40th ANNUAL INSTITUTE FOR CHIEF ACADEMIC OFFICERS
Core Responsibilities in a Changing Environment
San Antonio, Texas • San Antonio Marriott Rivercenter Hotel • November 3–6, 2012

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SATURDAY, NOVEMBER 3

PRE-INSTITUTE EVENTS

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

7:30 a.m.–4:30 p.m.
WORKSHOP—New Chief Academic Officers
Salon J

7:30 a.m.–4:00 p.m.
WORKSHOP—CAOs in Their Third or Fourth Year of Service
Conference Rooms 17–18

9:00 a.m.–3:00 p.m.
Mennonite Colleges Chief AcademicOfficers
Conference Room 16

Noon–4:00 p.m.
TIAA-CREF Consultations
Conference Room 9

2:00–5:00 p.m.
Council for Christian Colleges & Universities Chief Academic Officers
Conference Room 7

2:30–4:30 p.m.
Catholic College and University Chief Academic Officers Roundtable and Update from Association of Catholic Colleges and Universities
Conference Room 11

3:00–4:00 p.m.
CAO Mentors Meeting
Conference Room 19

3:30–4:00 p.m.
CAO Task Force Meeting
Conference Room 16

4:00–4:30 p.m.
Mentors Meet New CAOs
Salon J

INSTITUTE BEGINS

5:00–6:30 p.m.
WELCOME AND KEYNOTE ADDRESS—Lee G. Bolman
Salon H

6:30–7:15 p.m.
Welcoming Reception
Salon I Foyer

7:15–9:00 p.m.
Buffet Dinner
Salon I

SUNDAY, NOVEMBER 4

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

7:15–7:45 a.m.
Roman Catholic Mass
Conference Rooms 1–2

7:15–7:45 a.m.
Concurrent Sessions

8:15–8:45 a.m.
Ecumenical Worship Service
Conference Rooms 1–2

8:00 a.m.–5:00 p.m.
TIAA-CREF Consultations
Conference Room 9

8:00 a.m.–5:00 p.m.
CAO Spouses Hospitality Room
Conference Room 8

9:00–10:00 a.m.
PLENARY SESSION—Honorable Henry G. Cisneros
Salon H

10:15–11:45 a.m.
Welcome Coffee for CAO Spouses
Conference Room 8

10:30–11:45 a.m.
Academic Program Review: What Happens to the Results?
Conference Rooms 1–4

Access and Success for First-Generation Students
Conference Rooms 17–18

Developing New Degree Programs
Salons K and L

How to Determine if Retirement Incentives Are Working
Salon I

Restructuring Academic Affairs
Salon M

11:45 a.m.–1:30 p.m.
Free Time for Lunch

Noon–1:30 p.m.
Women Chief Academic Officers Luncheon and Discussion Groups
Salon H
1:30–2:45 p.m.
CONCURRENT SESSIONS

Faculty Compensation
Conference Rooms 1–4

Making Effective Use of Department and Division Chairs as Critical Links in Academic Administration
Salon M

New Approaches and Procedures in Teacher Education Programs
Conference Rooms 13–14

Presidential Leadership—Opportunities and Challenges
Conference Rooms 17–18

Preventive Law I: Managing the Hiring Process
Salons K and L

Steps in the Strategic Planning Process
Salon I

3:00–4:15 p.m.
CONCURRENT SESSIONS

Chief Academic Officers Open Mike
Conference Rooms 1–4

Communicating Financial Realities to Faculty Members by Using CIC’s Financial Indicators Tool (FIT) and Key Indicators Tool (KIT)
Conference Rooms 17–18

Divide and Conquer—The Responsibilities of Associate Provosts and Associate Vice Presidents
Salon I

Pay Attention to Process: Revising the General Education Program
Salon H

Preventive Law II: Best Practices in Employee Evaluation
Salons K and L

4:30–5:30 p.m.
CAO Mentor Program (For New CAO Workshop participants only)
Salon I

4:30–5:30 p.m.
CONCURRENT SESSIONS

Approaches to Increasing Student Retention
Conference Rooms 1–4

Many Cultures on the San Antonio River
Salons K and L

Writing a Successful Application for a CIC-Funded Program
Conference Room 7

6:15 p.m.
Dine-around Dinners
(Meet in the hotel lobby.)

Monday, November 5

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

7:30–8:45 a.m.
Annapolis Group Chief Academic Officers Breakfast
Conference Room 7

7:30–8:45 a.m.
Breakfast Discussions
Salon 1

7:30 a.m.–5:00 p.m.
CAO Spouses Hospitality Room
Conference Room 8

7:30–8:45 a.m.
CAO Spouses Breakfast Discussions
Conference Room 8

8:00 a.m.–5:00 p.m.
TIAA-CREF Consultations
Conference Room 9

9:00–10:00 a.m.
PLENARY SESSION—Judith S. Eaton
Salon H

10:15–11:30 a.m.
CAO Spouses Discussion Sessions
Conference Room 8

10:15–11:15 a.m.
CONCURRENT SESSIONS

The CAO's Duty to Build Trust and Maintain Integrity
Conference Rooms 1–4

The CIC Degree Qualifications Profile Consortium
Conference Rooms 13–14

Civic Engagement and Institutional Mission
Salon M

Dealing with Difficult Faculty Colleagues
Salon I

Leading Entrepreneurial Efforts
Salons K and L

11:30 a.m.–12:30 p.m.
CONCURRENT SESSIONS

Another Perspective on Academic Program Review: What Happens to the Results?
Conference Rooms 1–4

The CIC Degree Qualifications Profile Consortium (repeated session)
Conference Rooms 13–14
Success with First-Generation Transfer Students
Salons K and L

Using Smart Technology to Increase Course Offerings in World Languages
Salon M

12:30–1:30 p.m.
Free Time for Lunch

12:30–1:30 p.m.
Association of Colleges of Sisters of Saint Joseph
Chief Academic Officers
Conference Room 7

12:30–1:30 p.m.
Missouri Chief Academic Officers Luncheon
(Meet in the hotel lobby.)

12:30–2:00 p.m.
Conference for Mercy Higher Education Chief Academic Officers
Conference Room 15

12:30–2:00 p.m.
Women’s College Coalition Luncheon for Chief Academic Officers
Salon J

1:30–5:30 p.m.
Optional Excursion—San Antonio Missions Tour
(Meet in the hotel lobby.)

2:00–4:00 p.m.
Focus Group on Civic Engagement
Conference Rooms 1–4

2:00–4:30 p.m.
WORKSHOP—Seminar for Experienced CAOs
Salons K and L

2:00–5:00 p.m.
WORKSHOP—Budget Fundamentals for the CAO
Salon I

5:30–6:30 p.m.
Reception for Members of the CIC/DQP Consortium
(By invitation only)
Conference Room 17

6:30 p.m.
Free Time for Dinner

6:30 p.m.
MEETINGS OF ASSOCIATED ORGANIZATIONS

American Benedictine Colleges Chief Academic Officers
(Meet in the hotel lobby.)

Association of Dominican Colleges and Universities Chief Academic Officers
(Meet in the hotel lobby.)

Association of Franciscan Colleges and Universities Chief Academic Officers
(Meet in the hotel lobby.)

Association of Presbyterian Colleges and Universities Chief Academic Officers
(Meet in the hotel lobby.)

Council for Christian Colleges & Universities Chief Academic Officers
(Meet in the hotel lobby.)

National Association of Schools and Colleges of the United Methodist Church Chief Academic Officers and Spouses
Conference Room 12

National Institute for Technology in Liberal Education (NITLE) Chief Academic Officers
Conference Room 18
TUESDAY, NOVEMBER 6

7:00 a.m.–Noon
Institute Registration and Idea Exchange
Registration Foyer

7:30–8:45 a.m.
Historically Black Colleges and Universities Breakfast for Chief Academic Officers
Salon H

7:30–8:45 a.m.
Breakfast Discussions
Salon H

8:00 a.m.–Noon
TIAA-CREF Consultations
Conference Room 9

8:00 a.m.–Noon
CAO Spouses Hospitality Room
Conference Room 8

9:00–10:15 a.m.
CONCURRENT SESSIONS
Evaluating Academic Advising
Conference Rooms 17–18

Faculty Workload Considerations
Salon I

Opportunities to Develop Leadership within the Faculty
Salons K and L

Smart Internationalization: Be Strategic about Global Expansion
Conference Rooms 13–14

10:45 a.m.–Noon
CLOSING PLENARY SESSION—Lucie Lapovsky
Salon H

Noon
Institute Adjourns

POST-INSTITUTE EVENTS

12:15–3:00 p.m.
CAO Task Force Meeting
Conference Room 12

1:00–5:00 p.m.
CIC/Aspen/Wye Seminar on Leadership and Liberal Education in a Global Context
Conference Rooms 17–18

1:30–5:30 p.m.
Optional Excursion—King William Food Tour
(Meet in the hotel lobby.)
Workshop for New Chief Academic Officers

Sponsored by Jenzabar, Inc.

SATURDAY, NOVEMBER 3

7:30 a.m.  Continental Breakfast
Salon J

8:00–8:05 a.m.  Welcome
Ginny Coombs, Vice President for Annual Programs, CIC

8:05–8:45 a.m.  Introductions
New CAO Workshop Coordinators

Jeffrey Barker, Vice President for Academic Affairs and Dean of the College of Humanities and Sciences, Converse College

Jeanine Silvier Stewart, Vice President for Academic Affairs, Hollins University

Michael A. McDonald, Provost, Kalamazoo College

8:45–10:00 a.m.  Developing Professional Relationships to Meet New Expectations
Cynthia Zane, President, Hilbert College
Moderator: Michael A. McDonald

10:00–10:15 a.m.  Break

10:15 a.m.–Noon  Case Studies

Jeffery Aper, Provost, Blackburn College

Jonathan Green, Provost and Dean of the Faculty, Illinois Wesleyan University

Cheryl Johnson-Odim, Provost, Dominican University (IL)

Victoria McGillin, Provost and Vice President for Academic Affairs, Otterbein University

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

Carolyn J. Stefanco, Vice President for Academic Affairs and Dean of the College, Agnes Scott College

Marilyn Sutton-Haywood, Vice President for Academic Affairs, Shaw University

Moderator: Jeffrey Barker
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<th>Time</th>
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<tr>
<td>12:15–1:30 p.m.</td>
<td>New CAO Luncheon</td>
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<td>Remarks</td>
<td>Richard Ekman, President, CIC</td>
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<td>1:30–3:00 p.m.</td>
<td>ROUNDTABLE DISCUSSIONS</td>
<td>Moderator: Jeanine Silviera Stewart</td>
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<td>Accreditation</td>
<td>Katie Conboy, Provost and Vice President for Academic Affairs, Stonehill College</td>
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<td>Assessment and Institutional Effectiveness</td>
<td>Darin E. Fields, Vice President for Academic Affairs and Dean of Faculty, Bethany College (WV)</td>
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<td>Faculty Governance and Faculty Leadership</td>
<td>Michael A. McDonald</td>
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<td>The Technology Challenge</td>
<td>Mary Ann Gawelek, Provost and Dean of the Faculty, Seton Hill University</td>
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<td>Working with the Chief Financial Officer</td>
<td>Steven J. Griffith, Senior Vice President and Academic Dean, Simpson College (IA)</td>
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<td>3:00–3:15 p.m.</td>
<td>Break</td>
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<td>3:15–3:40 p.m.</td>
<td>Open Mike</td>
<td>Jeffrey Barker, Jeanine Silviera Stewart, and Michael A. McDonald</td>
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<td>3:40–4:00 p.m.</td>
<td>Re-Entry to Campus—What Did I Hear?</td>
<td>Moderator: Jeanine Silviera Stewart</td>
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4:00–4:30 p.m.

Salon J

**Mentors Meet New CAOs**

Mentor Coordinators:

*Mark Braun*, Provost, Gustavus Adolphus College

*Elizabeth Tobin*, Vice President for Academic Affairs and Dean of the College, Illinois College

Mentors:

*Brad Born*, Vice President for Academic Affairs, Bethel College (KS)

*Charlotte Borst*, Vice President for Academic Affairs and Dean of the College, Whittier College

*John M. Burney*, Vice President for Academic Affairs and Dean of the College, Doane College

*Philip Acree Cavalier*, Provost and Dean of College, Eureka College

*J. Bradley Creed*, Provost and Executive Vice President, Samford University

*Elizabeth Domholdt*, Vice President for Academic Affairs, The College of St. Scholastica

*Charles McCormick*, Provost and Vice President for Academic Affairs, Schreiner University

*Amy Novak*, Provost and Executive Vice President, Dakota Wesleyan University

*Frank E. Pettigrew*, Provost, Ashland University

*Christine Pharr*, Vice President for Academic Affairs, College of Saint Mary

*David B. Rehm*, Provost, Mount St. Mary’s University (MD)

*Marc Roy*, Provost, Goucher College

*Marilyn Sutton-Haywood*, Vice President for Academic Affairs, Shaw University

*Doris A. Tegart*, Provost, Bellarmine University

*Alzada Tipton*, Vice President for Academic Affairs and Dean of the Faculty, Elmhurst College

*Susan Traverso*, Provost and Senior Vice President, Elizabethtown College

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4:30 p.m.

**New CAO Workshop Adjourns**
SATURDAY, NOVEMBER 3

Coordinators:
Sherilyn Emberton, Provost and Vice President for Academic Affairs, East Texas Baptist University
Bryon Lee Grigsby, Senior Vice President and Vice President for Academic Affairs, Shenandoah University

7:30–8:00 a.m.  Continental Breakfast
Conference Rooms 17–18

8:00–8:15 a.m.  Welcome
Christoph Kunkel, Vice President for Operations, CIC

8:15–8:30 a.m.  Framing the Day
Sherilyn Emberton and Bryon Lee Grigsby

8:30–9:00 a.m.  Introductions
Sherilyn Emberton

9:00–10:30 a.m.  Reflecting on the Moment
Bryon Lee Grigsby

Discussion Facilitators:
David R. Evans, Vice President for Academic Affairs and Dean of the Faculty, Buena Vista University
Kina Mallard, Provost, Carson Newman College
Daniel J. May, Vice President for Academic Affairs, University of Findlay
Gerard P. O’Sullivan, Vice President for Academic Affairs, Neumann University
Katherine Whatley, Provost and Dean of Academic Affairs, Berry College

10:30–10:45 a.m.  Break

10:45–11:45 a.m.  Soul Care and Discussion with Facilitators
Sherilyn Emberton
11:45 a.m.–Noon  Break
Noon–1:15 p.m.  Lunch
Conference Room 12

1:15–1:45 p.m.  Envisioning the Future: Strengthening Your Leadership Capital
Sherilyn Emberton and Bryon Lee Grigsby

1:45–2:45 p.m.  Case Studies with Facilitators

2:45–3:00 p.m.  Break

3:00–4:00 p.m.  Critical Issues in Academic Leadership
Open panel discussion with all facilitators

4:00 p.m.  Workshop Adjourns

Spanish Governor’s Palace
Pre-Institute Events

SATURDAY, NOVEMBER 3

9:00 a.m.–3:00 p.m.  Mennonite Colleges Chief Academic Officers Meeting
Conference Room 16  Convener: Sally Weaver Sommer, Vice President and Dean of Academic Affairs, Bluffton University

Noon–4:00 p.m.  TIAA-CREF Consultations
Conference Room 9  (Sign up for all consultations at the CIC Registration Desk.)
Planning for Your Retirement: Personal Consultations with TIAA-CREF
Representative Akram Elbardawil, Wealth Management Consultant, will be available to schedule appointments on Saturday, November 3, Noon–4:00 p.m., and for consultations on the following days:
Sunday, November 4, 8:00 a.m.–5:00 p.m.
Monday, November 5, 8:00 a.m.–5:00 p.m.
Tuesday, November 6, 8:00 a.m.–Noon

2:00–5:00 p.m.  Council for Christian Colleges & Universities Chief Academic Officers
Conference Room 7  Coordinator: Ronald Mahurin, Vice President for Professional Development and Research, Council for Christian Colleges & Universities

2:30–4:30 p.m.  Catholic College and University Chief Academic Officers Roundtable and Update from Association of Catholic Colleges and Universities (ACCU)
Conference Room 11  Coordinator: Colleen Hegranes, Senior Vice President, St. Catherine University

3:00–4:00 p.m.  CAO Mentors Meeting
Conference Room 19

3:30–4:00 p.m.  CAO Task Force Meeting
Conference Room 16

4:00–4:30 p.m.  Mentors Meet New CAOs
Salon J  All CAOs registered for the Workshop for New Chief Academic Officers are invited to participate in the Mentor Program, which consists of small groups of new CAOs who work with experienced colleagues. Issues raised by the new CAOs will be the topics of discussions led by the mentors.
Mark Braun, Provost, Gustavus Adolphus College
Elizabeth Tobin, Vice President for Academic Affairs and Dean of the College, Illinois College
CIC recognizes TIAA-CREF as the premier corporate sponsor of this Institute.

**Chief Academic Officers Institute Registration**

7:30 a.m.–5:00 p.m.
Registration Foyer

**Idea Exchange**
Display area for sharing materials with colleagues

5:00–6:30 p.m.

**Opening Plenary Session**
Welcome and Presentation of Awards

*Richard Ekman*, President, CIC

Chair: *Judith Muyskens*, Provost, Nebraska Wesleyan University, Chair, CIC Chief Academic Officers Task Force

**Awards for Service to the CIC CAO Task Force**

*Judith Muyskens*

*Michael Selmon*, Provost and Vice President for Academic Affairs, Alma College

*Daniel Taddie*, Provost, University of the Ozarks

**2012 Chief Academic Officer Award**

*James J. Lakso*, provost and executive vice president for student development and professor of accounting, business, and economics at Juniata College, is the recipient of the 2012 CIC Chief Academic Officer Award in recognition of his contributions to colleagues at independent colleges and universities. Lakso has served as provost of Juniata College since 1998. Over the years, he has made numerous presentations at the Institute for Chief Academic Officers on topics of internationalization and led the popular annual workshop on budget fundamentals at the Institute.

Lakso has been a member of the Juniata faculty in economics since 1970, earning the rank of professor in 1982. His particular areas of expertise are the labor market, industrial organization, and statistical process control. He also served as adjunct professor of economics in the Graduate School of Human Resource Management and Industrial Relations at St. Francis University (PA). In 1983 Lakso received the Beachley Distinguished Professor Award at Juniata College and in 2005 the Beachley Award for Distinguished Academic Service. In 2010 the college raised approximately $1 million to create the James J. Lakso Endowment for Faculty Excellence that will provide funds for professional development, and the Juniata faculty voted to name the teaching center in his honor—the James J. Lakso Center for the Scholarship of Teaching and Learning.
Lakso has been an active citizen of the central Pennsylvania region, serving on the board of the Allegheny Lutheran Social Services and currently the boards of Kishbank Corporation, Southern Alleghenies Planning and Development Commission, Lutheran Theological Seminary at Gettysburg, and J.C. Blair Memorial Hospital.

KEYNOTE ADDRESS
“Reframing the Leadership Role of the Chief Academic Officer”

In his presentation, Lee G. Bolman will address the challenges facing CAOs at independent institutions, with an emphasis on the different leadership options that CAOs can choose. As the issues with which CAOs contend have evolved, CAOs may need to be more conscious of leadership styles that suit individual strengths: chief bureaucrat, head coach, academic champion, visionary prophet, or something else. In a time of economic constraints, changes in student demographics, public doubts about the value of a liberal arts education, and calls for greater accountability and measurable educational outcomes, the job of the CAO has never been more demanding, and the choice of role has never been more fateful. Participants will be encouraged to reflect on how they currently understand their role and to consider new possibilities.

Bolman holds the Marion Bloch Missouri Chair in Leadership at the University of Missouri-Kansas City’s Henry W. Bloch School of Management. Prior to his current appointment, he served as lecturer at the Yale School of Organization and Management and in the Graduate School of Education at Harvard University. He also served as director and principal investigator at Harvard’s National Center for Educational Leadership, as educational chairperson for Harvard’s Institute for Educational Management, and as founding educational chairperson of Harvard’s Management Development Program.

Bolman’s teaching and writing over the past three decades have explored the intersection of organizations and leadership. He has distilled the management literature to make it relevant to leadership in private colleges and universities and not a misapplication of business concepts.


Chair: Judith Muyskens, Provost, Nebraska Wesleyan University

6:30–7:15 p.m.  
Welcoming Reception (Admission by conference badge)  
Salon 1 Foyer

All registered conference participants are welcome to gather, connect with old friends, and meet new ones. Participants who wish to bring a guest who is not registered for the conference may purchase a ticket for that person at the CIC Registration Desk.

7:15–9:00 p.m.  
Buffet Dinner (Admission by conference badge)  
Salon 1  
Sponsored by Interfolio, Inc.
7:00 a.m.–5:00 p.m.  Chief Academic Officers Institute Registration
Registration Foyer

Idea Exchange
Display area for sharing materials with colleagues

Dine-around Dinner Sign-up
To get to know colleagues from other campuses and exchange ideas over dinner in area restaurants, participants are encouraged to sign up at the CIC Registration Desk to join a “dine-around dinner” group on Sunday evening. Participants are responsible for their own meal expenses. Please sign up by noon so that CIC can make reservations. Groups will meet in the hotel lobby at 6:15 p.m.

7:15–7:45 a.m.  Roman Catholic Mass
Conference Rooms 1–2  Augustine G. Kelly, OSB, Vice President for Academic Affairs and Dean of the College, Saint Anselm College

8:15–8:45 a.m.  Ecumenical Worship Service
Conference Rooms 1–2  Kenneth P. Carson, Provost, Geneva College

7:30–8:45 a.m.  BREAKFAST DISCUSSIONS
Salon I
Breakfast participants may move among several of these informal discussion groups.

Accelerated Degree Programs for Adults
Many private colleges and universities have developed accelerated programs to serve working adults. Where these programs fit into the organizational structure and who monitors their quality varies widely from institution to institution. CAOs are invited to discuss their campus models noting the benefits and challenges.

Stephen W. Ragan, Vice President for Academic Affairs, MidAmerica Nazarene University

Creating a Culture of Learning through Assessment
How can CAOs help faculty members select student learning objectives and assessment techniques that demonstrate student learning and institutional effectiveness? Participants are invited to share best practices for creating a culture of assessment and continuous improvement.

Phyllis Worthy Dawkins, Provost and Senior Vice President for Academic Affairs, Dillard University
Marilyn Sutton-Haywood, Vice President for Academic Affairs, Shaw University
Faculty Development Initiatives with Shrinkling Resources
How can CAOs support new faculty members who have joined the academy at a time of significant resource constraints? This discussion will focus on the needs of new faculty members and how institutions currently meet these needs.

Pareena Lawrence, Dean of the College, Augustana College (IL)

Faculty Members’ Involvement in Student Recruitment
Student recruitment increasingly involves faculty members. How much time should faculty members devote to recruiting new students given their other responsibilities? What are the most effective ways to focus faculty time and involvement? Participants will discuss approaches to involvement of faculty members in the recruitment process.

David M. Timmerman, Dean of Faculty, Monmouth College (IL)

Information Fluency
The goals of CIC’s Information Fluency in the Disciplines workshops, supported by the Andrew W. Mellon Foundation, are twofold: to infuse “fluency” into humanities majors and fields of concentration and to help undergraduate students attain true information fluency in their major areas of study. The program thus far has focused on three disciplines: literature, history, and ancient studies. Campus teams comprised of faculty members, a librarian, and the chief academic officer participated in intensive workshops during which they developed campus plans. Are the goals being met? What are campuses learning about their curricula? The CIC senior advisor for the program will offer an assessment of the program and provide information about future topics.

Susanne Woods, Senior Advisor for Information Fluency, CIC

Is There a Case for Tenure?
Are there negative consequences for academic quality when the number of tenure-track positions is limited? How does reducing the number of tenure-track positions affect hiring? Does the elimination of tenure-track positions affect faculty governance and academic freedom? Participants are invited to share their perspectives and lessons learned from the practices on their campuses.

Terry Weiner, Provost, The Sage Colleges

Monitoring Student Success
CAOs monitor student access, progress, and success throughout their years on campus. Many institutions have created academic resource centers, academic advising centers, or other units to monitor student success. Others have implemented practices to make academic success the responsibility of all members of the college community. Participants will discuss a rubric used by Southern Vermont College to monitor students’ progress and potential for success and share their own campus practices.

Albert DeCicco, Provost, Southern Vermont College

Politics and Resources for Online Courses
Are online courses appropriate for all campus missions? Many faculty members, particularly those who teach undergraduate students, are dubious about online courses. Online education also has significant budget implications. CAOs from institutions that
have incorporated online courses into the undergraduate experience and those who are still navigating the political and financial issues surrounding online courses are invited to share their experiences.

**Charlotte G. Borst**, Vice President for Academic Affairs and Dean of the Faculty, Whittier College

**Preparing for a Presidential Transition**

The president has announced plans to retire or leave at the end of the academic year. What plans should be made to maintain stability in the academic program? What role does the CAO play in the presidential search process? What key questions need to be answered? Participants are invited to share experiences.

**Rita Gulstad**, Vice President and Dean of the University, Central Methodist University

**Promoting Scholarship**

Most CAOs of CIC institutions value scholarly activity on the part of students and faculty members. Yet efforts to promote scholarship can create divergent expectations, especially when some faculty members embrace the teacher-scholar role, others are not actively engaged in research, and still others view research activities as contrary to the institution’s teaching mission. Participants are invited to discuss the balance between scholarship and teaching on their campuses and to share successful approaches to promote faculty scholarship.

**William Cario**, Senior Vice President of Academics, Concordia University Wisconsin

**Reorganizing Academic Programs from Divisions to Schools**

This discussion will focus on the benefits and challenges faced by academic administrators who hope to shift oversight of academic programs to a school model, how to obtain faculty support, and how to implement the new model smoothly.

**Billye W. Auclair**, Vice President for Academic Affairs, Anna Maria College

**Supporting a Vigorous Undergraduate Research Program**

How can CAOs help build and sustain a strong program in undergraduate research—a high-impact practice for student learning and engagement? Participants will discuss some of the recommendations found in the new Council on Undergraduate Research publication, *Characteristics of Excellence in Undergraduate Research*, including mentoring of student research as an important tenure and promotion criterion.

**Michael G. Tannenbaum**, Provost and Vice President for Academic Affairs, Hartwick College

**Sustainability and Student Engagement**

Increasingly, colleges and universities are developing initiatives to enhance student engagement by introducing curricula and co-curricular projects on sustainability. CAOs who have successfully done so will share ideas and resources, including NSSE sustainability-consortium data, with participants who are considering strengthening sustainability programs on their own campuses.

**William Throop**, Provost and Vice President of Academic Affairs, Green Mountain College
Using IDEA to Improve Teaching and Learning

Over 380 colleges and universities use Individual Development and Educational Assessment (IDEA), a norm-referenced student course rating survey. Participants will discuss the survey’s benefits and limitations, the strategies needed for faculty acceptance, and how to use survey results to improve teaching and learning.

Sandra Zerger, Vice President of Academics, Hesston College

Bonnie Sowers, Associate Academic Dean, Hesston College

8:00 a.m.–5:00 p.m.

TIAA-CREF Consultations

Conference Room 9

(Sign up for all consultations at the CIC Registration Desk.)

Planning for Your Retirement: Personal Consultations with TIAA-CREF

Representative Akram Elbardawil, Wealth Management Consultant, will be available for consultations:

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

8:00 a.m.–5:00 p.m.

CAO Spouses Hospitality Room

Conference Room 8

8:45–9:00 a.m.

Break

9:00–10:00 a.m.

PLENARY SESSION

Salon H

“Attracting First-Generation and Minority Students to a Liberal Arts Curriculum”

In this plenary session, the Honorable Henry G. Cisneros will outline his vision for educational programs that prepare first-generation and minority students for productive lives as leaders and citizens in a globalized society. From his advocacy work with the Latino community, he will offer strategies to attract students to a liberal arts curriculum and suggest new ways for independent colleges and universities to provide the intellectual and financial resources that will enable first-generation and minority students—who dominate the rising generation of college-goers nationwide—to achieve their educational goals.

Secretary Cisneros is executive chair of CityView companies, an organization that works with urban homebuilders to create affordable homes for families of average means. His community-building career began at the local level, when he served three terms as a city councilman in San Antonio, Texas. In 1981, he became the first Hispanic-American mayor of a major U.S. city, San Antonio. During his four terms as mayor, he helped to rebuild the city’s economic base and spurred the creation of jobs through infrastructure and downtown improvements. In 1992, President Bill Clinton appointed Cisneros to be Secretary of the U.S. Department of Housing and Urban Development (HUD). In this role he was credited with initiating the revitalization of many of the nation’s public housing developments and formulating policies that contributed to achieving the nation’s highest ever homeownership rate. After leaving HUD in 1997, Cisneros served as
president and chief operating officer of Univision Communication, the Spanish-language broadcast that has become the fifth-most-watched television network in the nation. Cisneros has served as president of the National League of Cities, as deputy chair of the Federal Reserve Bank of Dallas, Texas, and currently, as an officer of Habitat for Humanity International. He remains active in San Antonio’s leadership, serving as chair of the San Antonio Economic Development Foundation. He has been inducted into the National Association of Homebuilders “Builders Hall of Fame.” His book projects include Interwoven Destinies: Cities and the Nation (1993), which he edited, and Opportunity and Progress: A Bipartisan Platform for National Housing Policy (2004), which he wrote together with former HUD Secretary Jack Kemp, real estate and finance expert Nicholas P. Retsenas, and housing studies expert Kent W. Colton. The latter book received the Common Purpose Award for demonstrating the potential for bipartisan cooperation.

Greetings: **Tessa Martinez Pollack**, President, Our Lady of the Lake University (TX)
Chair: **Michael Selmon**, Provost and Vice President for Academic Affairs, Alma College

10:00–10:30 a.m.  
**Refreshment Break**

10:15–11:45 a.m.  
**Welcome Coffee for CAO Spouses**

Greetings: **Richard Ekman**, President, CIC

**The Presidential Spouse and the CAO Spouse: How to Build a Supportive and Productive Relationship**

**Diane Aquila**, CAO Spouse, University of St. Thomas (TX)

**Marianne Ivany**, Presidential Spouse, University of St. Thomas (TX)

10:30–11:45 a.m.  
**Concurrent Sessions**

**Academic Program Review: What Happens to the Results?**

Review of academic programs at regular intervals is accepted as good practice, and on most campuses it follows a five- to seven-year cycle. What does the review process look like, and what happens to the recommendations made during the reviews? Who is responsible for acting on the recommendations? Participants will learn about successful academic program review processes and have an opportunity to exchange ideas.

**Richard M. Ashbrook**, Provost and Vice President for Academic and Student Affairs, Capital University

**Debbie Mauldin Cottrell**, Vice President for Academic Affairs, Texas Lutheran University

**R. Richard Ray, Jr.**, Provost, Hope College

Chair: **Michael Imhoff**, Vice President for Academic Affairs, Austin College

10:30–11:45 a.m.  
**Access and Success for First-Generation Students**

Institutions that received CIC/Walmart College Success Awards in 2008 and 2010 used the funds to strengthen programs that had already demonstrated success in enrolling and graduating first-generation students. Many of these campuses developed or improved
support systems for students and utilized faculty members and staff to help students and their families. A panel of senior administrators will share their experiences, discuss plans to continue the programs, and describe effective practices in creating programs for first-generation students.

David Brailow, Vice President for Academic Affairs and Dean of the College, Franklin College (IN)
Ellis F. Hall, III, Dean of Students, Franklin College (IN)
Donna Jurick, SND, Executive Vice President, St. Edward’s University

Chair: Philip Acree Cavalier, Provost and Dean of the College, Eureka College

Salons K and L

Developing New Degree Programs

Introducing a new degree program requires careful planning, including data collection and analysis; making the case for faculty positions, facilities, and library resources; and winning over the skeptics. Participants will discuss the recent experiences at several institutions.

Robin Abramson, Provost and Chief Academic Officer, Champlain College
Elizabeth V. Fuller, Vice President for Academic Affairs, Becker College
Frank E. Pettigrew, Provost, Ashland University
Dale H. Simmons, Interim Dean, College of Professional Studies, Aurora University

Chair: Christine Pharr, Vice President for Academic Affairs, College of Saint Mary

Salon I

How to Determine if Retirement Incentives Are Working

Many faculty members are delaying retirement because the weak economy has led to diminished retirement portfolios and uncertainty about paying for health insurance. Institutions are offering faculty members one or more institution-wide financial incentive retirement programs that usually originate in administrative decisions after a careful study of the impact on the institution’s budget. When a financial incentive is offered, it is typically limited to participation by tenured faculty members once they meet a plan’s requirements for age or years of service. How can CAOs promote early retirement plans to eligible faculty members? How receptive are faculty members to these plans? How well are they working? A panel of CAOs will discuss faculty members’ reactions to early retirement incentive plans and suggest effective approaches.

Frank Buscher, Academic Vice President, Christian Brothers University
Timothy E. Fulop, Senior Vice President for Academic Affairs, Mount Aloysius College
A. Wayne Lowen, Executive Vice President and Provost, Kansas Wesleyan University
Carolyn R. Newton, Provost, The College of Wooster

Chair: Leslie T. Lambert, Provost and Executive Vice President, Ferrum College

Salon M

Restructuring Academic Affairs

The complexities of curricular offerings, the addition of graduate degree programs, structural changes as colleges become universities, and the financial realities of tight budgets have motivated many colleges to reorganize academic affairs divisions. Changes have included combining smaller departments into divisions, creating schools and colleges within the academic affairs unit, and reassigning administrative duties that once resided in the provost’s office to associate provosts, assistant vice presidents, and newly minted deans. What are the opportunities and challenges that result
from reorganization? What are the roles of faculty members and academic affairs administrators in the decision-making process? What opportunities arise for developing new leadership? CAOs at institutions that have experience with such reorganization as well as those that are completing the transformation will offer their views. Participants will learn about shared governance considerations and have an opportunity to share their experiences.

John Kolander, Provost, Wisconsin Lutheran College
Victoria A. McGillin, Provost and Vice President for Academic Affairs, Otterbein University

Chair: Karen Gainey, Executive Vice President and Vice President for Academic Affairs, Limestone College

11:45 a.m.–1:30 p.m. Free Time for Lunch

Noon–1:30 p.m. Women Chief Academic Officers Luncheon and Discussion Groups
(Pre-registration required)

Coordinators:
Andrea Chapdelaine, Provost and Vice President for Academic Affairs, Albright College
Patricia Draves, Vice President for Academic Affairs and Dean of the University, University of Mount Union

Welcome
Barbara Hetrick, Senior Vice President, CIC
Ginny Coombs, Vice President for Annual Programs, CIC

Achieving a Professional Goal—Becoming a CAO
Nancy Krippel, Provost and Vice President for Academic Affairs, Brenau University

After the Campus: Tips for Retirement
Jonnie Guerra, Senior Advisor, Annual Programs, CIC
Susanne Woods, Senior Advisor, Information Fluency, CIC

Finding Balance as Women CAOs
Bettie C. Starr, Vice President for Academic Affairs, Lindsey Wilson College

Integrating Diversity into the Academic Leadership Team
Kristine Bartanen, Academic Vice President and Dean of the University, University of Puget Sound

Involving Faculty Colleagues in Disciplinary Work
Jane Hammang-Buhl, Vice President for Academic Affairs, Marygrove College
Managing Change
Carol Sheppard, Vice President and Dean for Academic Affairs, Bridgewater College (VA)

Managing Difficult People
Adrienne Israel, Vice President for Academic Affairs and Academic Dean, Guilford College

Managing Presidential Transitions
Susan Huber, Executive Vice President and Chief Academic Officer, University of St. Thomas (MN)

Mentoring Mid-level Administrators
Susan Traverso, Provost and Senior Vice President, Elizabethtown College

Preparing for a Senior Position Interview
Marylouise Fennell, RSM, CIC Senior Counsel

Self-Renewal Strategies
Valerie Collins, Vice President for Academic Affairs and Dean of the Faculty, Molloy College

Settling in after the First Year
Cindy Speaker, Provost and Dean of the College, Wells College

Women and the Presidency
Cynthia Zane, President, Hilbert College

Women CAOs and the Presidential Leadership Team
Sherilyn Emberton, Provost and Vice President for Academic Affairs, East Texas Baptist University

Women’s Leadership in the Strategic Planning Process
Kim Mooney, Provost and Vice President for Academic Affairs, Franklin Pierce University

1:30–2:45 p.m.
Conference Rooms 1–4

CONCURRENT SESSIONS

Faculty Compensation
In this session, a panel of CAOs will explore the ways in which institutions devise faculty compensation plans. Some institutions use benchmarking approaches; some include across-the-board increases and merit pay; and others let market forces play a significant role in the process. Participants will learn about various approaches to compensation for faculty members and exchange ideas about salary plans and effective ways to weather the campus
politics usually associated with various approaches.

**Kenneth P. Carson**, Provost, Geneva College

**Elizabeth H. Tobin**, Vice President for Academic Affairs and Dean of the College, Illinois College

**Katherine Whatley**, Provost, Berry College

Chair: **William C. Deeds**, Vice President for Academic Affairs and Dean of the College, Morningside College

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**Salon M**

**Making Effective Use of Department and Division Chairs as Critical Links in Academic Administration**

In the most recent survey, CIC department and division chairs reported that their responsibilities have increased in scope and complexity over the past five years. In addition to traditional duties, they have been asked to take a more active role in institution-wide decision making, such as hiring and evaluating part-time instructors; participating in reappointment, tenure, and promotion processes; and settling disputes among colleagues. To help deans or provosts who do not conduct formal annual reviews of department chairs, a panel of CAOs who have made recent presentations at CIC’s Workshops for Department and Division Chairs will lead a discussion of the department and division chair’s evolving leadership role and explore the types of evaluations that are appropriate and useful.

**Christine DeVinne**, OSU, Vice President for Academic Affairs, Notre Dame of Maryland University

**David R. Evans**, Vice President for Academic Affairs and Dean of the College, Buena Vista University

**Stuart J. Sigman**, Provost and Dean, College of Arts and Sciences, American Jewish University

Chair: **R. Joseph Dieker**, Vice President for Academic Affairs and Dean of the College, Cornell College (IA)

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**Conference Rooms 13–14**

**New Approaches and Procedures in Teacher Education Programs**

CIC institutions are well known for high-quality programs that prepare competent, well-grounded K-12 teachers for the nation’s public and private schools. In recent years, concern about the quality of K-12 teaching has resulted in increased state regulation and more costly mandated assessments. Both the Teacher Education Accreditation Council (TEAC) and the National Council for the Accreditation of Teacher Education (NCATE) have worked with CIC institutions as they engaged in self-scrutiny and attempts to address outsiders’ concerns. Participants will learn about the recent NCATE and TEAC merger that has produced the Council for the Accreditation of Educator Preparation (CAEP), the accreditation experiences of two TEAC campuses, and new federal policy issues.

**Mark LaCelle-Peterson**, President, Teacher Education Accreditation Council

**James E. Seidelman**, Provost and Vice President for Academic Affairs, Westminster College (UT)

**Robert A. Shaw**, Dean, School of Education, Westminster College (UT)

**Marion Terenzio**, Vice President for Academic Affairs and Dean of the Faculty, Bloomfield College

Chair: **Sherry McCarthy**, Vice President and Dean of Academic Affairs, William Woods University
Presidential Leadership—Opportunities and Challenges

This session provides guidance for CAOs who may be considering a college presidency. What personal and professional issues should CAOs consider? What are the pros and cons of making this move? What qualities and experiences are boards of trustees and search consultants looking for in presidential candidates? What errors do candidates often make in the search process? Representatives of two executive search firms will explore these questions and others raised by participants. Spouses are welcome.

Richard P. Allen, President, RPA Inc.
Jessica Kozloff, President, Academic Search, Inc.
Chair: Daniel Taddie, Provost, University of the Ozarks

Preventive Law I: Managing the Hiring Process

Current social and economic challenges require chief academic officers to think more carefully about the legal risks campuses face when conducting searches for new faculty members. An attorney with experience in relevant cases will discuss best hiring practices, including drafting the position description, appointing the search committee, managing candidate files, checking references, completing background checks, and interviewing candidates.

Natasha Baker, Attorney, Hirschfeld Kramer, LLP
Chair: Iris J. Turkenkopf, Vice President for Academic Affairs, Mount Saint Mary College (NY)

Steps in the Strategic Planning Process

Before a strategic plan can take shape, leaders should engage in a broad conversation about the initiatives to include. How does a campus decide which programs become strategic initiatives? What process is used to develop this list? How does the list of strategic initiatives find its way into a strategic plan? When do budgetary considerations enter the process? A panel of CAOs who have engaged in the strategic planning process will share their experiences and engage participants in a discussion of best practices.

Marlene Moore, Dean of the College of Liberal Arts, Willamette University
Carolyn J. Stefanco, Vice President for Academic Affairs and Dean of the College, Agnes Scott College
Mary E. Morton Strey, Vice President for Academic Affairs and Dean of the Faculty, Central College
Chair: Stephany Schlachter, Provost, Lewis University

2:45–3:00 p.m.

Break
3:00–4:15 p.m.

**CONCURRENT SESSIONS**

**Chief Academic Officers Open Mike**

CAOs have an opportunity to seek advice from colleagues on specific issues and to share information regarding trends and practices on private college and university campuses.

Moderator: **John P. Marsden**, Provost, Barton College

**Communicating Financial Realities to Faculty Members by Using CIC’s Financial Indicators Tool (FIT) and Key Indicators Tool (KIT)**

In discussions of the reallocation of funds, trustees and faculty and staff members can benefit from the use of CIC’s KIT and FIT benchmarking reports to provide a context for good decision making. Using the Composite Financial Index and its four ratios in the FIT, CAOs can help the campus community gain perspective on the institution’s financial well-being. CAOs also can review with institutional stakeholders the data in the KIT—including average faculty salaries within the context of financial resources, percentage of part-time faculty, faculty-student ratio, instructional costs per student, and the overall expenditure per student. In this session CAOs will learn how the FIT and KIT reports can be used to facilitate discussions about an institution’s financial condition in comparison with regional and national benchmarks.

**Allen J. Bedford**, Dean of Academics and Faculty, Bryn Athyn College

**Michael Williams**, President, Austen Group

Chair: **Edward E. Ericson**, Vice President for Academic Affairs, John Brown University

**Divide and Conquer—The Responsibilities of Associate Provosts and Associate Vice Presidents**

With the increased responsibilities for programs and personnel that fall to the chief academic officer, the portfolio of programs managed by the assistant and associate vice presidents/provosts/deans also has expanded. Getting the job done on today’s campuses means that the CAO may no longer have the most current information on the campus assessment plan, adjunct faculty members, grants written to support undergraduate research, or the effectiveness of academic advising. A panel of CAOs and their “seconds” will explore their partnership, the decision about which responsibilities to delegate, and the benefits of collaboration. Participants will have opportunities to discuss the arrangements on their campuses and share strategies.

**Robin Cautin**, Associate Provost for Faculty Affairs, Manhattanville College

**Katie Conboy**, Provost and Vice President for Academic Affairs, Stonehill College

**Joseph Favazza**, Associate Vice President for Academic Affairs, Stonehill College

**Gail M. Simmons**, Provost and Vice President for Academic Affairs, Manhattanville College

Chair: **Marie Joan Harris, CSJ**, Provost and Vice President for Academic Affairs, Avila University

**Pay Attention to Process: Revising the General Education Program**

The general education program is a foundational component of a liberal arts education. Many colleges and universities link student learning outcomes in general education to the institutional mission. Linking the skills and dispositions that comprise a general education program to the learning outcomes in the undergraduate major field is equally
important. What are the processes and best practices that lead to a robust general education program? How does a general education program contribute to students’ preparation to become leaders and citizens in the 21st century? What role does the CAO play in keeping the revision process moving forward as the faculty debate the proposed changes in the general education curriculum? Two CAOs will reflect on their experiences with the general education revision process and invite participants to share best practices.

Barbara M. Gayle, Vice President for Academic Affairs, Viterbo University

Lizbeth J. Martin, Vice President for Academic Affairs, Holy Names University

Chair: David L. Garrison, Provost and Chief Academic Officer, LaGrange College

Salons K and L

Preventive Law II: Best Practices in Employee Evaluation

Chief academic officers must carefully consider the legal issues for themselves and their institutions when dealing with unacceptable behavior or poor performance and the potential termination of employees. In this interactive session, an experienced higher education attorney will address the legal considerations associated with these issues and provide academic officers with the necessary tools to manage them while minimizing risk to the institution and the CAO.

Natasha Baker, Attorney, Hirschfeld Kramer, LLP

Chair: Thomas H.L. Cornman, Academic Vice President, Cedarville University

4:15–4:30 p.m.

Refreshment Break

4:30–5:30 p.m.

CAO Mentor Program

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

Mark Braun, Provost, Gustavus Adolphus College

Elizabeth Tobin, Vice President for Academic Affairs and Dean of the College, Illinois College

4:30–5:30 p.m.

CONCURRENT SESSIONS

Conference Rooms 1–4

Approaches to Increasing Student Retention

A multi-pronged approach to student retention that includes centers for teaching and learning, a centralized advising program for first-year students, peer advisors, tutoring assistance, and supplemental instruction has become a common way to increase student retention from the first to the second year. A panel of CAOs familiar with academic support programs will discuss the results on their campuses.

Jerry A. Hirsch, Provost and Vice President for Academic Affairs, Western New England University

Gerard P. O’Sullivan, Vice President for Academic Affairs, Neumann University

Luther S. Williams, Provost and Vice President for Academic Affairs, Tuskegee University

Chair: Donna B. Aronson, Vice President for Academic Affairs, Saint Mary’s University of Minnesota
Salons K and L

Many Cultures on the San Antonio River

Many ethnic and national groups are represented in San Antonio history. Native American tribes made the San Antonio River basin their home base for far-ranging activities, and the river and the presence of Native Americans attracted Spaniards to the area in the early 1700s. This area also became the boundary between New Spain and Mexico and the westward movement of Euro-Americans a century later. The clash between Mexicans and Euro-Americans culminated at the Alamo. Later, German immigrants founded their own towns in the Texas hill country just north of San Antonio and naturally and easily moved to the city in the mid- and late-1800s. Decades later, Mexican immigrants renewed the Spanish-Mexican legacy. At mid-century, the Cold War military bases brought thousands of other Americans through the area, many of whom stayed and became permanent residents. An expert on Texas history will complete this brief history of San Antonio with vivid details, amazing stories, and little-known facts.

Gilberto M. Hinojosa, Professor of History, University of the Incarnate Word
Chair: John M. Burney, Vice President for Academic Affairs and Dean of the College, Doane College

Conference Room 7

Writing a Successful Application for a CIC-Funded Program

CIC receives many more applications for its grant-sponsored programs—such as Ancient Greece in the Modern College Classroom, the Senior Leadership Academy, and Information Fluency Workshops—than financial resources can support. How can a college make a compelling case for inclusion of its nominees in these programs? CIC senior staff will offer advice on the preparation of successful applications.

Richard Ekman, President, CIC
Barbara Hetrick, Senior Vice President, CIC
Chair: Robert Shippey, Vice President for Academic Affairs and Enrollment Management, Bluefield College

6:15 p.m.

Dine-around Dinners

CIC arranges informal dinners at a variety of restaurants in San Antonio to provide participants with opportunities to meet colleagues from other campuses and to exchange ideas. Conference participants should sign up before noon on Sunday at the CIC Registration Desk. Each group of chief academic officers is guided by a CAO Task Force member. Individuals pay for their own dinners.
7:00 a.m.–5:00 p.m.  Chief Academic Officers Institute Registration
Registration Foyer

Idea Exchange
Display area for sharing materials with colleagues

7:30 a.m.–5:00 p.m.  CAO Spouses Hospitality Room
Conference Room 8

7:30–8:45 a.m.  Annapolis Group Chief Academic Officers Breakfast
Conference Room 7
Members of the Annapolis Group will meet for informal discussion of current issues.
Convener: Jonathan D. Green, Provost, Illinois Wesleyan University

7:30–8:45 a.m.  BREAKFAST DISCUSSIONS
Salon I
Breakfast participants may move among several of these informal discussion groups.

The CAO as Advocate for Internationalization
Academic leaders champion many causes, from literacy and numeracy to faculty scholarship and development. One important cause is internationalization, which could refer to (a) international students, (b) study-abroad opportunities for American students, (c) opportunities for faculty members to study and conduct research abroad, or (d) curricular programs. Participants will share their roles in internationalizing the campus and describe both supportive and challenging aspects of internationalization.
Gregory Mahler, Vice President and Academic Dean, Earlham College

CIC’s Leadership Programs: Senior Leadership Academy and Executive Leadership Academy
Learn about CIC’s newest year-long leadership programs, the Senior Leadership Academy (SLA) and the Executive Leadership Academy (ELA). The SLA prepares mid-level administrators for vice presidencies in independent higher education; the ELA prepares college and university vice presidents for presidencies.
Ann Die Hasselmo, President, American Academic Leadership Institute, and Director, Executive Leadership Academy and Senior Leadership Academy
Core Curriculum Revision and the Process Pothole
A small group of faculty members works on a core curriculum revision proposal for months or years, only to have it voted down by the faculty. How can CAOs avoid such a scenario? CAOs are invited to share ideas and strategies that worked at their institutions and learn about the approach that led to success in core curriculum revision at Wesley College.

Patricia Dwyer, Vice President for Academic Affairs, Wesley College (DE)

Demystifying the Promotion and Tenure Processes
No processes are more mysterious to junior faculty members than promotion and tenure. The criteria often seem vague, the committee process is cloaked in secrecy, and rumors of caprice abound. How can CAOs bring clarity to such high-stakes moments in a faculty member's career? Participants are invited to discuss successful policies and practices on their campuses.

Wayne Powel, Provost, Saint Francis University (PA)

Developing a Collaborative Leadership Team
CAOs benefit when deans, directors, and other academic administrators work collaboratively. What skills help CAOs build productive teams? What skills should CAOs aim to develop in their team members? Participants will share the practices and professional development initiatives that have strengthened their academic leadership teams.

Esther E. Mulnix, Vice President for Academic Affairs, CETYS University System (Mexico)

The Evolving Academic Library
The primary mission of many academic libraries has remained constant—to support success in teaching and learning. At the same time, library collections, services, and facilities are being transformed to accommodate new modes of instruction, content creation, and licensing, as well as collaborative and interdisciplinary research and coursework. Participants will learn about the major trends affecting academic libraries and related opportunities for the academic library’s support of institutional goals.

Lisabeth Chabot, College Librarian, Ithaca College, and Association of College and Research Libraries Liaison to CIC

Handling Student and Parent Complaints
Student and parent complaints can be time-consuming and legally risky matters for CAOs and the associate deans and vice presidents who work with them. Who should be responsible for addressing these complaints? Which types of complaints are delegated to associate deans/vice presidents and which must the CAO handle? Participants are invited to share advice and compare structures, practices, and creative solutions for dealing with these issues.

Alzada J. Tipton, Vice President for Academic Affairs and Dean of the Faculty, Elmhurst College

Heather Hall, Associate Dean of Faculty, Elmhurst College
Honors Programs as Enrollment Management Tools
Attractive honors programs often function as enrollment management tools. How are potential students identified for such programs? What curricular structures work? How do co-curricular activities enhance the experience? Participants will discuss their experiences with honors programs and learn about the initiatives at Wingate University to attract first-year students.

Martha S. Asti, Senior Vice President for Academic Affairs, Wingate University

Institutional Prioritization in Challenging Times
Academic programs can proliferate when resources are abundant. How do institutions sustain programs when challenging times arise and difficult decisions about which programs to eliminate are required? Participants are invited to share their experiences.

Paul C. Koch, Vice President for Academic and Student Affairs, St. Ambrose University

Learning from Mistakes
Each of us has made mistakes in our work as chief academic officers and then reflected upon what went wrong and, with hindsight, what we might have done differently to avoid those mistakes. This discussion invites participants to share errors made and changes in strategy or practice that improved their effectiveness.

Joseph A. Kloba, Provost and Chief Academic Officer, Palm Beach Atlantic University

MOOCs and Their Impact on CIC Colleges and Universities
Massive Open Online Courses (MOOCs) have earned both praise as the “key to the future” and criticism as a threat to traditional residential colleges and universities. Participants are invited to discuss how MOOCs might affect CIC institutions. What are the potential benefits and drawbacks of MOOCs for smaller liberal arts colleges? Are there models for the adoption of MOOCs that fit independent college missions and can help reduce costs?

Jasper Lesage, Provost, Northwestern College (IA)

Negotiating a First Presidential Contract
If you are currently in a presidential search or are thinking about becoming a candidate, find out what you should know about the structure and contents of a presidential compensation package. An experienced contract attorney will facilitate a discussion of the initial presidential contract.

Raymond D. Cotton, Vice President for Higher Education, ML Strategies, LLC

Network for Vocation in Undergraduate Education (NetVUE)
NetVUE seeks to deepen the intellectual and theological exploration of vocation among students and faculty and staff members at independent colleges and universities. Learn about CIC’s network and ways your institution can benefit from NetVUE programs, conferences, grants, and services.

Shirley J. Roels, Senior Advisor for NetVUE, CIC
New CAO Workshop: Continuing the Conversation

New CAOs who participated in the New CAO Workshop will have an opportunity to discuss conference sessions, general concerns, and new ideas.

**Jeffrey Barker**, Vice President for Academic Affairs and Dean, School of Humanities and Sciences, Converse College

**Michael A. McDonald**, Provost, Kalamazoo College

**Jeanine Stewart**, Vice President for Academic Affairs, Hollins University

Performance Management

As the core responsibilities of the chief academic officer continue to increase, so does the size of the academic affairs staff. CAOs must find a balance between the number of direct reports and the delegation of responsibilities. A large staff means that the CAO spends considerable time just managing personnel. How can CAOs manage the academic enterprise to ensure that timelines are maintained and goals achieved without micromanaging? Participants will be invited to share their experiences.

**T. Gregory Dewey**, Provost, University of La Verne

Streamlining Faculty Committee Structures

At Bethel College (KS) the CAO and faculty members collaborated to reduce the number of faculty committees from 21 to 8, thereby reducing committee workloads while also clarifying faculty authority and accountability in shared governance. Participants will be invited to share examples and best practices for achieving such change smoothly and effectively.

**Brad Born**, Dean and Vice President for Academic Affairs, Bethel College (KS)

Technology and Tradition

The popularity of recent books such as Christensen and Eyring’s *The Innovative University* and DeMillo’s *From Abelard to Apple* demonstrate deep and growing interest in how higher education should change in response to technological advances. How can CIC institutions create learning environments that combine the best of our traditions with the best of 21st century information technology? Participants are invited to share their experiences in the introduction of the most recent technologies to support teaching and learning on their campuses.

**Danny Parker**, Provost, Anderson University (SC)

CAO Spouses Breakfast Discussion Groups

**Healthy Boundaries**—**Sue Cornman**, CAO Spouse, Cedarville University

**Selections from My Bookshelf**—**Ann Killebrew Taddie**, CAO Spouse, University of the Ozarks (AR)
8:00 a.m.–5:00 p.m.  
**TIAA-CREF Consultations**  
*(Sign up for all consultations at the CIC Registration Desk.)*

**Planning for Your Retirement: Personal Consultations with TIAA-CREF**

Representative Akram Elbardawil, Wealth Management Consultant, will be available for consultations:

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

8:45–9:00 a.m.  
**Break**

9:00–10:00 a.m.  
**PLENARY SESSION**

*Salon H*

**“The Increasing Importance of Public Accountability and Its Implications for Colleges and Universities”**

The 2008 reauthorization of the Higher Education Act and the rules that followed in 2009 and 2010 have given the federal government significantly more authority in academic decision making—domains that have in the past been the responsibility of colleges and universities and regional and specialized accreditors. Anxiety among colleges and universities about the increased reporting requirements imposed by state and federal governments and by other assessment and accrediting bodies has been triggered by a federal definition of the credit hour, transfer-of-credit rules, distance-learning regulations, and recent guidelines for student-learning outcomes.

In this session *Judith S. Eaton* will discuss advocacy work by the Council for Higher Education Accreditation (CHEA) on behalf of its degree-granting members as the voice for voluntary accreditation and quality assurance to the U.S. Congress and U.S. Department of Education. Participants will gain a better understanding of the public’s concern for accountability and what strategies CIC institutions can use to respond to increasing public involvement.

Eaton has served as president of CHEA since 1997, one year after its formation. The largest institutional higher education membership organization in the United States, CHEA is an association of 3,000 degree-granting colleges and universities and a national advocate for self-regulation of academic quality through accreditation. As the only organization focused exclusively on accreditation, CHEA serves as a reliable and comprehensive source of information on accreditation and as an effective representative of member institutions.

Prior to her work at CHEA, Eaton served as chancellor of the Minnesota State Colleges and Universities, where she was responsible for leadership and coordination of 32 institutions serving more than 162,000 students statewide. Previously, she was president of the Council for Aid to Education, Community College of Philadelphia, and the Community College of Southern Nevada, and she served as vice president of the American Council on Education. She also has held full- and part-time teaching positions at Columbia University, University of Michigan, and Wayne State University. Eaton currently serves on a range of boards and has authored numerous books and articles on topics in higher education and accreditation.

Greetings: *Louis J. Agnese, Jr.*, President, University of the Incarnate Word  
Chair: *J. Bradley Creed*, Provost and Executive Vice President, Samford University
10:15–11:30 a.m.  
Conference Room 8  
**CAO Spouses Discussion Sessions**

*Get a Life: How to Help Your Spouse Achieve Balance*—*Sandy Aper*, CAO Spouse, Blackburn College, and *Lynn Buck*, CAO Spouse, Illinois Wesleyan University  
*When You Know, But Can’t Tell*…—*Bonnie Lakso*, CAO Spouse, Juniata College

10:15–11:15 a.m.  
Conference Rooms 1–4  
**CONCURRENT SESSIONS**

*The CAO’s Duty to Build Trust and Maintain Integrity***

Constant among the CAO’s responsibilities—assuring program quality, meeting accreditation standards, and appointing and supporting a well-prepared faculty—is the duty to build trust and maintain integrity among students, faculty members, and other campus constituents. These qualities are neither easily measured nor obvious unless they are absent. What strategies do CAOs employ to create and preserve trust? How does integrity manifest itself in the CAO’s responsibilities? What is the relationship between academic freedom and trust? The CAOs of two institutions will share experiences from their campuses and invite participants to contribute to a discussion of effective practices.

*Katherine S. Conway-Turner*, Provost and Vice President for Academic Affairs, Hood College  
*Richard Ostrander*, Provost, Cornerstone University

Chair: **Colleen Hegranes**, Senior Vice President, St. Catherine University

Conference Rooms 13–14  
*The CIC Degree Qualifications Profile Consortium***

The Lumina Foundation’s Degree Qualifications Profile (DQP) attempts to define what students should learn, understand, and know how to do at each degree level, regardless of a student’s institution or major. The DQP also provides ways for institutions to demonstrate the quality of their academic programs without governmental prescriptions of curricular content. With funding from the Lumina Foundation, the CIC/DQP Consortium, comprised of 25 member colleges and universities, seeks to test the applicability of the concept of ensuring consistent quality in the academic programs of liberal arts-oriented independent colleges and universities and to clarify student learning outcomes at the undergraduate level. Participants will learn about projects at several institutions.

*David T. Harvey*, Vice President for Academic Affairs, DePauw University  
*James J. Lakso*, Provost and Executive Vice President for Student Development, Juniata College  
*Holiday Hart McKiernan*, Vice President of Strategic Operations and Chief of Staff, Lumina Foundation for Education, Inc.  
*Letha B. Zook*, Provost, University of Charleston (WV)

Chair: **Arup Sen**, Vice President for Academic Affairs, D’Youville College

*Salon M*  
**Civic Engagement and Institutional Mission***

College mission statements often emphasize the preparation of students to become productive and engaged citizens in a globalized society, with a focus on social responsibility and civic engagement. Curricular offerings provide opportunities to reflect on such issues as social justice, environmental sustainability, and poverty through experiential learning opportunities in public policy formation, community service, and internships. CAOs from a Project Pericles campus and a campus that includes civic engagement in its institutional mission statement will share with participants
the role of the mission in shaping curricular and co-curricular opportunities available to undergraduate students. Participants will discuss similar opportunities at their institutions.

**Lily McNair**, Provost and Vice President for Academic Affairs, Wagner College  
**Catharine O’Connell**, Vice President for Academic Affairs and Dean of the College, Mary Baldwin College  
Chair: **Linda DeMeritt**, Dean of the College, Allegheny College

**Salon I**

**Dealing with Difficult Faculty Colleagues**

Campus culture often dictates how conflicts between students and faculty members and among faculty members are resolved. Who are these “difficult” faculty colleagues? What issues can best be resolved at the departmental level through the intervention of the department chair? How can department chairs be supported in carrying out this responsibility? What are the next steps when the first level of resolution fails and the conflict is now one for the CAO to address? Participants will have an opportunity to learn new skills and practice dealing with conflict.

**Claudia DeVries Beversluis**, Provost, Calvin College  
**Jeanine Silviera Stewart**, Vice President for Academic Affairs, Hollins University  
Chair: **Donald B. Taylor**, Provost and Vice President for Academic Affairs, Benedictine University (IL)

**Salons K and L**

**Leading Entrepreneurial Efforts**

In today’s dynamic higher education landscape, many colleges—especially those that are tuition-dependent—recognize that they must become more entrepreneurial if they are to prosper. Initiatives may take the form of developing new programs and models of instruction, marketing the institution in novel ways, or even entering into new lines of business. How can the CAO lead or support these efforts while remaining true to the institution’s mission? What are typical points of friction, especially with respect to faculty members? Which organizational structures might hinder—or ensure—success? Senior officers of two institutions will share their experiences with nurturing new ventures.

**Elizabeth Domholdt**, Vice President for Academic Affairs, The College of St. Scholastica  
**Robert Halliday**, Associate Provost and Dean of Graduate Studies, Utica College  
**Judith A. Kirkpatrick**, Provost and Vice President for Academic Affairs, Utica College  
**Donald W. Wortham**, Vice President for Strategic Initiatives, The College of St. Scholastica  
Chair: **Dominic A. Aquila**, Vice President for Academic Affairs, University of St. Thomas (TX)

11:15–11:30 a.m.  
**Break**

11:30 a.m.–12:30 p.m.  
**CONCURRENT SESSIONS**

**Salon I**

**Advancing Interfaith Cooperation**

In a world of increasing religious diversity, institutions of higher education across the country are advancing interfaith cooperation. Campus leaders play a critical role in setting the vision for interfaith cooperation and providing programming consistent with
that cooperation and the institutional mission. Academic and student affairs officers at two institutions will share their experiences of promoting and supporting interfaith understanding on campus through curricular and co-curricular initiatives. Participants will have an opportunity to discuss the interfaith climate on their campuses.

**John T. Day**, Provost and Academic Vice President, John Carroll University  
**Brian T. Johnson**, Executive Director of Campus Ministries, Valparaiso University  
**Mark D. McCarthy**, Vice President for Student Affairs, John Carroll University  
**Mark R. Schwehn**, Provost and Vice President for Academic Affairs, Valparaiso University  
Chair: **Cheryl Johnson-Odim**, Provost, Dominican University (IL)

**Conference Rooms 1–4**

**Another Perspective on Academic Program Review: What Happens to the Results?**

Review of academic programs at regular intervals is accepted as good practice, and on most campuses it follows a five- to seven-year cycle. What does the review process look like and what happens to the recommendations made during the reviews? Who is responsible for acting on the recommendations? Participants will learn about successful academic program review processes and have an opportunity to exchange ideas.

**Dean de la Motte**, Provost, Salve Regina University  
**Diane Fladeland**, Vice President for Academic Affairs, University of Mary (ND)  
Chair: **Robert J. Graham**, Provost, Waynesburg University

**Conference Rooms 13–14**

**The CIC Degree Qualifications Profile Consortium (repeated session)**

The Lumina Foundation’s Degree Qualifications Profile (DQP) attempts to define what students should learn, understand, and know how to do at each degree level, regardless of a student’s institution or major. The DQP also provides ways for institutions to demonstrate the quality of their academic programs without governmental prescriptions of curricular content. With funding from the Lumina Foundation, the CIC/DQP Consortium, comprised of 25 member colleges and universities, seeks to test the applicability of the concept of ensuring consistent quality in the academic programs of liberal arts-oriented independent colleges and universities and to clarify student learning outcomes at the undergraduate level. Participants will learn about the individual projects at several institutions.

**David T. Harvey**, Vice President for Academic Affairs, DePauw University  
**James J. Lakso**, Provost and Executive Vice President for Student Development, Juniata College  
**Holiday Hart McKiernan**, Vice President of Strategic Operations and Chief of Staff, Lumina Foundation for Education, Inc.  
**Letha B. Zook**, Provost, University of Charleston (WV)  
Chair: **B. Connie Allen**, Provost, St. Augustine’s University

**Salons K and L**

**Success with First-Generation Transfer Students**

The 2008 CIC/Walmart College Success Awards provided grants to 20 competitively selected institutions to extend, deepen, or strengthen efforts that help first-generation students succeed in college. In 2010, a second round of awards was made to 30 institutions that had established a track record of success in recruiting, retaining, and
graduating first-generation students. Several campuses focused their programs on first-generation transfer students. CAOs from two institutions will present the structure of their programs for transfer students, discuss the challenges of working with a first-generation population, and suggest strategies that can be employed on other campuses.

Philip J. Belfiore, Vice President for Academic Affairs, Mercyhurst University
Leanne M. Neilson, Provost and Vice President for Academic Affairs, California Lutheran University

Chair: Sandra C. Greer, Provost and Dean of the Faculty, Mills College

Salon M

Using Smart Technology to Increase Course Offerings in World Languages

Low enrollment in world language courses can prevent a college from offering a breadth of languages and depth in any single language. To help overcome this challenge, five independent colleges in Texas are using high-definition videoconferences, thereby hoping to preserve the “high touch” element that is a hallmark of education in a liberal arts college. These institutions are working with the National Institute for Technology in Liberal Education (NITLE) to explore important research and implementation issues across academic, logistical, technological, financial, and curricular dimensions. CAOs from two of the participating campuses will describe their responses to these issues and how shared programming has surmounted many obstacles to maintaining strong world language departments.

Rebecca Frost Davis, Program Officer for the Humanities, NITLE
Allen H. Henderson, Provost and Senior Vice President, Texas Wesleyan University
Charles McCormick, Provost and Vice President for Academic Affairs, Schreiner University

Chair: Bryon Grigsby, Senior Vice President and Vice President for Academic Affairs, Shenandoah University

12:30–1:30 p.m. Free Time for Lunch

12:30–1:30 p.m. Association of Colleges of Sisters of Saint Joseph Chief Academic Officers
Conference Room 7 Coordinator: Sean Peters, CSJ, Director, Association of Colleges of Sisters of Saint Joseph

12:30–1:30 p.m. Missouri Chief Academic Officers Luncheon
(Meet in the hotel lobby.) Coordinator: Rita Gulstad, Vice President and Dean, Central Methodist University

12:30–2:00 p.m. Conference for Mercy Higher Education Chief Academic Officers
Conference Room 15 Coordinator: Moya Dittmeier, Executive Director, Conference for Mercy Higher Education

12:30–2:00 p.m. Women’s College Coalition Luncheon for Chief Academic Officers
Salon J Coordinator: Susan E. Lennon, President, Women’s College Coalition
1:30–5:30 p.m.  Optional Excursion—San Antonio Missions Tour (Pre-registration required)
(Meet in the hotel lobby.)

2:00–4:00 p.m.  Focus Group on Civic Engagement (By invitation only)
Conference Rooms 1–4
William V. Muse, president of the National Issues Forums Institute, will moderate a discussion on how independent colleges and universities teach and demonstrate the importance of public service and the ways in which our campuses can enhance students’ deliberative decision-making skills about matters of civic engagement.

Moderator: William V. Muse, President, National Issues Forum
Chair: Gerald Seaman, Vice President and Dean of the Faculty, Ripon College

2:00–4:30 p.m.  WORKSHOP
Salons K and L
Seminar for Experienced CAOs (Pre-registration required)
New this year, this seminar seeks to address the opportunities and challenges of the later career stages of a chief academic officer. Participants considering this seminar should have completed at least eight years of service as a CAO, either at a single institution or at multiple institutions. Having mastered the basic set of responsibilities of the position, participants will discuss mid-to-late career issues including how CAOs evaluate opportunities for leadership both internal and external to the campus; the nature of their relationship to the president; what strategies CAOs employ to lead the faculty with energy and vision; and how CAOs take care of their own professional lives while also leading their institutions. Using a selection of short readings that all registered participants will receive in advance, CAOs will gain new perspectives about this stage in their careers.

Mary Ann Gawelek, Provost and Dean of the Faculty, Seton Hill University
Rita Knuesel, Provost, College of Saint Benedict/St. John’s University
Chair: Jeffery Aper, Provost, Blackburn College

2:00–5:00 p.m.  WORKSHOP
Salon I
Budget Fundamentals for the CAO (Pre-registration required)
CAOs will gain a greater understanding of the budget process and of financial statements and reports by participating in this workshop led by experienced colleagues. Topics will include the essential elements and timeline for the budget process, difficulties CAOs encounter in preparing the budget, effective oversight of the budget process, and working with department chairs on budget issues. Workshop participants will learn more about the annual balance sheet and the operating budget of the institution. Experienced and new CAOs are welcome to attend.

Mark J. Krejci, Provost and Dean of the College, Concordia College (MN)
Elizabeth Rudenga, Provost, Trinity Christian College
Chair: Bryan Le Beau, Vice President for Academic Affairs, University of Saint Mary (KS)
5:30–6:30 p.m.  
**Reception for Members of the CIC/DQP Consortium (By invitation only)**  
Conference Room 17  
Participants in the CIC/DQP Consortium are invited to share news about their projects and discuss issues with colleagues over refreshments.  
Convener: Harold V. Hartley III, Senior Vice President, CIC  

6:30 p.m.  
**Free Time for Dinner**  

6:30 p.m.  
**MEETINGS OF ASSOCIATED ORGANIZATIONS**  
(Meet in the hotel lobby.)  
**American Benedictine Colleges Chief Academic Officers**  
Coordinator: Diane Fladeland, Vice President for Academic Affairs, University of Mary  

(Meet in the hotel lobby.)  
**Association of Dominican Colleges and Universities Chief Academic Officers**  
Coordinator: Thomas Nowak, Academic Dean and Vice President for Academic Affairs, Dominican College (NY)  

(Meet in the hotel lobby.)  
**Association of Franciscan Colleges and Universities Chief Academic Officers**  
Coordinator: Christopher Holoman, Provost and Vice President for Academic Affairs, Hilbert College  

(Meet in the hotel lobby.)  
**Association of Presbyterian Colleges and Universities Chief Academic Officers**  
Coordinator: Gary Lubr, Executive Director, Association of Presbyterian Colleges and Universities  

(Meet in the hotel lobby.)  
**Council for Christian Colleges & Universities Chief Academic Officers**  
Coordinator: Ronald Mahurin, Vice President for Professional Development and Research, Council for Christian Colleges & Universities  

Conference Room 12  
**National Association of Schools and Colleges of the United Methodist Church Chief Academic Officers and Spouses**  
Coordinator: Gerald D. Lord, Associate General Secretary, Division of Higher Education, General Board of Higher Education and Ministry, United Methodist Church  

Conference Room 18  
**National Institute for Technology in Liberal Education (NITLE) Chief Academic Officers**  
Coordinator: Paul T. Henley, Membership Director, NITLE
Tuesday, November 6

7:00 a.m.–Noon
Registration Foyer

Chief Academic Officers Institute Registration

Idea Exchange
Display area for sharing materials with colleagues

7:30–8:45 a.m.
Salon H

Breakfast Discussions
Breakfast is provided to all Institute participants.

Historically Black Colleges and Universities Breakfast for Chief Academic Officers
Chief academic officers will meet for informal discussion.
Convener: Marilyn Sutton-Haywood, Vice President for Academic Affairs, Shaw University

The Future of the Liberal Arts
CIC is planning a public information campaign to promote a new case for the liberal arts and liberal arts colleges. Other organizations share this concern, including Phi Beta Kappa with its long experience advancing the liberal arts. The Secretary of Phi Beta Kappa will lead a discussion about how the educational qualities of small residential liberal arts colleges can be presented to the public as an education with enduring value, not simply a credential. All Institute participants are welcome.
Moderator: John Churchill, Secretary, Phi Beta Kappa Society

Yes We Must Coalition (By invitation only)
CAOs of institutions in this coalition will meet for breakfast and discussion.
Moderator: TyAnn Lindell, Executive Vice President for Academic and Student Affairs, Finlandia University

8:00 a.m.–Noon
Conference Room 9

TIAA-CREF Consultations
(Sign up for all consultations at the CIC Registration Desk.)
Planning for Your Retirement: Personal Consultations with TIAA-CREF
Representative Akram Elbardawil, Wealth Management Consultant, will be available for consultations.

8:00 a.m.–Noon
Conference Room 8

CAO Spouses Hospitality Room
9:00–10:15 a.m.  
**CONCURRENT SESSIONS**

### Evaluating Academic Advising

Academic advising is a key component of student retention and post-graduation success, but the quality of academic advising often is not evaluated as part of a faculty member’s teaching, scholarly activity, or service. Participants will learn about rubrics some institutions use to evaluate academic advising and explore the impact of evaluating advising on the comprehensive assessment of faculty members’ work.

*Lauren C. Bell*, Associate Dean of the College, Randolph-Macon College  
*Robert L. Entzminger*, Provost, Hendrix College  
*Peg Falls-Corbitt*, Associate Provost for Engaged Learning, Hendrix College  
*William T. Franz*, Provost, Randolph-Macon College

Chair: *Kerry D. Fulcher*, Provost and Chief Academic Officer, Point Loma Nazarene University

### Faculty Workload Considerations

Increasing responsibilities for faculty members with additional assignments, such as coordinating re-accreditation activities, serving on ad hoc committees, serving as an interim department or division chair, or teaching a one-time overload, fall outside the traditional parameters used to calculate workload, which usually are based on the number of hours or courses taught, faculty committee service, and the percentage of time dedicated to scholarly activity. Regular teaching overloads and differential teaching loads in graduate programs also create more variables in the calculation. How can workload issues be resolved in equitable ways? How can faculty-friendly policies be developed? What role does shared governance play in establishing workload formulas? Two CAOs will share their experiences and engage participants in discussion.

*Andrea Chapdelaine*, Provost and Vice President for Academic Affairs, Albright College  
*Alan P. Runge*, Provost, Concordia University (TX)

Chair: *Sally Weaver Sommer*, Vice President and Dean of Academic Affairs, Bluffton University

### Opportunities to Develop Leadership within the Faculty

Within the framework of shared governance, faculty members are encouraged to step into leadership roles as department chairs, members of institution-wide committees, and mentors to junior faculty members. The ability to develop leaders from within the campus community strengthens shared governance and encourages faculty members to consider leadership roles in their own career plans. Participants will learn about innovative leadership opportunities and share ideas for similar programs on their home campuses.

*Susan Agre-Kippenhan*, Vice President for Academic Affairs, Linfield College  
*Nayef Sambat*, Provost, Kenyon College  
*Anne A. Skleder*, Provost, Cabrini College

Chair: *Marc Roy*, Provost, Goucher College
Smart Internationalization: Be Strategic about Global Expansion

There is little disagreement within U.S. higher education that colleges and universities must be “globally engaged” to compete in the 21st century. Internationalization is a challenging process, however, especially for smaller colleges with limited budgets and infrastructure. The Institute of International Education’s 2009–2010 Open Doors Report on International Exchange reports that only 196 of the 600 CIC member institutions sent ten or more students overseas, indicating a need to connect more CIC colleges with appropriate overseas opportunities. Participants will learn about innovative approaches that actively engage students and faculty members in study and training overseas. How can summer study periods be used more effectively for meaningful experiences overseas while overcoming financial constraints and delayed graduation? Where can overseas programs be offered to give students the types of expertise they need to be competitive in their careers? How can colleges choose partner institutions in locations that are safe, not overwhelmed with tourists, and affordable? What forms of funding are available to support students and faculty members to pursue these opportunities?

Kirsten Brecht, Vice President for Marketing, American Councils for International Education (American Councils)

Dan E. Davidson, President, American Councils

Robert O. Slater, Senior Consultant for Policy Research, American Councils

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

10:15–10:45 a.m.
Registration Foyer

Refreshment Break

10:45 a.m.–Noon
Salon H

CLOSING PLENARY SESSION

“Can We Keep Higher Education Affordable?”

In the closing plenary session Lucie Lapovsky will address the cost of a college education and the impact that the national economy continues to exert on the choices that families are forced to make about undergraduate education. She will explore strategies that CIC institutions might consider for keeping college costs under control while also ensuring excellent academic programs. These strategies include providing seamless access to courses, building regional consortia to offer programs more efficiently, increasing the number of three-year degree programs that would allow these students to enter the workforce earlier, and forging collaborations with community colleges where students are able to complete the first two years of a baccalaureate degree.

Dr. Lapovsky is an economist and principal of Lapovsky Consulting. She studies tuition discounting and cost containment in higher education. From 1999 to 2004, Lapovsky served as president of Mercy College (NY). Prior to her service at Mercy, she served her alma mater, Goucher College, for nine years as vice president for finance. She also has held administrative positions as special assistant to the president of the University of Maryland at College Park, director of finance and facilities at the Maryland Higher Education Commission, and fiscal planner for the Maryland Department of Budget and Fiscal Planning.
Lapovksy chairs the board of the National Council for Research on Women and serves on boards and advisory committees for Cedar Crest College, Western New England College, the Institute for Higher Education Policy, Higher Education Resource Services, Knowledge Works Foundation, and the White House Project.


Chair: **Helen J. Streubert**, Vice President for Academic Affairs, Our Lady of the Lake University (TX)

Noon

**CAO Institute Adjourns**
Post-Institute Events

12:15–3:00 p.m.  CAO Task Force Meeting
Conference Room 12

1:00–5:00 p.m.  WORKSHOP
Conference Rooms 17–18

CIC/Aspen/Wye Seminar on Leadership and Liberal Education in a Global Context (Pre-registration required)

In collaboration with the Aspen Institute and Wye Seminars, CIC is offering this seminar to provide CAOs an opportunity for intellectual renewal and time to engage in discussion of ideas. The global expansion of education refreshes and challenges our traditional thinking about liberal learning. What habits of mind and scope of knowledge do our students need? What are the implications of the globalization of culture for our curricula? How do we encourage students at home and abroad to think about the place of education in a democratic republic, whether established or emerging? This Socratic seminar relies on classic works from the Western, African, and Asian traditions to provide a framework for a collaborative dialogue about the global context of higher education and the roles of CAOs as intellectual leaders.

David Townsend, Director of Wye Programs, Aspen Institute, and Tutor, St. John’s College (MD)

1:30–5:30 p.m.  Optional Excursion—King William Food Tour
(Meet in the hotel lobby.) (Pre-registration required)
Chief Academic Officers Task Force

The program of the 2012 Institute for Chief Academic Officers was planned with the assistance of CIC’s Chief Academic Officers Task Force:

Judith Muyskens, Provost, Nebraska Wesleyan University (Chair)

B. Connie Allen, Provost, Saint Augustine’s University

J. Bradley Creed, Provost and Executive Vice President, Samford University

Sandra C. Greer, Provost and Dean of the Faculty, Mills College

Cheryl Johnson-Odim, Provost, Dominican University (IL)

Mark J. Krejci, Provost and Dean of the College, Concordia College (MN)

Michael Selmon, Provost and Vice President for Academic Affairs, Alma College

Helen J. Streubert, Vice President for Academic Affairs, Our Lady of the Lake University (TX)

Daniel Taddie, Senior Vice President for Academic Affairs and Dean of the Faculty, University of the Ozarks (AR)

Mark Your Calendars!