Goodwin College

Executive Leadership Academy and Senior Leadership Academy

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

Linda M. Bleicken, President, American Academic Leadership Institution (AALI)
Barbara Hetrick, Senior Advisor, CIC
Alana K. Cassidy, Development Manager, CIC

Integrating Marketing, Choice of Major, and Career Development for Student Success

Students who are undecided about their course of study are often at greater risk of leaving college. How can an institution's marketing team support retention and enhance student outcomes? Mount Mary University's Compass Year embeds self-assessment and advising into first-year coursework in order to promote students' progress toward their degrees. Discussion participants are encouraged to share ways their institution uses marketing to promote student success.

Kathleen A. Van Zeeland, Director of Marketing and Communications, Mount Mary University

Fostering Faculty-Led Change

How can chief academic officers support faculty members to be effective leaders of institutional change? What role can the chief advancement officer play in encouraging faculty-led change? Join a conversation about strategies that have been successful in moving faculty members from discussion to action and in fostering a culture of innovation on two CIC campuses.

Patricia Parrish, Vice President for Academic Affairs, Lindsey Wilson College
Lori Werth, Provost, University of Pikeville

Involving Deans, Faculty Members, and Support Staff in Donor Relations

How can chief academic and advancement officers collaborate to enhance donor relations through the involvement of key members of the constituent groups on their campuses? What are best practices to facilitate successful interactions with donors? Participants are invited to share strategies that have worked at their institutions.

Patricia S. Ireland, Senior Vice President for Academic Affairs and Provost, Mount Aloysius College
Mentoring Millennial Faculty Members

The millennial generation has been characterized as needing “instant gratification/recognition” and as being both “deeply connected through social media” and innately “curious,” traits that in the traditional higher education setting might be translated to mean “insecure,” “easily distracted,” and “lacking focus.” Do such generalizations ring true? How are CIC institutions creating or adapting their mentoring programs to accommodate this new generation of faculty members? Participants will discuss the ways chief academic officers and other academic leaders provide millennials on their campuses constructive feedback and incentives for professional growth.

Alyson A. Gill, Provost, University of the Ozarks (AR)

Millennial Giving: Preliminary Results from the Schuler Initiative

Millennials, born between 1981 and 1996, represent a large segment of most institutions’ active alumni. How can independent colleges enhance engagement with this key demographic? The Schuler Education Foundation has partnered with RNL and five liberal arts colleges to better understand this cohort and reverse a trend of declining participation. This discussion will highlight preliminary insights from our market research and a few of the strategies implemented that helped the pilot group achieve 37 percent growth in their millennial donor base. Participants are invited to share their experiences engaging millennial alumni through philanthropic efforts.

Sarah Kleeberger, Senior Vice President for Fundraising Consulting, RNL

New Chief Academic Officer Workshop

New chief academic officers who participated in the earlier Workshop for New Chief Academic Officers 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

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

Peer-Led Faculty Development Programs

At George Fox University, faculty members have created and implemented a peer-led faculty development program that addresses areas of need relevant to their colleagues’ professional lives. Participants are invited to join the facilitator in a conversation about the George Fox model and to share effective faculty development programs from their campuses.

Linda Samek, Provost, George Fox University

Planned Giving Programs at Young Institutions

How does a young college or university with a small alumni base mount a meaningful planned giving program? Cabrini’s chief advancement officer will share strategies his university is using to enhance planned giving. Participants are invited to exchange information about practices and initiatives that have been successful in securing planned gifts on their own campuses.

Stephen Highsmith, Vice President for Advancement, Cabrini University
Strategies to Thrive as an Administrator of Color

Administrators of color face significant challenges and also bring unique strengths to their roles. What are the best strategies for overcoming bias, developing resilience, and advancing meaningful culture change at independent colleges? Participants are encouraged to share their challenges and successes as new, mid-career, or seasoned administrators of color.

**Julia Chinyere Oparah**, Provost and Dean of the Faculty, Mills College

Success and the New Student Majority: Yes We Must Coalition

Independent colleges strive to increase the degree attainment of students from low-income backgrounds. Discussion will examine strategies for ensuring equitable success rates for all students. In particular, the facilitator will explain how the Yes We Must Coalition supports independent institutions whose undergraduate populations of Pell-eligible students are in the majority on their campuses. Participants will share ways to increase graduation rates and to advocate for low-income students.

**Tracy S. Parkinson**, Executive Vice President, Coker University

Synchronizing Academic and Fundraising Goals

How can chief academic and advancement officers partner to secure funds for academic program needs and faculty-initiated projects? What happens when academic and fundraising priorities clash? Join the facilitators from Wheaton College (MA) in a conversation about successful strategies as well as challenges.

**Merritt Crowley**, Vice President for College Advancement, Wheaton College (MA)

**Renée T. White**, Provost, Wheaton College (MA)

The Academic Narrative: Great Stories That Support Advancement Campaigns

What are the narratives of teaching, research, and student success that have inspired donors to support academic initiatives at CIC colleges and universities? Participants are invited to share examples of institutional stories that have helped connect their donors with funding opportunities such as faculty chairs, named programs and departments, experiential learning endowments, and other academic priorities.

**Janet L. Bland**, Provost and Dean of the Faculty, Marietta College

**Jenni Cushman**, Executive Director, Major Gifts and Campaign Coordinator, Marietta College

The Role of the Advancement Office in Accreditation

How do CIC colleges and universities involve the chief advancement officer and other members of the advancement staff in institutional accreditation processes and activities? Participants will compare experiences and share best practices.

**Melba Rodriguez**, Vice President for Advancement, Hanover College
The program of the 2019 Institute for Chief Academic Officers, with Chief Advancement and Public Relations Officers, was planned with the assistance of CIC’s Chief Academic and Chief Advancement Officers Task Force:

**Chad Berry**, Academic Vice President and Dean of the Faculty, Berea College  
**Regina Biddings-Muro**, Vice President for University Advancement, California Lutheran University  
**Kelly Brown**, Vice President for Advancement, St. John’s College (MD)  
**Cynthia K. Kosso**, Provost and Dean of the Faculty, Moravian College  
**Yolanda W. Page**, Vice President for Academic Affairs, Dillard University  
**J. Andrew Prall**, Provost, St. Edwards University  
**Dean A. Pribbenow**, Vice President for Academic Affairs and Academic Dean, Edgewood College  
**Marc Roy**, Provost, Albion College  
**Aimee Sapp**, Vice President and Dean of Academic Affairs, William Woods University  
**Glenn R. Sharfman**, Provost, Oglethorpe University (Chair)  
**Caroline J. Simon**, Provost and Executive Vice President, Whitworth University  
**James Watt**, Vice President for Advancement, Juniata College

**ASSOCIATION REPRESENTATIVES**

**Paul Heaton**, Senior Director, Member Engagement, CASE  
**Kerry E. Pannell**, Vice President for Academic Programs, CIC
Hotel Information and Floor Plan

Baltimore Marriott Waterfront Hotel
700 Aliceanna Street, Baltimore, Maryland 21202
(410) 385-3000
www.marriott.com/hotels/travel/bwiwf-baltimore-marriott-waterfront

Entrance to Waterview via Aprooe’s Restaurant
Mark Your Calendars!

48th Annual Institute for Chief Academic Officers and Academic Team Members
San Diego, California • November 7–10, 2020
Sheraton San Diego Hotel & Marina

49th Annual Institute for Chief Academic Officers and Chief Student Affairs Officers
Louisville, Kentucky • November 6–9, 2021
Galt House Hotel