Recovery Reckoning Reinvention

JANUARY 4–7, 2022
JW MARRIOTT MARCO ISLAND • MARCO ISLAND, FL
www.cic.edu/2022PresidentsInstitute

New Presidents Program: January 3–4
(Including Spouses and Partners of New Presidents Program)
Presidents Governance Academy: January 3–4
Presidential Spouses and Partners Program: January 4–7
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In response to the crises of the last year—including a global pandemic and economic collapse—campus leaders swiftly implemented numerous changes and innovations to safeguard their institutions against immediate threats.

Which of these approaches will become essential building blocks for a strong and sustainable future? And which were necessary responses at a moment in time, but can now be set aside? For example, do the pragmatic, streamlined approaches to decision-making necessary in a time of crisis suggest future models of more nimble institutional governance, or should former and more deliberative models be restored? Are virtual learning and remote work keys to a healthy future for independent colleges and universities, or should institutions now double down on the value of in-person, campus-based education? Or are these in fact not either-or questions, but both-and propositions?

Colleges and universities also face the need for profound racial reckoning, fueled by repeated and outrageous incidents of police brutality and by increasing social and economic inequity. Presidents have wrestled with how to respond to student protests and demands; address legacies of slavery and racism on campus and in their surrounding communities; make campus personnel more representative of the student population; and rename buildings and programs or remove monuments. What have presidents learned from addressing these pressing concerns? What do presidents need in order to lead their institutions toward greater justice, equity, and inclusion? And how can independent higher education become a more influential voice for greater social justice across American society?

Yet another set of questions arises from changes in public attitudes toward higher education during the past year. Does rampant skepticism about the durability of American democracy undermine colleges’ efforts to reckon with inequities and prepare students for engaged citizenship? How can the erosion of trust in institutions and in the very concepts of fact, evidence, and science be reversed? What does it mean when presidents find themselves at odds politically or intellectually with those among their trustees, alumni, and in their surrounding communities and political leadership? Of course, these urgent questions arise in the context of ongoing pressures resulting from demographic shifts, changing workforce dynamics, and enrollment pressures. Wise, courageous, and effective presidential leadership has never been more important.

Under the theme “Recovery, Reckoning, Reinvention,” presidents of independent colleges and universities will come together January 4–7, 2022, for the Council of Independent Colleges’ 2022 Presidents Institute. The Institute—the largest annual meeting of college and university presidents in the country—will provide a forum for candid discussion of mutual concerns, opportunities to hear from experts, and time to network with colleagues who face similar opportunities and challenges. Daily plenary sessions will set a larger context for presidential leadership by drawing on the insights of distinguished experts and experienced colleagues. Concurrent sessions, most led by other presidents, will address practical aspects of leading independent colleges and universities.
Optional workshops will provide hands-on opportunities to tackle strategic issues in greater depth. Meetings of affinity groups and organizations and roundtable discussions will afford informal settings for frank conversation. Refreshment breaks and daily receptions will offer occasions to network, renew friendships, and make new connections. And sponsoring firms will make available industry-leading expertise and provide generous financial backing to underwrite Institute costs.

Spouses and partners are welcome and invited to join in a parallel program dedicated to exploring their roles (January 4–7). On January 3–4, CIC will offer both the New Presidents Program, with its parallel program for spouses and partners of new presidents, and the Presidents Governance Academy, to address president-board relations.

The most up-to-date program information and registration materials are available at www.cic.edu/2022PresidentsInstitute.
Preliminary Schedule

MONDAY, JANUARY 3

7:45 a.m.–8:30 p.m.  New Presidents Program
Including Spouses and Partners of New Presidents Program
Presidents Governance Academy

TUESDAY, JANUARY 4

7:00 a.m.–3:15 p.m.  New Presidents Program
Including Spouses and Partners of New Presidents Program

7:30 a.m.–2:00 p.m.  Presidents Governance Academy

7:45 a.m.–3:00 p.m.  CIC Board of Directors Meeting

3:30–4:30 p.m.  Meetings of Affinity Groups

3:45–4:30 p.m.  Presidential Spouses and Partners Task Force Meeting

PRESIDENTS INSTITUTE BEGINS

5:00–6:30 p.m.  Welcome and Keynote Address: Jelani Cobb

6:30–8:30 p.m.  Welcoming Dinner

WEDNESDAY, JANUARY 5

7:45–8:45 a.m.  Breakfast and Roundtable Discussions

9:00–10:15 a.m.  Plenary Session: Richard J. Light

10:45–11:45 a.m.  Concurrent Sessions

11:00 a.m.–1:00 p.m.  Welcome, Address, and Luncheon for Presidential Spouses and Partners

Noon–1:00 p.m.  Boxed Lunches and Networking
Meeting of CIC Online Course Sharing Consortium Members
Meetings of CIC State Council Member Organizations

1:15–2:15 p.m.  Concurrent Sessions
Sessions for Presidential Spouses and Partners

2:30–3:30 p.m.  A Conversation with the New President of CIC: Marjorie Hass

3:45–5:30 p.m.  Meetings of Affinity Groups
**WEDNESDAY, JANUARY 5 CONTINUED**

5:30–6:15 p.m. All-Institute Reception
6:15 p.m. Dinner on Your Own
Meetings of Affinity Groups

**THURSDAY, JANUARY 6**

7:45–8:45 a.m. Breakfast and Roundtable Discussions
9:00–10:15 a.m. Plenary Session: Thasunda Brown Duckett
10:45–11:45 a.m. Concurrent Sessions
Sessions for Presidential Spouses and Partners

Noon–1:00 p.m. Boxed Lunches and Networking
Meetings of Affinity Groups
Executive Officers of CIC State Council Members Meeting

1:15–2:15 p.m. Roundtable Discussions
1:15–4:15 p.m. Networking Sessions and Reception for Presidential Spouses and Partners
2:30–4:30 p.m. Workshop: Becoming Antiracist Leaders of Antiracist Colleges and Universities
Workshop: Design for Equity in Higher Education
Workshop: No Margin, No Mission: Presidential Strategies for Performance and Financial Health

4:15–5:15 p.m. Presidential Spouses and Partners Task Force Meeting
4:30–5:30 p.m. Meetings of Affinity Groups
6:15–8:30 p.m. A Celebration of Independent Higher Education

**FRIDAY, JANUARY 7**

7:30–8:30 a.m. Breakfast
CIC Annual Business Meeting

8:45–9:45 a.m. Concurrent Sessions
Sessions for Presidential Spouses and Partners

10:00–11:30 a.m. Closing Plenary Session: Debbie Cottrell, Isiaah Crawford, and Charles W. Pollard

**PRESIDENTS INSTITUTE ENDS**

Noon Meetings of Affinity Groups
Featured Speakers

KEYNOTE ADDRESS

Tuesday, January 4, 5:00–6:30 p.m.

The Half-Life of Freedom: Race and Justice in America Today

Faced with ongoing calls for racial justice; protests against police brutality; persistent inequality in employment, housing, and education; and institutional reckoning with racism and the legacies of slavery, presidents of independent colleges and universities must lead with moral courage, sensitivity, and understanding. Despite our “independence,” private colleges are not immune from the pressures and threats of the culture wars: We too confront questions about teaching critical race theory; efforts to rename colleges, buildings, and programs; and invitations to controversial campus speakers. The Institute’s keynote address will provide reflections on and analyses of the complex dynamics of race and racism in America and their impact on higher education. Distinguished professor and award-winning journalist Jelani Cobb has been described as combining the “rigor and depth of a professional historian with the alertness of a reporter, the liberal passion of an engaged public intellectual, and the literary flair of a fine writer.” He will inspire presidents to work, tirelessly, toward achieving an ongoing dream of equity and genuine democracy. Cobb will explain how the levers of justice are in our hands and can be used to motivate campus and civil authorities to take greater strides toward racial justice and equality. And he will remind us that the only obstacle holding us back is the comforting illusion that we’ve already achieved our goals.

Jelani Cobb is a staff writer at the New Yorker, to which he has been contributing since 2012. In 2015, he won the Sidney Hillman Prize for Opinion and Analysis Journalism for his columns on race, the police, and injustice. In addition, he is the Ira A. Lipman Professor of Journalism at Columbia University, joining the faculty in 2016. Previously, Cobb was associate professor of history and director of the Africana Studies Institute at the University of Connecticut, where he specialized in post-Civil War African American history, 20th-century American politics, and the history of the Cold War. Earlier, he taught at Rutgers University and at Spelman College. He is a recipient of fellowships from the Fulbright and Ford Foundations. Cobb is the author of Substance of Hope: Barack Obama and the Paradox of Progress (2010), To the Break of Dawn: A Freestyle on the Hip Hop Aesthetic (2007), and The Devil & Dave Chappelle and Other Essays (2007). He recently edited and wrote a new introduction for the Kerner Commission—a historic study of American racism and police violence—contextualizing it for a new generation. Cobb is the recipient of the Walter Bernstein Award from the Writer’s Guild of America for his investigative series Policing the Police, which aired on PBS Frontline. Another recent Frontline documentary, Whose Vote Counts, explores allegations of voter disenfranchisement and fraud in the 2020 election. Cobb earned his undergraduate degree from Howard University and a PhD in American history from Rutgers University.
Becoming a Great College: Affordable Strategies Presidents Can Employ

America has hundreds of good colleges. But what differentiates a great college from a good one? And, perhaps more importantly, what cost-effective strategies can a president employ to help an institution be transformed into a great college? Even with severe disruptions such as the COVID-19 pandemic, presidents of independent colleges strive to embed a “culture for sustained improvement” into the fabric of their campuses. Yet with constrained budgets, strained staffing, and mounting external challenges, instituting change can seem daunting. A renowned expert on improving educational quality and institutional effectiveness, Richard Light, will describe a range of low- or no-cost initiatives presidents can undertake to enhance student life and learning and move the needle from a good to a great college. Based on interviews with presidents, deans, and others across hundreds of colleges and universities, Light and coauthor Allison Jegla have distilled cost-effective approaches to build a culture of innovation on campus, improve learning outcomes through experimentation, help students from under-resourced high schools succeed in college, and attract students who may not be considering colleges far from their home communities. Light will recommend concrete ways to facilitate constructive interactions among students from different backgrounds, create opportunities for lifelong learning and engagement, and inspire students to think globally. These actionable suggestions can have a positive impact on college life regardless of whether the campus is urban or rural, wealthy or not, large or small.

Richard J. Light is the Carl H. Pforzheimer Professor of Teaching and Learning in the Harvard University Graduate School of Education and coauthor (with Allison Jegla) of Becoming Great Universities: Small Steps for Sustained Excellence (Princeton University Press, forthcoming February 2022). He created the Harvard Assessment Seminars, a consortium of leaders from 25 colleges and universities with the common goal of supporting research on college effectiveness. His efforts include the Forum for Excellence and Innovation in Higher Education and collaborations to enhance the experiences of first-generation college students. Light is the author of Making the Most of College: Students Speak Their Minds (2001), which won the Virginia and Warren Stone Prize for outstanding books on education and society. He is the coauthor (with Judith Singer and John Willett) of By Design: Planning Research on Higher Education (1990) and (with David Pillemer) of Summing Up: The Science of Reviewing Research (1984). Light is a fellow of the American Academy of Arts and Sciences and of the National Academy of Education. He has chaired the Panel on Youth for the National Academy of Sciences, served as the first elected president of the American Evaluation Association, and served as a member of the boards of the U.S. Government Accountability Office and the Fund for the Improvement of Postsecondary Education. He was awarded the Paul F. Lazarsfeld Award by the American Sociological Society. Light holds a PhD in statistics from Harvard.
FEATURED SPEAKERS

SPECIAL SESSION

Wednesday, January 5, 2:30–3:30 p.m.

A Conversation with the New President of CIC

Join a conversation with Marjorie Hass, the new president of CIC. Hear her vision for CIC and her aspirations for independent higher education. Share your own insights about the most pressing issues member institutions and their leaders face and discuss how CIC programming might respond to those needs.

Marjorie Hass became president of the Council of Independent Colleges in July 2021, after years of strengthening independent higher education in various leadership roles. From 2017 until her appointment to the CIC presidency, Hass served as president of Rhodes College. During that time, she expanded the college’s engagement with the city of Memphis, enhanced inclusive excellence, and led a comprehensive and inclusive strategic planning process, positioning the college for success in the next decade. Previously, Hass served for eight years as president of Austin College, where she defined a strong vision for the college’s future, pairing academic excellence with a commitment to educational access for talented students regardless of financial background, along with a strategic approach to securing the resources needed to achieve that vision. Earlier, she spent more than 16 years as a member of the philosophy faculty and subsequently as provost at Muhlenberg College. Hass was a member of the CIC Board of Directors from 2012 to 2016, serving as vice chair for resource development on the Executive Committee from 2014 to 2016. She also has been active in the leadership of other prominent higher education associations, serving as a board member of the Association of American Colleges & Universities and as former chair of the board of the National Association of Independent Colleges and Universities. She is the author of A Leadership Guide for Women in Higher Education (Johns Hopkins University Press, August 2021). Hass earned bachelor’s, master’s, and doctoral degrees in philosophy from the University of Illinois at Urbana-Champaign. She has published widely on the philosophy of language, logic, and feminist philosophy and is an award-winning teacher.

Moderator: Michael C. Maxey, President, Roanoke College, and Vice Chair for Programs, CIC Board of Directors
The View from TIAA: What College Presidents Can Expect Near-Term

TIAA has been the leader in serving the financial needs of people in academic, cultural, and other nonprofit fields for over a century and has shown a steadfast commitment to the welfare of people and institutions in independent higher education. How does this leading firm view present and near-term economic conditions? Which trends are likely to have the greatest effect on higher education and the broader economy? What conditions might presidents and boards plan to guard their institutions against and what opportunities might they be poised to seize? From the point of view of a leading corporate friend of higher education, newly-appointed TIAA CEO Thasunda Brown Duckett will offer fresh insights on the opportunities and challenges of this moment for higher education and their implications for the near future.

Thasunda Brown Duckett is president and chief executive officer of TIAA, a Fortune 100 provider of secure retirements and outcome-focused investment solutions to millions of people working in higher education, health care, and other mission-driven organizations. She is one of two Black women currently leading a Fortune 500 firm, and just the fourth Black woman in history to serve as a Fortune 500 CEO. As TIAA’s CEO, Duckett leads a company whose mission is defined by financial inclusion and opportunity—goals and values she has upheld throughout her career. Duckett joined TIAA after serving as chief executive officer of Chase Consumer Banking, where she oversaw a banking network with more than $600 billion in deposits and 50,000 employees. Previously, she was the CEO of Chase Auto Finance, one of the leading U.S. providers of auto financing, and national retail sales executive for Chase Mortgage Banking, where she managed 4,000 mortgage bankers. Earlier in her career, Duckett was director of emerging markets at Fannie Mae, where she led the implementation of national strategies designed to increase homeownership among Black and Hispanic Americans. She serves on the boards of NIKE, Inc., Robert F. Kennedy Human Rights, Sesame Workshop, National Medal of Honor Museum, and Economic Club of New York, as well as the University of Houston Board of Visitors and the Dean’s Advisory Board for Baylor University’s Hankamer School of Business. In addition, she is a member of the Executive Leadership Council, Delta Sigma Theta Sorority Inc., and Jack and Jill of America Inc. Duckett founded the Rosie and Otis Brown Foundation, in honor of her parents, to recognize and reward people who use ordinary means to empower and uplift their community in extraordinary ways. She holds a bachelor’s degree in finance and marketing from the University of Houston and an MBA from Baylor University.
CLOSING PLENARY SESSION

Friday, January 7, 10:00–11:30 a.m.

The Future of the Independent College Presidency

Independent colleges and universities are experiencing the impact of many rapidly evolving pressures, including those created by continued effects of the pandemic, ongoing pressures on enrollments and finances, a polarized public under siege amidst culture wars, and repeated incidents of racial injustice and increasing social inequality. These forces are affecting the presidency as well. But the presidency was undergoing change well before 2020—changes in governance, external threats, public perceptions about private colleges, crisis management, presidential communications, and the ways presidents spend their time, to name a few. Which of these changes are likely to be lasting? How might they affect the president’s approach to the work going forward? What is the impact on presidents’ energy and capacity to undertake this leadership role for an extended period? What new or underutilized skills are needed, and what might these competencies suggest for the future preparation of presidents? A panel of CIC presidents will engage in a discussion of these and other questions as they reflect on the future of the independent college presidency.

Debbie Cottrell became the 16th president of Texas Lutheran University in 2019. Prior to assuming the presidency, she served as vice president for academic affairs for seven years. Previously, Cottrell served as provost of William Peace University, where she led academic affairs, enrollment, and student life. She also was associate dean of the faculty and director of graduate programs at Smith College. Cottrell began her career in higher education at Cottey College, where she taught history and government and served as assistant dean of the faculty. Prior to attending graduate school, Cottrell taught middle school and worked as an editor at the Texas Historical Commission. She is the author of a biography of Annie Webb Blanton, an educator who became the first woman in Texas elected to statewide office, which received the Liz Carpenter Award from the Texas State Historical Association. She serves on the executive advisory committee for the Handbook of Texas Women. Cottrell was the recipient of CIC’s Chief Academic Officer of the Year Award in 2017 and is a facilitator in CIC’s Presidential Vocation and Institutional Mission program. A first-generation college student, she holds a bachelor’s degree from Baylor University and a master’s and PhD in history from the University of Texas at Austin.

Isiaah Crawford became president of the University of Puget Sound in Washington in 2016. As president, he has promoted curricular innovation, which has led to the development of an array of new degree programs, including a master of public health; increased access for all students to high-impact experiential learning; expanded community engagement to include offering a bachelor of arts degree to the residents of the Washington Corrections Center for Women; and created a vice president for institutional equity and diversity position to support the university’s commitment to becoming a fully inclusive and welcoming community. From 2008 until his presidency at Puget Sound, Crawford served as provost and chief academic officer of Seattle University. Earlier, he was dean of the College of Arts and Sciences at Loyola University Chicago (2003–2008), where he joined the faculty of...
the department of psychology in 1987. Crawford’s program of research has focused on health promotion, human sexuality, and training mental health professionals. Crawford serves on the boards of the Annapolis Group, Independent Colleges of Washington, and the Northwest Conference. He is chair of the board of directors of the National Association of Independent Colleges and Universities. Crawford earned his bachelor’s degree from St. Louis University and master’s and doctoral degrees in clinical psychology from DePaul University.

**Charles W. “Chip” Pollard** has been the president of John Brown University (JBU) in Arkansas since 2004. During his time at JBU, the university has been blessed to receive more than $290 million in gifts, to expand its endowment from $50 million to over $165 million, and to complete 17 major building projects. JBU also has initiated new academic programs in play therapy, nursing, computer science, and data analytics, and has seen its enrollment increase to over 1,900 students. JBU has been named seven years in a row by the *Chronicle of Higher Education* to its Honor Role in the “Great Colleges to Work For” survey (2015–2021). Pollard teaches regularly in the undergraduate program and speaks frequently in chapel and other venues. Before coming to JBU, he taught English literature at Calvin College for seven years and practiced law at Latham & Watkins for three years. He is the author of two books, *May It Always Be True: Educating Students in Faith* (2011) and *New World Modernisms* (2005). Pollard has been a member of the board of the Council for Christian Colleges & Universities since 2009, serving as chair from 2013–2018. He also serves on the board of Wheaton College (IL), his alma mater. He is a member of the CIC Board of Directors. Pollard holds a bachelor’s degree in English from Wheaton College, a law degree from Harvard Law School, a master’s degree in English from Oxford University, and a PhD in English from the University of Virginia.
Concurrent Sessions
(as of September 1, 2021)

As additional speakers and sessions are confirmed, information will be added to the CIC Presidents Institute website at www.cic.edu/2022PresidentsInstitute.

Alternatives to Merger: New Models for Sustainability and Growth

Increasingly, independent colleges and universities are exploring new models of collaboration that build on complementary strengths of partner organizations while preserving institutional charters and identities to create opportunities for long-term sustainability and growth. These so-called “mutual growth federations” can include partnerships, consortial arrangements, affiliation agreements, or alliances. Such collaborations can provide a wide range of shared services that result in economies of scale; new academic courses and joint degree programs designed to increase overall enrollments; and new organizational structures designed to increase efficiency and improve the quality of services. Those who have ventured into such arrangements will describe the models adopted, the pros and cons of various approaches, and lessons learned (and still being learned) in the process.

Michelle E. Majewski, President, Marian University (WI)
William C. Nelsen, Registry Alternative Futures Leader and Former Interim President, Episcopal Divinity School
Christine Plunkett, President, Iowa Wesleyan University

Bold Fundraising Goals and Strategies to Achieve Them

Independent colleges and universities seem to constantly be in campaign mode these days. Yet a few institutions have made headlines with especially ambitious—even bold—fundraising goals. In a time of constrained resources when there is increased competition for philanthropic support, why does it make sense to set sights so high? What are the pros—and the cons—of bold goals? What pieces need to be in place to make these ambitious undertakings realistic? What is required for the president to lead a high-achieving campaign?

Mathew B. Johnson, President, Albion College
Matthew A. Scogin, President, Hope College
**Campus Strategies for Responding to Climate Change**

While debates rage over federal, state, and local efforts in support of climate change initiatives, many colleges and universities are forging ahead with their own environmental commitments. The Presidents’ Climate Leadership Commitments provide frameworks to advance campus climate action. Although each institution determines its own goals and actions, presenters will describe key steps needed to fulfill the intention of the commitments. Participants will have the opportunity to discuss with colleagues ways to address climate change both locally and globally through direct campus action, in the curriculum, and in various stages of adoption.

*David Finegold*, President, Chatham University  
*Hilary L. Link*, President, Allegheny College  
*Scott D. Miller*, President, Virginia Wesleyan University

**Essential Metrics for Program Efficiency and Effectiveness — And How to Use Them**

Presidents need a clear understanding of which programs are cost effective and successful in order to make strategic decisions about academic offerings and deployment of personnel and resources. What metrics do presidents need to monitor? How can they use margin analysis and benchmarking tools to monitor program performance and inform planning and decision-making? How can presidents promote a culture of evidence-based decisions across the campus?

*Bethami A. Dobkin*, President, Westminster College (UT)  
*Michael Le Roy*, President, Calvin University  
*Michael Williams*, Former President, The Austen Group

**Evidence for Successful Liberal Arts Outcomes**

Amidst growing skepticism about the value of a college degree, especially one in the liberal arts, a timely new study provides empirical evidence to counter critics and reassure doubtful students and their parents. Results based on 1,000 interviews of college graduates offer compelling evidence that a liberal arts education has a lasting impact on success, leadership, altruism, learning, and fulfillment over a lifetime. Learn about the important findings of this study and how they can be useful to presidents as they make the case for the value of the education their institutions offer.

*Jorge G. Gonzalez*, President, Kalamazoo College
CONCURRENT SESSIONS

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 questions on such issues as employment law, academic freedom, student mental health, demands for—and opposition to—social justice, mandates imposed—or prohibited—by state and local governments, understanding and complying with new regulations arising from the current administration, and the threat of litigation on many fronts.

Susan Llewellyn Deniker, Attorney and Labor and Employment Department Chair, Steptoe & Johnson PLLC
Jim Newberry, Attorney and Higher Education Practice Team Chair, Steptoe & Johnson PLLC

Mitigating Cybersecurity Risk: Prevention and Recovery
Cybersecurity attacks and ransomware incidents are on the rise in higher education, with the FBI recently warning colleges and universities to take steps to protect one of their most important assets: data. Learn about concrete steps institutions can take to protect their data, including training and awareness, critical business processes, and recovery plans. Consider the president’s role in planning and execution, especially in response to ransomware attacks and security breaches.

Will Laney, Chief Information Security Officer, Ellucian
Michael C. Maxey, President, Roanoke College
Carmen J. Walters, President, Tougaloo College

New Standards for Fundraising Reporting: Why Presidents Need to Know
In an era when educational institutions are increasingly under the microscope, it is vitally important to have unambiguous standards and guidelines for fundraising reporting. The Council for Advancement and Support of Education (CASE) recently published revised Global Reporting Standards that take effect on July 1, 2022. Presidents need to be aware of these standards to inform strategic decisions and ensure their institutions are upholding transparent and ethical standards in this critical work. Presenters familiar with these new guidelines will provide clear guidance of what philanthropic campaigns should and should not count, ensuring equivalence when setting fundraising goals and comparing achievements with those of other institutions.

Barbara K. Altmann, President, Franklin & Marshall College
Sue Cunningham, President and CEO, Council for Advancement and Support of Education
Matthew K. Eynon, Vice President for College Advancement, Franklin & Marshall College, and Co-Chair, CASE Reporting Standards and Management Guidelines Working Group
Preparing for the Coming Demographic Shift

The coming decade promises profound demographic change, including significant nationwide reductions in the overall number of college-bound students and a marked shift toward first-generation, low-income, and other traditionally underrepresented populations. This session will offer a detailed examination of these phenomena and their implications for independent colleges and universities. Several presidents will describe their strategies to position their institutions for ongoing success in light of the coming demographic shift.

Marc M. Camille, President, Albertus Magnus College
Madeleine Rhyneer, Vice President of Consulting Services and Dean of Enrollment Management, EAB

Presidents “Open Mic”

This forum is an opportunity for presidents to raise important topics and questions, including confidential and sensitive 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 presidents’ professional and personal lives. Guidance will be offered from other participating presidents.

Andrea E. Chapdelaine, President, Hood College

Shared Governance: Rebuilding Trust and Important Relationships

The past year-and-a-half has out of necessity required many colleges and universities to use existing decision-making processes efficiently in order to be more nimble and flexible. Changes have included working with the faculty to adjust academic policies and curricular offerings. These circumstances have in some instances placed strains on long-standing approaches to shared governance. How did presidents leverage important relationships between the faculty and the board to build trust among the faculty and achieve success? Now with the ability to apply lessons learned from the pandemic, what steps can presidents take to continue to engage the faculty—as well as the staff—in finding constructive solutions to pressing problems, without getting bogged down in battles over process? What insights were gained about how shared governance can be used when agility and responsiveness are imperative for success? Presidents who have wrestled successfully with these issues will offer guidance and invite conversation about alternate approaches.

Steven R. DiSalvo, President, Endicott College
Richanne C. Mankey, President, Defiance College
Elizabeth J. Stroble, Chancellor, Webster University
Strategies for Diversity and Inclusion at Predominantly White Institutions

Issues of diversity, equity, and inclusion have taken on greater urgency on college campuses, especially at predominantly white institutions. Presidents have a critical part to play in helping to educate and empower their students about matters of diversity as well as to help their institutions develop more equitable and inclusive policies and practices. What are effective strategies on campuses where diversity is limited among the student body or among the faculty and staff? What approaches can support students of color and other underrepresented students when they are in the minority? What is the president’s role in promoting a healthy, vibrant learning environment for all students? Presidential colleagues will offer insights from their experience with these issues.

Carmen Twillie Ambar, President, Oberlin College
Rhett Brown, President, Wingate University
William J. Craft, President, Concordia College (MN)

The Financial and Strategic Outlook for Private Colleges

How do financial analysts view the future of independent colleges and universities? Pressures persist to reduce costs, develop alternative sources of revenue, eliminate under-enrolled programs, collaborate, and consider new business models. How can a college president navigate the institution through this period of change? An industry expert will review the financial outlook for private colleges and universities for 2022 and outline issues expected to be prominent for higher education management in the near future.

Susan I. Fitzgerald, Associate Managing Director, Global Higher Education and Nonprofits, Public Finance, Moody’s Investors Service

What’s New in Title IX: A President’s Guide to Ensuring Compliance and Avoiding Pitfalls

Title IX regulations and enforcement are changing. Litigation is on the rise as are appeals of existing rulings. What do presidents need to know about the current state of Title IX regulations and advisable practices? What is the president’s role in ensuring compliance? How can a president assure fairness while avoiding common pitfalls in addressing sex discrimination in many forms—from inequities in intercollegiate athletics to sexual harassment and sexual assault?

Peter F. Lake, Professor of Law, Charles A. Dana Chair, and Director, Center for Excellence in Higher Education Law and Policy, Stetson University, and Senior Higher Education Attorney, Steptoe & Johnson PLLC
Workshops

Please note that advance registration by presidents is required for all optional workshops, as space is limited. Presidential spouses and partners may register on a space-available basis. A workshop fee of $50 covers program, materials, refreshments, and other workshop costs.

Thursday, January 6, 2:30–4:30 p.m.

**Becoming Antiracist Leaders of Antiracist Colleges and Universities**

In this cultural moment of renewed and necessary focus on racism and social justice, presidents of independent colleges and universities have a particular opportunity—and perhaps obligation—to lead their institutions to become more inclusive, equitable, and actively engaged in addressing racism. To be effective, campus initiatives need to address individual mindsets, biases, and actions as well as systemic and structural policies and practices that threaten equitable opportunities and outcomes within our institutions. In addition, to be effective as leaders, presidents need to personally engage in the hard work of inclusive excellence and commit to being antiracist in all aspects of their lives. Presidents leading the workshop will offer insights from their own experiences as leaders who have wrestled with these challenging issues, describing lessons learned in the process, and inviting workshop participants to take steps forward in their own antiracist presidential leadership.

*Reuben E. Brigety II*, Vice-Chancellor and President, Sewanee: The University of the South  
*Grant H. Cornwell*, President, Rollins College  
*Mary Dana Hinton*, President, Hollins University
Thursday, January 6, 2:30–4:30 p.m. (continued)

**Design for Equity in Higher Education: An Adapted Design Thinking Model for Presidents**

Independent colleges face numerous challenges—changing student demographics, gaps in student success, technology integration, financial constraints, and reckoning with inequity and injustice—that call on presidents to lead change in organizational policies and practices for the enterprise to be successful. This workshop will introduce the Design for Equity in Higher Education (DEHE) model, which adapts design thinking for use in higher education to facilitate equity-minded change. This adaptation addresses issues of identity, power, and values and incorporates an understanding of the organizational context and competing interests of key stakeholders. The DEHE framework will be discussed in detail, and institutional case studies will provide examples of the successes and challenges faced by campus design teams, including from the perspective of a college president who has engaged design thinking for the past several years. Participants will then engage collaboratively in a design for equity activity, getting hands-on practice using DEHE to design innovative and equity-building solutions.

**KC Culver**, Senior Postdoctoral Research Associate, Pullias Center for Higher Education, Rossier School of Education, University of Southern California

**Jordan Harper**, Research Assistant, Pullias Center for Higher Education, Rossier School of Education, University of Southern California

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

**No Margin, No Mission: Presidential Strategies for Performance and Financial Health**

A study conducted by the New American Colleges and Universities (NACU) with support from the TIAA Institute identified a common set of strategies leading to financial sustainability of independent colleges and universities. The path to strong financial health was found to be connected to a relentless command-and-control approach to fiscal and budget management that ensures institutions trim unnecessary expenses while investing in revenue-producing programs that align with mission and market demand. Workshop participants will be introduced to the benchmark dashboards and metrics, ROI formula developed, and higher-level leadership qualities and strategies found in the research. In addition, small group discussions will address specific findings in the study, including metrics to create efficiencies; culture of performance on campus (which does not happen overnight); unpopular decisions by the president; and market-driven program expansion. This will be a highly interactive session and will include room for ample Q&A with participants.

**Sean Creighton**, President, New American Colleges and Universities

**Christopher Hopey**, President, Merrimack College

**Devorah Lieberman**, President, University of La Verne

**Daniel G. Lugo**, President, Queens University of Charlotte

**Fayneese Miller**, President, Hamline University
Roundtable Discussions

Wednesday, January 5, 7:45–8:45 a.m.
Thursday, January 6, 7:45–8:45 a.m.
Thursday, January 6, 1:15–2:15 p.m.

The 2022 Presidents Institute program will include many small "roundtable discussion" sessions that allow presidents to share insights into what works—and what doesn’t—in their own experience and circumstances. These highly interactive sessions, many led by presidents themselves, will give presidents the opportunity to meet peers who share similar professional interests and to benefit from lively and informal collegial exchange.

Propose a Discussion Session

To ensure discussion session topics reflect the interests of presidents, CIC invites presidents who are passionate about a topic or who have genuinely open questions about a fast-breaking campus development to offer to moderate a Roundtable Discussion session. To propose such a session, please provide a suggested title and description, along with the optional name of a colleague who might help lead the conversation with you, by completing an online form at http://www.cic.edu/PI-Discussion.

Questions about Roundtable Discussions may be directed to Harold V. Hartley III, CIC senior vice president, at hhartley@cis.nche.edu.
Additional Program Features

Additional program features will be added to the CIC Presidents Institute website as they are confirmed. Please note that fees for these special events are included in the Presidents Institute registration. For the latest information, please visit www.cic.edu/2022PresidentsInstitute.

Tuesday, January 4, 6:30–8:30 p.m.

Welcoming Dinner

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

Wednesday, January 5, 5:30–6:15 p.m.

All-Institute Reception

This is an opportunity—between afternoon workshops and dinner—to connect informally with colleagues. All Institute participants as well as family members and guests are welcome.

Thursday, January 6, 6:15–8:30 p.m.

A Celebration of Independent Higher Education

Join your colleagues and friends for a special celebration of independent higher education that will include opportunities to connect with one another, celebrate your many contributions to the sector, and honor a leading educator and several friends of private higher education. Dinner and drinks will be served.

Friday, January 7, 7:30–8:30 a.m.

CIC Annual Business Meeting

CIC encourages all member presidents to participate in the Annual Business Meeting. Breakfast will be provided.
Meetings of Affinity Groups

(as of September 1, 2021)

Meetings of the following groups and organizations will be held in conjunction with the Presidents Institute:

**MONDAY, JANUARY 3**

Noon–9:00 p.m.
Lutheran Educational Conference of North America
Convener: William J. Craft, President, Concordia College (MN)

**TUESDAY, JANUARY 4**

7:30 a.m.–3:00 p.m.
Lutheran Educational Conference of North America
Convener: William J. Craft, President, Concordia College (MN)

9:00 a.m.–Noon
Mennonite Higher Education Association
Convener: Susan Schultz Huxman, President, Eastern Mennonite University

9:00 a.m.–3:00 p.m.
Association of Adventist Colleges and Universities
Convener: Gordon Bietz, Director of Higher Education, North American Division of Seventh-day Adventists, and retired President, Southern Adventist University

10:15 a.m.–Noon
Evangelical Lutheran Church in America (ELCA) Network
Convener: Mark N. Wilhelm, Executive Director, Network of ELCA Colleges and Universities, Evangelical Lutheran Church in America

3:00–4:00 p.m.
Lower Cost Models for Independent Colleges
Convener: Michael B. Alexander, President, Lasell College

3:30–4:30 p.m.
Association of Presbyterian Colleges and Universities
Convener: Kathy B. Richardson, President, Westminster College (PA)

National Collegiate Athletic Association (NCAA)
Convener: Faynese S. Miller, Chair, NCAA Division III Presidents Council, and President, Hamline University
WEDNESDAY, JANUARY 5

Noon–1:00 p.m.
Meeting of CIC Online Course Sharing Consortium Members
Convener: Carol M. Schuler, Vice President for State Council Programs and the Online Course Sharing Consortium, CIC

3:45–4:30 p.m.
Presidential Vocation and Institutional Mission Program Past Participants
Convener: Frederik Ohles, Senior Advisor, CIC, and President Emeritus, Nebraska Wesleyan University

3:45–4:45 p.m.
CIC State Councils Advisory Committee Meeting
Convener: Carol M. Schuler, Vice President for State Council Programs and the Online Course Sharing Consortium, CIC
4:30–5:15 p.m.
**Network for Vocation in Undergraduate Education (NetVUE) Reception**
Conveners: *David S. Cunningham*, Director of NetVUE, CIC, and *Harold V. Hartley III*, Senior Vice President, CIC

4:30–5:30 p.m.
**Harvard Institute for Higher Education Alumni and Friends Reception**
Convener: *Judith Block McLaughlin*, Director, Higher Education Program; Educational Chair, Harvard Seminar for New Presidents; and Senior Lecturer, Harvard University

**National Association of Intercollegiate Athletics (NAIA)**
Convener: *Lester C. Newman*, Chair, NAIA Council of Presidents, and President, Jarvis Christian College

**Nonmember Presidents and Member Presidents Attending the Institute for the First Time**
Convener: *Katherine Bergeron*, Chair, CIC Board of Directors, and President, Connecticut College

**Project Pericles Presidents**
Conveners: *Jan Risé Liss*, Executive Director, Project Pericles; and *Lyle D. Roelofs*, President, Berea College, and Chair, Project Pericles Presidents’ Council

6:15 p.m.
**Women’s College Coalition Presidents**
Convener: *Ann McElaney-Johnson*, Chair, Women’s College Coalition Board, and President, Mount Saint Mary’s University

7:00–9:00 p.m.
**The Annapolis Group Board of Directors**
Convener: *Sonya Stephens*, Chair, Annapolis Group, and President, Mount Holyoke College

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**THURSDAY, JANUARY 6**

Noon–1:00 p.m.
**Association of Adventist Colleges and Universities**
Convener: *Gordon Bietz*, Director of Higher Education, North American Division of Seventh-day Adventists, and retired President, Southern Adventist University

**Association of Catholic Colleges and Universities**
Convener: *Dennis H. Holtschneider, CM*, President

**Council for Christian Colleges & Universities**
Convener: *Shirley V. Hoogstra*, President

**Executive Officers of CIC State Councils**
Conveners: *Carol M. Schuler*, Vice President for State Council Programs and the Online Course Sharing Consortium, CIC and *Bill Spiker*, President, Ohio Foundation of Independent Colleges

**Great Lakes Colleges Association**
Convener: *Michael A. McDonald*, President
MEETINGS OF AFFINITY GROUPS

THURSDAY, JANUARY 6 (continued)

North American Association of Methodist Schools, Colleges and Universities (NAAMSCU)
Convener: Frederick G. Slabach, President, NAAMSCU, and President, Texas Wesleyan University

Presidents of Historically Black Colleges and Universities
Convener: Elfred Anthony Pinkard, President, Wilberforce University

Presidents of International Colleges and Universities
Convener: Celeste M. Schenck, President, American University of Paris

FRIDAY, JANUARY 7

Noon–3:00 p.m.
The Sun Conference Presidents Meeting
Convener: David A. Armstrong, President, St. Thomas University

Noon–5:00 p.m.
Associated Colleges of the South
Convener: Stephanie Fabritius, President

4:30–6:00 p.m.
American Academic Leadership Institute Finance Committee Meeting
Convener: Linda M. Bleicken, President, American Academic Leadership Institute

6:00 p.m.
American Academic Leadership Institute and Academic Search Board of Directors Dinner
Conveners: Linda M. Bleicken, President, American Academic Leadership Institute, and L. Jay Lemons, President, Academic Search

SATURDAY, JANUARY 8

7:30 a.m.–2:00 p.m.
American Academic Leadership Institute and Academic Search Board of Directors Meeting
Conveners: Linda M. Bleicken, President, American Academic Leadership Institute, and L. Jay Lemons, President, Academic Search

7:30 a.m.–5:00 p.m.
Associated Colleges of the South
Convener: Stephanie Fabritius, President

SUNDAY, JANUARY 9

7:30–10:00 a.m.
Associated Colleges of the South
Convener: Stephanie Fabritius, President
New Presidents Program
Including Spouses and Partners of New Presidents Program

Monday, January 3, 7:45 a.m.–8:30 p.m.
Tuesday, January 4, 7:00 a.m.–3:15 p.m.

Since 1989, more than 1,000 new presidents have participated in CIC’s New Presidents Program (NPP) that is designed to provide the “need to know” tools and the wise counsel that can keep a young presidency on a smooth course. The agenda focuses on the practical needs and concerns of the newly elected leaders of independent colleges and universities and is geared to help participants avoid pitfalls while capitalizing on the opportunities that the first year represents. Ample opportunities for informal conversations are built into the program, so that participants can get to know each other and the more seasoned presidents who serve as faculty. Presenters are current or recently retired CIC member presidents who understand the specific needs of their new colleagues.

The program for spouses and partners of new presidents that runs concurrently with some joint sessions is similarly structured and pursues matching objectives. The program acknowledges that spouses and partners serve their campuses and communities in a variety of ways, and often do so while pursuing their own careers. Led by experienced presidential spouses and partners, the program for spouses and partners encourages participants to network with others who are new to the role and to consider, intentionally, how to define the role to fit themselves and their individual situations.

The registration fees for the New Presidents Program are $415 for presidents and $315 for spouses and partners and include all meals and materials. Please pre-register for this program.
SECTIONS FOR NEW PRESIDENTS

Welcoming Remarks: Mary Pat Seurkamp, Senior Advisor and Director, CIC New Presidents Program, and President Emerita, Notre Dame of Maryland University

Making Connections
Mary-Beth A. Cooper, President, Springfield College

Innovative and Strategic Leadership for the Current Environment
Margaret L. Drugovich, President, Hartwick College
Martin Roth, President, University of Charleston

Enrollment, Marketing, and Today’s Students: Getting Them and Keeping Them
Chris E. Domes, President, Neumann University

Financial Fundamentals, Benchmarking, and Strategies
Julee Gard, Vice President for Administration and Finance, University of St. Francis (IL)
Arvid C. Johnson, President, University of St. Francis (IL)

Perspectives on Critical Leadership Issues
Colette Pierce Burnette, President, Huston-Tillotson University
Mary-Beth A. Cooper, President, Springfield College
Arvid C. Johnson, President, University of St. Francis (IL)

I Wish I Had Known What I Know Now
Hilary L. Link, President, Allegheny College
Carmen J. Walters, President, Tougaloo College

Working with the Board—Basics and Beyond
Jeff Abernathy, President, Alma College
Bobbie Knight, President, Miles College
Elizabeth J. Stroble, Chancellor, Webster University
Moderator: Mary Pat Seurkamp

The President and Institutional Advancement
Carmen Twillie Ambar, President, Oberlin College
Paul C. Pribbenow, President, Augsburg University
Moderator: Mary Pat Seurkamp
SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

Welcoming Remarks: Katherine M. Whatley, Senior Advisor for Academic Programs, CIC
Session Facilitators: Lynne C. Joyce, Presidential Spouse, Brevard College, and J. Lawrence Smith, Presidential Spouse, York College of Pennsylvania

Session Topics
- Making Connections
- Transitioning with Resilience
- Hot Topics in Higher Education
- Building Relationships: Keys to Becoming a Stronger Partner
- Building Trusting Relationships on Campus and in the Community
- Building Resiliency
- Making the Role Work for You
- Reflecting on the Program for Spouses and Partners of New Presidents

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

Luncheon
Welcome: Arvid C. Johnson, President, University of St. Francis (IL), and Chair, CIC New Presidents Program Advisory Committee
Remarks: Creating an Engaged and Inclusive Environment for All
Mary Dana Hinton, President, Hollins University

Reception and Dinner
Hosts: Colette Pierce Burnette, President, Huston-Tillotson University, and J. Lawrence Smith, Presidential Spouse, York College of Pennsylvania
Remarks: Marjorie Hass, President, CIC

You Got the Job, Now What?
Logan C. Hampton, President, Lane College
Recent circumstances have created unusual pressures on both presidents and trustees as they seek to balance short-term needs with long-term strategic priorities in the face of intense external challenges. These strains have sometimes resulted in adverse consequences for institutions—and for presidential tenures. The roots of those problems are often traceable to board culture, norms, and structure—that is, misalignment with the best governance principles, policies, and practices.

The Presidents Governance Academy is unique in its exclusive focus on the perspective of the independent college president. While it respects the distinction between the president’s and the board’s authority, the Academy starts with the premise that the president must have the tools and the mandate to advance efforts, with board leaders, to develop an effective governing board.

The Academy’s approach is based on these principles:

- An effective governing board is necessary for both the institution and the president to be successful, especially in times of strategic change. The performance of each is dependent on the effectiveness of the other two.

- Presidential leadership is essential to strengthening board effectiveness. Presidents who desire a truly high-performing governing board understand that they must take the lead in the education of trustees and on board development initiatives.

- The performance of individual trustees and of boards of trustees as a whole are enhanced if the formal policies, desired practices, and performance standards are articulated and institutionalized in bylaws and other key governance documents.

- How the board is led and organized to accomplish its work is at least as important as the credentials and experience of individual trustees if the board is to be “more than the sum of its parts.”

- A mutual understanding of shared governance among the board, the faculty, and the president is necessary for effective leadership.

- Best practices in the governance of nonprofit institutions, although better understood today, remain more art than science. Experience has shown that presidents must be knowledgeable, skillful, and assertive to guide the effective performance of their boards.

The Academy is **intensive and highly participatory.** To allow for candid exchange, participation is limited to 20 presidents. To jump-start their thinking, participants receive a set of advance readings and...
checklists related to institutional governance. Over two days, participants learn from Academy leaders about best practices in board governance, consider case studies of governance challenges, discuss examples of board by-laws, and discuss practical solutions for governance problems. Finally, participants have the opportunity to consult privately by phone with the Academy’s leaders throughout the year.

Thanks to the support of the Arthur Vining Davis Foundations, the registration fee is only $575, which includes the program, all meals and refreshments, resource materials, and telephone consultations with the Academy’s leaders throughout the year. Spouses and partners of presidents are invited to participate in dinner on Monday, January 3, 2022; participants will have the opportunity to purchase dinner tickets for their guests after they register for the Academy.

Discussion Topics

• The board’s role in leading institutional change
• Board committee structures
• Committee on trusteeship and executive committee roles and responsibilities
• Board membership and recruitment
• Term limits for trustees and officers
• Performance reviews of both the president and the governing board
• Strategies for trustee education and board development
• Desirable and undesirable bylaws provisions
• Alignment of faculty governance with board governance
• Trustee philanthropy
• Effective board meetings and board retreats

Academy Leadership:

**Thomas L. Hellie**  
Senior Advisor and Co-Director,  
CIC Presidents Governance Academy,  
and President Emeritus, Linfield University

**Michele D. Perkins**  
Senior Advisor and Co-Director,  
CIC Presidents Governance Academy,  
and President, New England College

Additional information is available at [www.cic.edu/2022GovernanceAcademy](http://www.cic.edu/2022GovernanceAcademy).
Program for Presidential Spouses and Partners

Developed with the advice of an advisory group of experienced presidential spouses and partners, the Program for Presidential Spouses and Partners runs concurrently with the program for presidents and provides opportunities to share information and advice. Spouses and partners of presidents also are welcome at sessions for presidents, unless otherwise noted.

Please note: As additional speakers and sessions are confirmed, information will be added to the CIC Presidents Institute website at www.cic.edu/2022PresidentsInstitute.
Hotel, Travel, and General Information

JW Marriott Marco Island
400 South Collier Boulevard
Marco Island, FL 34145
Phone: (239) 394-2511 or (800) 438-4373
www.jwmarco.com

Hotel Reservation Information

Exclusive Presidents Institute Room Rate: $299 single/double per night
Deadline for CIC Rate: Wednesday, December 1, 2021

The JW Marriott Marco Island is situated on a private white sand beach along the Gulf of Mexico in southwest Florida. The hotel features include renovated guest rooms with private balconies, ten restaurants offering everything from poolside snacks to elegant dining, two private 18-hole championship golf courses, a Balinese-influenced treatment spa, three swimming pools, and an array of recreational activities such as shelling cruises, parasailing, and other water sports.

The Presidents Institute registration and hotel reservation deadline is Wednesday, December 1, 2021. Please note that hotel reservations made after the deadline will be accommodated only on a space-available basis and may be at a higher rate. Hotel rooms may sell out before the deadline, so participants are encouraged to register for the Institute and reserve their hotel rooms as soon as possible.
Hotel Reservation Procedure

Participants first need to register for the Presidents Institute to make a hotel reservation at the CIC discounted rate. After Presidents Institute registration is complete, CIC will email detailed hotel reservation instructions and a code to make a JW Marriott Marco Island hotel reservation at the CIC discounted rate to the individual completing the registration.

The discounted CIC hotel rate of $299 for single or double occupancy includes complimentary Wi-Fi. This rate may be available for rooms reserved from December 30, 2021, through January 11, 2022, for participants who would like to extend their stay. Please note that rooms on these extended dates are limited and only available on a first-come, first-served basis. Sleeping rooms must be canceled 24 hours prior to arrival or a cancellation fee of up to one night’s stay will be charged.

Additional hotel and reservation information is available at www.cic.edu/2022PresidentsInstitute.

Transportation

(All rates below are one-way as of August 2021)

The JW Marriott Marco Island hotel is located approximately 50 miles from the Southwest Florida International Airport (RSW) in Fort Myers. A variety of transportation options to the hotel are available; many are listed below.

Private Providers. Naples Transportation and Tours (NT&T), a preferred transportation provider to the JW Marriott Marco Island, is offering discounted rates for participants who wish to book private transportation. The approximate rates, which include a 28 percent gratuity, are listed below. Please note that shared ride shuttle service has been discontinued.

Sedan: $134  
SUV: $179 (capacity of 4)  
Van: $256 (capacity of 8)

Book online: https://nttreservations.com/cic.php or call (239) 262-3006 and indicate that you are with CIC.

Reservations are recommended at least 48 hours in advance from the following providers. Fares range from $90 to $100 for the first three passengers with an added $10 for each additional passenger:

- A1 Royal Transportation: (239) 369-8300 or (800) 939-9910
- Aaron Airport Transportation: (239) 768-1898 (max 3)
- Superior Airport Shuttle: (239) 267-4777 or (888) 397-9571

Taxicab. MBA Airport Transportation provides taxi service to walk-up customers and does not require an advance reservation. The rate is $90 for up to four passengers. Each additional passenger is $10.

Rideshare. Uber and Lyft services also are available. The estimated fare to the JW Marriott Marco Island hotel is approximately $70.

Rental Car. Southwest Florida International Airport (RSW) offers a number of onsite rental car providers. Please consult individual rental car company websites for details.

Self-Parking. Self-parking at the JW Marriott Marco Island hotel is discounted to approximately $21 per day for Presidents Institute participants. Overnight valet parking is about $32 per day. Taxes are included with these rates.

Dress Guidelines

Business casual or resort wear is appropriate throughout the Institute.
**Guests**

All daytime sessions during the Presidents Institute, including breakfast and lunch sessions, are open only to registered participants. Tickets may be purchased on-site for unregistered spouses and partners to participate in the opening night Welcoming Dinner on Tuesday, January 4, or for the Celebration of Independent Higher Education on Thursday, January 6.

**Families and Childcare**

Family members are invited to participate in the All-Institute Reception on the evening of Wednesday, January 5. Please note that all daytime Presidents Institute sessions, including breakfast and lunch sessions, are open only to registered participants. The Welcoming Dinner on Tuesday, January 4, and the Celebration of Independent Higher Education on Thursday, January 6, are open only to registered participants and ticketed adults.

Childcare services are available at the JW Marriott’s Discovery Day Camp. Arrangements can be made directly with the hotel by calling (239) 394-2511.

**Optional Excursions**

The JW Marriott Marco Island hotel offers an array of optional excursions and recreational activities such as shelling cruises, guided tours through the Everglades and the Ten Thousand Islands, and water sports, including parasailing and kayaking. Advance reservations are recommended and can be made directly with the hotel through the JW Marriott Group Recreation Activities Team by calling (239) 642-2740, or by emailing the hotel’s Personal Vacation Planning department at marcoislandreservations@marriott.com.

**Spa Services**

Spa services are offered at the Spa by JW. Presidents Institute participants will receive a 20 percent discount on services. To make an appointment, book online at www.jwmarco.com or call (239) 642-2686 and indicate that you are with CIC.

**Retired President Eligibility**

CIC welcomes retired presidents who wish to participate in the Presidents Institute and remain involved in discussions of professional matters with former colleagues. Having retired presidents at the Institute is of value to current presidents, especially those who are relatively new to their positions, as an additional source of advice from more experienced colleagues. Retired presidents who work for a sponsoring firm, however, should participate in the Presidents Institute as one of the firm’s representatives, not as a retired president. Retired presidents who work for a firm that is eligible to be a sponsor, but is not, may not participate in the Institute. Questions about eligibility to register as a retired president should be directed to David G. Brailow, CIC vice president for development, at dbrailow@cic.nche.edu or (202) 466-7230.
Registration Information

REGISTRATION DEADLINE: DECEMBER 1, 2021

The Presidents Institute registration fee includes all program materials and sessions, except for optional afternoon workshops. In addition, the registration fee covers all Institute breakfasts and lunches as well as the Welcoming Dinner, All-Institute Reception, and the Celebration of Independent Higher Education.

Please register online at www.cic.edu/2022PresidentsInstitute. When you register online, you may pay for the Institute by:

- Submitting a credit card payment online; or
- Mailing a check payable to “Council of Independent Colleges,” with a memo indicating it is for the Presidents Institute and a printout of your online registration page, to:

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

The online registration system offers data security and the flexibility to register yourself and/or someone else. For example, assistants in the president’s office can sign in to the CIC website with their own contact information and have the option to register the institution’s president as well as the presidential spouse or partner.

If you do not have a CIC password or cannot recall it or if you do not have an account in the CIC registration system, select one of the options under “Forgot Password/Create Account” on the login page.

REGISTRATION CONFIRMATION

CIC will send an email confirmation, including a discount code for hotel reservations, upon receipt of payment. If you do not receive confirmation or have questions regarding registration, please contact Sherita C. Ashmon, CIC conference manager, by phone at (202) 466-7230 or by email at sashmon@ic.nche.edu.

CHANGES TO A REGISTRATION

To make changes to a completed registration, please contact Sherita C. Ashmon, CIC conference manager, by phone at (202) 466-7230 or by email at sashmon@ic.nche.edu.

To ensure timely preparation of accurate and complete conference materials, please register for the Institute by Wednesday, December 1, 2021.
REGISTRATION INFORMATION

PRESIDENTS INSTITUTE CANCELLATION POLICY

Please note that CIC requires full payment by check or credit card at the time of registration. Refunds of the registration fee (less a $50 processing fee) will be given for cancellations received in writing no later than December 1, 2021. Refund requests received between December 2 and December 10 will incur a charge equal to 25 percent of the total registration fee. Requests received after December 10, 2021, and “no shows” are ineligible for a refund. All refunds will be paid after the Institute. Please send cancellation notifications in writing to Sherita C. Ashmon, CIC conference manager, by fax at (202) 466-7238 or email at sashmon@cic.nche.edu.
2022 Presidents Institute
Registration Fees

**Presidents Institute (January 4–7)**

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<tr>
<th>Role</th>
<th>Fee</th>
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<tbody>
<tr>
<td>President of a CIC Member Institution</td>
<td>$895</td>
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<tr>
<td>Presidential Spouse or Partner of a CIC Member Institution</td>
<td>$545</td>
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<tr>
<td>President of a Nonmember Institution</td>
<td>$1,190</td>
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<tr>
<td>Presidential Spouse or Partner of a Nonmember Institution</td>
<td>$775</td>
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<tr>
<td>Retired President <em>(See eligibility criteria on page 33.)</em></td>
<td>$610</td>
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**New Presidents Program (January 3–4)**

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<th>Role</th>
<th>Fee</th>
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<td>President <em>(member or nonmember)</em></td>
<td>$415</td>
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<tr>
<td>Presidential Spouse or Partner</td>
<td>$315</td>
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**Presidents Governance Academy (January 3–4)**

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<th>Role</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>President <em>(CIC member only)</em></td>
<td>$575</td>
</tr>
</tbody>
</table>

**Workshops (January 6)** *(Each optional workshop has a limited number of spaces.)*

<table>
<thead>
<tr>
<th>Workshop</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Becoming Antiracist Leaders of Antiracist Colleges and Universities</td>
<td>$50</td>
</tr>
<tr>
<td>Design for Equity in Higher Education</td>
<td>$50</td>
</tr>
<tr>
<td>No Margin, No Mission: Presidential Strategies for Performance and Financial Health</td>
<td>$50</td>
</tr>
</tbody>
</table>