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SCHEDULE-AT-A-GLANCE

SATURDAY, NOVEMBER 2

PRE-INSTITUTE EVENTS

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

7:30 a.m.–4:30 p.m.
Workshop for New Chief Academic Officers
Birmingham/Smithfield/Ft. Pitt

7:30 a.m.–4:00 p.m.
Workshop for CAOs in Their Third or Fourth Year of Service
Brigade

7:30–9:00 a.m.
Evangelical Lutheran Church in America Chief Academic Officers Breakfast
Sterlings 1

7:30 a.m.–4:00 p.m.
Concordia University Chief Academic and Chief Student Affairs Officers Meeting
Sterlings 3

9:00 a.m.–3:00 p.m.
Mennonite Colleges Chief Academic and Chief Student Affairs Officers Meeting
Chartiers

Noon–4:00 p.m.
TIAA-CREF Consultations
Liberty and Stanwix

2:30–4:30 p.m.
Catholic Colleges and Universities Chief Academic and Chief Student Affairs Officers
Duquesne

3:00–4:00 p.m.
CAO Mentors Meeting
Forbes

3:00–4:30 p.m.
Bonner Foundation Chief Academic and Chief Student Affairs Officers
Rivers

3:30–4:00 p.m.
CAO/CSAO Task Force Meeting
Board Room

4:00–4:30 p.m.
Mentors Meet New CAOs
Birmingham/Smithfield/Ft. Pitt

INSTITUTE BEGINS

5:00–6:30 p.m.
Welcome and Keynote Address—George D. Kuh
Grand Ballroom 1

6:30–7:15 p.m.
Welcoming Reception
Grand Ballroom 2 and Foyer

7:15–9:00 p.m.
Buffet Dinner
Kings Garden East/West and LeBateau

SUNDAY, NOVEMBER 3

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

7:15–7:45 a.m.
Roman Catholic Mass
Sterlings 2 and 3

7:30–8:45 a.m.
Breakfast Discussions
Grand Ballroom 2–4

8:00–8:30 a.m.
Ecumenical Service
Sterlings 1

8:00 a.m.–5:00 p.m.
TIAA-CREF Consultations
Liberty and Stanwix

8:00 a.m.–5:00 p.m.
CAO/CSAO Spouses and Partners Hospitality Room
Chartiers

9:00–10:00 a.m.
Plenary Session—Alejandro Portes
Grand Ballroom 1

10:15–11:45 a.m.
Welcome Coffee for CAO/CSAO Spouses and Partners
Chartiers

OUR EVENT HAS GONE MOBILE!
(More information coming soon.)

Follow the Institute on Twitter @CICnotes, #2013CAOI.

WWW.CIC.EDU/2013CAOINSTITUTE • 1
10:30–11:45 a.m.  CONCURRENT SESSIONS
Career Services: Collaborative Opportunities for Academic and Student Affairs
Le Bateau

Fisher v. University of Texas at Austin: Implications for CIC Colleges and Universities
Birmingham/Smithfield/Ft. Pitt

Improving Retention: Lessons from the Field
Kings Garden South

Plenary Session Follow-Up: Second-Generation Immigrants—Factors Affecting Academic and Social Success
Benedum

Using CIC’s Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) to Study Retention and Graduation Rates
Heinz and Allegheny

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

Noon–4:00 p.m.
CAO/CSAO Spouses and Partners Lunch and Visit to the Andy Warhol Museum (Additional fee at the museum.)
Meet in hotel lobby.

Noon–1:30 p.m.
Luncheon for Women CAOs and CSAOs
Kings Garden West

1:30–2:45 p.m.  CONCURRENT SESSIONS
Academic and Student Affairs: Structural Models that Strengthen Collaboration
Kings Garden South

Integrating Undergraduate Research into the Curriculum: The Role of the Chief Academic Officer
Benedum

Living-Learning Communities: Integrating Learning into Students’ Lives
Le Bateau

Threat Assessment Teams: Managing and Helping Students at Risk ofHarming Themselves or Others
Heinz and Allegheny

Title IX: Compliance and Best Practices
Birmingham/Smithfield/Ft. Pitt

3:00–4:15 p.m.  CONCURRENT SESSIONS
The Degree Qualifications Profile Consortium: Lessons Learned
Sterlings 2 and 3

Honor Systems and Academic Integrity
Birmingham/Smithfield/Ft. Pitt

Partnerships among Faculty, Staff, and Athletic Coaches: Supporting the Student Athlete
Le Bateau

Revising the General Education Program: Breaking the Logjam and Making Progress
Benedum

So Your Faculty Have Flipped Their Classrooms—Now What?
Kings Garden South

Weaving the Safety Net: Student Success Strategies that Integrate Academic and Student Affairs
Heinz and Allegheny

4:30–5:30 p.m.
CAO Mentor Program
Heinz and Allegheny

4:30–5:30 p.m.  CONCURRENT SESSIONS
Open Mike for Chief Academic and Chief Student Affairs Officers
Sterlings 1

Pittsburgh: A Tradition of Innovation
(Joint session with Spouses and Partners)
Sterlings 2 and 3

Program Prioritization: Framing the Conversation
Le Bateau

Securing America’s Future: The Power of Liberal Arts Education
Kings Garden South

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

MONDAY, NOVEMBER 4

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

7:30 a.m.—5:00 p.m.
CAO/CSAO Spouses and Partners Hospitality Room Chartiers

7:30–8:30 a.m.
Focus Group • Securing America’s Future: The Power of Liberal Arts Education
(By invitation only)
Boardroom

7:30–8:30 a.m.
Focus Group • Woodrow Wilson Visiting Fellows Program (By invitation only)
Traders

7:30–8:30 a.m.
Annapolis Group Chief Academic and Chief Student Affairs Officers Breakfast
Brigade

7:30–8:30 a.m.
Breakfast Discussions
Grand Ballroom 2–4

8:00 a.m.—5:00 p.m.
TIAA-CREF Consultations
Liberty and Stanwix
8:45–9:45 a.m.
Plenary Session—Henry Chung
Grand Ballroom 1

10:00–11:15 a.m.
CAO/CSAO SPOUSES AND PARTNERS SESSIONS
Chartiers
Brainstorming and Planning for the 2014 CAO/CFO SPOUSES AND PARTNERS SESSIONS
Hospitality: Ideas for Forming Relationships on Campus

10:00–11:15 a.m.
CONCURRENT SESSIONS
Developing Comprehensive Programs to Support At-Risk Students
Le Bateau

10:00–11:15 a.m.
CONCURRENT SESSIONS
Disruptive Student Behavior—Legal Issues
Birmingham/Smithfield/Ft. Pitt

Plenary Session Follow-Up: Public Health and Community Approaches to Comprehensive Student Health and Wellness
Sterlings 1

11:30 a.m.–12:45 p.m.
CONCURRENT SESSIONS
Best Practices in Hiring and Evaluation: How to Ensure Legal Compliance, Reduce Conflict, and Grow a Productive Workforce
Kings Garden North

Building Cultural Capital in First-Year Students
Kings Garden South

Focus on Student Success: Reframing Campus Culture
Birmingham/Smithfield/Ft. Pitt

Internationalizing Your Campus: The New CIC-American Councils for International Education Partnership
Le Bateau

 Offices for First-Year Students and Students in Transition: Collaboration between Academic and Student Affairs
Sterlings 1

12:45–1:45 p.m.
Focus Group • Securing America’s Future: The Power of Liberal Arts Education
(By invitation only)
Boardroom

Association of Colleges of Sisters of Saint Joseph Chief Academic and Chief Student Affairs Officers
Forbes

12:45–2:00 p.m.
Conference for Mercy Higher Education Chief Academic and Chief Student Affairs Officers
Traders

12:45–2:00 p.m.
Missouri Chief Academic and Chief Student Affairs Officers Luncheon
Meet in hotel lobby.

Noon
CAO/CSAO Spouses and Partners Lunch and Tour of Pittsburgh’s Strip District
(Pay at the venue.)
Meet in hotel lobby.
12:45–2:00 p.m.  
Women’s College Coalition Luncheon for Chief Academic Officers  
Brigade

12:45–5:00 p.m.  
New American Colleges and Universities Chief Academic and Chief Student Affairs Officers  
Rivers

1:30–5:00 p.m.  
Optional Excursion • Phipps Conservatory and Botanical Gardens  
Meet in hotel lobby.

2:00–5:00 p.m.  
Workshop: Budget Fundamentals for CAOs and CSAOs  
Kings Garden North

2:00–5:00 p.m.  
Workshop: Sophomore to Junior Year Retention  
Le Bateau

6:00 p.m.  
Free Time for Dinner

**MEETINGS OF ASSOCIATED ORGANIZATIONS**

6:00 p.m.  
Association of Presbyterian Colleges and Universities Chief Academic and Chief Student Affairs Officers  
Meet in hotel lobby.

6:30 p.m.  
American Benedictine Colleges Chief Academic and Chief Student Affairs Officers  
Meet in hotel lobby.

**TUESDAY, NOVEMBER 5**

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

7:30–8:45 a.m.  
Breakfast  
Grand Ballroom 2–4

7:30–8:45 a.m.  
Historically Black Colleges and Universities Breakfast for CAOs and CSAOs  
Grand Ballroom 2–4

7:30–8:45 a.m.  
Yes We Must Coalition Breakfast for CAOs and CSAOs  
Grand Ballroom 2–4

7:30 a.m.–Noon  
CAO/CSAO Spouses and Partners Hospitality Room  
Chartiers

8:00 a.m.–Noon  
TIAA-CREF Consultations  
Liberty and Stanwix

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

Effective Uses of Data  
Kings Garden South

Intrusive Advising: Support for Low-Income, First-Generation College Students  
Birmingham/Smithfield/Ft. Pitt

Programs for International Students on Your Campus  
Le Bateau

The State of Online Programs at CIC Member Institutions  
Sterlings 1

10:45 a.m.–Noon  
Closing Plenary Session—Cathy N. Davidson  
Grand Ballroom 1

**INSTITUTE ADJOURNS**

**POST-INSTITUTE EVENTS**

12:15–3:00 p.m.  
CAO/CSAO Task Force Meeting  
Traders

1:30–5:30 p.m.  
Optional Excursion—Carnegie Museum of Art and Natural History  
Meet in hotel lobby.
WORKSHOP FOR NEW CHIEF ACADEMIC OFFICERS

SATURDAY, NOVEMBER 2

7:30 a.m. Continental Breakfast
Birmingham/Smithfield/Ft. Pitt

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

8:05–8:45 a.m. Introductions
New CAO Workshop Coordinators
Jonathan D. Green, Provost and Dean of the Faculty, Illinois Wesleyan University
Michael A. McDonald, Provost, Kalamazoo College
Jeanine Silveira Stewart, Provost and Dean of the Faculty, McDaniel College

8:45–10:00 a.m. Developing Professional Relationships to Meet New Expectations
Cynthia Zane, President, Hilbert College
Moderator: Jonathan D. Green

10:00–10:15 a.m. Break

10:15 a.m.–Noon Case Studies
Dominic Aquila, Vice President for Academic Affairs, University of St. Thomas (TX)
William C. Deeds, Vice President for Academic Affairs and Dean of the College, Morningside College
Susan Hasseler, Senior Vice President for Academic Affairs and Dean of the College, Augustana College (SD)
Pareena Lawrence, Dean and Chief Academic Officer, Augustana College (IL)
Leanne Neilson, Provost and Vice President for Academic Affairs, California Lutheran University
Marilyn Sutton-Haywood, Vice President for Academic Affairs, Shaw University
Moderator: Jeanine Silveira Stewart

12:15–1:15 p.m. Lunch
Benedum
1:15–1:30 p.m.  
**Remarks**  
*Richard Ekman, President, CIC*

1:30–3:00 p.m.  
**ROUNDTABLE DISCUSSIONS**  
Moderator: *Michael A. McDonald*

**Accreditation**  
*Katie Conboy, Provost and Senior Vice President, Simmons College*

**Assessment and Institutional Effectiveness**  
*Darin E. Fields, Vice President for Academic Affairs, The University of Findlay*

**Faculty Governance and Faculty Leadership**  
*Linda C. DeMeritt, Provost and Dean of the College, Allegheny College*

**Working with the Chief Financial Officer**  
*Steven J. Griffith, Senior Vice President and Academic Dean, Simpson College (IA)*

**Working with the Chief Student Affairs Officer**  
*Dean Pribbenow, Vice President for Academic Affairs and Academic Dean, Edgewood College*

3:00–3:15 p.m.  
**Break**

3:15–3:40 p.m.  
**Open Mike**  
*Jonathan D. Green, Michael A. McDonald, and Jeanine Silveira Stewart*

3:40–4:00 p.m.  
**Re-Entry to Campus—What Did I Hear?**  
Moderator: *Jonathan D. Green*

4:00–4:30 p.m.  
**Mentors Meet New CAOs**  
Mentor Coordinators:  
*Mark Braun, Provost, Gustavus Adolphus College*  
*Marilyn Sutton-Haywood, Vice President for Academic Affairs, Shaw University*  
*Elizabeth Tobin, Vice President for Academic Affairs and Dean of the College, Illinois College*  
Mentors:  
*Susan Agre-Kippenhan, Vice President for Academic Affairs and Dean of Faculty, Linfield College*  
*Brad Born, Vice President for Academic Affairs, Bethel College (KS)*  
*Agnes Caldwell, Vice President and Dean for Academic Affairs, Adrian College*  
*Philip Acree Cavalier, Provost and Dean of the College, Eureka College*  
*Charles D. Gunnoe, Provost, Aquinas College (MI)*
Joseph Jones, Provost, North Park University
Lizbeth Martin, Vice President for Academic Affairs, Holy Names University
Melissa Morriss-Olson, Provost and Vice President for Academic Affairs, Bay Path College
John Mosbo, Senior Vice President for Academic Affairs, University of Evansville
Leanne Neilson, Provost and Vice President for Academic Affairs, California Lutheran University
Frank Pascoe, Provost, University of St. Francis (IL)
Scott Schneberger, Dean of Academics, Principia College
Alan Woolfolk, Vice President for Academic Affairs and Dean of the Faculty, Flagler College

4:30 p.m.

New CAO Workshop Adjourns
WORKSHOP FOR CAOS IN THEIR THIRD OR FOURTH YEAR OF SERVICE

SATURDAY, NOVEMBER 2

Coordinators:
Kina Mallard, Executive Vice President and Provost, Carson-Newman University
Charlie McCormick, Provost and Vice President for Academic Affairs, Schreiner University

7:30–8:00 a.m.  Continental Breakfast
Brigade

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

8:15–8:30 a.m.  Framing the Day
Kina Mallard and Charlie McCormick

8:30–9:00 a.m.  Introductions
Kina Mallard

9:00–10:30 a.m.  Reflecting on the Moment
Charlie McCormick
Discussion Facilitators:
Robin Abramson, Provost and Chief Academic Officer, Champlain College
David Evans, Vice President for Academic Affairs and Dean of the Faculty, Buena Vista University
Catharine O’Connell, Vice President for Academic Affairs and Dean of the College, Mary Baldwin College
Gerard O’Sullivan, Vice President for Academic Affairs, Neumann University
Alan Runge, Provost, Concordia University Texas

10:30–10:45 a.m.  Break

10:45–11:45 a.m.  Soul Care and Discussion with Facilitators
Kina Mallard
11:45 a.m.–Noon  
Break

Noon–1:15 p.m.  
Lunch  
Rivers

1:15–1:45 p.m.  
Envisioning the Future: Strengthening Your Leadership Capital  
Kina Mallard and Charlie McCormick

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
PRE-INSTITUTE EVENTS

SATURDAY, NOVEMBER 2

7:30–9:00 a.m.
Evangelical Lutheran Church in America (ELCA) Colleges and Universities Chief Academic Officers Breakfast
Sterlings 1
Coordinator: Mark Wilhelm, Associate Executive Director for Educational Partnerships, ELCA

7:30 a.m.–4:00 p.m.
Concordia University System Chief Academic and Chief Student Affairs Officers Meeting
Sterlings 3
Coordinator: Mary Scott, Provost and Executive Director, Concordia University System

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

Noon–4:00 p.m.
TIAA-CREF CONSULTATIONS
Liberty and Stanwix
(Sign up for all consultations at the CIC Registration Desk or online at http://bit.ly/ConsultTIAACREF.)
Planning for Your Retirement:
Personal Consultations with TIAA-CREF
Wealth Management Consultants Dan Krivoniak and Joah Yeoman will be available to schedule appointments on Saturday, November 2, Noon–4:00 p.m., and for consultations on the following days:
Sunday, November 3, 8:00 a.m.–5:00 p.m.
Monday, November 4, 8:00 a.m.–5:00 p.m.
Tuesday, November 5, 8:00 a.m.–Noon

2:30–4:30 p.m.
Catholic Colleges and Universities Chief Academic and Chief Student Affairs Officers
Duquesne
Coordinators: Colleen Hegranes, Senior Vice President, St. Catherine University, and Brian Bruess, Vice President for Enrollment Management and Student Affairs, St. Catherine University

3:00–4:00 p.m.
CAO Mentors Meeting
Forbes
3:00–4:30 p.m.  
**Bonner Foundation Chief Academic and Chief Student Affairs Officers**  
Convener: **Bobby Hackett**, President, Bonner Foundation

3:30–4:00 p.m.  
**CAO/CSAO Task Force Meeting**  
Board Room

4:00–4:30 p.m.  
**Mentors Meet New CAOs**  
All new 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 working with experienced colleagues. Mentors will lead discussions about the issues raised by the new CAOs.

**Mark Braun**, Provost, Gustavus Adolphus College  
**Marilyn Sutton-Haywood**, Vice President for Academic Affairs, Shaw University  
**Elizabeth Tobin**, Vice President for Academic Affairs and Dean of the College, Illinois College
CIC gratefully recognizes TIAA-CREF as a premier corporate sponsor of this Institute.

7:30 a.m.–5:00 p.m.  Chief Academic and Chief Student Affairs Officers Institute
Registration and Idea Exchange
Display area for sharing materials with colleagues

5:00–6:30 p.m.  Opening Plenary Session
Sponsored by Metz Culinary Management
Chair: J. Bradley Creed, Provost and Executive Vice President, Samford University

Welcome
Richard Ekman, President, CIC
Gregory Roberts, Executive Director, ACPA–College Student Educators International

Securing America’s Future: The Power of Liberal Arts Education
S. Georgia Nugent, Senior Fellow, CIC, and President Emerita, Kenyon College

Presentation of Awards
Richard Ekman, President, CIC

Awards for Service to the CIC CAO Task Force
J. Bradley Creed
Cheryl Johnson-Odim, Provost, Dominican University (IL)

2013 Chief Academic Officer Award
Rita E. Knuesel, provost of the College of Saint Benedict and Saint John’s University, is the recipient of the 2013 CIC Chief Academic Officer Award in recognition of her contributions to colleagues at independent colleges and universities. Knuesel has served as provost of both the College of Saint Benedict (CSB) and Saint John’s University (SJU) since 2007, preceded by a year as interim provost. She has made numerous presentations at the Institute for Chief Academic Officers and at the CIC Workshops for Department and Division Chairs on faculty development, gender education and development, learning communities, mentoring new faculty members, assessment and program review, and women mentoring women.
Knuesel has served as a member and chair of the CAO Task Force.

While in graduate school, Knuesel received the Clifford Woody Memorial Award for outstanding academic achievement at the University of Michigan at Ann Arbor. She has served as a member of the core committee and on the board for the Collaboration for the Advancement of College Teaching and Learning, a regional organization focused on faculty development.

Knuesel is an accomplished saxophonist. After graduating from the College of Saint Benedict, she received a Rotarian Fellowship Award for graduate studies and studied at the Conservatoire National Superieur de Musique de Paris for two years under the mentorship of renowned saxophonist Daniel Deffayet. She was awarded the first prize in saxophone performance in 1977, the first American woman and the second woman in the school’s history to receive this distinction. An active soloist and chamber musician, Knuesel has performed in concerts nationally and in Western Europe, Japan, and the Philippines.

Knuesel joined the music faculty ranks at the College of Saint Benedict and Saint John’s University in 1977 and chaired the music department for 11 years. She served as dean of the college at CSB from 1994 to 2003 and joint associate provost and academic dean at CSB/SJU from 2003 to 2006 before moving into the provost’s office.

KEYNOTE ADDRESS
“Creating Campus Environments that Foster Student Learning”

In his keynote address, George D. Kuh will discuss why a challenging and coherent undergraduate experience is essential if students are to develop the constellation of skills, competencies, and dispositions they need to thrive during and after college. How can we design and coordinate academic assignments and out-of-class experiences that lead students to reflect on and systematically integrate what they are learning from their various experiences and apply these deeper insights to new situations? How do we measure the kinds of learning demanded in the 21st century and use the results to improve teaching, learning, and the campus climate? Kuh will offer practical suggestions from his extensive research to help CAOs and CSAOs think productively about these challenges and opportunities.

Kuh is Chancellor’s Professor of Higher Education Emeritus at Indiana University Bloomington and adjunct professor of education policy at the University of Illinois at Urbana-Champaign. He is widely recognized for his landmark research on student engagement and how colleges and universities can support their students to encourage learning.

Kuh was the founding director of the Indiana University Center for Postsecondary Research, the National Survey of Student Engagement, and related instruments for law students, beginning college students, and faculty members. He also was the founding director of the Strategic National Arts Alumni Project. He currently directs and is co-principal investigator with Stanley O. Ikenberry of the National Institute for Learning Outcomes Assessment, which is co-located at the University of Illinois and Indiana University.

Kuh’s work has appeared in more than 350 publications, and he has made several hundred presentations on topics related to institutional improvement, college student engagement, assessment strategies, and campus cultures. He has been a consultant to more than 375 institutions of higher education and educational agencies in the United States and abroad. His contributions have been recognized with awards from many higher education organizations, including ACPA–College Student Educators International, NASPA–Student Affairs Administrators in Higher
Education, and CIC. In addition, he received the prestigious Tracy Sonneborn Award from Indiana University for a distinguished record of scholarship and teaching and the 2013 Robert Zemsky Medal for Innovation in Higher Education from the University of Pennsylvania Graduate School of Education.

Kuh holds seven honorary degrees and serves on the Board of Regents of Luther College. He is an advisor to the CIC Degree Qualifications Profile Consortium. He earned a BA from Luther College, an MS from St. Cloud State University, and a PhD from the University of Iowa.

6:30–7:15 p.m.
Welcoming Reception (Admission by Institute badge)
Grand Ballroom 2 and Foyer
Sponsored by Hastings+Chivetta Architects, Inc.
All registered Institute 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 Institute may purchase a guest ticket at the CIC Registration Desk.

7:15–9:00 p.m.
Buffet Dinner (Admission by Institute badge)
Kings Garden East/West and LeBateau
SUNDAY, NOVEMBER 3

7:00 a.m.–5:00 p.m.
Grand Ballroom Foyer

Chief Academic and Chief Student Affairs Officers Institute Registration and 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 transportation arrangements if needed. Groups will meet in the hotel lobby at 6:15 p.m.

7:15–7:45 a.m.
Sterlings 2 and 3

Roman Catholic Mass
Augustine G. Kelly, OSB, Vice President for Academic Affairs and Dean of the College, Saint Anselm College

8:00–8:30 a.m.
Sterlings 1

Ecumenical Worship Service
Kenneth P. Carson, Provost, Geneva College

7:30–8:45 a.m.
Grand Ballroom 2–4

BREACKFAST DISCUSSIONS
Breakfast discussions offer informal opportunities for participants with similar interests to share information. Leaders will welcome the participants and open the discussion. Participants may move among several of these groups and are invited to share perspectives from their institutions.

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 among institutions. CAOs are invited to discuss their campus models, noting the benefits and challenges.

Christopher Dougherty, Provost and Vice President for Academic and Student Affairs, Rosemont College

A Blended Model of Student Success Coaching and Academic Advising
Wingate University’s current campus initiative helps students transition to college life by assigning selected students both a success coach and an academic advisor. How do success coaches help students achieve their personal and academic potential? How do these interactions differ from those of academic advisors? Participants are invited to share feedback on Wingate’s model and to discuss their own experiences with success coaching and other approaches to advising.

Martha S. Asti, Senior Vice President for Academic Affairs, Wingate University
Bringing Outstanding Leaders to Campus: The Woodrow Wilson Visiting Fellows Program

The CIC Woodrow Wilson Visiting Fellows Program allows colleges and universities to bring dynamic and engaging professionals to campus for an entire week of affordable community-wide programs. Participants will hear about the diverse roster of Fellows available, best practices for engaging the entire campus community in the visit, application procedures and visit fees, and how to bring a Fellow to campus this academic year.

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

Creating a Signature Program

Linfield College’s innovative Program for Liberal Arts and Civic Engagement takes a student-centered approach throughout curricular and co-curricular programming, engaging students intellectually, civically, and across disciplines. This discussion will center on the collaborative process used in its development and implementation and the positive outcomes of its adoption.

Susan Agre-Kippenhan, Vice President for Academic Affairs and Dean of Faculty, Linfield College

Susan Hopp, Vice President for Student Affairs and Athletics and Dean of Students, Linfield College

Developing Cross-Divisional Comprehensive Student Success Plans

Hartwick College’s successful plan for retention resulted from collaboration among the chief academic officer, the chief student affairs officer, and the vice president for enrollment management. This discussion will focus on the data needs, retention literature, and stakeholder involvement that assisted Hartwick leaders in developing the plan. The college’s CAO and CSAO also will share strategies for overcoming obstacles.

Meg Nowak, Vice President for Student Affairs, Hartwick College

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

Developing Effective Learning Outcomes and Assessment Criteria

It is a challenge to develop a comprehensive assessment model that measures student learning and institutional effectiveness and enriches the student learning experience. At American International College, “level descriptors” are tools that have contributed to the development of effective learning outcomes and assessment criteria. Participants will share practices used to strengthen assessment at their institutions.

Todd G. Fritch, Provost, American International College

Early Retirement Incentives for Tenured Faculty Members

How can CAOs promote early retirement plans to tenured faculty members? Participants will learn about the legal, financial, and emotional aspects of a successful early retirement incentive program at Christian Brothers University.

Frank Buscher, Vice President for Academics, Christian Brothers University
Engaging Part-Time Faculty Members in Institutional Mission

Part-time faculty members are an increasing constituency at many CIC institutions. What can the CAO do to ensure that part-time faculty members understand and are cognizant of the institution’s mission both inside and outside the classroom? Participants are invited to share programs and practices that have been successful on their campuses.

Steven J. Griffith, Senior Vice President and Academic Dean, Simpson College (IA)

Faculty Development Programs to Support Living-Learning Communities

This conversation will focus on how to design a program to assist faculty members in working effectively with student living-learning communities. What collaborations between faculty members and student affairs personnel are necessary? How can faculty members connect student learning in and out of the classroom?

Catharine O’Connell, Vice President for Academic Affairs and Dean of the College, Mary Baldwin College

Gauging “the Faculty Voice” in Faculty Meetings

Institutional leaders value clear messages about faculty opinion on important campus issues. Participants will learn how clicker technology can be used effectively to gauge the will of faculty members.

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

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 help undergraduate students attain true information fluency in their major areas of study. Campus teams comprised of faculty members, a librarian, and the chief academic officer participate in intensive workshops during which they develop campus plans. The CIC senior advisor for the program will offer an assessment of the program and provide information about the 2014 Workshop on Philosophy, Religious Studies, and the History of Ideas to be held February 13–15, 2014, in Charleston, South Carolina. The application deadline is December 6, 2013.

Susanne Woods, Senior Advisor for Information Fluency, CIC

Intentional Student Leadership Development

Centenary College has implemented an innovative leadership development model that begins with an educational outreach program to high school students. Participants will be invited to discuss Centenary’s model and successful approaches to student leadership development from their own campuses.

Michael R. Hemphill, Provost and Dean of the College, Centenary College of Louisiana
Next Steps: Preparing Yourself for a Presidential Search
What steps should CAOs or CSAOs take to prepare themselves for a presidential search? Is there a best time to search? What are the key points to be addressed in a cover letter? What questions should be asked before applying for a position? What role does the search firm play in the process? Learn about the process from the president of a leading search firm.

Jessica S. Kozloff, President and Senior Consultant, Academic Search, Inc.

Online Learning and Residential Colleges
How should residential colleges that tout small class size, face-to-face instruction, and the value of a living and learning community respond to the demand for online learning? Participants will share experiences from their institutions and consortia, including ways to fund online teaching, the potential for revenue generation, the challenges of state authorization, and best practices for being both mission-focused and innovative.

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

Partnering with Trustees
To integrate academic and student affairs, CIC institutions may want to consider changes to the committee structure of the board of trustees. Allegheny College combined its board committees on academic affairs and student affairs to enhance the board’s understanding of holistic education. Participants are invited to discuss other examples of beneficial administrator-trustee partnerships and collaboration.

Linda C. DeMeritt, Provost and Dean of the College, Allegheny College
Joseph DiChristina, Dean of Students, Allegheny College

Renewal Strategies for Chief Academic and Chief Student Affairs Officers
Both CAOs and CSAOs have workloads that demand long hours and frequent crisis management. How do they find time and space for personal and professional renewal? Participants are invited to share experiences, exchange renewal strategies, and provide one another a network of support.

Mary Ann Gawelek, Provost and Dean of the Faculty, Seton Hill University

Social Media and Faculty/Student Relationships
Many students and faculty members are regular users of Facebook, Twitter, text messaging, and other forms of social media. The ease and speed of these tools have proven useful for communication between faculty members and their students, but they also have prompted less positive outcomes including allegations of inappropriate fraternization and even sexual harassment. What strategies can CAOs and CSAOs implement to promote the benefits of social media and help their campuses avoid negative repercussions?

Danny M. Parker, Provost, Anderson University (SC)
Transitioning from One Institution to Another
The careers of CAOs and CSAOs often involve transitions between institutions whose size, mission, location, and/or reputation are vastly different. Participants are invited to share their experiences when making such moves and the strategies that facilitated integration into their new campus communities.

Laura S. Armesto, Provost and Vice President of Academic Affairs, Midway College
Karen Petko, Assistant Vice President for Student Affairs, Midway College

Writing an Effective QEP for SACS
Developing a Quality Enhancement Plan (QEP) is a significant part of the reaccreditation process for the Southern Association of Colleges and Schools (SACS). Participants will learn about a successful year-long process used at LaGrange College and have an opportunity to share their own campuses’ approaches and experiences.

David L. Garrison, Provost, LaGrange College
Marc Shook, Associate Provost and Dean of Students, LaGrange College

CAO/CSAO Spouses and Partners Hospitality Room

Planning for Your Retirement: Personal Consultations with TIAA-CREF
Wealth Management Consultants Dan Krivoniak and Joah Yeoman will be available for consultations:
Sunday, November 3, 8:00 a.m.–5:00 p.m.
Monday, November 4, 8:00 a.m.–5:00 p.m.
Tuesday, November 5, 8:00 a.m.–Noon

PLENARY SESSION
“Second-Generation Immigrants: Factors Affecting Academic and Social Success”

Children of immigrants comprise one-in-five Americans under age 18 and the proportion is increasing rapidly. This dramatic shift in the demography of the college-going generation is a major topic of conversation on every campus. In this plenary session, Alejandro Portes will discuss his ground-breaking research on models of immigrant assimilation and the behavior of second-generation immigrants and their integration into American society. Understanding the models of second-generation immigrant integration is critical for CIC’s chief academic and chief student affairs officers, who actively seek ways to recruit and retain first-generation college students.
students, many of whom are second-generation immigrants. Which support structures and processes do immigrant parents and ethnic communities need most to educate their children? How might we join them in this effort? What strategies are most effective in supporting different immigrant populations?

Portes is Howard Harrison and Gabrielle Snyder Beck Professor of Sociology and director of the Center for Migration and Development at Princeton University. He has taught at Johns Hopkins University, where he held the John Dewey Chair in Arts and Sciences, Duke University, and the University of Texas-Austin. Portes served as president of the American Sociological Association (ASA) in 1998–1999. Born in Havana, Cuba, he came to the United States in 1960.

Portes is the author of more than 200 articles and book chapters on national development, international migration, Latin American and Caribbean urbanization, and economic sociology. His books include *City on the Edge—the Transformation of Miami* (1993) (co-authored with Alex Stepick), which was selected to receive the Robert Park Award for best book in urban sociology and the Anthony Leeds Award for best book in urban anthropology in 1995; and *Immigrant America: A Portrait*, 3rd edition (2006), designated as a Centennial Publication by the University of California Press in 1996. His current research is on the adaptation process of the immigrant second generation in comparative perspective, the role of institutions in national development, and immigration and the American health system.

Portes is a former fellow of the Center for Advanced Studies in the Behavioral Sciences and of the Russell Sage Foundation. He has received honorary doctorates from the New School for Social Research, the University of Wisconsin-Madison, and the University of Genoa (Italy), as well as the Distinguished Career Award from the Section on International Migration of the American Sociological Association (ASA). Portes is a fellow of the American Academy of Arts and Sciences and a member of the National Academy of Sciences. In 2008, he received the annual Award for Scientific Reviewing (social and political sciences) from the National Academy of Sciences. He recently received the ASA’s W.E.B. DuBois Career of Distinguished Scholarship Award.

Chair: Gregory Roberts, President, ACPA–College Student Educators International

10:00–10:30 a.m.
*Refreshment Break*
Grand Ballroom Foyer

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

*Greetings*
Richard Ekman, President, CIC
Kathy Whatley, Vice President for Annual Programs, CIC

*Introduction of CAO and CSAO Spouses and Partners*
Lynn M. Buck, CAO Spouse, Illinois Wesleyan University

*The Rewards and Challenges of the Male CAO Spouse or Partner*
Jim Lehman, CAO Spouse, Wells College
CONCURRENT SESSIONS

Career Services: Collaborative Opportunities for Academic and Student Affairs

Many campuses are looking for ways to restructure career services. Can the career center become a locus of efforts to articulate the value of a liberal arts education? How can faculty members and staff work together to encourage students to make informed choices about academic, professional, and personal opportunities? What types of structures aid in the cultivation of the self-reflective learning that will help students throughout their years in college and prepare them to be lifelong learners and responsible global citizens? How do internships, cross-cultural study experiences, and graduate school preparation work together? Campus leaders who have been wrestling with these issues will lead the discussion.

Debbie Cottrell, Vice President for Academic Affairs, Texas Lutheran University
Kurt C. Holmes, Dean of Students, The College of Wooster
Carolyn R. Newton, Provost, The College of Wooster
Kristi R. Quiros, Vice President and Dean of Student Life and Learning, Texas Lutheran University

Chair: Amy Jessen-Marshall, Vice President for Academic Affairs and Dean of the Faculty, Sweet Briar College

Fisher v. University of Texas at Austin: Implications for CIC Colleges and Universities

According to U.S. Secretary of Education Arne Duncan, the Supreme Court’s recent ruling on the Fisher case “preserves the well-established legal principle that colleges and universities have a compelling interest in achieving the educational benefits that flow from a racially and ethnically diverse student body, and can lawfully pursue that interest in their admissions programs.” But the ruling does require substantially more justification of race-conscious admissions policies than was previously necessary, including proof of the unavailability of race-neutral alternatives. What impact will this ruling have on admissions policies of CIC colleges and universities? What information must be considered in the review of existing policies? What kinds of documentation should be considered in order to support an institution’s justification of race-conscious policies if institutional leaders deem one necessary to insure a diverse student body?

Natasha Baker, Partner, Hirschfeld Kramer, LLP

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

Improving Retention: Lessons from the Field

Retention of students through graduation is an important part of the enrollment management strategy for all institutions. Effective retention efforts almost always involve a multi-pronged approach to student support, including alert systems, direct intervention, and the opportunity for close attention by an advisor or mentor. How can the CAO and CSAO best shape and support retention efforts? Panelists in this session will focus on data collection and analysis, institutional structures, programs and initiatives, and student populations as the organizing framework for a discussion of retention strategies.
John T. Day, Provost and Academic Vice President, John Carroll University

Joseph Falese, Senior Vice President for Student Services and Special Assistant to the President for Alumni Development, Lewis University

Mark McCarthy, Vice President for Student Affairs, John Carroll University

Stephany Schlachter, Provost, Lewis University

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

Benedum

PLENARY SESSION FOLLOW-UP
Second-Generation Immigrants—Factors Affecting Academic and Social Success

Participants will meet informally to discuss the ideas offered in Alejandro Portes’s plenary address.

Alejandro Portes, Howard Harrison and Gabrielle Snyder Beck Professor of Sociology and Director of the Center for Migration and Development, Princeton University

Chair: Gregory Roberts, President, ACPA–College Student Educators International

Heinz and Allegheny

Using CIC’s Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) to Study Retention and Graduation Rates

Many CIC colleges and universities make effective use of CIC’s KIT and FIT benchmarking reports, individualized for each campus, to provide a context for data-informed decision making. This session will focus on retention and graduation rate indicators in the KIT, how to evaluate those rates, and how to formulate reasonable goals for them. Senior leaders from campuses that are outperforming expectations will lead a discussion of strategies for setting goals and improving retention and graduation rates.

Michael Williams, President, Austen Group

Ann M. Heath, Vice President for Academic Affairs, Immaculata University

Richard Mandeville, Vice President for Student Life, Whitworth University

Chair: John Kolander, Provost, Wisconsin Lutheran College

11:45 a.m.–1:30 p.m.

Free Time for Lunch

Noon–4:00 p.m.
Meet in hotel lobby.

CAO and CSAO Spouses and Partners Lunch and Visit to the Andy Warhol Museum
(Additional fee at the museum.)

Noon–1:30 p.m.

Women Chief Academic and Chief Student Affairs Officers Luncheon and Discussion Groups (Pre-registration required)

Coordinators:

Robin Abramson, Provost and Chief Academic Officer, Champlain College

Patricia Draves, Vice President for Academic Affairs and Dean of the University, University of Mount Union
Welcome
Barbara Hetrick, Senior Vice President, CIC

After the Campus: Tips for Retirement
Susanne Woods, Senior Advisor for Information Fluency, CIC

Communication Strategies among Academic Affairs Colleagues
Christine Bahr, Provost, McKendree University

Effective Communication between Academic Affairs and Student Affairs
Patricia Ann Fleming, Provost and Vice President for Academic Affairs, Saint Mary’s College (IN)
Karen Johnson, Vice President for Student Affairs, Saint Mary’s College (IN)

Effective Methods of Working with Faculty Members
Pareena Lawrence, Provost and Dean of the College, Augustana College (IL)
Wenyong Xu, Vice President for Academic Affairs, Chatham University

The Feminist CAO and Unlike-Minded Colleagues or Trustees
Elizabeth Tobin, Vice President for Academic Affairs and Dean of the College, Illinois College

Integrating Academic and Student Affairs
Andrea E. Chapdelaine, Provost and Vice President for Academic Affairs, Albright College

Integrating Diversity into the Academic Leadership Team
Linda C. DeMeritt, Provost and Dean of the College, Allegheny College

Intercollegiate Athletics
Carolyn Newton, Provost, The College of Wooster

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

Managing Presidential Transitions
Carol A. Scheppard, Vice President and Dean for Academic Affairs, Bridgewater College
Mentoring Mid-level Administrators
Mary Ann Gawelek, Provost and Dean of the Faculty, Seton Hill University
Patricia Lynott, Provost and Senior Vice President for Academic Affairs, Southern New Hampshire University

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

The Presidential Search Process
Andrea Warren Hamos, Vice President and Senior Consultant, Academic Search, Inc.

Self-Renewal Strategies
Katie Conboy, Provost and Senior Vice President, Simmons College

Settling in after the First Year
Susan Hasseler, Senior Vice President for Academic Affairs and Dean of the College, Augustana College (SD)

Women and the Presidency
S. Georgia Nugent, Senior Fellow, CIC, and President Emerita, Kenyon College
Cynthia Zane, President, Hilbert College

Women CAOs and the Presidential Leadership Team
Rochelle Von Eye, Interim Provost, Dakota Wesleyan University

Women’s Leadership in the Strategic Planning Process
Johnnella E. Butler, Provost and Vice President for Academic Affairs, Spelman College

Working with Committees of the Board of Trustees
Jonnie Guerra, Senior Advisor, CIC

1:30–2:45 p.m.
Kings Garden South

CONCURRENT SESSIONS

Academic and Student Affairs: Structural Models that Strengthen Collaboration
The current emphasis on assessment of learning outcomes requires greater collaboration between academic and student affairs. Combining these two divisions into one unit focused on student learning has been effective at some institutions. What are the structural models that can strengthen collaboration? What are the advantages and disadvantages of structures that include both academic and student affairs? What subunits of the divisions fit together naturally,
and which require more effort to connect in meaningful ways? Can CAOs and CSAOs who lead separate units work together to achieve similar results?

Jeffrey H. Barker, Vice President for Academic Affairs, Converse College

Christopher L. Holoman, Provost and Vice President for Academic Affairs, Hilbert College

Susan Traverso, Provost and Senior Vice President, Elizabethtown College

Chair: Peter Millet, Provost and Vice President for Academic Affairs, Stillman College

Integrating Undergraduate Research into the Curriculum: The Role of the Chief Academic Officer

How can CAOs help departments restructure curricula to make room for undergraduate research within faculty and student course loads? What resources are available to help departments and individual faculty members? Participants will learn about departments and colleges that have successfully integrated undergraduate research into their curricula, as well as the best practices presented in two recent publications from the Council on Undergraduate Research: Characteristics of Excellence in Undergraduate Research and Faculty Support and Undergraduate Research. CAOs will have opportunities to share their practices and discuss challenges and opportunities afforded by integrating undergraduate research into the curriculum.

Elizabeth Ambos, Chief Executive Officer, Council on Undergraduate Research

Julio Rivera, Provost, Carthage College, and President, 2013–2014, Council on Undergraduate Research

Chair: Tracy Espy, Provost and Vice President for Academic Affairs, Pfeiffer University

Living-Learning Communities: Integrating Learning into Students’ Lives

Learning takes place in the classroom and also in the residence hall and dining hall, during co-curricular activities, and on field trips. Living-learning communities are one way to structure student learning to reinforce the institution’s mission and extend student learning. What are the characteristics of the most effective living-learning communities? How can CAOs and CSAOs help faculty and staff members reach a shared definition of student learning and a commitment to it wherever it takes place? How can we assess what students are learning outside the classroom?

Kristine Bartanen, Academic Vice President and Dean of the University, University of Puget Sound

Robert Gatti, Vice President for Student Affairs, Otterbein University

Stephen St. Onge, Dean and Vice President for Academic and Student Affairs, Burlington College

Chair: Dominic Aquila, Vice President for Academic Affairs, University of St. Thomas (TX)
Threat Assessment Teams: Managing and Helping Students at Risk of Harming Themselves or Others

With the increase in awareness of incidents of violence on campuses, how do CAOs and CSAs work together to provide help to students who may be at risk of harming themselves or others? What structures and policies can help address immediate threats? Who should be included on threat assessment teams? How can the teams protect the rights of potentially violent students, provide pathways to the help they need, and assure the safety of other students?

Billye Auclair, Vice President for Academic Affairs, Anna Maria College
Drew Klein, Vice President for Student Success, Anna Maria College
Melissa Morriss-Olson, Provost and Vice President for Academic Affairs, Bay Path College
David Yelle, Dean of Students, Bay Path College

Chair: John Beckford, Vice President for Academic Affairs and Dean, Furman University

Title IX: Compliance and Best Practices

Title IX concerns of colleges and universities have expanded from equal opportunities for male and female students to participate in intercollegiate athletics to equal educational experiences, including freedom from sexual harassment for both men and women. What are the most effective Title IX educational initiatives and appropriate training for dealing with sexual harassment? What kinds of investigations meet the requirements of compliance?

Natasha Baker, Partner, Hirschfeld Kramer, LLP
Cheryl Brandsen, Dean of Social Science and Contextual Disciplines, Calvin College

Chair: David P. Haney, Vice President for Academic Affairs and Dean of Faculty, Emory & Henry College

CONCURRENT SESSIONS

The Degree Qualifications Profile Consortium: Lessons Learned

The CIC Degree Qualifications Profile (DQP) Consortium is a two-year project, generously funded by the Lumina Foundation, that has allowed CIC to work with a group of 25 independent colleges and universities to examine the usefulness of the DQP in improving student learning and increasing the successful completion of baccalaureate degrees at independent colleges and universities. Today, more than 270 colleges and universities utilize the DQP. The DQP attempts to define what students should learn, understand, and be able to do at each degree level and provides a way for institutions to demonstrate the quality of their academic programs by assessing student learning outcomes without the intrusion of state or federally mandated standards. The work of the Consortium began late in 2011 and will conclude with the publication of the results at the end of 2013. CAOs of institutions that are part of the Consortium will discuss lessons learned from the project.

Christine Bahr, Provost, McKendree University
David Brailow, Vice President for Academic Affairs and Dean of the College, Franklin College (IN)
Letha Zook, Provost and Dean of the Faculty, University of Charleston (WV)
Chair: Terry Grimes, CIC Senior Advisor, Degree Qualifications Profile Project

**Honor Systems and Academic Integrity**

Honor systems and other academic integrity initiatives work best when they are part of the campus ethos. How can CAOs and CSAOs work with students and student organizations to support a campus culture of academic integrity? What training for student leaders is available and effective? What are the pitfalls to avoid? CAOs and CSAOs from campuses that have established systems will begin the conversation.

Aaron Fetrow, Vice President for Student Affairs and Dean of Students, Guilford College
Carl Girelli, Vice President for Academic Affairs and Dean of the College, Randolph College
Adrienne Israel, Vice President for Academic Affairs and Academic Dean, Guilford College
Matha Thornton, Vice President for Student Affairs and Dean of Students, Randolph College

Chair: James Lang, Associate Professor of English and Director of the Center for Teaching Excellence, Assumption College (MA)

**Partnerships among Faculty, Staff, and Athletic Coaches: Supporting the Student Athlete**

Student and alumni surveys have shown that participation in athletics can help students become more engaged in the college community and develop leadership skills. But participation in athletics also can result in frequent class absences, and practices and games sometimes compete with study time. How can faculty members, staff, and coaches work together to help student athletes succeed? What strategies help students meet both their academic and athletic commitments?

Patricia Draves, Vice President for Academic Affairs and Dean of the University, University of Mount Union
Stephanie L. Fabritius, Vice President for Academic Affairs and Dean of the College, Centre College
Randy Hays, Vice President and Dean of Student Life, Centre College

Chair: Kathryn Morris, Provost and Vice President for Academic Affairs, Butler University

**Revising the General Education Program: Breaking the Logjam and Making Progress**

Revising the general education program or the core curriculum can seem like a never-ending process replete with delays and pitfalls. How can CAOs help faculty members move the process forward? What are the characteristics of review processes that result in robust programs focused on student learning? What is the relationship between the student learning objectives of the general education program and the major? Three CAOs who have recently worked through successful revision processes will reflect on their experiences and invite participants to share effective practices.
Kings Garden South

Jeffrey Frick, Dean of the College and Academic Vice President, St. Norbert College
Vivia L. Fowler, Provost and Vice President for Academic Affairs, Wesleyan College (GA)
Gregory Kerr, Vice President for Academic Affairs, Sterling College
Chair: Glenn Sharfman, Vice President and Dean for Academic Affairs, Manchester University

So Your Faculty Have Flipped Their Classrooms—Now What?
How can smaller colleges continue to provide individual attention and powerful learning environments to students? Three CAOs will lead a highly interactive session on one technique that faculty members could use in the flipped classroom, “Reacting to the Past.” This technique develops students’ critical thinking and oral communication skills as well as empathy and confidence.

John Burney, Vice President for Academic Affairs and Dean of the College, Doane College
Agnes Caldwell, Vice President and Dean for Academic Affairs, Adrian College
Charlie McCormick, Provost and Vice President for Academic Affairs, Schreiner University
Chair: Joan Propst, Provost and Executive Vice President for Academic Affairs, Alderson Broaddus University

Heinz and Allegheny

Weaving the Safety Net: Student Success Strategies that Integrate Academic and Student Affairs
Students’ struggles in the classroom often are accompanied by struggles in their co-curricular lives. How can CAOs and CSAOs build early warning teams to identify issues as they arise? What are effective strategies for supporting students in their efforts to bounce back and succeed in and outside the classroom? What roles can faculty and staff members, parents, peers, and academic support centers play?

Donna Aronson, Vice President for Academic Affairs, Saint Mary’s University of Minnesota
Christopher Kendall, Vice President for Student Life, Saint Mary’s University of Minnesota
Paul Koch, Vice President for Academic and Student Affairs, St. Ambrose University
Timothy Phillips, Associate Vice President and Dean of Students, St. Ambrose University
Chair: Jane Atkinson, Vice President and Provost, Lewis & Clark College

4:15–4:30 p.m.
Refreshment Break
Grand Ballroom Foyer

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.
4:30–5:30 p.m.

Sterlings 1

CONCURRENT SESSIONS

Open Mike for Chief Academic and Chief Student Affairs Officers
(Open only to currently-serving CAOs and CSAOs)
CAOs and CSAOs have the opportunity to seek advice from colleagues on specific issues and to share information regarding trends and practices on private college and university campuses.
Moderators: J. Bradley Creed, Provost and Executive Vice President, Samford University
Sally Walker, Vice President for Student Affairs and Dean of Students, Albion College

Sterlings 2 and 3

Pittsburgh: A Tradition of Innovation
(Joint session with Spouses and Partners)
Pittsburgh is an adaptable, progressive city. It combines the spirit of the expression, “necessity is the mother of invention,” with H.J. Heinz’s motto, “do a common thing uncommonly well,” and Pittsbugher J. Howard Miller’s famous phrase, “we can do it.” The result is a city filled with an enormous amount of creativity and innovation.
This fast-paced look at 250 years of Pittsburgh history will include little-known stories about ketchup, robots, the Jeep, and the polio vaccine, along with other Pittsburgh innovations and some observations on the 150th anniversary of the Battle of Gettysburg and Lincoln’s Gettysburg Address.
Andrew E. Masich, President and Chief Executive Officer, Senator John Heinz History Center
Introduction: Paul Hennigan, President, Point Park University
Chair: Karen S. McIntyre, Senior Vice President for Academic Affairs and Student Affairs, Point Park University
Program Prioritization: Framing the Conversation
Many colleges and universities are engaged in program prioritization, often at the request of the board or the president, to ensure that the curriculum is responsive to students’ interests, honors the liberal arts tradition, and uses funds responsibly. The challenge, however, is to determine criteria by which program viability will be evaluated that go beyond intrinsic quality and consistency with the college mission, a process that often requires new data collection and creates unusual stress for institutions with strong collective governance and faculty autonomy. A panel of CAOs who are engaged in determining program prioritization criteria and implementing data-informed conclusions will lead the conversation.

Christopher M. Duncan, Provost, Wittenberg University
Susan S. Hasseler, Senior Vice President for Academic Affairs and Dean of the College, Augustana College (SD)
Judith Muyskens, Provost, Nebraska Wesleyan University
Chair: Marie S. Morris, Provost, Anderson University (IN)

Securing America’s Future: The Power of Liberal Arts Education
CIC is engaged in a two-year initiative to promote the liberal arts and independent higher education. The ultimate objective is to increase the likelihood that the next generation of Americans will be prepared for the 21st century workforce and for leadership in a democratic society. The major goals of the campaign are 1) to increase public awareness of the value and effectiveness of the liberal arts and independent liberal arts colleges; and 2) to direct greater attention to the compelling evidence that smaller independent colleges produce graduates who are among the best prepared for success in their personal, career, and community lives. All Institute participants are invited to learn more about the campaign, progress to date, and how to become involved from the leader of the campaign.

S. Georgia Nugent, Senior Fellow, CIC, and President Emerita, Kenyon College
Chair: Patricia Draves, Vice President for Academic Affairs and Dean of the University, University of Mount Union

Dine-around Dinners
CIC arranged informal dinners at a variety of restaurants in Pittsburgh 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 is guided by a CAO/CSAO Task Force member. Individuals pay for their own dinner. Transportation, if needed, is provided by CIC.
MONDAY, NOVEMBER 4

7:00 a.m.–5:00 p.m.
Chief Academic and Chief Student Affairs Officers Institute Registration and Idea Exchange
Grand Ballroom Foyer
Display area for sharing materials with colleagues

7:30 a.m.–5:00 p.m.
CAO/CSAO Spouses and Partners Hospitality Room
Chartiers

7:30–8:30 a.m.
Focus Group—Securing America’s Future: The Power of Liberal Arts Education
Boardroom
(By invitation only; please pick up breakfast and proceed to Boardroom.)

7:30–8:30 a.m.
Focus Group—Woodrow Wilson Visiting Fellows Program
Traders
(By invitation only; please pick up breakfast and proceed to Traders.)

7:30–8:30 a.m.
Annapolis Group Chief Academic and Chief Student Affairs Officers Breakfast
Brigade
Members of the Annapolis Group will meet for informal discussion of current issues.
Convener: Jonathan D. Green, Provost and Dean of the Faculty, Illinois Wesleyan University

7:30–8:30 a.m.
BREAKFAST DISCUSSIONS
Grand Ballroom 2–4
Breakfast discussions offer informal opportunities for participants with similar interests to share information. Leaders will welcome the participants and open the discussion. Participants may move among several of these groups and are invited to share perspectives from their institutions.

Aligning the Assessment Goals and Processes of Academic and Student Affairs
At Lebanon Valley College, the CAO, the CSAO, and their staffs collaborated to coordinate goal-setting and assessment processes. The results are a new alignment of student affairs and general education goals, changes in committee structure, and an integrated planning and resource allocation process.

Michael Green, Vice President for Academic Affairs and Dean of the Faculty, Lebanon Valley College
Gregory Krikorian, Vice President for Student Affairs and Dean of Students, Lebanon Valley College
Aligning Vocation and Mission for Aspiring Presidents
CIC’s Presidential Vocation and Institutional Mission program is designed to assist chief academic and chief student affairs officers as well as other senior administrators—and their spouses or partners—who are considering whether to seek a college presidency to clarify their own sense of calling, the significance of the mission of the institution they might lead, and how alignment between personal vocation and institutional mission fosters effective presidential leadership. In this session participants will learn more about the structure of the seminars and the nomination process for the 2014–2015 program.

Harold V. Hartley III, Senior Vice President, CIC

Cheating Lessons: Learning from Academic Dishonesty
Does the structure of most learning environments encourage student cheating? What can academic and student administrators do to encourage faculty and staff members to transform academic and social structures to reduce student motivation to cheat? James Lang, associate professor of English and director of the Center for Teaching Excellence at Assumption College, will discuss the ideas behind his new book, Cheating Lessons: Learning from Academic Dishonesty, published by Harvard University Press.

James Lang, Associate Professor of English and Director of the Center for Teaching Excellence, Assumption College (MA)

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.

Thomas R. Kepple, Jr., President, American Academic Leadership Institute, and President Emeritus, Juniata College

Collaborating to Enhance New Student Orientation
Albright College recently revamped its new student orientation program to provide a seamless introduction to college life. This discussion will focus on the collaborative process the CAO and the CSAO used and the positive results that followed implementation.

Andrea E. Chapdelaine, Provost and Vice President for Academic Affairs, Albright College
Gina-Lyn Crance, Vice President for Student Affairs and Dean of Students, Albright College

Cross-Training for Student Success
Student success is everyone’s responsibility at small colleges and universities. This discussion will focus on cross-training faculty members and staff colleagues to strengthen the student-centeredness of a campus.

Robert D. Haak, Vice President and Dean of the College, Hiram College
Eric R. Riedel, Vice President and Dean of Students, Hiram College
Engaging Faculty Members and Students in Presidential Transitions

Presidential transitions can pose particular challenges for faculty members and students. Such times call for strong and directed leadership from both the CAO and the CSAO. Participants are invited to discuss effective practices for keeping morale strong and the campus vibrant during a presidential transition.

Carol A. Scheppard, Vice President and Dean for Academic Affairs, Bridgewater College

Engineering and the Liberal Arts

This discussion will focus on the value to liberal arts colleges of offering an engineering program through partnership with a university. Participants will exchange their experiences of starting and maintaining engineering programs through partnerships and share advice with CAOs who are interested in developing similar programs.

Patricia Ann Fleming, Provost and Senior Vice President for Academic Affairs, Saint Mary’s College (IN)

Evaluating Department Chairs

Too often department chairs are not formally evaluated or are reviewed by use of a standard faculty evaluation process that does not take their specialized duties into account. What types of chair evaluations are useful to help chairs develop professionally? Participants will learn about an annual performance evaluation specific to chairs recently developed by Notre Dame of Maryland University and will exchange information about best practices from other institutions.

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

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, and collaborative and interdisciplinary research and coursework. Libraries also are partnering with other campus offices in support of successful student experiences beyond the academic realm.

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

Faculty Evaluation to Support Liberal Education Goals

At many CIC institutions, new expectations for faculty members to achieve liberal education goals include teaching interdisciplinary courses, guiding undergraduate research, and implementing high-impact pedagogical practices. How do these expectations affect the criteria and processes used in the evaluation of faculty members for tenure and promotion? CAOs are invited to discuss faculty evaluation criteria and processes on their campuses and how they are evolving in response to changing expectations for faculty members.

Johnnella E. Butler, Provost and Vice President for Academic Affairs, Spelman College
Making Best Use of MOOCs and Other Technologies
How are massive open online courses (MOOCs) and related technologies affecting CIC colleges and universities? Are they appropriate for our institutions? Are they “disrupting” higher education, as both critics and proponents claim? Participants are invited to share their perspectives on these questions and to discuss other considerations in campus decisions about offering and assessing MOOCs for credit.

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

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 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 additional opportunity to discuss conference sessions, general concerns, and new ideas.

Michael A. McDonald, Provost, Kalamazoo College
Jeanine Silveira Stewart, Provost and Dean of the Faculty, McDaniel College

Overcoming Tensions between Academic and Student Affairs
Students benefit when the offices of academic affairs and student affairs work together collaboratively and avoid territorial tensions. Participants will discuss their campuses’ practices that build trust and foster productive relations between the CAO and CSAO and among their administrative teams.

Zauyah Waite, Vice President for Student Affairs, Chatham University
Wenying Xu, Vice President for Academic Affairs, Chatham University

Post-Graduate Data Collection: Best Practices and Implications
This discussion will focus on best practices for the collection and analysis of post-graduate data related to employment and earnings of recent alumni. Participants are invited to consider such issues as how proposed federal legislation might affect an institution’s collection and analysis of such data, how to define the key terms in post-graduate data, how to present the data to various constituents, and how to use the data for institutional improvement.

Joseph A. Kloba, Provost and Chief Academic Officer, Palm Beach Atlantic University
Kevin W. Abel, Dean of Students, Palm Beach Atlantic University

Repurposing Campus Spaces to Facilitate Out-of-Classroom Learning
This discussion will explore how to identify campus spaces that can be repurposed to promote informal faculty-student interaction and learning. CAOs and CSAOs are invited to share their creative and cost-effective solutions to
providing space for student-centered activities and outside-the-classroom learning.

Mark L. Biermann, Vice President for Academic Affairs and Dean of the Faculty, Wartburg College

**Summer Bridge Programs for Special Student Cohorts**

Franklin College (IN) has had success with summer bridge programs that are academic rather than remedial in focus. This innovative approach targets incoming first-year students in three cohorts: football players, students with leadership experience, and students with musical interests. Participants will learn about the design, implementation, and assessment of these programs and discuss ideas for starting similar programs on their own campuses.

David G. Brailow, Vice President for Academic Affairs and Dean of the College, Franklin College (IN)

Ellis F. Hall III, Dean of Students, Franklin College (IN)

**Technology-Enhanced Advising**

Analytical tools that quantify student engagement in online course components, “customer relations” software, and technology-enhanced early warning systems have the potential to transform academic advising. Participants from institutions that have adopted such technologies and those interested to learn more about the usefulness of such tools are invited to discuss their value and campus factors that can facilitate or detract from their effective use.

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

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7:30 a.m.–8:30 a.m.  
**CAO/CSAO SPOUSES AND PARTNERS BREAKFAST DISCUSSIONS**  
(Please pick up breakfast and proceed to Chartiers.)

**Selections from My Bookshelf**

Ann Taddie, CAO Spouse, University of the Ozarks

Lisa Sheffield, CAO Spouse, Brevard College

**Surviving a Presidential Transition**

Lynn Buck, CAO Spouse, Illinois Wesleyan University

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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**

Wealth Management Consultants Dan Krivoniak and Joah Yeoman will be available for consultations:

- Monday, November 4, 8:00 a.m.–5:00 p.m.
- Tuesday, November 5, 8:00 a.m.–Noon
8:30–8:45 a.m.
Grand Ballroom Foyer

8:45–9:45 a.m.
Grand Ballroom 1

Break

PLENARY SESSION
“Public Health and Community Approaches to Comprehensive Student Health and Wellness”

Fostering student health and wellness is a major priority for U.S. colleges and universities. As a former associate vice president for student health at New York University (NYU), Henry Chung, MD, worked closely with the provost and senior officers in student affairs to create a public and community health model that transformed health and counseling services from passive service silos to proactive service and educational partners.

At NYU, Chung used his background as a clinical and academic psychiatrist with extensive experience leading primary care systems to weave together all the separate components of health services into a model with a strategic focus and built on a foundation of evidence-based and integrated physical and behavioral health approaches. He partnered with student life, academic affairs, and the faculty in this effort.

Chung will incorporate his experience leading new models of health care delivery into the discussion. He will address the public health and community-informed approaches that campuses should adopt while they manage the tension between the need to provide comprehensive student health and wellness care and the need to respond to significant public scrutiny and financial constraints.

Chung is vice president and chief medical officer of the Montefiore Care Management Company, medical director for the Montefiore Accountable Care Organization, and associate professor of clinical psychiatry and behavioral sciences at Albert Einstein College of Medicine of Yeshiva University. He has conducted research and published articles related to the integration of mental health treatment in primary care, particularly for racial and ethnic minorities. In 2000 he won the Bureau of Primary Health Care, Health and Human Services Models that Work competition, which selected the Bridge Program at the Charles B. Wang Community Health Center, where he served as medical director, for model replication. Chung completed a groundbreaking regional college health initiative for the collaborative care of depression “College Breakthrough Series.” Because of its success, he led the award-winning National College Depression Partnership-Collaborative Action Network (NCDP-CAN) project. NCDP-CAN was awarded the 2009 Innovations in Quality Improvement Award by the Accreditation Association of Ambulatory Health Care. Since joining Montefiore in 2010, Chung has extended his work on integrating behavioral care and medical care into the implementation of health system reform activities. Recently, he was appointed to the National Advisory Council of the Substance Abuse and Mental Health Services Administration of the U.S. Department of Health and Human Services.

Chung earned a BA in biology and society from Cornell University and an MD from the State University of New York at Buffalo School of Medicine. He is the author and co-author of numerous peer reviewed journal articles and successful grant proposals.

Chair: Stephanie Gordon, Vice President for Professional Development, NASPA–Student Affairs Administrators in Higher Education
10:00–11:15 a.m.  
**CAO/CSAO SPOUSES AND PARTNERS SESSIONS**

**Chartiers**  
**Brainstorming and Planning for the 2014 CAO/CFO Spouses and Partners Program in Portland, Oregon**  
Lynn Buck, CAO Spouse, Illinois Wesleyan University

**Hospitality: Ideas for Forming Relationships on Campus**  
Diane Aquila, CAO Spouse, University of St. Thomas (TX)

Noon  
**CAO/CSAO Spouses and Partners Lunch and Tour of Pittsburgh’s Strip District** *(Pay at the venue.)*

10:00–11:15 a.m.  
**CONCURRENT SESSIONS**

**Developing Comprehensive Programs to Support At-Risk Students**

Most campuses have programs to support first-year students, and many are developing more robust programs focused on sophomores. What types of support are most effective to help low-income students, first-generation students, students of color, and others who might be at higher risk of leaving college prior to graduation? How can CAOs and CSAOs work together to provide vision and resources for those who work directly with these students?

Chad Berry, Academic Vice President and Dean of the Faculty, Berea College  
Philip Acree Cavalier, Provost and Dean of the College, Eureka College  
Sarah Jiter, Assistant Dean of First-Year Programs, Eureka College  
Elfred A. Pinkard, Executive Vice President and Chief Operating Officer, Johnson C. Smith University  
Chair: Paula McNutt, Senior Vice President for Academic Affairs and Dean of the College, Carroll College (MT)

**Disruptive Student Behavior—Legal Issues**

Although most faculty members have had specialized training in a discipline and are familiar with effective methods of teaching, few are well prepared to deal with disruptive behavior in the classroom. What do faculty members need to know to avoid or stop disruptive behavior? Who can help? What are the FERPA and HIPPA issues involved? A higher education attorney will address these and other issues.

Kathleen Rinehart, General Counsel, Saint Xavier University (IL)  
Chair: Stephen Coleman, Vice President for Academic Affairs and Dean of Faculty, Elmira College
PLenary session follow-up
Public Health and Community Approaches to Comprehensive Student Health and Wellness

Participants will talk further about the ideas offered in Henry Chung’s plenary address in an informal discussion.

Henry Chung, Vice President and Chief Medical Officer, Montefiore Care Management Company, and Associate Professor of Clinical Psychiatry and Behavioral Sciences, Yeshiva University

Chair: Stephanie Gordon, Vice President for Professional Development, NASPA—Student Affairs Administrators in Higher Education

Released Time and Stipends for Faculty Members

When faculty members engage in administrative or other responsibilities outside the customary expectations of a full-time faculty member, they are often compensated through “released” or “reassigned” time from teaching responsibilities or by a stipend or overload pay. When and how should additional compensation be offered? Many CAOs lack data that would help them make such decisions. Panelists will present results from a pre-Institute survey.

Kenneth P. Carson, Provost, Geneva College

Tom Cornman, Academic Vice President, Cedarville University

Dale Simmons, Vice President for Academic Affairs, Aurora University

Chair: Elizabeth Meade, Provost, Cedar Crest College

Responding to Bias Incidents: Case Studies

Many institutions have developed mission and values statements and community standards that aim to develop student leaders in communities that are based on mutual respect and compassion. Yet incidents of vandalism, disrespect, and hate continue to afflict our campuses. Bias reporting systems and response teams can help students, faculty members, and staff act quickly and effectively.

Eric Estes, Vice President and Dean of Students, Oberlin College

Richanne Mankey, Vice President for Student Affairs and Interim Vice President for Institutional Advancement, Daemen College

Lily McNair, Provost, Wagner College

Chair: Gerald Seaman, Vice President and Dean of Faculty, Ripon College

11:15–11:30 a.m.

Break
11:30 a.m.–12:45 p.m.

Kings Garden North

CONCURRENT SESSIONS

Best Practices in Hiring and Evaluation: How to Ensure Legal Compliance, Reduce Conflict, and Grow a Productive Workforce

Current social and economic challenges require chief academic officers to think more carefully about the legal risks campuses face when conducting searches for new staff and faculty members and when dealing with unacceptable behavior or poor performance and the possible termination of employees. An attorney with experience in relevant cases will discuss best hiring and evaluation practices in drafting the position description, appointing and training the search committee, checking references, completing background checks, and interviewing candidates. She also will share tools that can help administrators manage evaluations while minimizing risk to the institution and themselves.

Kathleen Rinehart, General Counsel, Saint Xavier University (IL)

Chair: Janet Laughlin, Vice President for Academic Affairs, Averett University

Kings Garden South

Building Cultural Capital in First-Year Students

Success in college requires persistence to graduation. A new study of students’ persistence in private residential colleges and universities measures “cultural capital” as the degree to which students were involved in cultural activities such as reading books, attending concerts and plays, and visiting museums during their last year in high school. One of its conclusions is that the cultural capital that students bring with them to college plays a significant indirect role in first-year students’ persistence. This session will present for discussion various ways in which CIC member institutions can facilitate the retention of students who have lower levels of cultural capital.

John M. Braxton, Professor, Higher Education Leadership and Policy Program, Vanderbilt University

David S. Wood, Provost, Wofford College

Roberta Hurley Bigger, Vice President for Student Affairs and Dean of Students, Wofford College

Chair: Donald L. Tucker, Provost, Malone University

Birmingham/Smithfield/Ft. Pitt

Focus on Student Success: Reframing Campus Culture

Research indicates that traditional-aged students stay enrolled, demonstrate academic achievement, and are more satisfied with their collegiate experience when they are both academically and socially integrated into the campus. Representatives of two universities that have new ways of integrating academic and student affairs to increase students’ success will discuss specific examples of their new strategic partnerships and the impact they are having on students. Features of these systems include living-learning communities, shared curricular and co-curricular student learning objectives, and integrated early-alert systems.

Thomas V. Brisco, Provost and Chief Academic Officer, Hardin-Simmons University

David Rozeboom, Vice President for Student Life, Hardin-Simmons University

Edee Schulze, Vice President for Student Life, Bethel University (MN)

Deborah L. Sullivan-Trainor, Acting Dean, College of Arts and Sciences, Bethel University (MN)

Chair: Joretta Nelson, Vice President, Credo
Internationalizing Your Campus: The New CIC-American Councils for International Education Partnership

CIC and the American Councils for International Education (American Councils) have formed a partnership to provide CIC member institutions exclusive access to services and opportunities to advance internationalization on their campuses. American Councils offers CIC members discounted prices for access to its student and faculty overseas programs in more than 60 countries, expert help in designing customized study-abroad programs that meet a specific institution’s needs, resources for the recruitment of international students and faculty, often with partial or full funding support, and introductions to global partnerships. Presenters will explain how to take advantage of the services that are included within the CIC-American Councils partnership.

Kirsten Brecht Baker, Chief Marketing Officer, American Councils
Robert O. Slater, Senior Consultant for Policy Research, American Councils
Graham Hettlinger, Director, Higher Education Programs, American Councils
Chair: Alan Runge, Provost, Concordia University Texas

Offices for First-Year Students and Students in Transition: Collaboration between Academic and Student Affairs

Many campuses have an office for first-year students and students in transition to facilitate smooth collaboration between the CAO and CSAO and their staffs. The potential for conflict also exists, however. How can one assure consistent and effective first-year student retention?

Sherry Fraser, Dean of the College and Vice President for Academic and Student Affairs, Concordia College (NY)
Jeanne Hart-Steffes, Vice President for Student Affairs and Dean of Students, Western New England University
Jerry Hirsch, Provost and Vice President for Academic Affairs, Western New England University
Mandana Nakhai, Dean of Academic Affairs-Traditional Undergraduate Programs, Concordia College (NY)
Chair: Tracy S. Parkinson, Provost, Coker College

Free Time for Lunch

Focus Group—Securing America’s Future: The Power of Liberal Arts Education
(By invitation only; lunch is provided.)

Association of Colleges of Sisters of Saint Joseph Chief Academic and Chief Student Affairs Officers
Coordinator: Sean Peters, CSJ, Director, Association of Colleges of Sisters of Saint Joseph
12:45–2:00 p.m.  
Conference for Mercy Higher Education Chief Academic and Chief Student Affairs Officers

Coordinator: Margaret McLaughlin, Provost and Vice President for Academic Affairs, Carlow University

12:45–2:00 p.m.  
Missouri Chief Academic and Chief Student Affairs Officers Luncheon

(Meet in hotel lobby.)

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

12:45–2:00 p.m.  
Women’s College Coalition Luncheon for Chief Academic Officers

(Meet in hotel lobby.)

Coordinator: Marilyn Hammond, Interim President, Women’s College Coalition

12:45–5:00 p.m.  
New American Colleges and Universities Chief Academic and Chief Student Affairs Officers

Members will meet for lunch and discussion.

Coordinator: Trish Cellemme, Vice President for Student Life, The Sage Colleges

1:30–5:00 p.m.  
Optional Excursion—Phipps Conservatory and Botanical Gardens

(Pre-registration required)

2:00–5:00 p.m.  
WORKSHOP

Budget Fundamentals for CAOs and CSAOs

(Pre-registration required)

CAOs and CSAOs will gain a better understanding of the budget process and 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 and CSAOs encounter in preparing budget requests, effective oversight of the budget process, and working with department chairs and program directors on budget issues. Workshop participants will learn more about the annual balance sheet and the operating budget of the institution.

Elizabeth Rudenga, Provost, Trinity Christian College
Jasper Lesage, Provost, Northwestern College (IA)
Chair: William Franz, Provost, Randolph-Macon College
2:00–5:00 p.m.

WORKSHOP
Sophomore to Junior Year Retention
(Pre-registration required)

A disturbing development on many campuses is the significant number of rising juniors who transfer to other institutions. CAOs and CSAOs will gain a deeper understanding from this workshop of the issues faced by sophomores as they make the decision to continue—or not—for the last two years of college. Why do students transfer? What types of interventions are most effective in preventing students from transferring? How can senior administrators work together to support students in this transitional year?

Laurie A. Schreiner, Professor and Chair, Doctoral Programs in Higher Education, Azusa Pacific University

Mike Segawa, Vice President for Student Affairs and Dean of Students, University of Puget Sound

Chair: Jeffery Aper, Provost, Blackburn College

6:00 p.m.

Free Time for Dinner

6:00 p.m.

MEETINGS OF ASSOCIATED ORGANIZATIONS

6:00 p.m.
Association of Presbyterian Colleges and Universities Chief Academic and Chief Student Affairs Officers

Coordinator: Gary Luhr, Executive Director, Association of Presbyterian Colleges and Universities

6:30 p.m.
American Benedictine Colleges Chief Academic and Chief Student Affairs Officers

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

Association of Dominican Colleges and Universities Chief Academic and Chief Student Affairs Officers

Coordinator: Thomas Nowak, Academic Dean and Vice President for Academic Affairs, Dominican College (NY)

Association of Franciscan Colleges and Universities Chief Academic and Chief Student Affairs Officers

Coordinator: Christopher Holoman, Provost and Vice President for Academic Affairs, Hilbert College
Rivers

National Association of Schools and Colleges of the United Methodist Church Chief Academic and Chief Student Affairs Officers and Spouses

Coordinator: Melanie B. Overton, Assistant General Secretary for Schools, Colleges, and Universities, General Board of Higher Education and Ministry, United Methodist Church

Brigade

National Institute for Technology in Liberal Education (NITLE) Chief Academic and Chief Student Affairs Officers

Coordinator: Georgianne Hewett, Director of Shared Academics, NITLE
TUESDAY, NOVEMBER 5

7:00 a.m.–Noon
Grand Ballroom Foyer

Chief Academic and Chief Student Affairs Officers Institute
Registration and Idea Exchange
Display area for sharing materials with colleagues

7:30–8:45 a.m.
Grand Ballroom 2–4

Breakfast
Breakfast is provided to all Institute participants.

Breakfast Discussion: Evaluation of Digital Scholarship
More and more faculty members are engaging in forms of digital scholarship (such as blogs, artwork, online journals, and websites). How should digital work be evaluated for tenure, promotion, and merit raises? Participants are invited to share their ideas, policies, and questions about this new form of faculty scholarly and creative activity.
Kristine Bartanen, Academic Vice President and Dean of the University, University of Puget Sound

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

Yes We Must Coalition Breakfast for Chief Academic and Chief Student Affairs Officers
Member CAOs and CSAOs will meet for breakfast and discussion. Individuals interested in learning more about the Yes We Must Coalition are welcome.
Moderator: Ann Landis, Provost and Vice President for Academic Affairs, Thomas University (GA)

7:30 a.m.–Noon
Chartiers

CAO/CSAO Spouses and Partners Hospitality Room

8:00 a.m.–Noon
Liberty and Stanwix

TIAA-CREF CONSULTATIONS
(Sign up for all consultations at the CIC Registration Desk.)

Planning for Your Retirement:
Personal Consultations with TIAA-CREF
Wealth Management Consultants Dan Krivoniak and Joah Yeoman will be available for consultations.
8:45–9:00 a.m.  
**Break**

*Grand Ballroom Foyer*

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

**Effective Uses of Data**

Data are critical to the evaluation of programs and the allocation of resources but must be interpreted in ways that reflect the mission and strategic plan of the institution for both faculty members and trustees. What are the most effective ways to use data to help make decisions? Experienced CAOs will present three successful accounts.

- **William C. Deeds**, Vice President for Academic Affairs and Dean of the College, Morningside College
- **R. Richard Ray, Jr.**, Provost, Hope College
- **Stuart J. Sigman**, Provost, American Jewish University

Chair: **Marlene Moore**, Dean of the College and Vice President for Academic Affairs, Willamette University

**Intrusive Advising: Support for Low-Income, First-Generation College Students**

Recent studies have confirmed the direct correlation between the income level of a student’s family and the educational level the student will achieve. Institutions from the Yes We Must coalition all enroll 50 percent or more Pell-eligible students. The coalition works to increase degree attainment among low-income students by promoting the work of its member institutions and by being an advocate for this group of higher education institutions. Yes We Must members have been collecting and sharing information on programs that have a measurable impact on the college completion rates of low-income, first-generation students. One such program, “intrusive advising,” is a collaborative effort between academic and student affairs. Advisors contact advisees in classrooms, residence halls, and through student activities to track progress and provide support.

- **Ann Landis**, Provost and Vice President for Academic Affairs, Thomas University (GA)
- **Christine Pharr**, Vice President for Academic Affairs, College of Saint Mary (NE)
- **Gail Summer**, Interim Vice President for Academic Affairs, Ferrum College
- **Andrea Zuschin**, Vice President for Student Affairs, Ferrum College

Moderator: **Gloria Nemerowicz**, President, Yes We Must Coalition

*Birmingham/Smithfield/Ft. Pitt*
Programs for International Students on Your Campus

When international students arrive on campus, they may be excited about the adventure that awaits, worried about their place in campus life, and concerned about their mastery of English. What programs and opportunities help these students find their place on campus? In what ways does the support that international students require differ from the support required by other new students? Which services and activities make the campus feel welcoming? Participants will have the opportunity to discuss best practices from their institutions in this interactive session.

Paul Bennion, Vice President for Student Affairs and Dean of Students, The College of Idaho
David R. Evans, Vice President for Academic Affairs and Dean of the Faculty, Buena Vista University
Pareena Lawrence, Provost and Dean of the College, Augustana College (IL)
John Ottenhoff, Vice President for Academic Affairs and Dean of Faculty, The College of Idaho
Chair: Timothy Austin, Provost, Duquesne University

The State of Online Programs at CIC Member Institutions

Earlier this year, CIC partnered with The Learning House, Inc. to survey CAOs regarding current practices and future plans for online programs at their institutions. Panelists will discuss the results of this study, including patterns in online classes and programs, examples of different organizational approaches to online instruction, barriers to the use of online education, and effects of online programs on CIC institutions. Comparisons between institutions with large and small online enrollments will be highlighted.

David Clinefelter, Chief Academic Officer, The Learning House, Inc.
Gregg Cox, Vice President for Academic Affairs, Lynn University
Michael Fischer, Provost and Vice President for Academic Affairs, St. Bonaventure University
Chair: Kim Mooney, Provost and Vice President for Academic Affairs, Franklin Pierce University

Refreshment Break

10:15–10:45 a.m.
Registration Foyer

10:45 a.m.–Noon
Grand Ballroom 1

CLOSING PLENARY SESSION
“Educating Students for Their Future, Not Our Past”

In the closing plenary session, Cathy N. Davidson will address the future of learning and higher education institutions in the digital age. Her recent book, *Now You See It: How the Brain Science of Attention Will Transform the Way We Live, Work, and Learn* (2011), argues that we must adapt our outdated structures for learning and assessing learning to those that rely on our ability to collaborate with one another and participate in peer learning. Her work on “collaboration by difference” encourages problem solving through heterogeneous teams whose members bring different expertise and biases and thus different aspects of “attention...
blindness” to the challenge at hand. With a commitment to an open process and peer sharing and learning, the team will be able to see more comprehensive solutions than individuals could on their own. Davidson will discuss some of the strategies she has used in her courses and in her administrative responsibilities that improve student learning and encourage people to collaborate widely.

Davidson is the Ruth F. DeVarney Professor of English and the John Hope Franklin Humanities Institute Professor of Interdisciplinary Studies at Duke University. She is the co-founder of HASTAC (Humanities, Arts, Sciences, and Technology Advanced Collaborative, or “haystack”), a virtual network of more than 8,000 innovators world-wide that directs the annual $2 million HASTAC/MacArthur Foundation Digital Media and Learning Competitions. Davidson and David Theo Goldberg (co-founder of HASTAC) won the 2012 World Technology Award for Education.

Davidson served as vice provost for interdisciplinary studies at Duke University from 1998 until 2006. She helped create the program in information science and information studies, the Center for Cognitive Neuroscience, the John Hope Franklin Humanities Institute, and other innovative programs. She has served on the National Council on the Humanities since 2011. Her more than 20 published books include 36 Views of Mount Fuji: On Finding Myself in Japan (2004); Revolution and the Word: The Rise of the Novel in America (2004); Closing: The Life and Death of an American Factory (1998, with photographer Bill Bamberger); and The Future of Thinking (2010, with HASTAC co-founder David Theo Goldberg). She writes for Harvard Business Review, Wall Street Journal, Fast Company, and the Washington Post, among others.

Davidson earned a BA in Philosophy and English from Elmhurst College and an MA and PhD in English from the State University of New York at Binghamton. She holds honorary doctorates of humane letters from Northwestern University and Elmhurst College.

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

Noon

CAO Institute Adjourns

POST-INSTITUTE EVENTS

12:15–3:00 p.m.
CAO/CSAO Task Force Meeting
Traders

1:30–5:30 p.m.
Optional Excursion—Carnegie Museum of Art and Natural History
(Meet in hotel lobby.)

(Pre-registration required)
Wyndham Grand Pittsburgh Downtown
600 Commonwealth Place
Pittsburgh, PA 15222
Phone: (412) 391-4600
Fax: (412) 594-5161
www.wyndham.com/hotels/pennsylvania/pittsburgh/wyndham-grand-pittsburgh-downtown
MARK YOUR CALENDARS!

42nd Annual Institute for Chief Academic and Chief Financial Officers
Portland, Oregon • November 1–4, 2014

43rd Annual Institute for Chief Academic Officers
Baltimore, Maryland • November 7–10, 2015
The program of the 2013 Institute for Chief Academic and Chief Student Affairs Officers has been planned with the assistance of CIC’s Chief Academic and Chief Student Affairs Officers Task Force:

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<th>Name</th>
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<td>J. Bradley Creed</td>
<td>Chair</td>
<td>Provost and Executive Vice President</td>
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<td>B. Connie Allen</td>
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<td>Saint Augustine’s University</td>
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<td>Dominic Aquila</td>
<td>Vice President for Academic Affairs</td>
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<td>Amy Jessen-Marshall</td>
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<td>Cheryl Johnson-Odim</td>
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<td>University of Puget Sound</td>
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<td>Sally Walker</td>
<td>Vice President for Student Affairs and Dean of Students</td>
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**CHIEF ACADEMIC AND CHIEF STUDENT AFFAIRS OFFICERS TASK FORCE**