2019 PRESIDENTS INSTITUTE

Leading Strategic Change

January 4-7 • Scottsdale, Arizona
The Westin Kierland Hotel

www.cic.edu/2019PresidentsInstitute
#2019PI
CIC gratefully acknowledges the generous support by Asset Strategy Consultants and EAB of travel grants that make it possible for presidents of institutions with limited resources to participate in the Presidents Institute.

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

CIC also appreciates the support of Santander Universidades and Universia for the participation of rectors of Mexican private universities.
Table of Contents

WELCOME ............................................................ 2

SCHEDULE-AT-A-GLANCE ...................................... 4

WEDNESDAY, JANUARY 2, AND THURSDAY, JANUARY 3 .......... 9

NEW PRESIDENTS PROGRAM ..................................... 11

PRESIDENTS GOVERNANCE ACADEMY ....................... 16

CIC BOARD OF DIRECTORS MEETING ......................... 20

FRIDAY, JANUARY 4 .................................................. 21

SATURDAY, JANUARY 5 ............................................. 26

SUNDAY, JANUARY 6 ............................................... 40

MONDAY, JANUARY 7, AND POST-INSTITUTE ASSOCIATED MEETINGS .......... 56

CIC BOARD OF DIRECTORS AND ADVISORY COMMITTEES .......... 65

CIC STAFF AND ADVISORS ........................................ 67

HOTEL MAP AND FLOOR PLANS ................................. 69

SAVE THE DATES ...................................................... INSIDE BACK COVER

STAYING CONNECTED

Download Guidebook, The Free Conference App

Access the latest Institute information, participant list, session handouts, and more.

1. Download Guidebook from the Apple App Store or Google Play Store, or visit https://guidebook.com/g/2019PresidentsInstitute.

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

3. Tap the blue Passphrase button.

4. Type 2019cicpi and tap the Continue button. The guide may take a few moments to load.

Wireless Internet Access

Complimentary Wi-Fi is available in all meeting rooms at the Westin Kierland hotel. If you need assistance, please ask at the CIC Registration Desk.

Network Name: WK Conference
Password: 2019cicpi

Follow the Institute on Twitter

Participants can follow the Presidents Institute on Twitter: @CICnotes • #2019PI
Dear Colleague:

Welcome to CIC’s 2019 Presidents Institute—the largest annual meeting of college and university presidents in the country. The Institute provides a forum for candid discussion of critical issues, opportunities to learn from experts, and time to network with presidential colleagues who lead similar institutions. Morning concurrent sessions, many led by presidential colleagues, address practical aspects of leading independent colleges and universities. Optional afternoon workshops provide hands-on opportunities to explore critical issues in greater depth. Daily plenary sessions set a larger context for presidential leadership, drawing on the insights of distinguished experts and experienced colleagues. Meetings of associated organizations and roundtable discussions over breakfast afford informal settings to discuss issues of common interest. Extended refreshment breaks and daily receptions offer occasions to network with colleagues, renew friendships, and make new acquaintances.

An exceptional array of speakers and sessions will explore the theme “Leading Strategic Change.” When anchored by principle, evidence, and expertise, presidents of independent colleges and universities are best prepared to formulate strategies and implement solutions to these new, sometimes unprecedented challenges. Big shifts in student demographics, enrollment patterns, cost structures, family finances, and public perceptions of the purpose and value of higher education all call for wise choices by colleges and those who lead them. How do presidents weigh long-standing commitments to institutional mission and tradition with new opportunities and strategic imperatives? How can presidents find reliable guidance among competing institutional visions and their implications for enrollment, academic quality, modes of teaching and learning, and new business models? How do presidents convey both confidence and candor when leading significant change, and how can campus communities—the faculty, staff, students, alumni, and trustees—be encouraged to embrace opportunities for fresh approaches? Persuading donors and other key constituents also calls for presidential vision and enthusiasm in support of new directions. The 2019 Presidents Institute will address these and many other questions as presidents consider how to lead their institutions with greater skill and aplomb.

I extend a special welcome to the many new presidents and their spouses or partners and those participating in this annual gathering for the first time. All of us hope you will find the Institute to be a richly rewarding experience. One distinctive feature of the Institute is the substantive programming for presidential spouses and partners, which offers useful support for those who serve in this fulfilling, but at times challenging, role.
CIC is grateful to those sponsoring organizations that have contributed financially to the Presidents Institute and whose names appear on the inside front cover and in the Guide to Institute Sponsors. Their support makes possible a more comprehensive program, and their expertise in various aspects of institutional management adds to the usefulness of conversations during the Institute. I encourage all presidents to confer with our sponsors; their guidance can be invaluable.

Please do not hesitate to call upon any CIC staff member for assistance. In this beautiful setting, may the next few days provide opportunities to learn, converse with colleagues, and relax.

Sincerely,

Richard Ekman
President
## Schedule-at-a-Glance

### Wednesday, January 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00–8:00 p.m.</td>
<td>LECNA Fellows</td>
<td>Kierland Grand Ballroom 4A</td>
</tr>
</tbody>
</table>

### Thursday, January 3

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 a.m.–5:00 p.m.</td>
<td>Institute Registration</td>
<td>Hall of State</td>
</tr>
<tr>
<td>7:30 a.m.–5:00 p.m.</td>
<td>LECNA Fellows</td>
<td>Kierland Grand Ballroom 4A</td>
</tr>
<tr>
<td>7:45 a.m.–8:30 p.m.</td>
<td>New Presidents Program (including spouses and partners of new presidents) (See pages 11–15 for meeting rooms.)</td>
<td></td>
</tr>
<tr>
<td>8:00 a.m.–8:30 p.m.</td>
<td>Presidents Governance Academy (See pages 16–19 for meeting rooms.)</td>
<td></td>
</tr>
<tr>
<td>Noon–8:00 p.m.</td>
<td>Lutheran Educational Conference of North America</td>
<td>Kierland Grand Ballrooms 4B and C</td>
</tr>
<tr>
<td>2:30–4:00 p.m.</td>
<td>National Association of Schools and Colleges of the United Methodist Church</td>
<td>Greenway and Noble Boardroom</td>
</tr>
</tbody>
</table>

### Friday, January 4

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 a.m.–5:00 p.m.</td>
<td>Institute Registration</td>
<td>Hall of State</td>
</tr>
<tr>
<td>7:15 a.m.–3:15 p.m.</td>
<td>New Presidents Program (including spouses and partners of new presidents) (See pages 11–15 for meeting rooms.)</td>
<td></td>
</tr>
<tr>
<td>7:15 a.m.–2:00 p.m.</td>
<td>Presidents Governance Academy (See pages 16–19 for meeting rooms.)</td>
<td></td>
</tr>
<tr>
<td>Noon–5:00 p.m.</td>
<td>Individual Consultations (See page 22 for listings.)</td>
<td></td>
</tr>
<tr>
<td>2:00–4:00 p.m.</td>
<td>Presidents Institute Spouses and Partners Task Force Meeting</td>
<td>Cushing B</td>
</tr>
<tr>
<td>3:30–4:15 p.m.</td>
<td>Welcome and Keynote Address</td>
<td>Cushing A</td>
</tr>
<tr>
<td>5:00–6:15 p.m.</td>
<td>Welcome and Keynote Address</td>
<td>Cushing A</td>
</tr>
</tbody>
</table>

**Presidents Institute Begins**
Saturday, January 5

7:00 a.m.–5:00 p.m.
Institute Registration
Hall of State

7:15–8:15 a.m.
Breakfast
Trailblazer’s Ballroom

BREAKFAST ROUNDTABLE DISCUSSIONS
(See pages 26–28 for listings.)

7:15–8:15 a.m.
BREAKFAST MEETINGS

Association of Adventist Colleges and Universities
Cushing A

Association of Catholic Colleges and Universities
Cushing B

Council for Christian Colleges & Universities
Kierland Grand Ballroom 1A

Nonmember Presidents and Member Presidents Participating in the Institute for the First Time
Powell

8:00 a.m.–5:00 p.m.
INDIVIDUAL CONSULTATIONS
(See page 22 for listings.)

8:30–9:45 a.m.
PLENARY SESSION
“Equipping a New Generation for Inclusion, Civility, and Understanding”
Jonathan Haidt
Kierland Grand Ballroom

10:15–11:30 a.m.
CONCURRENT SESSIONS

“The Loneliness Cycle: A Campus-Wide Challenge”
Nathaen Demers and Chris McCarthy
Herberger Ballroom 3

11:45 a.m.–1:00 p.m.
CONCURRENT SESSIONS
(with boxed lunch)

A President’s Guide to Enrollment Management
Kierland Grand Ballrooms 4B and C

Cultivating the Leadership Pipeline
Kierland Grand Ballroom 4A

Effective Approaches for Leading the Multifaith Campus
Kierland Grand Ballroom 1A

Harnessing IT to Deliver Breakthrough Growth, Efficiency, and Agility
Herberger Ballroom 2

Improving Completion through Revenue-Enhancing Course Sharing
Rainmakers Ballroom

Lessons Learned from Mergers and Splits
Kierland Grand Ballrooms 1B and C

1:00–2:00 p.m.
Executive Officers of CIC State Council Members Luncheon
Cushing B

2:00–3:00 p.m.
2019 U.S.-Mexico Higher Education Summit Participants Information Session
Kierland Grand Ballroom 1C
Sunday, January 6

7:00 a.m.–5:00 p.m.
Institute Registration
Hall of State

7:00–7:30 a.m.
Ecumenical Worship Service
Kierland Grand Ballroom 1A

7:00–7:30 a.m.
Roman Catholic Mass
Kierland Grand Ballroom 1C

7:15–8:15 a.m.
Breakfast
Trailblazer’s Ballroom

BREAKFAST ROUNDTABLE DISCUSSIONS
(See pages 40–42 for listings.)

7:15–8:15 a.m.
BREAKFAST MEETINGS

National Association of Intercollegiate Athletics (NAIA)
Kierland Grand Ballroom 1B

National Collegiate Athletic Association (NCAA)
Powell

New American Colleges and Universities
Kierland Grand Ballroom 4C

Presidential Vocation and Institutional Mission Program Past Participants
Kierland Grand Ballroom 4A

Presidents of Historically Black Colleges and Universities
Cushing A

8:00 a.m.–5:00 p.m.
INDIVIDUAL CONSULTATIONS
(See page 22 for listings.)

8:30–9:45 a.m.
PLENARY SESSION
“Strategic Leadership for Internationalization”
Esther D. Brimmer
Kierland Grand Ballroom

10:15–11:30 a.m.
CONCURRENT SESSIONS

Considerations for Higher Education Business Models
Rainmakers Ballroom

Effective Approaches to Achieve Internationalization
Kierland Grand Ballroom 1A

Intercollegiate Athletics at Private Colleges and Universities:
Insights from Recent Research
Kierland Grand Ballrooms 4B and C

Leveraging Technology to Improve Students’ Health and Well-Being
Herberger Ballroom 2
The President’s Perspective on Board Relations
(Open only to currently serving college and university presidents)
Kierland Grand Ballroom 4A

JOINT SESSION WITH SPOUSES AND PARTNERS
Fundraising by Presidential Couples
Kierland Grand Ballrooms 1B and C

10:15–11:30 a.m.
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM
CONCURRENT SESSION
Being Unique on Campus: Role Ambiguity and Isolation
(Open only to currently serving college and university presidents and spouses and partners of presidents)
Herberger Ballroom 4

11:45 a.m.–1:00 p.m.
CONCURRENT SESSIONS
(with boxed lunch)

Breaking Barriers to Community College Transfer
Herberger Ballroom 2

Fostering Diversity and Inclusion on Campus
Kierland Grand Ballroom 1A

Leading Strategic Change: Lessons from the Field
Kierland Grand Ballrooms 4B and C

Legal Issues That Keep Presidents Up at Night
Kierland Grand Ballrooms 1B and C

Presidential Leadership Transitions
Rainmakers Ballroom

Presidents “Open Mike”
(Open only to currently serving college and university presidents)
Kierland Grand Ballroom 4A

11:45 a.m.–1:00 p.m.
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM
CONCURRENT SESSION
Developing a New Program on Campus: Case Studies
Herberger Ballroom 5

Interacting with Campus Staff
Herberger Ballroom 4

1:00–2:00 p.m.
LUNCHEON MEETINGS OF CIC STATE COUNCIL MEMBER ORGANIZATIONS

Associated Colleges of Illinois
Powell A

Independent Colleges and Universities of Texas
Powell B

Independent Colleges of Indiana
Greenway A

Independent Colleges of Washington
Merriam A

Michigan Colleges Alliance
Cushing A

North Carolina Independent Colleges and Universities
Kirkland

Ohio Foundation of Independent Colleges
Cushing B

Wisconsin Association of Independent Colleges and Universities
Greenway B

1:00–2:00 p.m.
Presidential Vocation and Institutional Mission Focus Group
(By invitation only)
Noble Boardroom

1:30–3:30 p.m.
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM
Networking and Discussion Sessions
(See page 53 for listings.)
Herberger Ballroom 4

1:30–5:00 p.m.
OPTIONAL EXCURSION
Architect’s Dream Tour
Meet in the hotel lobby.

2:00–3:30 p.m.
Open Dialogue: Options for Private Higher Education in Institutional Banking and Commercial Lending
Kierland Grand Ballroom 1A

2:00–4:00 p.m.
WORKSHOP
(Pre-registration required)
Leading through Crisis—Developing a Crisis Readiness and Communication Plan
Kierland Grand Ballroom 4A

4:00–5:00 p.m.
Association of Presbyterian Colleges and Universities
Rainmakers Ballroom A
6:00–7:00 p.m.  
**AWARDS RECEPTION**  
Northern Sky Terrace and Rainmakers Ballroom

7:00–9:00 p.m.  
**AWARDS BANQUET**  
Kierland Grand Ballroom

**Monday, January 7**

7:00–11:30 a.m.  
**Institute Registration**  
Hall of State

7:15–8:30 a.m.  
**Presidents Institute Spouses and Partners Task Force Breakfast**  
Cushing B

7:30–8:30 a.m.  
**CIC ANNUAL BUSINESS MEETING**  
Kierland Grand Ballrooms 1B and C

7:30–8:30 a.m.  
**Breakfast**  
Grand Ballroom East

7:30–8:30 a.m.  
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**  
Breakfast Roundtable Discussions  
(See page 57 for listings.)  
Herberger Ballroom 3

8:30–11:30 a.m.  
**INDIVIDUAL CONSULTATIONS**  
(See page 22 for listings.)

8:45–9:45 a.m.  
**CONCURRENT SESSIONS**

- **Innovation and the Independent College**  
Kierland Grand Ballroom 1A

- **Investing in Digital Technologies to Support Academic Success**  
Kierland Grand Ballroom 4A

8:45–9:45 a.m.  
**JOINT SESSION WITH SPOUSES AND PARTNERS**

- **Resilience and Self-Care for Presidents and Presidential Couples**  
Kierland Grand Ballrooms 4B and C

10:00–11:30 a.m.  
**CLOSING PLENARY SESSION**

- “Presidential Leadership for Strategic Change”  
Roger N. Casey, Helen G. Drinan, Billy C. Hawkins, and Steven C. Bahls  
Kierland Grand Ballroom

1:00–4:00 p.m.  
**POST-INSTITUTE WORKSHOP**  
(Pre-registration required)

- Making It Your Own—Nontraditional and Adaptive Approaches to Fundraising Campaigns  
Kierland Grand Ballroom 1C

1:00–8:00 p.m.  
**Mennonite Higher Education Association**  
Cushing A

4:30–6:00 p.m.  
**American Academic Leadership Institute Board of Directors Finance Committee Meeting**  
Powell

6:00 p.m.  
**American Academic Leadership Institute Board of Directors Dinner**  
Meet in the hotel lobby.

**Tuesday, January 8**

7:30 a.m.–1:00 p.m.  
**American Academic Leadership Institute and Academic Search, Inc. Boards of Directors Meeting**  
Powell

8:00 a.m.–Noon  
**Mennonite Higher Education Association**  
Cushing A
Wednesday, January 2

6:00–8:00 p.m.  
LECNA Fellows  
Kierland Grand Ballroom 4A  
Convener: Thomas E. Cedel, President Emeritus, Concordia University Texas

Thursday, January 3

7:30 a.m.–5:00 p.m.  
Institute Registration  
Hall of State  
Please note: Pre-registration is required for the New Presidents Program and Presidents Governance Academy. Inquire at the CIC Registration Desk.

7:30 a.m.–5:00 p.m.  
LECNA Fellows  
Kierland Grand Ballroom 4A  
Convener: Thomas E. Cedel, President Emeritus, Concordia University Texas

7:45 a.m.–8:30 p.m.  
New Presidents Program  
(including spouses and partners of new presidents)  
(Sponsored by Ellucian)  
See pages 11–15 for meeting rooms.

8:00 a.m.–8:30 p.m.  
Presidents Governance Academy  
(Supported by the Henry Luce Foundation)  
See pages 16–19 for meeting rooms.
Noon–8:00 p.m.
Lutheran Educational Conference of North America
Kierland Grand Ballrooms 4B and C
Convener: Tom Ries, President, Concordia University, St. Paul

2:30–4:00 p.m.
National Association of Schools and Colleges of the United Methodist Church
Greenway and Noble Boardroom
Convener: Mark E. Hanshaw, Associate General Secretary, Division of Higher Education, General Board of Higher Education and Ministry

4:00–5:30 p.m.
Women’s College Coalition Board of Directors Reception
Parke
Convener: Michele Ozumba, President

4:00–8:30 p.m.
National Association of Schools and Colleges of the United Methodist Church Board of Directors Meeting and Dinner
Kirkland and Rainmakers Ballroom C
Convener: Mark E. Hanshaw, Associate General Secretary, Division of Higher Education, General Board of Higher Education and Ministry
New Presidents Program
INCLUDING SPOUSES AND PARTNERS OF NEW PRESIDENTS

Please note: Pre-registration is required for this program. Inquire at the CIC Registration Desk.

Thursday, January 3

7:30–9:00 a.m.
New Presidents Program Registration
Hall of State

7:45–8:30 a.m.
BREAKFAST FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS
Herberger Ballroom 3

SESSIONS FOR NEW PRESIDENTS

8:45–9:00 a.m.
Welcoming Remarks
Kierland Grand Ballroom 2
Mary Pat Seurkamp, Senior Advisor and Director, CIC New Presidents Program, and President Emerita, Notre Dame of Maryland University

9:00–10:00 a.m.
Making Connections
Kierland Grand Ballroom 2
L. Jay Lemons, President Emeritus, Susquehanna University, and President, Academic Search, Inc.

10:00–10:15 a.m.
Refreshment Break
Herberger Ballroom North Foyer
10:15–11:15 a.m.  
**Herberger Ballroom 2**  
**The Changed Environment for Presidential Leadership: Innovation and Beyond**  
*Paul Hennigan*, President, Point Park University  
*Mary B. Marcy*, President, Dominican University of California

11:15 a.m.–12:15 p.m.  
**Herberger Ballroom 2**  
**Enrollment, Marketing, and Today’s Students: Getting Them and Keeping Them**  
*Mary Dana Hinton*, President, College of Saint Benedict  
*Brian C. Ralph*, President, William Peace University

---

**SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS**

8:45–9:00 a.m.  
**Herberger Ballroom 1**  
**Welcoming Remarks**  
*Katherine M. Whatley*, Senior Vice President, CIC  
Session Facilitators: *Lynne C. Joyce*, Presidential Spouse, Brevard College, and *J. Lawrence Smith*, Presidential Spouse, York College of Pennsylvania

9:00–10:00 a.m.  
**Herberger Ballroom 1**  
**Making Connections**

10:00–10:15 a.m.  
**Herberger Ballroom North Foyer**  
**Refreshment Break**

10:15–11:45 a.m.  
**Herberger Ballroom 1**  
**Transitioning into the Presidential Spouse or Partner Role**

11:45 a.m.–12:15 p.m.  
**Herberger Ballroom 1**  
**Higher Ed 101**
### LUNCHEON FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

12:30–1:45 p.m.

**Herberger Ballroom 3**

Welcome: Carol A. Leary, President, Bay Path University, and Chair, CIC New Presidents Program Advisory Committee

Remarks: Elizabeth L. Paul, President, Capital University

---

### SESSIONS FOR NEW PRESIDENTS

2:00–3:15 p.m.  
Financial Fundamentals and Strategies for the New President

**Herberger Ballroom 2**  
Roger D. Drake, President, Central Methodist University

3:15–3:30 p.m.  
Refreshment Break

**Herberger Ballroom North Foyer**

3:30–4:30 p.m.  
Perspectives on Critical Leadership Issues

**Herberger Ballroom 2**  
Colette Pierce Burnette, President, Huston-Tillotson University  
Mary-Beth A. Cooper, President, Springfield College  
Arvid C. Johnson, President, University of St. Francis (IL)

4:30–5:00 p.m.  
Small-Group Discussions on Critical Leadership Issues

**Herberger Ballroom 2**  
Facilitator: Mary Pat Seurkamp

---

### SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

2:00–3:15 p.m.  
Getting Off to a Great Start

**Herberger Ballroom 1**  
Lynne C. Joyce and J. Lawrence Smith

3:15–3:30 p.m.  
Refreshment Break

**Herberger Ballroom North Foyer**

3:30–4:30 p.m.  
Building Trust

**Herberger Ballroom 1**  
Lynne C. Joyce and J. Lawrence Smith
4:30–5:00 p.m.  
Open Mike—Questions and Comments  
Herberger Ballroom 1  
Katherine M. Whatley

6:30–7:00 p.m.  
RECEPTION FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS  
Herberger Ballroom North Foyer and Terrace

7:00–8:30 p.m.  
DINNER FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS  
Herberger Ballroom 3  
Hosts: Paul Hennigan, President, Point Park University, and Lynne C. Joyce, Presidential Spouse, Brevard College  
Remarks: Richard Ekman, President, CIC

Friday, January 4

SESSIONS FOR NEW PRESIDENTS

7:15–8:00 a.m.  
Breakfast  
Herberger Ballroom 4

8:15–9:00 a.m.  
I Wish I Had Known What I Know Now  
Herberger Ballroom 2  
Lynn M. Morton, President, Warren Wilson College  
Elfred Anthony Pinkard, President, Wilberforce University

9:00–10:45 a.m.  
Working with the Board—Basics and Beyond  
Herberger Ballroom 2  
Thomas F. Flynn, President, Alvernia University  
Wendy B. Libby, President, Stetson University  
Moderator: Douglas M. Orr, President Emeritus, Warren Wilson College

SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

7:15–8:00 a.m.  
Breakfast  
Herberger Ballroom 1
8:15–9:15 a.m. Building Resiliency
Herberger Ballroom 1 Lynne C. Joyce and J. Lawrence Smith

9:15–10:45 a.m. Making the Role Work for You
Herberger Ballroom 1 Lynne C. Joyce and J. Lawrence Smith

JOINT SESSIONS FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

10:45–11:00 a.m. Refreshment Break
Herberger Ballroom North Foyer

11:00 a.m.–12:15 p.m. The President and Institutional Advancement
Herberger Ballroom 2 David C. Joyce, President, Brevard College
Lynne C. Joyce, Presidential Spouse, Brevard College
Barry A. Keith, Presidential Spouse, Pfeiffer University
Colleen Perry Keith, President, Pfeiffer University

12:30–2:00 p.m. Luncheon and Address: You Got the Job, Now What?
Herberger Ballroom 3 Logan C. Hampton, President, Lane College

SESSIONS FOR NEW PRESIDENTS

2:15–3:15 p.m. Closing Remarks, Questions, and Initial Evaluation
Herberger Ballroom 2 Mary Pat Seurkamp

SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

2:15–3:00 p.m. Taking Charge of Your Role: Panel of Spouses and Partners Task Force Members
Herberger Ballroom 1 Lynne C. Joyce, J. Lawrence Smith, and members of the Presidents Institute Spouses and Partners Task Force

3:00–3:15 p.m. Questions and Closing Remarks
Herberger Ballroom 1 Lynne C. Joyce and J. Lawrence Smith
Please note: Pre-registration is required for this program. Inquire at the CIC Registration Desk.

Facilitators:

Richard T. (Tom) Ingram, Senior Advisor for President-Board Relations, CIC, and former President, Association of Governing Boards of Universities and Colleges

Richard J. Cook, President Emeritus, Allegheny College

Thursday, January 3

7:30–9:00 a.m. Presidents Governance Academy Registration
Hall of State

8:00–8:45 a.m. Breakfast
Rainmakers Ballroom A

9:00–9:45 a.m. Welcome and Introductions
Rainmakers Ballroom B
• Review of participant survey
• What are some of the most vexing challenges presidents face in working with their boards of trustees?

9:45–10:30 a.m. Discussion Topics
Rainmakers Ballroom B
• Review of key program themes, facilitator roles, ground rules, and agenda
• What distinguishes a high-performing governing board?
10:30–10:45 a.m.  
**Refreshment Break**  
*Rainmakers Ballroom B*

10:45–11:45 a.m.  
**Discussion Topics**  
*Rainmakers Ballroom B*  
- What levers, strategies, and resources are available to presidents to strengthen the board?  
- What presidential relationships are particularly key—and sometimes problematic?  
- “Shared” governance and relations with the faculty

Noon–1:00 p.m.  
**Lunch**  
*Rainmakers Ballroom A*

1:15–2:45 p.m.  
**Discussion of Best Board Practices (Part 1)**  
*Rainmakers Ballroom B*  
- Membership: size, composition, terms and term limits, committee on trustees  
- Organization: committees, especially executive, and reserved powers  
- Meetings  
- Trustee philanthropy

2:45–3:00 p.m.  
**Refreshment Break**  
*Rainmakers Ballroom B*

3:00–4:30 p.m.  
**Discussion of Best Board Practices (Part 2)**  
*Rainmakers Ballroom B*  
- Retreats  
- Trustee orientation programs  
- In-service education  
- Handbook and trustee information systems
4:30–5:00 p.m.  
Bylaws Discussion  
Rainmakers Ballroom B  
- Overview of facilitators’ critiques of participants’ bylaws

6:30–8:30 p.m.  
Reception and Dinner  
Rainmakers Ballroom A and Terrace  
Spouses and partners are invited. Stop by the CIC Registration Desk to purchase a guest ticket.

Friday, January 4

7:15–7:45 a.m.  
Breakfast  
Rainmakers Ballroom A

7:45–8:30 a.m.  
Role Play: Inviting a Prospective Trustee to Accept Nomination  
Rainmakers Ballroom A

8:45–9:30 a.m.  
Reflections  
Rainmakers Ballroom B  
- On yesterday’s conversations  
- On a few articles in the Book of Readings you find especially helpful or provocative

9:30–10:45 a.m.  
Discussion Topics  
Rainmakers Ballroom B  
- How does affiliation with your respective sponsor, founder, congregation, tradition, or other major influence directly affect, positively or negatively, how your governing board is constituted, is organized, or functions?  
- What are best practices in performance assessment of the governing board, individual trustees, and the presidency?

10:45–11:00 a.m.  
Refreshment Break  
Rainmakers Ballroom B
11:00–11:45 a.m.  
Rainmakers Ballrooms A and B  
One-on-One Bylaws Critique (in teams of two)

Noon–12:30 p.m.  
Rainmakers Ballroom B  
Review of Bylaws Discussions

12:30–2:00 p.m.  
Rainmakers Ballroom A  
Lunch and Discussion

• What are some effective approaches to in-service trustee education and board development initiatives that have worked for you? Which approaches have not worked?
• What is your plan to strengthen governance policies and practices (explicit goals, strategy, and timetable)?
• Closing comments by facilitators and program assessment
Friday, January 4

7:45–8:45 a.m.  Executive Committee Breakfast Meeting
Cushing B

8:00–8:45 a.m.  Board of Directors Breakfast
Kierland Grand Ballroom 1A

9:00–10:00 a.m.  Board of Directors Committee Meetings
Cushing A
Awards Committee
Powell A
Investment Committee
Powell B
Orientation for New Board Members
Powell B

10:10–11:25 a.m.  Board of Directors Committee Meetings
Cushing A
Membership Committee
Cushing B
Programs Committee
Powell A
Public Information Committee
Powell B
Resource Development Committee

11:30 a.m.–12:30 p.m.  Board of Directors Luncheon
Kierland Grand Ballroom 1A

12:45–3:00 p.m.  Board of Directors Meeting
Kierland Grand Ballrooms 1B and C
Friday, January 4

7:00 a.m.–5:00 p.m.  Institute Registration  
*Hall of State*  
Sign up for Individual Consultations and other events with space limitations.

7:15 a.m.–3:15 p.m.  New Presidents Program  
*(including spouses and partners of new presidents)*  
*(Sponsored by Ellucian)*  
See pages 11–15 for meeting rooms.

7:15 a.m.–2:00 p.m.  Presidents Governance Academy  
*(Supported by the Henry Luce Foundation)*  
See pages 16–19 for meeting rooms.

7:45 a.m.–3:00 p.m.  CIC Board of Directors Meeting  
See page 20 for meeting rooms.

8:00 a.m.–3:00 p.m.  LECNA Fellows  
*Kierland Grand Ballroom 4A*  
Convener: *Thomas E. Cedel*, President Emeritus, Concordia University Texas

8:00 a.m.–3:00 p.m.  Lutheran Educational Conference of North America  
*Kierland Grand Ballrooms 4B and C*  
Convener: *Tom Ries*, President, Concordia University, St. Paul
8:30 a.m.–4:00 p.m.

National Association of Schools and Colleges of the United Methodist Church

Convener: Mark E. Hanshaw, Associate General Secretary, Division of Higher Education, General Board of Higher Education and Ministry

Noon–5:00 p.m.

INDIVIDUAL CONSULTATIONS

Presidents have opportunities to schedule individual appointments with selected experts. Individual consultants' schedules vary. Please sign up in advance at the CIC Registration Desk.

Board Relations

Tribal A  Richard T. (Tom) Ingram, Senior Advisor for President-Board Relations, CIC, and former President, Association of Governing Boards of Universities and Colleges

Pathfinders A  Douglas M. Orr, President Emeritus, Warren Wilson College

Parke  CIC Key Indicators Tool and Financial Indicators Tool Benchmarking Reports

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

Whipple  Financial and Retirement Planning for Presidents, Spouses, and Partners

TIAA Wealth Management Advisor

Presidential Compensation and Benefits

Pathfinders B  Frank A. Casagrande, President, Casagrande Consulting, LLC

Tribal B  Alexander C. Yaffe, President and CEO, Yaffe & Company, Inc.

Sitgreaves  Presidential Contracts

Raymond D. Cotton, Partner, Nelson Mullins Riley & Scarborough LLP
2:00–4:00 p.m. **American Baptist Churches Colleges and Universities Presidents**

*Cushing A*

*Conveners: James T. (Tim) Barry, President, Alderson Broaddus University, and Marilyn P. Turner-Triplett, Director, Healing and Transforming Communities, American Baptist Home Mission Societies*

3:30–4:15 p.m. **Presidents Institute Spouses and Partners Task Force Meeting**

*Cushing B*

*Convener: Prema Samhat, Chair, Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Wofford College*

**PRESIDENTS INSTITUTE BEGINS**

5:00–6:15 p.m. **Welcome and Institute Overview**

*Kierland Grand Ballroom*

*MaryAnn Baenninger, Chair, CIC Board of Directors, and President, Drew University*

*Richard Ekman, President, CIC*

*Prema Samhat, Chair, Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Wofford College*

**Keynote Address**

Higher Education Today and Tomorrow: Lessons from New Research

*(Co-sponsored by Capture Higher Ed and Hastings+Chivetta Architects, Inc.)*

Presidents of independent colleges and universities are asked to lead significant institutional change. But how do they know in which direction to move the campus? Leadership is strongest when grounded in principle, evidence, and expertise. Acclaimed Harvard University developmental psychologist Howard Gardner, perhaps best known for his theory of multiple intelligences, is concluding a large-scale national study about the future of higher education and the arts and sciences. This study, which has been under way since 2014, seeks to understand how the chief constituencies of campuses, including students, faculty members, senior administrators, parents, alumni/ae, trustees, and even job recruiters, think about the purpose of education and the value of non-career-oriented education, among other things. Gardner and his team have interviewed more than 2,000 people on ten disparate campuses posing questions such as: What is the purpose of college? What do you hope you will get out of your particular institution? What are the
biggest challenges and the most promising opportunities? Ultimately, the study aims to provide valuable recommendations on how best to provide a high-quality education that is not strictly career-oriented for the 21st century. In his keynote address, Gardner will present the initial findings from his research. Presidents will learn about the views of different members of campus communities and the alignment—or misalignment—between their thoughts on the value and values of traditional higher education. This information can enhance the claims presidents make about the power of the education offered by their institutions and guide strategic change.

Howard Gardner is the John H. and Elisabeth A. Hobbs Professor of Cognition and Education at the Harvard Graduate School of Education. He serves as senior director of Harvard Project Zero, a 50-year inquiry into learning in and through the arts. He also is co-founder and director of the Good Project, a group of initiatives that promotes excellence, engagement, and ethics in education to prepare students to become good workers and good citizens who contribute to the overall well-being of society.

Gardner also developed the theory of multiple intelligences, which he presented in *Frames of Mind: The Theory of Multiple Intelligences* (1983) and for which the Mensa Foundation recently honored him with its Lifetime Achievement Award. His books include *Truth, Beauty, and Goodness Reframed* (2012), *Leading Minds: An Anatomy of Leadership* (2011), *Good Work: Theory and Practice* (2010), *Changing Minds: The Art and Science of Changing Our Own and Other People’s Minds* (2006), *The Development and Education of the Mind* (1994), and most recently, with Katie Davis, *The App Generation: How Today’s Youth Navigate Identity, Intimacy, and Imagination in a Digital World* (2013). Gardner is the recipient of the MacArthur Prize Fellowship, the Guggenheim Memorial Fellowship, the University of Louisville Grawemeyer Award in Education, the Prince of Asturias Award for Social Sciences, and the Brock International Prize in Education, and he has received honorary degrees from 31 colleges and universities. He serves on the boards of the Museum of Modern Art in New York and the American Philosophical Society. Gardner earned his AB from Harvard College and his PhD in social psychology from Harvard University; he also studied at the London School of Economics.

Chair: **H. James Williams**, President, Mount St. Joseph University
6:30–8:30 p.m.

**WELCOMING DINNER**

Herberger Ballroom

(Co-sponsored by Johnson, Grossnickle and Associates and Strada Education Network)

Following the keynote address, a combination reception and buffet dinner will provide Institute participants with an inviting setting to greet old friends and meet new ones.

Please note: Dinner tickets for adult guests and unregistered spouses and partners may be purchased at the CIC Registration Desk.

8:00–8:45 p.m.

**Reception for Sponsors**

Rainmakers Ballrooms

B and C

All sponsors of the Presidents Institute are welcome.

Host: CIC Board of Directors
Saturday, January 5

7:00 a.m.–5:00 p.m.

**Institute Registration**

Sign up for Individual Consultations and other events with space limitations.

---

7:15–8:15 a.m.

**Breakfast**

(Sponsored by Aramark)

Breakfast is provided for all registered Institute participants. Several Roundtables are designated for participants who wish to join colleagues to discuss specific topics.

### BREAKFAST ROUNDTABLE DISCUSSIONS

**Battling Climate Change**

Despite declining federal support of climate change initiatives, many colleges and universities are forging ahead with their own environmental commitments. Learn about expanded and diversified strategies endorsed by the Climate Leadership Network, which has a membership of more than 600 colleges and universities. Discuss with colleagues ways to address climate change both locally and globally through direct campus action and in the curriculum.

*Richard J. Cook,* President Emeritus, Allegheny College, and past Chair, Board of Directors, Second Nature

*Scott D. Miller,* President, Virginia Wesleyan University, and Chair, Climate Leadership Network

**Developing Vocational Exploration on Campus**

The Network for Vocation in Undergraduate Education (NetVUE) is a nationwide network of 232 colleges and universities administered by CIC with generous support from Lilly Endowment Inc. to foster the intellectual and theological exploration of vocation among college students. Learn about CIC's network and discuss the benefits of participation in NetVUE programs and services, including a national conference in March and several grant programs to support campus efforts.

*David S. Cunningham,* Director of NetVUE, CIC
Health Meets Wealth: Optimizing Retiree Health Care Benefits

What do presidents need to know about affordable retiree health care options that provide organizational sustainability and attract and retain a diverse and talented workforce? How can the right health care package maximize the retirement readiness of faculty and staff members and provide greater tax savings to employees and the institution? Discuss ways presidents can utilize limited resources while aligning employee benefits with the institution’s strategic objectives.

Timothy E. Lane, President and CEO, Emeriti Retirement Health Solutions

Partnerships for Enriching Educational Experiences in the Nation’s Capital

Discuss how experiential learning and innovative career preparation can provide students with a valuable supplement to a liberal arts curriculum. Learn about semester-long immersive internships and networking opportunities in Washington, DC, which combine mentorship and self-assessment with academic coursework, individual advising, and professional development.

Christopher K. Norton, President, The Washington Center

Preventing Sexual Harassment in the Academy

How can the academy better prevent sexual harassment and improve the way it is addressed? Discuss recommendations from a new report by the National Academies of Science, Engineering, and Medicine that include integrating values of diversity, inclusion, and respect; changing the power dynamics for support and reporting; improving advocacy and support services; and increasing transparency and accountability.

Elizabeth L. Hillman, President, Mills College

The President’s Role in Managing the Enrollment Team

This discussion will combine industry-focused research on the maturity model for enrollment management with examples of how college presidents are evolving their roles and teams to address the mounting pressures of demographic shifts, economic challenges, and increased competition. The discussion will help presidents understand the skills, research, technology, and professional development that allows the enrollment team to ensure success.

Kim Reid, Eduventures Principal Analyst, ACT | NRCCUA

Gerard J. Rooney, President, St. John Fisher College
Yes We Must Coalition: College Success for All

Independent colleges strive to increase the degree attainment of students from low-income backgrounds. The discussion will examine how the Yes We Must Coalition is supporting independent institutions that enroll 50 percent or more Pell-eligible undergraduates to increase graduation rates and to advocate for low-income students and the institutions that serve them.

Gloria Nemerowicz, Founder and President, Yes We Must Coalition, and former President, Pine Manor College

7:15–8:15 a.m.

Association of Adventist Colleges and Universities

Convener: Loren G. Agrey, President, Burman University (Canada)

Association of Catholic Colleges and Universities

Convener: Michael Galligan-Stierle, President

Council for Christian Colleges & Universities

Convener: Shirley V. Hoogstra, President

Nonmember Presidents and Member Presidents Participating in the Institute for the First Time

Convener: MaryAnn Baenninger, President, Drew University, and Chair, CIC Board of Directors

8:00 a.m.–5:00 p.m.

Individual Consultations

Presidents have opportunities to schedule individual appointments with selected experts. Individual consultants’ schedules vary. See page 22 for the full list of consultants. Please sign up in advance at the CIC Registration Desk.
8:30–9:45 a.m.  
Kierland Grand Ballroom

**PLENARY SESSION**

**Equipping a New Generation for Inclusion, Civility, and Understanding**

*(Sponsored by Stevens Strategy, LLC)*

The United States is experiencing a period of intense political and social discord, reflected on some college and university campuses by student protests and a breakdown of civility in public discourse and in social media. While student activism can be thoughtful and often is inspired by clear inequities, student protests also have given way to strong emotions, closed minds, intimidating tactics, and sometimes even violence. Many campus leaders and faculty members struggle with how to use difficult situations to guide student learning. Jonathan Haidt is a social psychologist whose research on morality helps people understand and respect the moral motives of those with whom they disagree. He also is the founder of the Heterodox Academy, a politically diverse group of more than 2,500 professors and graduate students who have come together to improve the quality of research and education in colleges and universities by increasing viewpoint diversity, mutual understanding, and constructive disagreement. His latest book, *The Coddling of the American Mind* (2018), analyzes how efforts to keep young people emotionally “safe” may backfire and ultimately weaken their resilience and ability to handle difficult situations. Haidt will share his insights into the role colleges and universities can play in helping students come to understand and respect different views, to value free speech equally with diversity, and to engage in our increasingly polarized democracy with civility.

*Jonathan Haidt* is the Thomas Cooley Professor of Ethical Leadership at New York University’s Stern School of Business. In addition, he chairs the board of the Heterodox Academy, which he co-founded. From 1995 to 2011, Haidt was a faculty member in the department of psychology at the University of Virginia, where he won three teaching awards, and he served for one year as the Laurance S. Rockefeller Visiting Professor for Distinguished Teaching at Princeton University. He is the co-developer of Moral Foundations Theory and of the research site *YourMorals.org*. Haidt’s research examines the intuitive foundations of morality, moral emotions, and how morality varies across cultures. He is the author of the *New York Times* bestseller *The Righteous Mind: Why Good People Are Divided by Politics and Religion* (2012) and *The Happiness Hypothesis: Finding Modern Truth in Ancient Wisdom* (2006). His third book, written with Greg Lukianoff, *The Coddling of the American Mind: How Good Intentions and Bad Ideas Are Setting Up a Generation for Failure*
Leading Strategic Change

(2018), was just released. Haidt earned his BA in philosophy from Yale University and his MA and PhD in psychology from the University of Pennsylvania. He completed a postdoctoral fellowship in cultural psychology at the University of Chicago.

Chair: Mary-Beth A. Cooper, President, Springfield College

9:45–10:15 a.m.
Trailblazer’s Ballroom

Networking and Refreshment Break
(Sponsored by Educational & Institutional Insurance Administrators, Inc.)

10:15–11:30 a.m.
Kierland Grand Ballroom 4A

“Can You Hear Me?” What the Public Wants to Know about Higher Education

What do presidents need to be talking about with the media—and with which media—to continue to dispel myths and restore public trust in private higher education? A panel of experienced higher education journalists will offer candid insights into how they perceive the state of private colleges and what the public wants to know. The discussion will consider such issues as the cost of higher education, employment prospects for liberal arts graduates, effective preparation of students for the world of work, and concerns about liberal “brainwashing” of students by faculty members.

Scott Carlson, Senior Writer, Chronicle of Higher Education
Melissa Korn, Higher Education Reporter, Wall Street Journal
Jon Marcus, Higher Education Editor, Hechinger Report

Chair: Meredith Jung-En Woo, President, Sweet Briar College

Kierland Grand Ballrooms 1B and C

Developing a Strategic Response to Enrollment Shifts

In the midst of a turbulent environment characterized by stagnant enrollment, demographic shifts, rapid technological change, and constrained resources, how are presidents leading their institutions to attract, retain, and graduate more students?
This session will explore the latest trends in enrollment, the impact these trends are having on smaller private colleges and universities, and the strategic enrollment growth approaches that institutions are using to succeed.

Kevin W. Crockett, Senior Executive, Ruffalo Noel Levitz
Beck A. Taylor, President, Whitworth University

Chair: Susan Schultz Huxman, President, Eastern Mennonite University

Kierland Grand Ballroom 1A

Higher Education Today and Tomorrow:
More Lessons from New Research

As a follow-up to his keynote address, Howard Gardner, with Wendy Fischman, will present additional details of their new national study about the future of higher education and the arts and sciences. Participants will be able to discuss the results and the implications for independent colleges and universities.

Wendy Fischman, Senior Project Manager, Project Zero, Harvard University
Howard Gardner, John H. and Elisabeth A. Hobbs Professor of Cognition and Education, Graduate School of Education, Harvard University

Chair: H. James Williams, President, Mount St. Joseph University

Kierland Grand Ballrooms 4B and C

Presidential Leadership and Innovative Strategies for Fiscal Stability and Growth

How can presidents identify and evaluate novel strategies to achieve financial stability and position their institutions for growth? Presenters will discuss new approaches to the use of restricted and unrestricted funds, revenue diversification, resource allocation, program development, enrollment, tuition resets, and partnerships with community colleges and other types of institutions.

Lucie Lapovsky, Principal, Lapovsky Consulting, and former President, Mercy College (NY)
Lori E. Varlotta, President, Hiram College
Marylou Yam, President, Notre Dame of Maryland University

Chair: Clarence R. Wyatt, President, Monmouth College (IL)


**Rainmakers Ballroom**

**Presidential Strategies for Free Speech Challenges**

What do presidents need to consider when facing challenges to freedom of speech on campus? What are the best ways to ensure that the college environment is committed to intellectual openness and civil discourse? What opportunities do these turbulent times offer college presidents to lead trustees, faculty members, alumni, and other community stakeholders? The discussion will include effective strategies, practices, and resources to address challenges and opportunities related to campus speech and academic freedom.

*Emily Chamlee-Wright*, President and CEO, Institute for Humane Studies, George Mason University

*Andrea E. Chapdelaine*, President, Hood College

*Zach P. Messitte*, President, Ripon College

Moderator: *James H. Mullen*, President, Allegheny College

---

**Herberger Ballroom 2**

**The Pivotal (and Perplexing) President-Board Relationship**

As presidents navigate an ever-difficult terrain they risk getting ahead of the faculty, falling behind the board, or being beaten by the competition. In this environment, presidents need the support and guidance of trustees more than ever. Done right, boards can add significant value to ensuring the institution’s future well-being. Done wrong, the future of the presidency and the institution may be in jeopardy. Presenters will offer proven approaches for negotiating the pivotal—and at times perplexing—president-board relationship and invite candid discussion about these governance issues.

*Carmen Twillie Ambar*, President, Oberlin College


*Mary B. Marcy*, President, Dominican University of California


Chair: *William T. Bogart*, President, Maryville College
The Loneliness Cycle: A Campus-Wide Challenge

The number of Generation Z students who experience stress, depression, anxiety, loneliness, and suicidal thoughts seems larger than for past groups of students. Existing resources and services are rapidly becoming insufficient. How can campuses get ahead of these trends and help students take some of the responsibility for their own mental health? Nathaan Demers, a clinical psychologist and director of clinical programs at Grit Digital Health, and Chris McCarthy, vice president for strategy and design at Hopelab and executive director and founder of the Innovation Learning Network, will share research on the nature of the challenge and offer an innovation roadmap for potential solutions co-designed with students.

Nathaan Demers is vice president and director of clinical programs at Grit Digital Health. A clinical psychologist with experience working in therapeutic boarding schools, medical and neurological intensive care units, integrated care practices, and college counseling, Demers has a passion for working with adolescent and young adult populations. He also has experience implementing behavioral health interventions and developing state and regional mental health programming for rural and underserved areas in the western United States and American territories in the Pacific with the Western Interstate Commission for Higher Education Mental Health Program. He has distinctive expertise in advancing student success, behavioral health promotion, and suicide prevention on campus. Demers is currently a board member of the Colorado Psychological Association. He earned a BA degree in psychology from Middlebury College and a PsyD in clinical psychology from the University of Denver.

Chris McCarthy is vice president for strategy and design at Hopelab, a social innovation lab focused on building science-based technologies “to improve the health and well-being of teens and young adults,” and the executive director and founder of the Innovation Learning Network. At Hopelab his main focus is the intersection of design and science in the service of young people’s health. Currently, McCarthy is guiding work with
young cancer survivors, teen mothers, and the emotional well-being of young people. In his previous role at Kaiser Permanente’s Innovation Consultancy, he tackled safer medication administration for patients, more robust shift changes for nurses, exploring the social space of elders, and the care of transgender people. McCarthy’s work has been featured on CNN and in *Harvard Business Review*, *Fast Company*, and the *New York Times* as well as Maureen Bisognano and Charles Kenney’s *Pursuing the Triple Aim* (2012). He collaborated with Lyle Berkowitz on *Innovation with Information Technologies in Healthcare* (2012). McCarthy was named the 2015 Healthcare, Innovation, and Technology (HIT) Innovator by HITlab, a digital health innovations company, and the 2011 Ellerbe Beckett Lecturer at the University of Minnesota. He is an international speaker on innovation and design. He earned a BS in biology from Rensselaer Polytechnic Institute, an MBA from Rensselaer Polytechnic Institute/Copenhagen Business School, and an MPH in health policy from the University of Massachusetts at Amherst.

Chair: *Prema Samhat*, Chair, Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Wofford College

11:30–11:45 a.m.

**Refreshment Break and Boxed Lunches**

*(Sponsored by The Registry)*

Boxed lunches are available for registered Institute participants. Please pick up a boxed lunch and proceed to one of the concurrent sessions.

11:45 a.m.–1:00 p.m.

**CONCURRENT SESSIONS**

*(Sponsored by AGB Search, LLC)*

**A President’s Guide to Enrollment Management**

What do presidents need to know to oversee enrollment management? What are the key metrics they should monitor? How can the enrollment operation be efficiently structured and staffed? When are outside resources and consultants useful or needed? Two experienced presidents with enrollment management backgrounds will lead the discussion.

*Chris E. Domes*, President, Neumann University

*Brian C. Ralph*, President, William Peace University

Chair: *Susan Traverso*, President, Thiel College
Cultivating the Leadership Pipeline

With nearly half of independent college presidents planning to leave their posts within five years, the need to cultivate future leaders is more critical than ever. How can presidents identify and support the development of talented leaders among their senior staffs? What efforts and programs effectively develop relevant skills and clarify the alignment between presidential vocation and institutional mission? Presenters will lead a discussion of approaches to broaden and diversify the leadership pipeline.

Linda M. Bleicken, President, American Academic Leadership Institute

Harry E. Dumay, President, Elms College

Polly Peterson, President, University of Jamestown

Chair: Dale A. Lunsford, President, LeTourneau University

Effective Approaches for Leading the Multifaith Campus

How can presidents help their institutions deal with expanding religious diversity on campus and the prominence of religious tensions in political and global affairs? What are effective approaches to welcome diverse religious identities and build vibrant multifaith communities on campuses? What are useful policies and practices to address the tensions between religious groups and issues of diversity and inclusion of different identities? Those with experience building inclusive communities will lead the discussion.

William J. Craft, President, Concordia College (MN)

Mary Dana Hinton, President, College of Saint Benedict

Eboo Patel, Founder and President, Interfaith Youth Core

Chair: Richard L. Dunsworth, President, University of the Ozarks (AR)

Harnessing IT to Deliver Breakthrough Growth, Efficiency, and Agility

How can private colleges use technology to attract new students, enhance revenues, and reduce costs? What issues should presidents consider when deploying IT to deliver growth, efficiency, and agility? Presenters will share examples of using IT to enhance executive awareness and decision making in all facets of campus operations, accelerate the development of strategic initiatives, and quickly respond
to crises by migrating core systems to the cloud to ensure the institution is able to fulfill its mission even in the event of a natural disaster.

Michael L. G lubke , President and CEO, Dynamic Campus

Michael A. Grandillo , President, Madonna University

Gilberto J. Marxuach Torrós , President, Universidad del Sagrado Corazón (Puerto Rico)

Chair: Mary Hawkins, President, Bellevue University

**Improving Completion through Revenue-Enhancing Course Sharing**

A recently developed online course-sharing platform provides seamless enrollment, payment, and registrar functions to meet strategic goals while providing revenue to both the institution utilizing the course and the one providing it. Presenters will describe how the online course-sharing platform has helped address course-availability issues, improved retention and graduation rates, supported new satellite campuses, earned revenue, and met statewide goals.

Robert Manzer , Chief Academic Officer, College Consortium

Ray Martinez III , President, Independent Colleges and Universities of Texas

Charlie T. McCormick , President, Schreiner University

Jamel Santa Cruze Wright , President, Eureka College

Chair: Patricia H. Draves, President, Graceland University

**Lessons Learned from Mergers and Splits**

While mergers of private colleges remain infrequent, what lessons can be learned from presidents who have grappled with the process, whether or not a merger resulted? How can presidents judge whether conditions are favorable to pursue a strategic alliance with another institution? What critical issues determine whether a merger or acquisition occurs? Three presidents will share experiences that may help others as they consider whether to consolidate their operations with another institution.

Michael B. Alexander , President, Lasell College

David R. Decker , President, Franklin University (OH)

Gregory G. Dell’Omo , President, Rider University

Chair: Sandra S. Harper, President, McMurry University
1:00–1:30 p.m.  
**Refreshment Break**
(Sponsored by Casagrande Consulting, LLC)

1:00–2:00 p.m.  
**Executive Officers of CIC State Council Members Luncheon**
Conveners: Carol M. Schuler, Vice President for State Council Programs, CIC, and A. Hope Williams, President, North Carolina Independent Colleges and Universities

2:00–3:00 p.m.  
**2019 U.S.-Mexico Higher Education Summit Participants Information Session**
Conveners: Arturo Cherbowski Lask, Director, Santander Universidades and Universia; Richard Ekman, President, CIC; and Rodrigo Guerra Botello, Secretary General, FIMPES

---

**WORKSHOPS**

Please note: Pre-registration is required for these workshops. Inquire at the CIC Registration Desk.

2:00–3:30 p.m.  
**How to Adapt a College to New Conditions**
(Sponsored by Credo)

Leading a college today requires agility and creativity to enhance the institution’s sustainability. Rising consumer and political dissatisfaction with higher education; the growing revolt against sticker prices; failure to increase net tuition revenue substantially; the increase in the number of students with some community college experience; the inability to increase auxiliary revenue, fundraising results, and endowment returns; and the growing limitations on debt are some of the challenges presidents face. Workshop presenters will lead interactive discussions to identify ways to adapt the current financial model to preserve the history and culture of an institution and remain true to its mission. Other topics that will be considered include economies of scale, the redeployment of underutilized assets, increasing efficiencies, and new ways to support academic and student life programs.

**Barbara A. Farley**, President, Illinois College

**W. Joseph King**, President, Lyon College, and co-author of *How to Run a College* (2018)

**Brian C. Mitchell**, Principal, Academic Innovators, past President, Bucknell University, and co-author of *How to Run a College* (2018)

Chair: **Steven M. Corey**, President, Olivet College
Presidential Approaches to Constructive Campus Engagement of Diverse Viewpoints

(Sponsored by Creative Communications Associates)

How can increasing viewpoint diversity, mutual understanding, and constructive disagreement improve the quality of education? Presidents will explore strategies to shape policy and practice in support of greater viewpoint diversity and open inquiry within their campus contexts. A facilitated discussion will make explicit key conceptual and administrative tensions presidents must navigate when deciding how to lead on issues of viewpoint diversity and open inquiry. Participant exercises will provide an opportunity to identify and articulate the values and principles that can shape a campus’s policies and practices. In addition, consideration of case studies will help participants identify concrete, principle-resonant strategies to use at their institutions to help campus constituents understand and benefit from viewpoint diversity in the classroom, on campus, and beyond.

Ronald A. Crutcher, President, University of Richmond
Debra Mashek, Executive Director, Heterodox Academy
Daniele C. Struppa, President, Chapman University
Chair: Laura Casamento, President, Utica College

2:00–4:00 p.m.
Herberger Ballroom 4

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM

(Sponsored by TIAA)

The 20-Minute Networking Meeting

All presidential spouses and partners are invited to gather for a lively discussion about how to network in a new community—or how to meet new people in the current one. Come meet new friends and greet long-standing ones. A brief informal reception with refreshments from 3:15 to 4:00 p.m. will conclude the session.

Jesse Huxman, Presidential Spouse, Eastern Mennonite University

3:00–4:00 p.m.
Cushing A

CIC State Councils Advisory Committee Meeting

Convener: Carol M. Schuler, Vice President for State Council Programs, CIC
4:00–5:00 p.m.  
**Harvard Institutes for Higher Education**  
**Alumni and Friends Reception**  
Rainmakers Ballroom C  

Convener: Judith Block McLaughlin, Director, Higher Education Program; Educational Chair, Harvard Seminar for New Presidents; and Senior Lecturer, Harvard University

4:00–5:00 p.m.  
**Network for Vocation in Undergraduate Education**  
**(NetVUE) Reception**  
Rainmakers Ballroom A  

Conveners: David S. Cunningham, Director of NetVUE, CIC, and Harold V. Hartley III, Senior Vice President, CIC

5:00–6:30 p.m.  
**ALL-INSTITUTE RECEPTION**  
Trailblazer’s Ballroom  

(Co-sponsored by Dynamic Campus and Gonser Gerber LLP)  
This is an opportunity—between afternoon workshops and excursions and dinner—to connect informally with colleagues. All Institute participants as well as family members and guests are welcome.

6:30 p.m.  
**Dinner on Your Own**  

This evening provides an opportunity for presidents, spouses and partners, speakers, and sponsors to join colleagues for dinner. Participants make their own arrangements.
Sunday, January 6

7:00 a.m.–5:00 p.m.  
**Institute Registration**  
*Hall of State*  
Sign up for Individual Consultations and other events with space limitations.

7:00–7:30 a.m.  
**Ecumenical Worship Service**  
*Kierland Grand Ballroom 1A*  
Presiding: **Kina Mallard**, President, Reinhardt University

7:00–7:30 a.m.  
**Roman Catholic Mass**  
*Kierland Grand Ballroom 1C*  
Presiding: **Malachi Van Tassell, TOR**, President, Saint Francis University (PA)

**Additional Worship Options**
Participants have the opportunity to attend worship services in the community provided by a variety of religious organizations including Jewish, Muslim, and Christian congregations. A list of local places of worship is provided in the Institute Guidebook app and at the CIC Registration Desk.

7:15–8:15 a.m.  
**Breakfast**  
*Trailblazer’s Ballroom*  
(Sponsored by The Learning House, Inc.)

Breakfast is provided for all registered Institute participants. Several Roundtables are designated for participants who wish to join colleagues to discuss specific topics.

**Breakfast Roundtable Discussions**

**Collaborating to Support and Sustain Independent Colleges**
Learn how independent colleges are collaborating to offer academic programs that increase offerings and lower costs. Presidents will discuss the benefits of collaboration as well as strategies for overcoming barriers to inter-institutional cooperation.

**David W. Bushman**, President, Bridgewater College  
**Janet L. Holmgren**, President Emerita, Mills College
Course Sharing to Support Student Completion

An increasing number of private colleges and universities are engaging in consortial course sharing to support students’ timely progress. CIC’s new Online Course Sharing Consortium allows participating colleges to use empty “seats” available in other CIC colleges’ online courses to help students catch up, replace poor grades, remain eligible for athletics and financial aid, and graduate on time. This discussion will address key features of the new CIC Online Course Sharing Consortium.

Norval C. Kneten, Senior Advisor, CIC, and retired President, Barton College
Carol M. Schuler, Vice President for State Council Programs, CIC

Finding Interim Candidates for Senior Leadership Positions

The use of outside interim senior administrators has become more common as a foundation for the transformation of colleges and universities. The discussion will explore when and how presidents can use interims, not as placeholders but as agents of change responsible for the achievement of specific strategic objectives.

Nancy H. Blattner, President, Caldwell University
Bryan E. Carlson, President, The Registry

How Parents’ Perceptions of College Choice Are Changing

Findings from a new survey of parents of prospective college students will be discussed. What do parents think about higher education and choosing a college in today’s market? How have parents’ perceptions, attitudes, and behaviors changed in recent years?

Pamela Kiecker Royall, Head of Enrollment Services Research, EAB

Making Research Actionable by Presidents

CIC’s Digest of Recent Research highlights timely research from scholarly journals and other publications with a focus on findings relevant to presidents and other leaders of independent colleges and universities. The editor of the Digest invites presidents to share issues and topics that are of interest to them. What gaps exist in the research literature, and how can findings be translated more readily into action for presidents and other senior campus leaders?

Matthew J. Mayhew, William Ray and Marie Adamson Flesher Professor of Educational Administration, Ohio State University, and Editor, Digest of Recent Research, CIC
Managing Endowment Risk

How can presidents assess whether endowment investment strategies are too risky or not aggressive enough? What is the potential impact to the institution of lackluster endowment management in a volatile market? The discussion will consider a total enterprise approach to endowment risk management that incorporates the institution's financial and operating profile with the goal of improving long-term financial sustainability.

**Michael A. Murray**, Managing Director and Chief Business Development Officer, Endowment and Philanthropic Services, TIAA

Using the Dual Transformation Strategy to Innovate in Higher Education

Discuss a new approach to strategic planning that effectively encompasses a thoughtful reflection on the past with a visioning effort that incorporates academic, financial, and operational aspects. How can the process incorporate strategic issues of academic program growth, operational excellence, and sustainable finances? The discussion will encourage consideration of the strengths and weaknesses of alternative planning methods and identify approaches for a more effective balancing of aspirational goals and pragmatic needs.

**Peter Stokes**, Managing Director, Higher Education, Huron

**John I. Williams, Jr.**, President, Muhlenberg College

7:15–8:15 a.m.

**BREAKFAST MEETINGS**

**Kierland Grand Ballroom 1B**

**National Association of Intercollegiate Athletics (NAIA)**
Conveners: **Jim Carr**, President, NAIA, and **Kent L. Henning**, President, Grand View University

**Powell**

**National Collegiate Athletic Association (NCAA)**
Conveners: **Daniel T. Dutcher**, Vice President for Division III, NCAA, and **Jeffrey R. Docking**, President, Adrian College

**Kierland Grand Ballroom 4C**

**New American Colleges and Universities**
Conveneer: **Troy D. Hammond**, President, North Central College
Kierland Grand Ballroom 4A  Presidential Vocation and Institutional Mission Program Past Participants
Convener: Frederik Ohles, President, Nebraska Wesleyan University, and Senior Advisor, CIC

Cushing A  Presidents of Historically Black Colleges and Universities
Convener: Lester C. Newman, President, Jarvis Christian College

Cushing B  Presidents of International Colleges and Universities
Convener: David G. Horner, President, American College of Greece

Merriam A  Project Pericles Presidents
Conveners: Jan Risë Liss, Executive Director, Project Pericles, and Lyle D. Roelofs, President, Berea College

Mapmakers  Rural Higher Education Initiative
Convener: Amy C. Novak, President, Dakota Wesleyan University

7:15–8:15 a.m.  BREAKFAST ROUNDTABLE DISCUSSIONS
(Sponsored by TIAA)
Breakfast is provided for all registered presidential spouses and partners. Several Roundtables are designated for participants who wish to discuss specific topics.

Campus Work
• Building Relationships with Campus Employees
• Connecting with Commuter Students
• Creating Events and Programs on a Limited Budget
• Engaging with Students
• Favorite Event Themes

Kelly T. Knapp, Presidential Spouse, Washington & Jefferson College
Cayce McCormick, Presidential Spouse, Schreiner University
**Community Involvement**

- Visibility in the Community
- How Does My Service in the Community Help My College or University?
- Impact on Alumni and Donor Relations
- Student and Faculty Engagement in the Community
- Communicating with Donors and Alumni in Coordination with the Advancement Office

*René E. Johnson*, Presidential Spouse, Finlandia University

*Laurie Roelofs*, Presidential Spouse, Berea College

**Life Work**

- Balancing Privacy and a Public Role
- Balancing Professional Lives
- Issues for Spouses and Partners in Small Towns
- Living in a Fishbowl
- Unique Issues for Male Spouses

*Trish Andrews*, Presidential Spouse, Southwestern College (KS)

*David A. Scotch*, Presidential Spouse, College of Saint Elizabeth

**Living Well**

- Healthy Eating
- Life Transitions
- Mindfulness
- Running the Presidential Home
- Work-Life Balance

*Jennifer Troha*, Presidential Spouse, Juniata College

*Carole Campbell Williams*, Presidential Spouse, Mount St. Joseph University

8:00 a.m.–5:00 p.m.

**INDIVIDUAL CONSULTATIONS**

*Presidents have opportunities to schedule individual appointments with selected experts. Individual consultants’ schedules vary. See page 22 for the full list of consultants. Please sign up in advance at the CIC Registration Desk.*
8:30–9:45 a.m.

Kierland Grand Ballroom (Sponsored by ACT | NRCCUA)

**Strategic Leadership for Internationalization**

College campuses, once defined as small, contiguous geographic areas, increasingly are far-flung enterprises that embrace multiple communities and cultures. Institutions have satellite campuses across town, across the country, and across the globe; students study abroad; and incoming students and faculty members are more diverse in background and origin. What seemed, however, to be an ever-expanding path toward internationalization is now in question. Will federal policies and cultural trends stymie campus efforts to diversify the curriculum, student experience, and campus constituencies? Will incivility among students from different cultural backgrounds impede internationalization? Will campus communities continue to value internationalization? How can presidents think globally and lead strategically in this new era? Esther Brimmer, executive director and CEO of NAFSA: Association of International Educators and former Assistant Secretary of State for International Organization Affairs, will offer guidance to independent college presidents on these issues.

*Esther D. Brimmer* is executive director and CEO of NAFSA: Association of International Educators. She previously was the J. B. and Maurice C. Shapiro Professor at George Washington University’s Elliott School of International Affairs. Brimmer served in the U.S. Department of State three times. Earlier in her career, she was deputy director and director of research at the Center for Transatlantic Relations at the Johns Hopkins University Paul H. Nitze School of Advanced International Studies. Brimmer has been a consultant at McLarty Associates and McKinsey & Company. She also has been an adjunct senior fellow at the Council on Foreign Relations, where she is a life member. Brimmer has published numerous articles and edited eight books on transatlantic relations. Currently, she is a member of the Department of Defense National Security Education Board and the executive board of the Atlantic Council. She earned her bachelor’s degree from Pomona College and her doctorate and master’s degrees in international relations from the University of Oxford.

Chair: *Paul C. Pribbenow*, President, Augsburg University
9:45–10:15 a.m.  
**Networking and Refreshment Break**  
(Sponsored by Derck & Edson)

Trailblazer’s Ballroom

10:15–11:30 a.m.  
**CONCURRENT SESSIONS**  
(Sponsored by the Institute for Humane Studies at George Mason University)

Rainmakers Ballroom  
**Considerations for Higher Education Business Models**

The business models of private colleges and universities are being strained by economic, demographic, and organizational pressures. Tweaking programs and trimming around the edges in most cases have not yielded sustainable results. What approaches can presidents take to reconsider and redefine the institution’s business model? Three institutional examples will be shared as well as an overview of useful tools from NACUBO’s Economic Models Project.

Elizabeth Davis, President, Furman University  
Elizabeth L. Paul, President, Capital University  
Lawrence M. Schall, President, Oglethorpe University

Chair: Roderick L. Smothers, President, Philander Smith College

Kierland Grand Ballroom 1A  
**Effective Approaches to Achieve Internationalization**

Campus internationalization efforts encourage students to challenge their assumptions about themselves and the world around them, learn about other cultures, and prepare for an increasingly global work environment. Presidents with experience leading these efforts will describe effective approaches for study abroad, student exchanges, satellite campuses and programs, recruiting international students, and internationalizing the curriculum. What is the president’s role in leading these efforts? How can presidents build support for them?

Jane K. Fernandes, President, Guilford College  
Jorge G. Gonzalez, President, Kalamazoo College  
Fernando León García, President, CETYS University (Mexico)

Chair: Robert W. Pearigen, President, Millsaps College
Intercollegiate Athletics at Private Colleges and Universities: Insights from Recent Research

The intercollegiate athletics profiles of independent colleges have shifted dramatically in recent decades. Institutions are increasing sports opportunities for their students and more students are participating. Which sports have resulted in greater increases in teams and participants? Findings from a new study of athletics at independent colleges will be presented, and presidents will have an opportunity to discuss the strategic implications of the report with the lead author.

James C. Hearn, Professor and Interim Director, Institute of Higher Education, University of Georgia, and lead author of Taking the Field: Intercollegiate Athletics on CIC Campuses (2018)

Chair: Jann Rudd Weitzel, President, Cottey College

Leveraging Technology to Improve Students’ Health and Well-Being

Addressing students’ health and wellness needs through scalable, personalized digital interventions has proven effective. A clinical psychologist will describe a digital platform that increases health literacy, encourages students to seek help, connects them to campus resources, and analyzes data to inform campus health policies and student success initiatives. Presenters will highlight a new program to tackle loneliness among students and will share insights, developed in collaboration with students, that suggest ways to increase feelings of belonging and connectedness on campus.

Nathaan Demers, Vice President and Director of Clinical Programs, Grit Digital Health

Caroline FitzGerald, Project Lead, Hopelab

Chris McCarthy, Vice President for Strategy and Design, Hopelab, and Executive Director and Founder, Innovation Learning Network

Chair: Beverly W. Hogan, President, Tougaloo College
The President’s Perspective on Board Relations

(Open only to currently serving college and university presidents)

Presidents will have an opportunity to raise sensitive questions and issues about their work with the board. Discussion topics will arise from session participants and may include relations with the board chair, trustee recruitment, board development, committee structures and bylaws, and management of difficult situations.

Richard T. (Tom) Ingram, Senior Advisor for President-Board Relations, CIC, and former President, Association of Governing Boards of Universities and Colleges

Chair: Tiffany McKillip Franks, President, Averett University

Fundraising by Presidential Couples

Presidential couples who fundraise as a team can be very effective. How does the presidential couple plan and carry out fundraising activities? How can the institutional advancement staff work with the presidential couple to maximize effective use of their time and play to their individual and combined strengths? What are some of the challenges of a joint approach? Two presidential couples will relate personal experiences and offer strategies for successful fundraising as a duo.

Gregory D. and Lora Hess, President and Spouse, Wabash College

Elizabeth J. and Paul Stroble, President and Spouse, Webster University

Chair: Rachel Rumple-Comerford, Presidential Spouse, Otterbein University

Being Unique on Campus: Role Ambiguity and Isolation

(Open only to currently serving college and university presidents and spouses and partners of presidents)

The presidential spouse or partner plays a unique role on campus. The job expectations are often ambiguous, undocumented, and open to wide interpretation. How can presidential spouses and partners cope with differing expectations, establish their vision for the role, shape expectations, and find a trusted support network? Experienced spouses and partners will share their strategies.
John Gnadinger, Presidential Spouse, Carroll University (WI)

Suzie Martin Gonzalez, Presidential Spouse, Kalamazoo College

Lobie Stone, Presidential Spouse, Monmouth College (IL)

Chair: Pamela Fleming, Presidential Spouse, Palm Beach Atlantic University

11:30–11:45 a.m.

**Refreshment Break and Boxed Lunches**

(Sponsored by Yaffe & Company, Inc.)

Boxed lunches are available for registered Institute participants. Please pick up a boxed lunch and proceed to one of the concurrent sessions.

11:45 a.m.–1:00 p.m.

**CONCURRENT SESSIONS**

(Sponsored by Hanover Research)

**Herberger Ballroom 2**

**Breaking Barriers to Community College Transfer**

What pathways can independent colleges and universities create to improve the transfer experience and baccalaureate completion rates of transfer students so that the pipeline from community colleges is secure? How can campus policies, partnership agreements, and statewide collaboration build smoother pathways—both comprehensive and discipline-specific—for academically qualified community college students? Presenters will describe a range of effective practices for presidents to consider at their institutions and in their state associations to provide opportunities for this growing population of students.

Stuart Dorsey, President, Texas Lutheran University

Ralph W. Kuncl, President, University of Redlands

A. Hope Williams, President, North Carolina Independent Colleges and Universities

Chair: Ed H. Moore, Chief Executive Officer, Florida Independent College Fund
Fostering Diversity and Inclusion on Campus

Independent colleges and universities increasingly must address concerns about inequity and injustice, race and gender discrimination, political divisions, and social change. What is the president’s role in ensuring that issues of diversity and inclusion are addressed in the curriculum, student life, hiring and promotion decisions, and campus culture? When does the president need to take a public stance? Presidents who have encountered these issues will lead the discussion.

Sean M. Decatur, President, Kenyon College
Vivia Lawton Fowler, President, Wesleyan College (GA)
Lyle D. Roelofs, President, Berea College
Chair: Keith Taylor, President, Gannon University

Leading Strategic Change: Lessons from the Field

While all independent colleges and universities face challenges to meet goals in enrollment, revenue, and student outcomes, each institution must define its own distinctive approach. What is the president’s role in leading strategic change? How does one choose among the myriad options for addressing the challenges the institution faces? What approaches are effective for rallying campus constituents and donors to support significant change? Presidents who are leading their institutions along new paths will describe what has worked well—and what has not.

David W. Andrews, President, National University
Ivan L. Filby, President, Greenville University
John P. Marsden, President, Midway University
Chair: Stephanie Herseth Sandlin, President, Augustana University (SD)

Legal Issues That Keep Presidents Up at Night

Which legal issues worry presidents the most? What actions can presidents take to mitigate risks? Two experienced higher education attorneys will lead a discussion on pressing legal issues such as Title IX, academic freedom, student mental health, employment law, and understanding and complying with new regulations arising from the current administration.

Susan Llewellyn Deniker, Attorney and Member, Steptoe & Johnson PLLC
Jim Newberry, Attorney and Higher Education Practice Team Chair, Steptoe & Johnson PLLC
Chair: Herman J. Felton, President, Wiley College
Rainmakers Ballroom

**Presidential Leadership Transitions**

What signs might indicate the right time to leave a presidency? What actions can a president take to ensure a successful transition for his or her successor? What role can presidents play in working with the board on a succession plan? An expert on the presidency will lead a frank discussion about presidential comings and goings.

*Judith Block McLaughlin*, Director, Higher Education Program; Educational Chair, Harvard Seminar for New Presidents; and Senior Lecturer, Harvard University

Chair: *James E. Collins*, President, Loras College

Kierland Grand Ballroom 4A

**Presidents “Open Mike”**

*(Open only to currently serving college and university presidents)*

This forum is an opportunity to raise confidential and sensitive questions and issues. The discussion is expected to be candid and broad ranging, from specific administrative matters to institutional structures and staffing, to dealings with the board, to the relationship between a president’s professional and personal lives. Advice will come from other participating presidents.

Moderator: *Kevin M. Ross*, President, Lynn University

11:45 a.m.–1:00 p.m.

**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**

**CONCURRENT SESSIONS**

*(Sponsored by TIAA)*

Herberger Ballroom 5

**Developing a New Program on Campus: Case Studies**

A presidential spouse or partner may see needs on campus that others miss or may have an interest in developing a program or initiative that spans multiple areas of responsibility. This session will explore case studies of two new programs, a women’s leadership institute and a campus ambassador program, from an idea to full implementation. What was the genesis of the idea? What resources on and off campus were required? How were they secured? Who was involved in the planning? What lines of reporting had to be established and approved? Where were the land mines and how were they avoided?

*Traci Corey*, Presidential Spouse, Olivet College

*Michelle Dorsey*, Presidential Spouse, Texas Lutheran University

Chair: *Kathy Creed*, Presidential Spouse, Campbell University
Herberger Ballroom 4

**Interacting with Campus Staff**

Experienced spouses and partners will share effective ways of interacting, both formally and informally, with campus staff members. Topics will include ways to say “thank you,” request help with special projects, and work with staff members who may be overly enthusiastic or under-responsive.

*Sharon E. Frandsen*, Presidential Spouse, Wittenberg University

*Constance Currier Holoman*, Presidential Spouse, Centenary College of Louisiana

*Craig MacLeod Walls*, Presidential Spouse, William Jewell College

Chair: *Ursula McCarty*, Presidential Spouse, Southern Vermont College

---

1:00–1:30 p.m.

**Refreshment Break**

(Sponsored by Orbis Education)

---

1:00–2:00 p.m.

**LUNCHEON MEETINGS OF CIC STATE COUNCIL MEMBER ORGANIZATIONS**

**Powell A**

Associated Colleges of Illinois

Convener: *Jamel Santa Cruze Wright*, President, Eureka College

**Powell B**

Independent Colleges and Universities of Texas

Convener: *Ray Martinez III*, President

**Greenway A**

Independent Colleges of Indiana

Convener: *David Wantz*, President and Chief Executive Officer

**Merriam A**

Independent Colleges of Washington

Convener: *Terri Standish-Kuon*, President and CEO

**Cushing A**

Michigan Colleges Alliance

Convener: *Robert P. Bartlett*, President
Kirkland

**North Carolina Independent Colleges and Universities**
Convener: **A. Hope Williams**, President

Cushing B

**Ohio Foundation of Independent Colleges**
Convener: **Bill Spiker**, President

Greenway B

**Wisconsin Association of Independent Colleges and Universities**
Convener: **Rolf Wegenke**, President

1:00–2:00 p.m.

**Presidential Vocation and Institutional Mission Focus Group**
*(By invitation only)*
Convener: **Daniel O. Aleshire**, Presidential Vocation and Institutional Mission Program Evaluator, CIC

1:30–3:30 p.m.

**Presidential Spouses and Partners Program Networking and Discussion Sessions**
*(Sponsored by TIAA)*

1:30–2:25 p.m.
**Keeping It Fresh: Generating Ideas and Enthusiasm in the Long Term**
Presidential spouses and partners who have been in the role for five to eight years will share advice about generating new ideas and maintaining enthusiasm.

**Ronda Barry**, Presidential Spouse, Alderson Broaddus University

**J. Tim Blattner**, Presidential Spouse, Caldwell University

2:35–3:30 p.m.
**“Open Mike” for Presidential Spouses and Partners**
*(Open only to currently serving presidential spouses and partners)*
The confidential session allows spouses and partners to share issues and concerns, as well as tips and advice.

**Christine Burns-DiBiasio**, Presidential Spouse, Ohio Northern University

**Roger Fell**, Presidential Spouse, The University of Findlay
1:30–5:00 p.m.

Meet in the hotel lobby.

2:00–3:30 p.m.

Kierland Grand Ballroom 1A

Open Dialogue: Options for Private Higher Education in Institutional Banking and Commercial Lending

Slim operating margins, constrained revenues, and tight lending markets make it challenging for private colleges and universities to stabilize their financial position and seize opportunities for investment in new programs and growth. By effectively putting both sides of the balance sheet to work, presidents can help their institutions achieve optimal growth in the near term while also laying the groundwork for long-term financial sustainability. Equipping presidents to assess their current banking relationships and lending opportunities is key. What pricing and financing structures should presidents consider? What lending options are available? How can presidents be sure their institution is getting the full benefits of banking options currently in the marketplace? A senior banking executive and an experienced president will lead the discussion to explore these and other questions about banking and lending.

Roger D. Drake, President, Central Methodist University

John Pataky, Executive Vice President, Chief Consumer and Commercial Banking Executive, TIAA Bank

Moderator: Christina Cutlip, Senior Managing Director, Head of Client Engagement and National Advocacy, TIAA

Chair: Kelly M. Thompson, President, Culver-Stockton College

2:00–4:00 p.m.

Kierland Grand Ballroom 4A

Please note: Pre-registration is required for this workshop. Inquire at the CIC Registration Desk.

Leading through Crisis—Developing a Crisis Readiness and Communication Plan

Colleges and universities are increasingly in the harsh media spotlight. From social media blitzes to national media coverage, any college or university—regardless of size and location—risks receiving widespread public attention overnight or even in a few hours. No college is immune from acts of violence, Title IX complaints, racial incidents, misconduct by employees, student protests, or free speech controversies. How do presidents lead in these situations? How can they prepare their institutions
for these incidents? Presidents, and their institutions, often are judged more by their response to a crisis than on the crisis itself. With the right preparation and leadership, colleges and universities can mitigate many crises and even turn them into opportunities to demonstrate the institution’s values and commitments. Participants will learn how to create a crisis-ready culture through planning and training. This session, led by two college presidents with first-hand experience and a crisis communications expert, will share best practices on crisis preparedness and response.

David R. Anderson, President, St. Olaf College
Jennifer Hellman, COO/Principal, Goff Public
Jody Horner, President, Midland University
Chair: Sherilyn R. Emberton, President, Huntington University

4:00–5:00 p.m.  
Association of Presbyterian Colleges and Universities
Rainmakers Ballroom A
Convener: Barbara A. Farley, President, Illinois College

AWARDS RECEPTION AND BANQUET

All registered Institute participants are invited to join CIC for a festive evening to celebrate independent higher education and its supporters.

6:00–7:00 p.m.  
Reception  
Northern Sky Terrace and Rainmakers Ballroom  
(Sponsored by Academic Search, Inc.)

7:00–9:00 p.m.  
Banquet  
Kierland Grand Ballroom  
(Seponsored by National Management Resources Corporation and Sodexo)

ALLEN P. SPLETE AWARD  
(Sponsored by Jenzabar)
Johnnetta Betsch Cole

AWARD FOR PHILANTHROPY (ORGANIZATION)  
The Bernard Osher Foundation

AWARD FOR PHILANTHROPY (INDIVIDUAL)  
Robert O. Carr

Please note: Admission to the Awards Reception and Banquet is included in the Presidents Institute registration fee. All presidents, presidential spouses, sponsors, speakers, and other participants are encouraged to attend. Registered participants who would like to include special guests—such as trustees, donors, alumni, or other friends—are asked to inquire at the CIC Registration Desk about the purchase of tickets.
Monday, January 7

7:00–11:30 a.m.

Institute Registration

Hall of State

Sign up for Individual Consultations and other events with space limitations.

7:15–8:30 a.m.

Presidents Institute Spouses and Partners Task Force Breakfast

Cushing B

Chair: Prema Samhat, Chair, Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Wofford College

7:30–8:30 a.m.

CIC ANNUAL BUSINESS MEETING

Kierland Grand Ballrooms

1B and C

The Annual Business Meeting is open to all CIC member presidents.

Breakfast will be provided.

Chair’s Report

President’s Report on the State of CIC

Recognition of Retiring Members of the Board of Directors

Introduction of Newly Elected Board Members

Treasurer’s Report

Approval of 2019–2020 Dues

Special Reports:

- NETWORK FOR VOCATION IN UNDERGRADUATE EDUCATION (NetVUE)
  David S. Cunningham, Director of NetVUE, CIC

- CIC ONLINE COURSE SHARING CONSORTIUM
  Norval C. Kneten, Senior Advisor, CIC, and retired President, Barton College

- FEDERAL LEGISLATIVE AND REGULATORY UPDATE
  David L. Warren, President, National Association of Independent Colleges and Universities
7:30–8:30 a.m.  

**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**

**BREAKFAST ROUNDTABLE DISCUSSIONS**

(Sponsored by TIAA)

Breakfast is provided for all registered presidential spouses and partners. Several Roundtables are designated for participants who wish to gather in affinity groups.

**Issues of Concern to Male Spouses and Partners**

**Jay Joyner**, Presidential Spouse, Saint Xavier University

**Spouses and Partners at Larger Institutions**

**Karin Foley**, Presidential Spouse, New York Institute of Technology

**Spouses and Partners at Small Institutions**

**Mary Domes**, Presidential Spouse, Neumann University

**Spouses and Partners with Careers Inside the College or University**

**Carol Bruess**, Presidential Spouse, St. Norbert College

**Spouses and Partners with Careers Outside the College or University**

**A. McGuire Gordon**, Presidential Spouse, The College of Saint Rose

---

7:30–8:30 a.m.  

**Breakfast**

(Sponsored by Collegis Education)

Breakfast is provided for those not participating in the CIC Annual Business Meeting or the Presidential Spouses and Partners Program.

---

8:30–11:30 a.m.  

**INDIVIDUAL CONSULTATIONS**

Presidents have opportunities to schedule individual appointments with selected experts. Individual consultants’ schedules vary. See page 22 for the full list of consultants. Please sign up in advance at the CIC Registration Desk.
8:45–9:45 a.m.

**CONCURRENT SESSIONS**

(Sponsored by SAGE Scholars, Inc.)

**Kierland Grand Ballroom 1A**

**Innovation and the Independent College**

Independent colleges and universities are engaged in numerous, robust innovations in many areas, including athletics, community engagement, consortial arrangements, new academic programs, and career preparation. These strategies are designed to increase revenues, contain costs, increase learning, and sustain institutional mission. Presenters will describe an array of innovations and discuss the president’s role in identifying and implementing these strategies.

Jeff Abernathy, President, Alma College

Barbara K. Mistick, President, Wilson College

William M. Tsutsui, President, Hendrix College

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

**Kierland Grand Ballroom 4A**

**Investing in Digital Technologies to Support Academic Success**

Mobile technology can be a valuable tool to support the academic success of students, particularly those who spend significant time away from campus such as student athletes, members of traveling performance groups, or students on “study away.” Digital applications can be used by coaches to monitor athletes’ health, wellness, and performance. Students participating in internships, clinical experiences, or other off-campus activities can tap mobile technologies to access campus services and program support on the go. Presenters will describe how mobile technology strategies have supported student success at their institutions and offer lessons learned on how to create a mobile technology plan that best fits the specific needs of students.

Bryon L. Grigsby, President, Moravian College

Christopher Hopey, President, Merrimack College

Dan Senstock, Market Segment Executive, Higher Education, Apple Inc.

Chair: Mary C. Finger, President, Seton Hill University
Resilience and Self-Care for Presidents and Presidential Couples

The roles of president and presidential spouse or partner are full of joys, challenges, and stresses. Pressures can come from scheduling issues, on-campus controversies that spread to social media, family crises, and travel opportunities, as well as the normal 24–7 demands of a presidential position. How can presidents and their spouses or partners work together to build resilience and make self-care part of their routine?

**Donna M. Carroll**, President, Dominican University (IL)

**David R. Evans** and **Ursula McCarty**, President and Spouse, Southern Vermont College

Chair: **Tina M. Dalrymple**, Presidential Spouse, Columbia College (MO)

---

8:45–9:45 a.m.  
**Herberger Ballroom 4**

**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**  
**CONCURRENT SESSION**

*(Sponsored by TIAA)*

**Readers’ Theatre: Historical (and Hysterical?) Presidential Spouse and Partner Roles**

How does the historic role of the presidential spouse or partner compare with the modern view of the role? Spouses and partners will participate in a “readers’ theatre” presentation of advice from past decades, and reflect on how the role and the campus and societal cultural context has evolved.

**Robyn Allers**, Presidential Spouse, McDaniel College  

**Randy Richardson**, Presidential Spouse, Westminster College (PA)  

**J. Lawrence Smith**, Presidential Spouse, York College of Pennsylvania

Chair: **Kenneth Hasseler**, Presidential Spouse, Muskingum University

---

9:45–10:00 a.m.  
**Trailblazer’s Ballroom**

**Refreshment Break**
Presidential Leadership for Strategic Change

Presidents of independent colleges and universities are facing sweeping changes in demographics, enrollment patterns, cost structures, family finances, and public perceptions of the purpose and value of the liberal arts and independent higher education. Many presidents have found a path through the thicket with good results, taking into account the specific circumstances of the institutions they lead, the distinctive strengths of the academic and programmatic offerings, the opportunities afforded in their particular markets, and the talents of faculty and staff members. In the most successful cases, presidential vision and the ability to motivate and coalesce campus constituents have been crucial. A distinguished panel of experienced CIC presidents will candidly discuss their efforts to lead strategic change—what has worked and what has not. Panelists will describe how they have approached initiatives to restructure the curriculum, reach additional student markets, develop new revenue streams, achieve fundraising success, and reposition their institutions for growth and financial stability. This moderated conversation will provide an opportunity for other presidents to share their insights and questions as well.

Roger N. Casey has served as president of McDaniel College in Westminster, Maryland, with a campus in Budapest, Hungary, since 2010. His major initiatives include the creation of the Center for Experience and Opportunity, a single office comprehensively supporting experiential learning; Global Fellows, a program allowing students to internationalize any major; Encompass Distinction, a multidisciplinary entrepreneurship curriculum; and Educator’s Legacy, a guaranteed scholarship for children of K–12 or community college employees. During his tenure, McDaniel College was named to the President’s Higher Education Community Service Honor Roll and commended by the New America Foundation for supporting low-income students. Casey previously served as provost and vice president for academic affairs at Rollins College and as associate dean at Birmingham-Southern College. He has taught media and cultural studies, drama, and leadership. His current scholarship addresses generational issues in higher education. He earned distinguished teaching awards from Birmingham-Southern College and Florida State University. Casey chairs the board of trustees of the Maryland Independent College and University Association, is a member of the board of the National Association of Independent Colleges and Universities, is vice chair of the Centennial Athletic Conference, and
has served on the steering committee for CIC’s Project on the Future of Independent Higher Education. A Phi Beta Kappan and first-generation college graduate, Casey earned a BA from Furman University and an MA and PhD in English from Florida State University.

**Helen G. Drinan** began her tenure as president of Simmons University in Boston, Massachusetts, in 2008. Prior to being named president, she served as chair of the college’s board of trustees. The twin hallmarks of her tenure at Simmons have been fiscal stability and growth and an unwavering institutional focus on developing the career skills of Simmons students. Drinan previously served as senior vice president for human resources at Caritas Christi Health Care, president and CEO of the Society for Human Resource Management, and executive vice president of human resources for BankBoston. Drinan has established herself as a national expert on women’s education as a pathway to developing successful leaders, with her comments and writings appearing in numerous media outlets. She has been recognized for her work on behalf of women’s and girls’ education and leadership with the Silent Spring Rachel Carson Advocacy Award and Woman LEAD: Woman Who Leads in Academia and Inspires Others award, among many others. She served as a member of several organizations dedicated to empowering women, including the advisory council of the Women in Public Service Project, 2020 Women on Boards, and the Massachusetts Women’s Forum. Drinan is a member and vice chair-elect of the Association of Independent Colleges and Universities in Massachusetts and has served as a member of the Mount Holyoke College board of trustees. She earned a BA from Mount Holyoke College and both an MBA and master’s of library and information science from Simmons University.

**Billy C. Hawkins** became president of Talladega College in Talladega, Alabama, in 2008. During his tenure student enrollment has increased by more than 70 percent, finances have been restructured and stabilized, new buildings have been constructed, and new academic programs have been added, among many other notable achievements. In addition, the college gained reinstatement to the National Association of Independent Athletics (NAIA) and won three national championships in men’s and women’s basketball. Hawkins previously served as president of Texas College, which he also led through an institutional transformation that included regaining regional accreditation and an 82 percent increase in student enrollment.
early in his tenure. He has served as provost and vice president for academic affairs at Mississippi Valley State University; vice president for academic affairs at Saint Paul's College (VA); acting dean, associate dean, and assistant dean at Ferris State University; and director of the Educational Opportunity Program at Morrisville State College. Hawkins currently serves on the board of trustees of the Commission on Colleges of the Southern Association of Colleges and Schools, the UNCF board of directors, and the NAIA Council of Presidents. He previously served as a member of the CIC Board of Directors. Hawkins recently was appointed to the President’s Board of Advisors on Historically Black Colleges and Universities (HBCUs). He is the recipient of the Omega Century Award of Excellence in Education from the National Omega Psi Phi Fraternity, Inc., the National Association of Colored Women’s Clubs, Inc. Achievement Award, and the Texas Alliance of Black School Educators Leadership Award. Hawkins earned a BS degree from Ferris State University, as well as an MA from Central Michigan University and a PhD from Michigan State University—both in education administration. He has completed postdoctoral studies at Harvard University.

Moderator: **Steven C. Bahls** became the president of Augustana College in Rock Island, Illinois, in 2003. While at Augustana, he has led the college through the development of two strategic plans; seen student enrollment grow by 10 percent and the faculty by 13 percent; expanded academic facilities, academic programs, and athletics offerings; raised more than $152 million; and introduced Augie Choice, a distinctive grant program that supports all students to work with faculty mentors on research projects, pursue international study, or engage in an internship. Prior to joining Augustana, Bahls was dean of the Capital University law school and associate dean and professor at the University of Montana law school. Earlier, he practiced corporate law with the Milwaukee firm of Frisch, Dudek and Slattery. He is a CPA, lawyer, and scholar in the areas of business and agricultural law. His writings about legal issues have been cited in 150 law journals, including the Harvard, Yale, Cornell, and Columbia law reviews, as well as in reported court opinions in seven states. Bahls writes regularly about higher education and is the author of *Shared Governance in Times of Change: A Practical Guide for Universities and Colleges* (2014) and of chapters in *From Shared Governance to Shared Accountability* (forthcoming) and *Liberal Arts Colleges: Building the Capacity to Thrive* (forthcoming). He was a member of President Barack Obama’s White House Summit on Higher Education and currently chairs the board of the Lutheran Educational Conference of North America and the Federation of Independent Illinois Colleges and Universities. He also has served on the boards of directors of the United Way of the Quad Cities, the Quad City Symphony Orchestra Association, and the Quad Cities Cultural Trust.
Bahls is a former member of the CIC Board of Directors and served on the steering committee of CIC’s Project on the Future of Independent Higher Education. He earned a BA from the University of Iowa and a JD from Northwestern University.

Chair: Susan D. Stuebner, President, Colby-Sawyer College

PRESIDENTS INSTITUTE ENDS

1:00–4:00 p.m.

Kierland Grand Ballroom 1C

POST-INSTITUTE WORKSHOP

Please note: Pre-registration is required for this workshop. Inquire at the CIC Registration Desk.

Making It Your Own—Nontraditional and Adaptive Approaches to Fundraising Campaigns

While capital and comprehensive campaigns have some traditional elements, maxims, and methods, a president should be encouraged to develop a fresh approach that fits the institution’s context, goals, heritage, and experience. How can presidents decide how to use traditional campaign constructs creatively to achieve greater fundraising results? Each institution, including those without a history of philanthropic achievement, has an opportunity to carve out its own path to success. For institutions new to the campaign world, remaining open to newfound opportunities may inform and change overall campaign strategy. A carefully articulated campaign goal is essential, but it also may pair well with an adaptive approach. Workshop leaders will share lessons learned and will engage participants in a discussion about entrepreneurial approaches that break with conventional wisdom and offer new ways to attract significantly greater donor support.

Nancy Oliver Gray, Senior Consultant, Gonser Gerber LLP, and President Emerita, Hollins University

Don Hasseltine, Senior Consultant, Aspen Leadership Group

Michele D. Perkins, President, New England College

Larry Stimpert, President, Hampden-Sydney College

Chair: Robert E. Staton, President, Presbyterian College

1:00–8:00 p.m.

Cushing A

Mennonite Higher Education Association

Convener: Rebecca Stoltzfus, President, Goshen College
4:30–6:00 p.m.  
American Academic Leadership Institute Board of Directors Finance Committee Meeting  
Convener: *Linda M. Bleicken*, President

6:00 p.m.  
Meet in the hotel lobby.

6:00 p.m.  
American Academic Leadership Institute Board of Directors Dinner  
Convener: *Linda M. Bleicken*, President

---

**Tuesday, January 8**

7:30 a.m.–1:00 p.m.  
American Academic Leadership Institute and Academic Search, Inc. Boards of Directors Meeting  
Conveners: *Linda M. Bleicken*, President, AALI, and *L. Jay Lemons*, President, Academic Search, Inc.

8:00 a.m.–Noon  
Mennonite Higher Education Association  
Convener: *Rebecca Stoltzfus*, President, Goshen College
CIC Board of Directors and Advisory Committees

**BOARD OF DIRECTORS EXECUTIVE COMMITTEE**

**Chair**
MaryAnn Baenninger  
President, Drew University

**Vice Chair for Programs**
Katherine Bergeron  
President, Connecticut College

**Secretary and Vice Chair for Membership**
Robert R. Lindgren  
President, Randolph-Macon College

**Treasurer**
Lester C. Newman  
President, Jarvis Christian College

**Vice Chair for Resource Development**
Mary B. Marcy  
President, Dominican University of California

**Vice Chair for Public Information**
Nayef H. Samhat  
President, Wofford College

**Vice Chair for Investment**
Barbara K. Mistick  
President, Wilson College

**Past Chair**
George E. Martin  
President, St. Edward's University

**Ex Officio**
Richard Ekman  
President, Council of Independent Colleges

**BOARD OF DIRECTORS**

Roslyn Clark Artis  
President, Benedict College

Edward B. Burger  
President, Southwestern University (TX)

J. Bradley Creed  
President, Campbell University

Christina R. Cutlip  
Senior Managing Director, Head of Client Engagement and National Advocacy, TIAA

Elizabeth Davis  
President, Furman University

Michael Gilligan  
President, Henry Luce Foundation

Jorge G. Gonzalez  
President, Kalamazoo College

Judith Maxwell Greig  
President, Notre Dame de Namur University

Mark A. Heckler  
President, Valparaiso University

Mary Dana Hinton  
President, College of Saint Benedict

David G. Horner  
President, American College of Greece

Arvid C. Johnson  
President, University of St. Francis (IL)

Colleen Perry Keith  
President, Pfeiffer University

Michael L. Lomax  
President and CEO, UNCF

Michael C. Maxey  
President, Roanoke College

Suzanne K. Mellon  
President, Carlow University

Elizabeth L. Paul  
President, Capital University

Kevin M. Ross  
President, Lynn University
Lisa Marsh Ryerson  
President, AARP Foundation

Elizabeth J. Stroble  
President, Webster University

Susan D. Stuebner  
President, Colby-Sawyer College

A. Hope Williams  
President, North Carolina Independent Colleges and Universities

Programs Committee of the CIC Board of Directors

Katherine Bergeron (Chair)  
President, Connecticut College

Kevin M. Ross (Vice Chair)  
President, Lynn University

Roslyn Clark Artis  
President, Benedict College

Christina R. Cutlip  
Senior Managing Director, Head of Client Engagement and National Advocacy, TIAA

Elizabeth Davis  
President, Furman University

Michael Gilligan  
President, Henry Luce Foundation

Elizabeth L. Paul  
President, Capital University

NEW PRESIDENTS PROGRAM ADVISORY COMMITTEE

Carol A. Leary (Chair)  
President, Bay Path University

Logan C. Hampton  
President, Lane College

William T. Luckey, Jr.  
President, Lindsey Wilson College

Mary B. Marcy  
President, Dominican University of California

Presidential Spouses and Partners Task Force

Prema Samhat (Chair)  
Presidential Spouse, Wofford College

Robyn Allers  
Presidential Spouse, McDaniel College

Christine Burns-DiBiasio  
Presidential Spouse, Ohio Northern University

Christy Colson  
President, Wartburg College

A. McGuire Gordon  
President, The College of Saint Rose

Constance Currier Holoman  
President, Centenary College of Louisiana

Cayce McCormick  
Presidential Spouse, Schreiner University

J. Lawrence Smith  
Presidential Spouse, York College of Pennsylvania

Jennifer Troha  
Presidential Spouse, Juniata College
CIC Staff and Advisors

**CIC STAFF**

**Sherita C. Ashmon**  
Conference Manager

**Allison Blackburn**  
Executive Director of Conferences

**David G. Brailow**  
Vice President for Development

**Alana K. Cassidy**  
Development Manager

**Sheila L. Cooper**  
Office Manager

**Christopher Dodds**  
Director of Digital Communications and Strategy

**Lynn Donham**  
Vice President for Communications

**Richard Ekman**  
President

**Michelle L. Friedman**  
Director of Programs

**Stephen Gibson**  
Director of Programs

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

**Philip M. Katz**  
Director of Projects

**Christoph M. Kunkel**  
Senior Vice President and Chief of Staff

**Lilia M. LaGesse**  
Director of Print and Digital Publications

**Vanessa N. Long**  
Manager of State Council Programs

**Lesley McBain**  
Director of Research Projects

**Paula M. Miller**  
Editorial and Communications Director

**Cynthia Page**  
Director of Finance

**Leslie A. Rogers-Brown**  
Conference Manager

**Samantha Sabalis**  
Development Officer and Mellon/ACLS Public Fellow

**Carol M. Schuler**  
Vice President for State Council Programs

**Kelsey A. Sherman Creech**  
Assistant to the President and Liaison to the Board of Directors

**Tabitha Truscott**  
Conference and Program Coordinator

**Keith A. Wallace**  
Director of Administration

**Kate S. Webber**  
Director of Membership Services

**Katherine M. Whatley**  
Senior Vice President

**CIC ADVISORS**

**Daniel O. Aleshire**  
Evaluator, Presidential Vocation and Institutional Mission Program

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

**Myrvin F. Christopherson**  
Advisor, State Council Programs

**Edward J. Clark**  
Senior Advisor and Director, Tuition Exchange Program
David S. Cunningham
Director, NetVUE

Thomas Falkner
Evaluator, Faculty Development Programs

Marylouise Fennell, RSM
Senior Counsel

Jonnie G. Guerra
Senior Advisor, Annual Programs

Barbara Hetrick
Senior Advisor

Lynn Hunnicutt
Assistant Director, NetVUE

Richard T. Ingram
Senior Advisor for President-Board Relations and Director, Presidents Governance Academy

Matthew J. Mayhew
Editor, Digest of Recent Research

Norval C. Kneten
Senior Advisor, Online Course Sharing Consortium

Ned Moore
Senior Advisor, State Council Programs

Frederik Ohles
Senior Advisor and Director, Presidential Vocation and Institutional Mission Program

Mary Pat Seurkamp
Senior Advisor and Director, New Presidents Program

Allen P. Splete
President Emeritus

Beverly Daniel Tatum
Senior Advisor and Director, Diversity, Civility, and the Liberal Arts Institute

Anne M. Valk
Senior Advisor and Director, Humanities Research for the Public Good

Susan Barnes Whyte
Senior Advisor and Director, Consortium on Digital Resources for Teaching and Research

Laura Wilcox
Consultant, Communications
Hotel Map and Floor Plans
<table>
<thead>
<tr>
<th>Name</th>
<th>Sq. Ft.</th>
<th>8'x10'</th>
<th>10'x10'</th>
<th>15'x15'</th>
<th>20'x20'</th>
<th>25'x25'</th>
<th>30'x30'</th>
<th>35'x35'</th>
<th>40'x40'</th>
<th>45'x45'</th>
<th>50'x50'</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Herberger Ballroom</strong></td>
<td>14,336</td>
<td></td>
<td></td>
<td>154 x 93</td>
<td>1,128</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Terrace</strong></td>
<td>1,094</td>
<td></td>
<td></td>
<td>109 x 93</td>
<td>756</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>East Foyer</strong></td>
<td>10,580</td>
<td></td>
<td></td>
<td>113 x 93</td>
<td>1,380</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Rainmakers B</strong></td>
<td>1,280</td>
<td></td>
<td></td>
<td>44 x 29</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Greenway A or B</strong></td>
<td>723</td>
<td></td>
<td></td>
<td>30 x 24</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2019 Presidents Institute</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Herberger 2</strong></td>
<td>1,922</td>
<td></td>
<td></td>
<td>42 x 46</td>
<td>204</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Kierland 2, 3</strong></td>
<td>13,632</td>
<td></td>
<td></td>
<td>114 x 119</td>
<td>1,488</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Herberger 4, 5</strong></td>
<td>4,242</td>
<td></td>
<td></td>
<td>46 x 93</td>
<td>506</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Kierland 4A</strong></td>
<td>1,794</td>
<td></td>
<td></td>
<td>45 x 40</td>
<td>160</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Herberger 4</strong></td>
<td>1,838</td>
<td></td>
<td></td>
<td>40 x 46</td>
<td>168</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Herberger 4, 5, A, B</strong></td>
<td>6,782</td>
<td></td>
<td></td>
<td>73 x 93</td>
<td>901</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Trailblazers C, D, E</strong></td>
<td>7,060</td>
<td></td>
<td></td>
<td>83 x 89</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Trailblazers A, B</strong></td>
<td>3,680</td>
<td></td>
<td></td>
<td>41 x 89</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Herberger Foyer West</strong></td>
<td>1,288</td>
<td></td>
<td></td>
<td>14 x 92</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Trailblazers B</strong></td>
<td>1,840</td>
<td></td>
<td></td>
<td>41 x 44</td>
<td>159</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Trailblazers Terrace</strong></td>
<td>2,520</td>
<td></td>
<td></td>
<td>16 x 160</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vista Morada Patio</strong></td>
<td>4,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Greenway A or B</strong></td>
<td>723</td>
<td></td>
<td></td>
<td>30 x 24</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Hall of State</strong></td>
<td>3,298</td>
<td></td>
<td></td>
<td>97 x 34</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mapmakers</strong></td>
<td>1,220</td>
<td></td>
<td></td>
<td>24 x 50</td>
<td>132</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Kierland 1B</strong></td>
<td>1,830</td>
<td></td>
<td></td>
<td>45 x 41</td>
<td>200</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Lowell A or B</strong></td>
<td>430</td>
<td></td>
<td></td>
<td>21 x 20</td>
<td>48</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Kierland 1, 2, 3 or 2, 3, 4</strong></td>
<td>19,042</td>
<td></td>
<td></td>
<td>159 x 119</td>
<td>1,920</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cushing</strong></td>
<td>1,242</td>
<td></td>
<td></td>
<td>51 x 24</td>
<td>128</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Kierland 3</strong></td>
<td>6,816</td>
<td></td>
<td></td>
<td>57 x 119</td>
<td>782</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pittman Lawn</strong></td>
<td>18,900</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Trailblazers C</strong></td>
<td>3,380</td>
<td></td>
<td></td>
<td>42 x 81</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Trailblazers D</strong></td>
<td>1,840</td>
<td></td>
<td></td>
<td>41 x 44</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vista Morada Patio</strong></td>
<td>4,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Hall of State</strong></td>
<td>3,298</td>
<td></td>
<td></td>
<td>97 x 34</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tribal Room A or B</strong></td>
<td>485</td>
<td></td>
<td></td>
<td>20 x 24</td>
<td>60</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Merriam A or B</strong></td>
<td>430</td>
<td></td>
<td></td>
<td>21 x 20</td>
<td>48</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Powell A or B</strong></td>
<td>621</td>
<td></td>
<td></td>
<td>26 x 24</td>
<td>64</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Parke</strong></td>
<td>590</td>
<td></td>
<td></td>
<td>23 x 27</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Drinkwaters Park</strong></td>
<td>3,400</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Swilling's Point</strong></td>
<td>3,200</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pittman Lawn</strong></td>
<td>18,900</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Herberger Ballroom A and B cannot be blocked as independent rooms.
CIC PRESIDENTS INSTITUTE MEDIA POLICY

A key feature of the CIC Presidents Institute is an atmosphere of candor that allows presidents to speak freely with their colleagues. The characteristics of frank and open discussion are possible in part because the Institute is a “presidents-only” event, differentiating this annual conference from many others that presidents attend. Although the Presidents Institute is a “closed” meeting, CIC invites a few select members of the media as speakers and reporters, providing them with valuable access to the discussions and to the participants in the Institute. Journalists are welcome to attend plenary and concurrent sessions except for those marked “by invitation only” or “for presidents only,” which are closed to the media. Journalists are encouraged to write about Institute sessions and issues and are free to interview any willing speaker, presenter, or conference participant. Journalists, however, must obtain explicit permission before directly quoting speakers or participants.

ABOUT THE COVER

Antelope Canyon is an awe-inspiring geological formation located in northern Arizona. The canyon was formed over millions of years by floods to create a cathedral of sandstone walls that tower 120 feet above the canyon floor.