2021 INSTITUTE FOR CHIEF ACADEMIC OFFICERS WITH CHIEF STUDENT AFFAIRS AND CHIEF DIVERSITY OFFICERS

November 6–9, 2021 • Galt House Hotel, Louisville, KY
www.cic.edu/2021CAOInstitute
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The 2021 Institute for Chief Academic Officers will be an in-person event held at the Galt House Hotel in Louisville, Kentucky.

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CIC is grateful for the substantial and continuing support of the American Academic Leadership Institute (AALI).
Independent colleges and universities made major adjustments at a rapid pace and with great success under the pressures of 2020. Now it is time to redirect these institutional strengths of flexibility and innovation to reinvigorate institutional missions as higher education emerges from the pandemic. How can college and university leaders employ what they learned from the recent crisis to reimagine an integrated and collaborative approach to the student learning experience? The theme of CIC’s 2021 Institute—“Constructing the Future: Collaborating for Success”—provides a framework for discussion of holistic strategies for increased student success.

Chief academic, student affairs, and diversity officers now have new opportunities to collaborate on initiatives for both students’ and the institution’s success. Strong cooperation and seamless communication among these chief officers will be necessary to develop effective partnerships; examine strategic planning and institutional practice through the lens of equity; integrate curricular and co-curricular advising models; and encourage students’ civic engagement. Concurrent sessions will offer practical advice on such topics as student retention, student mental health, and community college transfer pathways. Sessions also will focus on issues related to first-generation students, academic integrity in online courses, and the future of the faculty.

The 2021 Institute for Chief Academic Officers, with Chief Student Affairs and Chief Diversity Officers, will help participants develop the mutual aspirations and collaborative relationships that produce institution-wide success in challenging times. Above all, the Institute will provide college leaders the time and space to share—with candor—ideas, solutions, and proven practices with colleagues from across the country and abroad.

The most up-to-date program information as well as registration and hotel details are available at www.cic.edu/2021CAOInstitute.
Who Should Participate?

CIC invites chief academic, student affairs, and diversity officers of all independent colleges and universities to participate in the 2021 Institute. Chief student affairs and diversity officers are encouraged to join chief academic officers at the Institute to strengthen their collaborative work on issues that matter to all three senior officers. Teams of campus leaders will facilitate many of the concurrent sessions.

Chief academic officers also are encouraged to invite other senior members of their academic teams—for example, associate and assistant vice presidents/provosts and academic deans—to participate with them in the Institute to enhance their collaboration on issues that fall solely within academic affairs.

A chief academic officer may hold the title of provost, vice president for academic affairs, dean of the faculty, or dean of the college, among others. Chief student affairs officers may have such titles as vice president for student affairs or dean of students. Chief diversity officers hold a wide variety of titles, including vice president for equity and inclusion; executive director of the office of diversity, equity, and inclusion; or senior diversity officer, among many others.

To support team development, CIC offers a discounted registration fee for multiple participants from the same institution.

HEALTH AND SAFETY

CIC is committed to the health and safety of its members and their communities. To create the safest possible Institute environment while offering meaningful opportunities for interaction, CIC expects that all participants who are able to receive the COVID-19 vaccine will be fully vaccinated at least two weeks before arriving at the Institute. Please expect to be asked about your vaccination status when you register online: If you have been unable to receive the vaccine for any reason you will need to speak to a staff member to complete your registration.

Participants are expected to contribute to creating a safe event by respecting all national, local, and venue-specific health guidelines that might be in effect when the Institute takes place. Updated information reflecting the most recent available guidance will be issued shortly before the event. By attending, participants agree to support their colleagues and communities by complying with public health recommendations that are in effect during the Institute, as well as with the CIC Code of Conduct.
Friday, November 5

Noon–8:00 p.m. Senior Leadership Academy (by invitation)

Saturday, November 6

7:15 a.m.–4:00 p.m. Workshop for New Chief Academic Officers
Workshop for CAOs in Their Third or Fourth Year of Service

8:00 a.m.–8:00 p.m. Senior Leadership Academy (by invitation)

INSTITUTE BEGINS

5:00–6:30 p.m. Welcome and Keynote—Dan-el Padilla Peralta
6:30–8:30 p.m. Welcome Reception and Dinner

Sunday, November 7

7:00–8:30 a.m. Breakfast and Roundtable Discussions
7:30 a.m.–Noon Senior Leadership Academy (by invitation)
9:00–10:15 a.m. Strengthening Humanities for a New Majority
Concurrent Sessions
10:15–11:00 a.m. Networking Break with Sponsors
11:00 a.m.–12:15 p.m. Plenary Session—Lindsay Till Hoyt
12:15–1:15 p.m. Lunch on Your Own
12:30–2:00 p.m. Luncheon and Discussion Groups for Women Administrators
1:15–2:15 p.m. Concurrent Sessions
2:30–3:45 p.m. Concurrent Sessions
4:15–5:30 p.m. Concurrent Sessions
5:45–7:00 p.m. Reception for Alumni of CIC’s Executive Leadership Academy and Senior Leadership Academy Programs
Reception for NetVUE Members
6:30 p.m. Free Time for Dinner
Monday, November 8

7:00–8:30 a.m.  Breakfast and Roundtable Discussions
9:00–10:15 a.m.  Plenary Session—Jillian Kinzie
10:15–11:00 a.m.  Networking Break with Sponsors
11:00 a.m.–12:15 p.m.  Concurrent Sessions
12:15–1:15 p.m.  Lunch on Your Own
12:30–1:30 p.m.  Luncheon for Members of the CIC Online Course Sharing Consortium
1:00–2:00 p.m.  Sponsor Showcase Discussions
2:00–5:00 p.m.  Workshops
5:30–6:30 p.m.  All-Institute Reception
6:30 p.m.  Free Time for Dinner

Tuesday, November 9

7:30–8:30 a.m.  Breakfast
7:30–8:30 a.m.  Breakfast for Alumni of CIC’s Presidential Vocation and Institutional Mission Program
9:00–10:15 a.m.  Concurrent Sessions
10:15–10:45 a.m.  Networking Break with Sponsors
10:45 a.m.–Noon  Closing Plenary Panel—Collaborating to Build the Future Campus

INSTITUTE ADJOURNS

Post-Institute Events

12:30–2:15 p.m.  CAO/CSAO Task Force Meeting
Revitalizing the Humanities for Social Justice and Civic Engagement

Dan-el Padilla Peralta’s trajectory from childhood as an undocumented immigrant in New York City to a professorship in classics at a major research university demonstrates the dynamic power of a liberal arts education. A much-published professor of classics, his views on how to revitalize the humanities have sparked both academic and popular discussion and spurred debate about how classic texts and humanistic learning can best engage the full range of today’s students, preparing them for lives and careers in the years to come. He argues that to reverse a decades-long decline in enrollments, programs in the humanities should focus on pressing problems such as xenophobia and racism and on promoting social justice and civic engagement. This keynote address, offered in the spirit of critical reform that is itself an essential legacy of the liberal arts, will take a deep dive into one core humanistic field—classics—to offer insights of interest to all academic, student life, and diversity officers who work to keep these foundational disciplines strong and vital on their campuses.

Dan-el Padilla Peralta, author of Undocumented: A Dominican Boy’s Odyssey from a Homeless Shelter to the Ivy League (2015), is associate professor of classics at Princeton University, where he is also affiliated with the program in Latino studies. His teaching and research interests focus on the Roman Republic and early Empire. His recent book, Divine Institutions (2020), examines how temples and pilgrimage sites held the “Imperial Republic” together at a time of rapid expansion. His research agenda also includes the reception of classical texts and culture in the Americas; his recent essay in The Oxford Handbook of Comparative Political Theory explores the reception of the classics in Santo Domingo. Peralta says that his scholarship in both fields reflects “an enduring concern with patterns of cultural and intellectual exchange.” In addition, Peralta writes for popular audiences. His work has appeared in Newsweek, the Guardian, Vox, and The New York Times. He says that he loves “to proselytize for classics and the humanities.” Peralta earned a BA summa cum laude from Princeton University, an MPhil in Greek and Roman history from the University of Oxford, and a PhD in classics from Stanford University.
Sunday, November 7, 9:00–10:15 a.m.

Strengthening Humanities for a New Majority

This session will engage and develop the themes of the opening plenary, “Revitalizing the Humanities for Social Justice and Civic Engagement.” Three chief academic officers, all distinguished humanists, will share their perspectives on how to revive broad student interest in humanistic learning. Sarah Fatherly will discuss how initiatives in the digital humanities, including digital portfolios and community-based research, give the humanities fresh relevance in the eyes of both students and the public. In her view, digital innovation and public engagement are central to a vital future for the humanities. Aaron J. Kuecker will discuss how the study of the humanities can co-exist with, and even support, a campus religious tradition or affiliation. Using the concept of “vocation,” Kuecker will show how the humanities, religious tradition, and career preparation can be interwoven to help students plan their futures. Sean P. O’Connell will describe how the humanities play a central role in creating personalized, interdisciplinary majors and provide the impetus for successful master’s degree programs by embracing new modes of experiential learning and framing the core axioms of humanistic study in new contexts.

**Sarah Fatherly** is provost and vice president for academic affairs at Queens University of Charlotte. Under her leadership, the university has significantly improved retention and revitalized signature student experiences including general education, internship and career initiatives, and international programs. Prior to joining Queens in 2012, Fatherly served in a variety of roles at Otterbein University. She has published and presented widely on scaling high-impact practices, curriculum innovation, and campus partnerships for student success. Fatherly received a BA from Gustavus Adolphus College and an MA and PhD in United States history from the University of Wisconsin-Madison, specializing in early American and women’s history.

**Aaron J. Kuecker** is provost of Trinity Christian College, where he first joined the faculty in 2008 as associate professor of theology and director of education. He was appointed provost in 2016 and is responsible for all aspects of faculty work, including excellence in teaching, professional development, and service to the college and the community. Before that, Kuecker was director of the honors college and dean of the school of theology and vocation at LeTourneau University. His scholarly work has focused on identity formation in the early Christian church, with an emphasis on New Testament studies and biblical theology. Kuecker received a BA in political science from Central College, an MDiv from Western Theological Seminary, and a PhD in New Testament studies from the University of St. Andrews in Scotland. Before earning his PhD, Kuecker served as associate pastor and youth pastor at Community Reformed Church in Michigan.
Sean P. O’Connell is vice president for academic affairs and dean of the faculty at Albertus Magnus College, where he has served since arriving in 1987 as a faculty member in the Department of Philosophy and Religion. His research focuses on contemporary continental philosophy, the philosophy of art, and gender studies. O’Connell has been the lead author on several successful grants to support faculty development and the use of high-impact practices. He oversees all aspects of academic life in the Undergraduate Division and the Division of Professional and Graduate Studies, as well as the Center for Teaching and Learning Excellence, academic advising, and the Career Services and Internship Office. O’Connell received a BA *summa cum laude* and an MS in philosophy from the Catholic University of America and a PhD in philosophy from Fordham University. He also attended the Harvard Institute for Management and Leadership.

**Moderator:** S. Georgia Nugent, President, Illinois Wesleyan University and former President, Society for Classical Studies
Sunday, November 7, 11:00 a.m.–12:15 p.m.

PLENARY ADDRESS

Civic Engagement and Student Well-being

Mental health is fundamental to student achievement and academic success. Support for student mental health is important at the best of times, and especially so when recent events—a divisive presidential election, graphic depictions of police brutality, a global pandemic, and prolonged isolation—have traumatized affected populations, contributed to general anxiety, and negatively influenced student achievement. Intentional mental health support can help all students maintain their academic progress and personal development. New research by Lindsay Till Hoyt has found that volunteering, voting, and activism—key elements of civic engagement—tend to be positively related to mental well-being and student success, with some important nuances. A noted scholar and researcher who studies the social determinants of health, Hoyt will share recent findings and discuss how they can help campus leaders create thriving communities of learning that simultaneously support students’ mental well-being and prepare them for active and meaningful civic engagement.

Lindsay Till Hoyt is an assistant professor of applied developmental psychology at Fordham University in New York. Her research integrates developmental science and population health, investigating how physiological processes, psychosocial experiences, and environmental contexts interact during adolescence and young adulthood to influence health and health disparities. In particular, she is interested in learning how macro-level stressful events can “get under the skin” to influence developmental trajectories and play a critical role in producing long-term social, academic, and economic inequalities. Hoyt has co-led projects studying adolescent and young adult stress and civic engagement during the 2016 and 2020 U.S. federal elections and the COVID-19 pandemic. Through this research, she seeks not only to understand how macro-level stressors differentially affect young people’s physiological and psychological functioning but also to identify protective factors that help young adults cope with stress. She serves as primary investigator on projects with the National Science Foundation, the National Institutes of Health, and the Maternal and Child Health Bureau-funded Adolescent and Young Adult Health Research Network. Hoyt holds a BA in psychology and peace studies from the University of Notre Dame and a PhD in human development and social policy from Northwestern University and did postdoctoral work at the University of California, San Francisco and Berkeley as a Robert Wood Johnson Foundation Health & Society Scholar.
Monday, November 8, 9:00–10:15 a.m.

PLENARY ADDRESS

Promoting Equity and Quality in Student Engagement and Success

The twin goals of quality and equity are the foundation for excellence in undergraduate education and must be addressed directly to help all students thrive in college, complete their degrees, and attain fulfilling careers. The best education that colleges can design is one in which more students are engaged at high levels in practices that matter for their development and learning, including collaborative learning, effective advising, engagement across difference, and high-impact practices (HIPs). It is also one in which students have a healthy sense of belonging and feel supported in their educational journeys. Yet, evidence shows that inequities exist in these dimensions, particularly for traditionally underserved students. What should colleges and universities focus on to achieve student success for all?

Jillian Kinzie, associate director of the Indiana University Center for Postsecondary Research and National Survey of Student Engagement, will draw on foundational results from the National Survey of Student Engagement (NSSE), as well as new evidence about advising, sense of belonging, and career and workplace preparation, to explore the importance of HIPs for racial identity groups and to encourage data-informed strategies and greater connection between data and action. She will discuss the effective use of student engagement data to design experiences in and out of the classroom for increased equity and to improve educational quality for all students.

Jillian Kinzie is associate director of the Center for Postsecondary Research and the NSSE Institute at the Indiana University School of Education. She conducts research and leads project activities on the effective use of student engagement data to improve educational quality and serves as senior scholar with the National Institute for Learning Outcomes Assessment (NILOA) project. Kinzie is co-author of Assessment in Student Affairs (2016), Using Evidence of Student Learning to Improve Higher Education (2015), Student Success in College (2005/2010), and One Size Does Not Fit All: Traditional and Innovative Models of Student Affairs Practice (2008/2014). She is co-editor of New Directions in Higher Education and serves on the boards of the Washington Internship Institute and the Gardner Institute for Excellence in Undergraduate Education. She received the Robert J. Menges Honored Presentation by the Professional Organizational Development (POD) Network in 2005 and 2011. Kinzie earned a BA in psychology with a concentration in health science and an MEd in postsecondary education and administration from Cleveland State University; she earned her PhD from Indiana University in higher education with a minor in women’s studies. Previously, she served on the faculty of Indiana University and coordinated the master’s program in higher education and student affairs. She also held academic and student affairs positions at Miami University and Case Western Reserve University.
Collaborating to Build the Future Campus

Significant pressure creates significant opportunity. Independent colleges and universities made major adjustments at a rapid pace under the pressures of 2020—including large-scale changes to course delivery and student services in response to the global health pandemic and urgent calls for racial justice. The last year and a half has shown that higher education is capable of shifting more rapidly than many thought possible to meet the evolving needs of students and the nation. Some recent changes will be embraced permanently, some will be deemed no longer necessary, and others will influence institutional strategy across divisions for the foreseeable future. What decisions do campuses face today that will most significantly shape their futures? Distinguished panelists—senior campus leaders with experience working collaboratively to drive strategic change—will share ways that institutional leadership teams can collaborate to build a future focused on both student and institutional success.

Eva Chatterjee-Sutton has served as vice president of student life and dean of students at Washington & Jefferson College in Pennsylvania since 2013. In this role she oversees all aspects of campus management that support students in their campus experience, including residence life, student engagement, health services, athletics, campus safety, career services, and campus dining. Chatterjee-Sutton previously served as dean of students at Bennington College and as residence hall director at University of Maryland Baltimore County. Committed to the success of the whole student, she collaborates closely with her colleagues in academic affairs to craft a robust student experience. Chatterjee-Sutton serves as a member of the boards of the NASPA James E. Scott Academy and Legal Issues in Higher Education Conference, and as a facilitator of the NCAA Athletic Direct Report Institute. She holds a BASc in sociology and political science from Kansas State University and an MA in college student counseling and organizational development from the University of Iowa College of Education.

Leanne M. Neilson has served as provost and vice president for academic affairs of California Lutheran University since 2009, having served the university since 1993 in many other capacities, including as associate provost for graduate programs and accreditation, director of the graduate psychology program, and as a psychology faculty member. As provost, she led the development of a new strategic plan, was engaged in Cal Lutheran’s merger with a seminary and in the university’s recognition as a Hispanic-serving institution, and championed significant growth in faculty diversity. Neilson spearheaded an institution-wide collaboration to overhaul their shared governance system. Previously,
she worked as staff research associate at the UCLA Neuropsychiatric Institute in the Clinical Research Center for Schizophrenia at Camarillo State Hospital. Neilson received a BA in organizational psychology, an MA in psychology, and a PhD in clinical psychology, all from Pepperdine University.

**Monica M. Smith** is the first vice president of diversity, equity, and inclusion at Augustana College in Illinois. Prior to joining Augustana in 2017, she served as chief diversity officer at Elizabethtown College, director of the office of inclusion and diversity at Saint Joseph’s University (PA), and assistant to the dean for faculty development and student concerns and assistant to the provost for multicultural concerns at Eastern University. Smith has taught courses at the University of Pennsylvania and Eastern University. She holds an MS and PhD in social work from the University of Pennsylvania. She also received a certificate of achievement from the National Association of Diversity Officers in Higher Education.

Moderator: **Kevin Kruger**, President, NASPA–Student Affairs Administrators in Higher Education

Chair: **Marjorie Hass**, President, Council of Independent Colleges
Adapting Living-Learning Communities to Post-COVID-19 Realities

For more than a decade, living-learning communities have been an effective and popular student success strategy, one that CIC colleges and universities highlight as an example of integrated learning on their campuses. How are CIC institutions revisiting this popular and successful practice post-pandemic? Two teams of academic and student life officers will discuss how their living-learning community programs are evolving and what innovations are being planned.

Jon Dooley, Vice President for Student Life, Elon University
Marlin Nabors, Assistant Vice President and Dean of Students, Endicott College
Beth M. Schwartz, Provost, Endicott College
Aswani K. Volety, Provost and Vice President for Academic Affairs, Elon University

Athletics and Academics: Academic and Student Affairs as Team Sport

Athletics are an important element of the student experience at many CIC institutions, and effective collaboration between academic and student affairs professionals is key to student athletes’ academic success. Athletics departments have had to adapt in response to new public health requirements and dramatically different schedules for competition. How will these challenges shape ongoing collaboration between academic and student affairs departments? How can CAOs and CSAOs together help student athletes excel both in the classroom and on the playing field? Chief academic and student affairs officers of three CIC institutions will describe how campus colleagues have adapted and planned for future athletic and academic success.

Jeffrey R. Breese, Provost, University of Mount Union
Debora D’Anna, Vice President for Student Success and Dean of Students, Brevard College
William (Rusty) Kennedy, Vice President of Admissions and Athletics, Midway University

CONCURRENT SESSIONS

Most concurrent sessions will take place on Sunday; others are scheduled for Monday and Tuesday. The full schedule will be available in October. As additional sessions are confirmed, they will be added to www.cic.edu/2021CAOInstitute.
**Authentic Community: Creating Lives of Consequence, Inquiry, and Accomplishment**

Through more than 1,000 interviews with 25- to 65-year-old college graduates, social psychologist Richard Detweiler gathered powerful evidence that a liberal arts education experienced in “authentic community” leads to the most positive long-term outcomes. In *The Evidence Liberal Arts Needs* (2021) he provides the data to back up many often-repeated claims about the impact of the liberal arts on adult lives of leadership, altruism, continued learning, cultural involvement, fulfillment, and success. In conversation with provost Lauren Bowen of Juniata College, and in response to questions from session participants, Detweiler will explore the implications of his research for the work of academic, student affairs, and diversity officers.

Lauren Bowen, Provost, Juniata College  

**Building Processes to Support Underprepared Students’ Success**

Student success depends on supporting timely degree completion. This session will highlight a proven approach to increasing degree completion by strengthening readiness and retention at all stages of a student’s undergraduate career. The CIC Online Course Sharing Consortium (CIC-OCSC) has succeeded on dozens of participating campuses by increasing opportunities for students to stay on track with their academic programs or even to get ahead. Panelists will discuss how the CIC-OCSC has helped students on their campuses overcome challenges and move toward completion of their academic programs.

Cynthia K. Kosso, Provost and Dean of Faculty, Moravian College  
Jamila S. Lyn, Senior Fellow, Academ’s Center of Excellence, and Director of Specialized Programming, Benedict College  
Yolanda Williams Page, Vice President for Academic Affairs, Dillard University

**“Calling” across the (Co-) Curriculum: Academic and Student Affairs Collaborate to Foster Vocational Exploration**

CIC institutions are finding new ways to help undergraduate students examine questions of meaning, purpose, and identity. One approach employs the venerable concept of “finding one’s calling” to encourage students to integrate academic study in professional and liberal arts disciplines with non-academic career preparation. In this panel, two pairs of administrative colleagues will describe how academic affairs and student affairs offices can collaborate to make vocational exploration and discernment a powerful aspect of student experience through programming for students and professional development for staff and faculty members.

Connie Carson, Vice President for Student Life, Furman University  
Michael (Mike) Hayes, Vice President for Student Development, Lee University  
Deborah Murray, Provost and Vice President for Academic Affairs, Lee University  
Ken Peterson, Vice President for Academic Affairs and Provost, Furman University
CONCURRENT SESSIONS (continued)

Career Readiness and Curricular Integration
Given public skepticism of the value of college as career preparation, how can institutions ensure that students benefit from their distinctive educational missions while also gaining the skills and attitudes necessary for professional success? Two academic leaders from quite different institutions will share how they integrate career readiness training across a range of programs to ensure that students make a smooth transition into valuable work opportunities and successful career trajectories.

Sandra Dunbar-Smalley, Provost, AdventHealth University
Nancy J. Evangelista, Provost, Muskingum University

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

Natasha J. Baker, Managing Attorney, Novus Law Firm, Inc.

Expanding Esports at Independent Colleges
CIC’s report Esports and Independent Colleges (2020) found that five out of six CIC member institutions had recently established some forms of esports on campus. Many colleges and universities are finding that the rapid expansion of esports programs, meant to attract and engage students, can lead to internal growing pains in the context of a dynamic external environment. What are the strategic issues that college leaders should consider as they initiate and expand esports programs? Leaders from institutions that have developed successful initiatives will outline promising approaches and describe challenges they faced as they launched or developed esports programs.

Davida L. Haywood, Vice President for Student Affairs, Johnson C. Smith University
Karen D. Morgan, Senior Vice President for Academic Affairs, Johnson C. Smith University
Tiffany Sanchez, Vice President for Student Affairs, Stevenson University

Free College Future?
The “free college” movement has gained momentum over the past few years and President Biden is under pressure to act. The latest proposal is to provide all students with tuition benefits for community colleges in their home states. To date, several states have already implemented similar programs; several of these approaches were studied in CIC’s State “Free College” Programs: Implications for States and Independent Higher Education and Alternative Policy Approaches (2020). In this moderated conversation, CAOs from states that have already experimented with free college will share their experiences. They will discuss how state-level changes affected their institutions in order to help session participants anticipate the potential impact of a nationwide “free college” plan. Participants will share ideas about how an institution might thrive in a “free college” future.

Nancy Berner, Senior Vice President and Provost, Sewanee: The University of the South
Junius J. Gonzales, Provost and Vice President for Academic Affairs, New York Institute of Technology
Gregor Thuswaldner, Provost and Executive Vice President, Whitworth University

Innovative Strategies for First-Generation Student Success
First-generation college students are encountering new challenges as campuses re-open after a year of remote learning, finding it more difficult to become accustomed to the routine of college life and acclimate to the anxieties of institutional culture. Senior administrators from institutions with innovative strategies to help students overcome these obstacles will share their approaches and lead a discussion of similarly successful efforts at other CIC member colleges and universities.

Keri Alioto, Vice President for Student Affairs, Mount Mary University (WI)
Amy Badal, The Fritz Family Dean of Students, Bucknell University
Karen Friedlen, Vice President for Academic Affairs, Mount Mary University (WI)
Elisabeth Mermann-Jozwiak, Provost, Bucknell University

Leveraging Consortial Collaboration: The Perspectives of Association Leaders
With accelerating change across higher education, inter-institutional collaboration is more important than ever. In this session, leaders of consortial organizations will explore the implications of a variety of models and initiatives for chief academic, student affairs, and diversity officers. They will highlight strategies for building a culture of collaboration both across—and within— institutions. Participants will develop and share ways they can further leverage the various consortia to which their institutions belong to increase the institutional benefits of inter-institutional collaboration.

Jeffrey E. Arnold, Executive Director, Association of Presbyterian Colleges and Universities
Stephanie L. Fabritius, President, Associated Colleges of the South
Michael E. Hodge, Interim Executive Director, Atlanta University Center Consortium
Michael A. (Mickey) McDonald, President, Great Lakes Colleges Association

Maximizing Student Achievement and Retention
Initiatives to enhance student academic achievement and personal development are important points of collaboration between academic and student affairs divisions. What strategies effectively maximize the persistence to graduation, academic success, and personal growth of students? Through intentional cooperation and innovative student support models, campuses can implement a comprehensive program to promote student success. Academic and student development officers from two institutions will share approaches that have boosted both student achievement and retention on their campuses.

Katherine Clay Bassard, Provost and Vice President for Academic Affairs, Rhodes College
Michael W. Markowitz, Provost and Vice President for Academic Affairs, Holy Family University
Sherry L. Turner, Vice President for Strategic Initiatives and Chief Diversity Officer, Rhodes College
Abigail T. Wernicki, Vice President for Student Affairs and Enrollment Management, Holy Family University
Meghan Harte Weyant, Vice President for Student Life, Rhodes College
Open Mic for Chief Academic, Student Affairs, and Diversity Officers
(Open only to currently-serving CAOs, CSAOs, and CDOs.)

Participants will have the opportunity to seek practical advice from colleagues on pressing issues and to share information about emerging trends and practices in independent higher education.

Moderator: J. Andrew Prall, Vice President for Academic Affairs, Aurora University, and Chair, CIC CAO-CSAO Task Force

Promoting Anti-Racism on Campus

In light of goals for greater educational equity and social justice for students of color, campuses have stepped up efforts to incorporate anti-racism into their curricular and co-curricular offerings. Effective strategies are emerging: Some institutions have developed new organizational structures and created new initiatives to attain greater equity in learning outcomes and a more inclusive environment for students and employees. Leadership teams from two innovative institutions will describe their approaches to promoting anti-racism on their campuses.

Jennifer Bonds-Raacke, Vice President for Academic Affairs, St. Norbert College
Leanna Fenneberg, Vice President for Student Affairs, Rider University
DonnaJean Fredeen, Provost and Vice President for Academic Affairs, Rider University
John W. Miller Jr., Dean of Curriculum and Senior Diversity Officer, St. Norbert College

Promoting Students’ Civic Engagement

New research by plenary speaker Lindsay Till Hoyt has found that key elements of civic engagement tend to be positively related to mental well-being and student success. How are colleges and universities promoting and supporting civic engagement through both the curriculum and co-curricular programming? Following Hoyt’s plenary address, two pairs of senior leaders will discuss how their campuses encourage civic engagement.

Heather M. Black, Vice President for Student Affairs and Dean of Students, Chatham University
Ryan Flynn, Director of Community-Engaged Learning, Illinois College
Catharine E. O’Connell, Provost and Dean of the College, Illinois College
Jenna Templeton, Vice President for Academic Affairs, Chatham University

Recent and Anticipated Changes to Title IX

Title IX requirements have undergone revisions in recent years, creating the need to adjust administrative practices at independent colleges and universities. What are the most important changes to guidelines and requirements that institutions need to be aware of in the current regulatory environment? What practices and campus policies are best suited to an equitable process? An experienced higher education attorney will provide timely and practical advice on Title IX compliance and risk management.

Susan Llewellyn Deniker, Member, Steptoe & Johnson PLLC
Strategic Academic Review and Realignment: An Iterative Process

What do students need now for a 21st-century education? And what programs will attract students to your institution? Changing student demographics, emerging enrollment trends, and increasing societal expectations for direct outcomes-based learning lead many campuses to engage in academic restructuring and innovative program realignment. What is the right way to pace and structure these important but charged changes? Three chief academic officers will present case studies of the processes their institutions used to prioritize and restructure programs, the obstacles they faced, the results they achieved, and the strategies they employed to maintain campus morale. Participants will have an opportunity to discuss their own campus situations and to seek advice about how to gain support for necessary changes.

Ron Cole, Provost and Dean of the College, Allegheny College
Karlyn Crowley, Provost, Ohio Wesleyan University
Mary H. Van Brunt, Provost and Vice President for Academic Affairs, Gwynedd Mercy University

Strategies for Difficult Campus Conversations

Important and sensitive communication among institutional constituencies about the need for greater racial and gender justice became even more challenging under pandemic campus protocols. How can campus leaders address the sense of an urgent need for action on issues of social justice while managing external relations and helping reduce the trauma students and employees feel after a difficult year? Campus leaders will describe how their institutions have approached difficult conversations and offer lessons learned during the pandemic year.

Yolanda Barbier Gibson, Vice President for Student Affairs, Shenandoah University
Cameron J. McCoy, Provost, Shenandoah University
Ryan Sandefer, Vice President for Academic Affairs, The College of St. Scholastica
Linda Strong-Leek, Provost, Haverford College

Student Mental Health

Mental health plays a critical role in student success, and supporting mental well-being is an important area of collaboration for academic and student affairs professionals. Stresses related to a pandemic, social unrest, and economic turmoil intensified student mental health issues; at the same time the shift to a primarily virtual student experience posed new challenges to the identification of need and delivery of services. What effective strategies have institutions employed to reach students, to monitor their mental health, and to offer help and support? And which of these interim strategies suggest opportunities to serve students effectively in the long run? Senior administrators will lead a discussion of lessons learned and strategies for the future.

Deanne W. Hurley, Vice President for Student Affairs, Ursuline College
Kathryn M. LaFontana, Vice President for Academic Affairs, Ursuline College
Alexander Miller, Vice President of Student Development, Denison University
INSTITUTE WORKSHOPS

These workshops are free of charge but require pre-registration as space is limited. Please pre-register for these events on the CIC website, www.cic.edu/2021CAOInstitute. To add an event to an existing Institute registration, please contact Tabitha Truscott, CIC conference and program manager, at ttruscott@cic.nche.edu.

ALL WORKSHOPS WILL BE HELD MONDAY, NOVEMBER 8, 2:00–5:00 P.M.

Dispute Resolution for Administrators

Led by an experienced higher education attorney who has also served as an independent college president, this workshop will feature practical and accessible dispute resolution tools that can be used to identify, manage, and resolve the conflicts encountered by campus leaders, including those related to pandemic, personnel, and human resources issues.

Kathleen A. Rinehart, Principal, Conflict Consultants Network LLC

How to Design a Campus Diversity Education Plan

Independent college and university leaders increasingly want to offer diversity and equity training programs for students and employees as part of their mission to promote a healthy, vibrant learning environment. Institutions strive to promote anti-racist and inclusive thinking while remaining sensitive to the distress that can be generated by focusing attention on traumatic internal or external events. This session will encourage teams of institutional colleagues to develop concrete and practical implementation plans for training campus constituencies on a range of topics under the umbrella of diversity education.

Donnesha A. Blake, Director of Diversity and Inclusion, Alma College

Danyelle Gregory, Director of Diversity, Access, and Inclusion, Muskingum University
Leveraging Technology for Student Success

Technology is now fundamental to how we learn, connect, communicate, and create. This became even more apparent at CIC institutions when, for many, the pandemic accelerated the move to hybrid and online learning environments. Providing equitable access to essential tools and resources is critical to the success of all students. How can institutions design and implement campus technology projects that center on student success? How can technology support diverse learning styles? What is the place for campus technology tools in the student experience outside the classroom? Two institutions that have recently worked with Apple’s education division to explore these and other questions will share their experience designing and implementing campus technology projects to create meaningful and equitable student outcomes.

Paul D’Ascoli, Market Segment Executive, Higher Education, Apple Inc.
Dominic N. Lacy, Chief Operating Officer, Gallaudet University
Jeffrey W. Lewis, Interim Provost, Gallaudet University
Eileen Lynd-Balta, Associate Provost, St. John Fisher College
Kevin Railey, Provost and Vice President for Academic Affairs, St. John Fisher College

The Future of Work in Higher Education

Organizations of all kinds responded quickly to the health and risk management needs of the pandemic workplace. By adopting new job schedules, workplace conditions, and modes of work, colleges and universities demonstrated that they have the flexibility to design the higher education jobs and workplaces of the future. This workshop will outline research undertaken by TIAA that provides the impetus for thinking about distributed and decentralized work arrangements for faculty and staff members. Two academic leaders of CIC institutions will share the ways their campuses have adapted to remote work expectations while maintaining vibrant learning communities. Participants will have the opportunity to develop action plans to adapt their campus workplace to post-pandemic higher education realities.

Jocelyn B. Caldwell, Vice President, Talent Acquisition and Workforce Strategies, TIAA
Vanya Quiñones, Provost, Pace University
Marci Sortor, Provost and Dean of the College, St. Olaf College
Anup Vidwans, Senior Managing Director, Strategic Relationships, TIAA
These workshops require pre-registration as space is limited. The registration fee covers materials, meals, and refreshments. Please pre-register for these events on the CIC website, www.cic.edu/2021CAOInstitute. To add a workshop to an existing Institute registration, please contact Tabitha Truscott, CIC conference and program manager, at ttruscott@cic.nche.edu.

**Workshop for New Chief Academic Officers**

**Saturday, November 6, 7:15 a.m.–4:00 p.m.**

Chief academic officers who have served for fewer than two years are invited to participate in this workshop, led by experienced colleagues, that addresses issues that newer CAOs often face. Participants will work in small groups, analyze case studies, and discuss such topics as accreditation; assessment and institutional effectiveness; faculty governance and leadership; appointments, promotion, and tenure and its alternatives; managing time, technology, and paper; and working with peer administrators. Participants will be paired with an experienced CAO mentor.

**WORKSHOP COORDINATORS:**
- Kerry D. Fulcher, Provost and Chief Academic Officer, Point Loma Nazarene University
- Lori Werth, Provost, University of Pikeville

**MENTOR PROGRAM COORDINATORS:**
- Elissa Heil, Vice President for Academic Affairs and Dean of the Faculty, Wilson College
- Stephen D. Stahl, Provost, Baldwin Wallace University

*Fee: early rate $75 (by September 3); regular fee $100 (after September 3)*
Workshop for CAOs in Their Third or Fourth Year of Service

Saturday, November 6, 7:15 a.m.–4:00 p.m.
Entering the third or fourth year of service, chief academic officers usually have mastered the fundamentals of the role. At this stage, CAOs discover greater opportunities to lead rather than just manage. What are the key questions CAOs can and should address at this stage in their careers? For example, how do CAOs balance attention to their institutions’ immediate issues with focus on their long-term academic needs? How can CAOs attend to their own professional lives while also serving their institutions? How do CAOs work effectively with presidents and other cabinet officers on strategic planning? Participants will explore these and related questions and gain fresh perspectives on the next stage in their careers as CAOs.

WORKSHOP COORDINATORS:
Kimberly A. Coplin, Provost, Denison University
Michael J. Sosulski, Provost, Wofford College

Fee: early rate $75 (by September 3); regular fee $100 (after September 3)

FOR ASPIRING SENIOR ADMINISTRATORS

Senior Leadership Academy
(by invitation)

November 5–7
The opening seminar for the 2021–2022 cohort of CIC’s Senior Leadership Academy (SLA) will precede and overlap with the Institute. SLA participants are welcome to participate in the remainder of the Institute at a reduced registration fee.

SLA is a yearlong professional development program for mid-level administrators in any division of a CIC member institution who aspire to senior leadership positions in independent colleges or universities. SLA is offered jointly by CIC and the American Academic Leadership Institute (AALI).

Director: Linda M. Bleicken, President, AALI

Note: For information about the nomination process for the 2022–2023 SLA cohort, please participate in the Senior Leadership Academy breakfast discussion (see “Information on CIC Programs and Services on page 23) or visit www.cic.edu/SLA.
Breakfast Discussions

Discussion sessions on Sunday and Monday mornings will provide opportunities to gain practical advice from colleagues.

Sunday’s sessions will focus on resilience and recovery. Potential topics:
- Best Practices for Faculty Handbook Revision
- Emerging from the Pandemic Stronger and Better
- Enrollment Trends Post-Pandemic
- Faculty Exhaustion: From Burnout to Thriving
- Faculty Workload: Best Practices for Equity
- Harnessing Technology to Improve Student Mental Health
- Is Agile Shared Governance an Oxymoron?
- Long-Term Effects of the Online Pivot on Our Campuses
- Mentoring Your Leadership Team
- Remote Work Policies for 2021 and Beyond
- Strategies for Global Education and Study Abroad
- Supporting Contingent Faculty Members
- Vaccination and Other Safety Mandates
- What We Learned about Our Students during the Pandemic

Monday’s sessions will focus on diversity, equity, and inclusion and student success. Potential topics:
- Advising Partnerships for Student Success
- Assessing Campus Climate
- Defining the Chief Diversity, Equity, and Inclusion Officer Role
- Developing an LGBTQ-Friendly Campus
- How CIC Colleges and Universities Are Changing to Eradicate Systemic Racism on Campus
- Identifying and Developing Faculty Leaders for Equity
- Innovative Student Leadership Programs
- New Approaches to Student Orientation Programs
- Serving Noncitizen Students
- Setting Diversity, Equity, and Inclusion Goals
- Student Activism on Campus

Discussion facilitators will be experienced colleagues with insights to offer on each topic. Please suggest additional topics or nominate a discussion leader, or volunteer to serve as one, by contacting Jonnie G. Guerra, CIC senior advisor, at jguerra@cic.nche.edu.
Information on CIC Programs and Services

Over breakfast on Sunday and Monday, participants will be able to meet with CIC staff members and advisors to learn about CIC programs and services including: the Executive Leadership Academy and Senior Leadership Academy; the Presidential Vocation and Institutional Mission program for prospective presidents; the CIC Online Course Sharing Consortium; the Legacies of American Slavery project; and the Network for Vocation in Undergraduate Education (NetVUE), among others.

Luncheon and Discussion Groups for Women Administrators

Sunday, November 7, 12:30–2:00 p.m.

Women chief academic officers, student affairs officers, diversity officers, and other administrators are invited to join discussion groups on current issues led by colleagues who have been selected for their expertise.

FEATURED ADDRESS

If Not Me, Then Who?

Susan M. Donovan has served as president of Bellarmine University in Kentucky since 2017. Previously, she served for 32 years at Loyola University Maryland including as dean of residence life, chief student development officer, executive vice president, and interim president. At Bellarmine, Donovan’s early initiatives included the launch of a strategic plan that focuses on student success, inclusion, and academic innovation and efforts to increase institutional transparency and strengthen shared governance. She serves on the boards of the Muhammad Ali Center, a nonprofit museum and cultural center dedicated to the life and legacy of Muhammad Ali, and Impetus, a business-led coalition of Louisville leaders focused on improving education and public safety in the city, among other things. Donovan earned her PhD in higher education from St. Louis University, a master’s degree in higher education from Florida State University, and a BA in communications from Buena Vista University.

Fee: early rate $65 (by September 3); regular rate $80 (after September 3)
Note: This event requires pre-registration as space is limited.
SHARING IDEAS WITH COLLEAGUES  (continued)

Sponsor Showcase Discussions

Monday, November 8, 1:00–2:00 p.m.

Participants will gather to discuss issues raised by sponsor showcase sessions—short, pre-recorded videos that will be available on the conference app.

Special Events

Welcome Reception and Dinner

Saturday, November 6, 6:30–8:30 p.m.

Immediately following the keynote address, a combination reception and dinner will provide participants the opportunity to greet old friends and meet new colleagues.

All-Institute Reception

Monday, November 8, 5:30–6:30 p.m.

After an afternoon of workshops and sessions, it will be time to reconnect and enjoy each other’s company. All Institute participants—including spouses, sponsors, and guests—are invited to gather for drinks, refreshments, and conversation.

Other CIC Gatherings

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

Sunday, November 7, 5:45–7:00 p.m.

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

Convener: Linda M. Bleicken, AALI

Reception for NetVUE Members

Sunday, November 7, 5:45–7:00 p.m.

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

Conveners: David S. Cunningham, Director of NetVUE, CIC, and Harold V. Hartley III, Senior Vice President, CIC
Luncheon for Members of the CIC Online Course Sharing Consortium
**Monday, November 8, 12:30–1:30 p.m.**

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

Conveners: Carol M. Schuler, Vice President for State Council Programs and the Online Course Sharing Consortium, and Robert Manzer, Chief Academic Officer, Acadeum

Breakfast for Alumni of CIC’s Presidential Vocation and Institutional Mission Program
**Tuesday, November 9, 7:30–8:30 a.m.**

Alumni of and current participants in CIC’s Presidential Vocation and Institutional Mission program are invited to gather for breakfast and conversation.

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

Consultations
Advance sign-up will be available closer to the time of the Institute.

Executive Search Consultations
Senior consultants of Academic Search will be available for one-on-one consultations with Institute participants to discuss institutional or individual needs.

Faculty and Presidential Compensation Consultations
Frank Casagrande, president of Casagrande Consulting, LLC, will be available for one-on-one discussions of negotiating administrative or faculty compensation and benefits models.

Retirement Consultations
TIAA counselors will be available for one-hour personal consultations with Institute participants.
The Institute provides opportunities for formal and informal meetings of other groups in conjunction with the conference. Meetings scheduled to date include:

**American Benedictine Colleges Chief Academic, Chief Student Affairs, and Chief Diversity Officers** will meet Monday, November 8, 6:30 p.m., for dinner and discussion.

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

**Annapolis Group Chief Academic, Chief Student Affairs, and Chief Diversity Officers** will meet Monday, November 8, 7:30–8:30 a.m., for breakfast and discussion.

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

**Association of Presbyterian Colleges and Universities Chief Academic, Chief Student Affairs, and Chief Diversity Officers** will meet Monday, November 8, 6:30 p.m., for dinner and discussion.

Coordinator: Jeffrey E. Arnold, Executive Director, Association of Presbyterian Colleges and Universities

**Catholic Colleges and Universities Chief Academic, Chief Student Affairs, and Chief Diversity Officers** will meet Saturday, November 6, 2:30–4:30 p.m.

Coordinator: Brian Schmisek, Provost and Dean of Facilities, Saint Mary’s University of Minnesota

**Association of Colleges of Sisters of Saint Joseph Chief Academic, Chief Student Affairs, and Chief Diversity Officers** will meet Monday, November 8, 7:30–8:30 a.m., for breakfast and discussion.

Coordinator: Christopher Dougherty, Vice President for Academic Affairs and Dean of the Faculty, Chestnut Hill College

**Christian College Consortium Chief Academic Officers and Spouses** will meet Tuesday, November 9, 12:15–5:00 p.m., and continue with dinner at 6:00 p.m. The meeting resumes Wednesday, November 10, 8:00 a.m.–Noon, beginning with breakfast.

Coordinator: James H. (Jay) Barnes III, President, Christian College Consortium
Concordia University System Chief Academic, Chief Student Affairs, and Chief Diversity Officers will meet Saturday, November 6, 10:00 a.m.–Noon.
Coordinator: Timothy Preuss, Provost, Concordia University, Nebraska

Conference for Mercy Higher Education Chief Academic, Chief Student Affairs, and Chief Diversity Officers will meet Monday, November 8, 6:30 p.m., for dinner and discussion.
Coordinator: Mary-Paula Cancienne, RSM, Associate Director of Mission, Conference for Mercy Higher Education

Council for Christian Colleges and Universities Chief Academic, Chief Student Affairs, and Chief Diversity Officers will meet Monday, November 8, 6:30 p.m., for dinner and discussion.
Coordinator: Stan Rosenberg, Vice President for Research and Scholarship, Council for Christian Colleges & Universities

Hispanic Serving Institutions (HSIs) Chief Academic, Chief Student Affairs, and Chief Diversity Officers will meet Monday, November 8, 7:30–8:30 a.m., for breakfast and discussion of current issues on their campus. All administrators at HSIs are invited.
Convener: Barbara Aranda-Naranjo, Chief Academic Officer and Provost, University of the Incarnate Word

Historically Black Colleges and Universities (HBCUs) Chief Academic, Chief Student Affairs, and Chief Diversity Officers will meet Monday, November 8, 7:30–8:30 a.m., for breakfast and discussion of current issues on their campus. All administrators at HBCUs are invited.
Convener: Yolanda Williams Page, Vice President for Academic Affairs, Dillard University

Lutheran College and University Chief Academic Officers will meet Friday, November 5, 6:00–8:00 p.m., for a reception, dinner and a program session.
Coordinator: Mark Wilhelm, Executive Director, Network of Colleges and Universities, Evangelical Lutheran Church in America

Marpeck Mennonite Chief Academic Officers will meet Saturday, November 6, 9:00 a.m.–4:00 p.m.
Coordinator: Brent Yoder, Vice President of Academics, Hesston College

Network of Evangelical Lutheran Church in America (ELCA) College and University Chief Academic Officers will meet Friday, November 5, 2:00–6:00 p.m.
Coordinator: Mark Wilhelm, Executive Director, Network of Colleges and Universities, Evangelical Lutheran Church in America
LOCAL ATTRACTIONS: LOUISVILLE, KENTUCKY

Additional information on local attractions is available at www.cic.edu/2021CAOInstitute.

Churchill Downs and the Kentucky Derby Museum

Churchill Downs is home to the world-famous Kentucky Derby. The 147-acre racetrack, which features a one-mile dirt oval racetrack and a seven-furlong turf race course, was designated a National Historical Landmark in 1986. Located on the grounds of Churchill Downs, the Kentucky Derby Museum is dedicated to preserving the history of the Kentucky Derby. The museum’s exhibits highlight the history of this great race, how many of its traditions came about, and the different stages of a race horse’s life, from birth through race day. The museum houses more than 20,000 items, including many that have been donated by jockeys and breeders since the museum opened in 1985.

Kentucky Museum of Art and Craft (KMAC)

The KMAC has one key tag line that explains what the museum is about: “Art is the Big Idea, and Craft is the Process.” The museum helps visitors begin to understand the relationship that art has with craft. Since the museum opened in 1981, it has built an interest among the local people in Kentucky’s rich craft heritage. The museum has moved and expanded over the years and now occupies a four-story building in downtown Louisville.

Photo courtesy of the Louisville Slugger Museum & Factory
Louisville Slugger Museum
The Louisville Slugger Museum and Factory is located along Museum Row in downtown Louisville. The museum shows off the Hillerich & Bradsby baseball bats that are known as the Louisville Slugger and includes a section on the production of bats. With 16,000 square feet of exhibition space, the museum showcases many historical bats, including the bat that Babe Ruth used when he hit his last home run with the New York Yankees. It also features hands-on exhibits where, for instance, visitors can experience what it would feel like to have a ball fly toward them at 90 mph.

Muhammad Ali Center
The Muhammad Ali Center is a multicultural center with an award-winning museum dedicated to the life and legacy of Muhammad Ali with a mission to preserve and share his legacy. Although most people are aware of Ali’s amazing exploits in the ring, not everybody is aware of his humanitarian service: Muhammad Ali was named a Messenger of Peace by the United Nations. More than a series of exhibitions, the Center offers diversity, equity, inclusion, and anti-racism workshops and other educational programs for children and adults.

Thomas Edison House
Thomas Edison House is a modest shotgun duplex property built in 1850 and located in historic Butchertown, the center of meat production in Louisville for over 200 years. Edison arrived in Louisville at the age of 19 to accept a job offer as a telegraph key operator from Western Union. Some of the interesting artifacts found at the Thomas Edison House include cylinder and disc phonographs as well as Edison Business Phonographs. An Edison Kinetoscope, the first home motion picture projector, is also on display in the museum.
The Galt House Hotel
140 North Fourth Street
Louisville, KY 40202
Phone: (502) 589-5200

All program sessions of the Institute for Chief Academic Officers with Chief Student Affairs and Chief Diversity Officers will be held at the Galt House Hotel.

Room Rate: $179 single/double per night (for Deluxe Rivue Tower rooms); $199 single/double per night (for Executive Suite Tower rooms)

Hotel Reservation Deadline: Friday, October 1, 2021

PLEASE NOTE: Hotel Reservation Procedure: Participants first need to register for the Institute. Upon paid Institute registration, participants will receive a confirmation email that includes detailed hotel booking instructions and a code to make a reservation at the Galt House at the CIC discounted rate.

The registration and hotel reservation deadline is Friday, October 1, 2021. Because hotel rooms may sell out before the deadline, participants are encouraged to register for the Institute and reserve their hotel rooms as soon as possible. Please note that hotel reservations made after the deadline can be accommodated only on a space-available basis and may be at a rate higher than the CIC rate.

The CIC hotel rate of $179 and $199 for single or double occupancy is available for rooms reserved for the period November 3–10, 2021, for participants who would like to extend their stay. Please be aware that rooms on the extended dates are limited and available on a first-come, first-served basis.

Executive Suite Tower rooms ($199) are all-suite style accommodations. The Executive Suite Tower is located above the Galt House Hotel main lobby. The Deluxe Rivue Tower rooms ($179) are standard hotel rooms and are connected to the Galt House lobby by a glass bridge and conservatory.

Louisville’s only waterfront hotel, the Galt House Hotel is located four blocks from Fourth Street Live and eight miles from the Louisville International Airport. The hotel also is just minutes from several Louisville attractions including the KFC Yum! Center, Louisville Slugger Museum and Factory, the Muhammad Ali Center, and Whiskey and Museum Rows. A family run hotel since 1835, the Galt House Hotel is the largest hotel in Kentucky, consisting of two towers. Connecting the towers on the third floor is the famous Conservatory, which features a café, a cocktail lounge, and a gathering area. The hotel offers seven restaurants and lounges including the newly refurbished rooftop Swizzle restaurant (formerly Rivue Restaurant and Lounge) with its spectacular views of downtown and the waterfront.
Transportation

(All rates below are as of July 2021.)

The Galt House Hotel is located approximately eight miles from Louisville Muhammad Ali International Airport (SDF). Transportation to the hotel is available from several providers.

Taxicabs and Rideshares

Taxicabs are available at the airport terminal traffic island on the left of the taxi stand. The estimated fare to the Galt House Hotel is $20 one way. Reservations are not required. The airport taxicab providers are:

- CityScoot—(502) 566-6384
- Green Cab—(502) 635-6400;
- Ready Cab—(502) 451-4114
- Taxi7—(502) 777-7777
- Yellow Cab—(502) 636-5511

Lyft and Uber are the only authorized ridesharing services available from the Louisville Airport. The Lyft and Uber pick-up area is located on the lower level, east side of the terminal on the inner curb.

Hotel Parking

Self-parking for conference participants at the Galt House Hotel is $22 per day. Valet parking is currently suspended due to COVID-19.

General Information

Spouses and Partners

Spouses and partners of participants are invited to register for the Institute. Registration, at a separate fee level, includes the Welcome Reception and Dinner, all plenary sessions, and the All-Institute Reception on Monday evening. Additional opportunities include breakfast discussions and concurrent sessions related to campus life.

Dress Guidelines

Business casual wear is appropriate throughout the Institute. Business attire is suggested only for the opening Keynote Address and the Welcome Reception and Dinner on Saturday.

CHIEF ACADEMIC AFFAIRS AND CHIEF STUDENT AFFAIRS OFFICERS TASK FORCE

as of July 31, 2021

The program of the 2021 Institute for Chief Academic Officers, with Chief Student Affairs and Chief Diversity Officers, is being planned with the assistance of CIC’s Chief Academic Affairs and Chief Student Affairs Officers Task Force:

- Christon Arthur, Provost, Andrews University
- Roland N. Bullard, Vice President for Student Success, Dillard University
- Leanna Fenneberg, Vice President for Student Affairs, Rider University
- Jeffrey A. Frick, Provost and Vice President for Academic Affairs and Dean of the College, Washington & Jefferson College
- Kerry D. Fulcher, Provost and Chief Academic Officer, Point Loma Nazarene University
- Lisa Long, Provost and Vice President for Academic Affairs, Talladega College
- Michael W. Markowitz, Provost and Vice President for Academic Affairs, Holy Family University
- J. Andrew Prall, Vice President for Academic Affairs, Aurora University (Chair)
- Michael J. Sosulski, Provost, Wofford College
- JoNes R. VanHecke, Vice President for Student Life and Dean of Students, Gustavus Adolphus College
- Lori Werth, Provost, University of Pikeville
- Renée T. White, Provost, Wheaton College

ASSOCIATION REPRESENTATIVES

- James Stascavage, Senior Director of Leadership and Senior Student Affairs Officers Initiatives, NASPA—Student Affairs Administrators in Higher Education
- Kathy Whatley, Senior Advisor for Academic Programs, Council of Independent Colleges
- Michelle Friedman, Senior Director of Programs, Council of Independent Colleges
Registration and Payment

Please register for the Institute online at www.cic.edu/2021CAOInstitute.

You may pay for the Institute by:

1. Credit card payment online; or
2. Mailing a check payable to “Council of Independent Colleges,” with memo indication for the CAO Institute and a printout of your registration information, to:

**CAO Institute**
Council of Independent Colleges  
One Dupont Circle, NW, Suite 320  
Washington, DC 20036-1142

Confirmation of your registration will be sent by email upon receipt of payment. If you do not receive confirmation within ten days, please inquire.

To ensure timely preparation of accurate and complete conference materials, please register for the Institute by **October 1, 2021**. The deadline for the early-bird registration rate is **September 3, 2021**.

CIC Conference Registration and Cancellation Policies

Please note that CIC requires full payment by check or credit card at the time of registration, and registration confirmation will be sent only upon receipt of payment.

Refunds of the registration fee (less a $50 processing fee) will be given for cancellations received, in writing (including email), no later than October 1, 2021. Refund requests received between October 2 and October 23 will incur a charge equal to 25 percent of the total registration fee. **No refunds will be issued after October 23, 2021.** All refunds will be issued after the Institute. Please send cancellation requests to the attention of Tabitha Truscott, CIC conference and program manager, at ttruscott@cic.nche.edu.
## Registration Fees

(includes Welcome Reception and Dinner, All-Institute Reception, and all breakfasts)

<table>
<thead>
<tr>
<th>Role</th>
<th>Early Rate (By Sept. 3)</th>
<th>Regular Rate (After Sept. 3)</th>
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<tr>
<td>Chief Academic Officer of a CIC Member Institution</td>
<td>$665</td>
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<td>Chief Student Affairs Officer of a CIC Member Institution</td>
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<td>Other Academic Administrator of a CIC Member Institution</td>
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<td>Non-Member Spouse</td>
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### Special Events

- Welcome Reception and Dinner (guest only): November 6  
  - Early Rate: $150  
  - Regular Rate: $150
- Workshop for CAOs in Their Third or Fourth Year: November 6  
  - Early Rate: $75  
  - Regular Rate: $100
- Workshop for New CAOs: November 6  
  - Early Rate: $75  
  - Regular Rate: $100
- Luncheon for Women Administrators: November 7  
  - Early Rate: $65  
  - Regular Rate: $80
- Workshops: November 8  
  - Dispute Resolution for Administrators  
  - How to Design a Campus Diversity Education Plan  
  - Leveraging Technology for Student Success  
  - The Future of Work in Higher Education  
  - No fee, but pre-registration required
Register by September 3 to receive the early-bird discount!

www.cic.edu/2021CAOInstitute