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Schedule-at-a-Glance

SATURDAY, NOVEMBER 7

PRE-INSTITUTE EVENTS

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

7:30 a.m.–5:00 p.m.
Charging Station
Grand Ballroom Foyer

WORKSHOPS

7:30 a.m.–4:30 p.m.
Workshop for New Chief Academic Officers
Grand Ballroom VII, VIII

7:30 a.m.–1:45 p.m.
Workshop for CAOs in Their Third or Fourth Year of Service
Grand Ballroom I, II

7:30 a.m.–9:00 a.m.
Lutheran Colleges and Universities Chief Academic and Chief Advancement Officers Meeting
Essex A and B

8:00 a.m.–9:00 p.m.
Senior Leadership Academy (By invitation only)
Dover A, B, C

9:00 a.m.–3:00 p.m.
Mennonite Colleges Chief Academic and Chief Advancement Officers Meeting
Waterview D

10:00 a.m.–Noon
Concordia University System Chief Academic and Chief Advancement Officers Meeting
Boardroom

2:00 p.m.–4:30 p.m.
WORKSHOP
Advancement 101
Essex A–C

2:30–4:30 p.m.
Catholic Colleges and Universities Chief Academic and Chief Advancement Officers Meeting
Bristol

3:00–4:00 p.m.
New CAO Mentors Meeting
Grand Ballroom IX

3:30–4:00 p.m.
Chief Academic and Chief Advancement Officers Task Force Meeting
Boardroom

4:00–4:30 p.m.
Mentors Meet New CAOs
Grand Ballroom VII, VIII

INSTITUTE BEGINS

5:00–6:30 p.m.
Welcome and Keynote Address—John Churchill
Grand Ballroom

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

7:15–9:00 p.m.
Buffet Dinner
Grand Ballroom I–V

Follow the Institute on Twitter @CICnotes and #2015CAO1.
**SUNDAY, NOVEMBER 8**

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

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

7:15–8:15 a.m.  
**Breakfast Discussions**  
*Harborside Ballroom A–C*

7:30–8:15 a.m.  
**Roman Catholic Mass**  
*Harborside Ballroom D*

7:45–8:15 a.m.  
**Ecumenical Worship Service**  
*Essex A–C*

8:00 a.m.–Noon  
**Senior Leadership Academy**  
(By invitation only)  
*Dover A, B, C*

8:00 a.m.–5:00 p.m.  
**Consultations with TIAA-CREF:**  
Planning for Your Retirement  
*Iron and James*

8:00 a.m.–5:00 p.m.  
**Faculty and Presidential Compensation and Benefits Consultations**  
*Heron*

8:00 a.m.–5:00 p.m.  
**International Education Consultations**  
*Grand Ballroom Foyer*

8:00 a.m.–9:30 a.m.  
**Welcome Coffee and Breakfast for Spouses and Partners of CAOs and CAdOs**  
*Atlantic*

8:30–9:30 a.m.  
**CONCURRENT SESSIONS**

*A Comprehensive Approach to Student Recruitment and Retention and Alumni Engagement*  
*Grand Ballroom I, II*

*Developing Information Fluency Skills throughout the Undergraduate Experience*  
*Grand Ballroom III, IV*

*The CAO and the CAdO: Building a Team to Leverage the President’s Time*  
*Grand Ballroom VII, VIII*

*The College Presidency: Why and How?*  
*Harborside Ballroom E*

*The Liberal Arts: Purpose, Value, Meaning, and Civic Responsibility*  
*Grand Ballroom IX, X*

9:45–11:00 a.m.  
**CONCURRENT SESSIONS**

*Engaging the Faculty in Fundraising*  
*Grand Ballroom I, II*

*It’s All about the Team*  
*Grand Ballroom III, IV*

*The Provost’s Handbook*  
*Grand Ballroom VII, VIII*

*The Senior Year Experience: Integration, Reflection, Closure, and Transition*  
*Grand Ballroom IX, X*

*Title IX: Compliance and Best Practices*  
*Harborside Ballroom E*

9:45–11:00 a.m.  
**CAO/CAdO Spouses and Partners Session**  
*Atlantic*

11:15 a.m.–12:30 p.m.  
**Plenary Session—Earl Lewis**  
*Grand Ballroom*

12:30 p.m.–2:30 p.m.  
**Free Time for Lunch**

12:30 p.m.  
**CAO/CAdO Spouses and Partners Lunch and Exploration**  
Meet in hotel lobby.

12:45–2:15 p.m.  
**Luncheon and Discussion Groups for Women CAOs and CAdOs**  
*Harborside Ballroom C*

2:30–3:45 p.m.  
**CONCURRENT SESSIONS**

*Changes in Faculty Roles and Expectations at CIC Colleges and Universities*  
*Grand Ballroom I, II*

*Encouraging Philanthropic Habits among Students and Young Alumni*  
*Grand Ballroom III, IV*

*Federal and Foundation Grants, Sponsored Research, and Contracts: Divisions of Responsibility*  
*Grand Ballroom VII, VIII*

*Teaching Interfaith Understanding: A Progress Report on the First Two Years*  
*Grand Ballroom IX, X*

*Understanding the Legal Framework for Change*  
*Harborside Ballroom E*
4:00–5:15 p.m.
CAO Mentor Program
Harborside Ballroom A

4:00–5:15 p.m.
CONCURRENT SESSIONS
A Brief Civil Rights History of Baltimore
Grand Ballroom I, II

Telling the Institutional Story
Grand Ballroom III, IV

The CAO and the CAdO: Working Together to Build Meaningful Engagement with the Board of Trustees
Grand Ballroom VII, VIII

What Do Those Numbers Really Mean? A Primer on Financial Ratios Using CIC’s FIT and KIT
Harborside Ballroom E

5:15–7:15 p.m.
Council for Christian Colleges & Universities Commission Meeting
Waterview A

5:30–6:15 p.m.
Executive Leadership Academy and Senior Leadership Academy Alumni Reception
Waterview B

5:30–6:15 p.m.
Presidential Vocation and Institutional Mission Alumni Reception
Waterview D

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

MONDAY, NOVEMBER 9

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

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

7:30–8:30 a.m.
Association of Colleges of Sisters of Saint Joseph Chief Academic and Chief Advancement Officers Breakfast
Dover B

7:30–8:30 a.m.
Planning International Programs Breakfast Discussion
Waterview D

7:30–8:30 a.m.
Breakfast Discussions
Harborside Ballroom A–C

7:30–8:30 a.m.
CAO/CAdO Spouses and Partners Breakfast
Atlantic
7:30–8:30 a.m.
Macat Focus Group
Dover C

8:00 a.m.–5:00 p.m.
Consultations with TIAA-CREF: Planning for Your Retirement
Iron and James

8:00 a.m.–5:00 p.m.
Faculty and Presidential Compensation and Benefits Consultations
Heron

8:30 a.m.–5:00 p.m.
International Education Consultations
Grand Ballroom Foyer

8:45–10:00 a.m.
Plenary Session—Sandy Baum
Grand Ballroom

10:15–11:30 a.m.
CONCURRENT SESSIONS

Campaign Planning and Priorities
Grand Ballroom I, II

CIC’s Project on the Future of Independent Higher Education
Grand Ballroom III, IV

Community Development Partnerships
Grand Ballroom VII, VIII

Hiring and Evaluation Part I: Best Practices for Hiring
Harborside Ballroom E

Paying for College
Grand Ballroom IX, X

11:45 a.m.–12:45 p.m.
CONCURRENT SESSIONS

A Partnership to Increase Teacher Diversity
Grand Ballroom I, II

CIC Consortium for Online Humanities Instruction
Grand Ballroom III, IV

Open Mike for Chief Academic and Chief Advancement Officers
Grand Ballroom VII, VIII

State Authorization of Distance Education
Grand Ballroom IX, X

The Importance of the First Year of College
Harborside Ballroom D

12:45 p.m.
CAO/CAdO Spouses and Partners Lunch and Exploration
Meet in hotel lobby.

12:45–2:00 p.m.
Free Time for Lunch

Women’s College Coalition Luncheon for Chief Academic Officers
Essex A and B

1:30–5:00 p.m.
Optional Excursion—Welcome to Baltimore
Meet in hotel lobby.

2:00–4:30 p.m.
WORKSHOPS

Seminar for Very Experienced CAOs
Harborside Ballroom B

What I Have Learned from 40 Years of Fundraising
Harborside Ballroom A

2:00–5:00 p.m.
WORKSHOPS

Academic and Strategic Planning
Harborside Ballroom D

Dispute Resolution
Harborside Ballroom E

5:00–6:00 p.m.
Informal Conversation with Richard Ekman, President, CIC
Grand Ballroom I

5:00–6:00 p.m.
NetVUE Members Reception
Grand Ballroom IX

6:00 p.m.
Free Time for Dinner

6:00 p.m.
MEETINGS OF ASSOCIATED ORGANIZATIONS

Association of Franciscan Colleges and Universities Chief Academic Officers Dinner
Bristol

Association of Presbyterian Colleges and Universities Chief Academic and Chief Advancement Officers Dinner
Meet in hotel lobby.

Conference for Mercy Higher Education Chief Academic and Chief Advancement Officers Dinner
Dover A and B

Council for Christian Colleges & Universities Chief Academic Officers Dinner
Essex A and B
Mission, Message, Market—and Money

6:30 p.m.
MEETINGS OF ASSOCIATED ORGANIZATIONS

American Benedictine Colleges Chief Academic and Chief Advancement Officers Dinner
Meet in hotel lobby.

Association of Dominican Colleges and Universities Chief Academic and Chief Advancement Officers Dinner
Meet in hotel lobby.

United Methodist Church Chief Academic and Chief Advancement Officers Dinner
Essex C

TUESDAY, NOVEMBER 10

7:00–11:30 a.m.
Institute Registration and Idea Exchange
Grand Ballroom Foyer

7:00–11:30 a.m.
Charging Station
Grand Ballroom Foyer

7:30–8:45 a.m.
Breakfast
Harborside Ballroom A–C

Association of Presbyterian Colleges and Universities Chief Academic Officers Breakfast
Harborside Ballroom A–C

Chief Academic and Chief Advancement Officers of Historically Black Colleges and Universities Breakfast
Harborside Ballroom A–C

Chief Academic and Chief Advancement Officers of Larger Institutions Breakfast
Harborside Ballroom A–C

Focus Group: Moving Beyond Strategic Planning: Bringing Strategy to Higher Education
Bristol

7:30–8:45 a.m.
CAO/CAdO Spouses and Partners Breakfast
Atlantic

8:00 a.m.–Noon
Consultations with TIAA-CREF: Planning for Your Retirement
Iron and James

8:00 a.m.–Noon
Faculty and Presidential Compensation and Benefits Consultations
Heron

8:00 a.m.–Noon
International Education Consultations
Grand Ballroom Foyer

9:00–10:15 a.m.
CONCURRENT SESSIONS

Building a Strong Foundation for Fundraising Success in Today’s Environment
Grand Ballroom I, II

Hiring and Evaluation Part II: Best Practices for Performance Evaluation
Dover A–C

Models for Effective Orientation of New Faculty Members
Grand Ballroom III, IV

Social Media for Chief Academic and Chief Advancement Officers
Grand Ballroom VII, VIII

Strengthening the STEM Pipeline: The Contributions of Small and Mid-Sized Independent Colleges for Underrepresented Students
Grand Ballroom IX, X

9:00–10:15 a.m.
CAO/CAdO Spouses and Partners Discussion Sessions
Atlantic

10:45 a.m.–Noon
Closing Plenary Session—Tim Gunn
Grand Ballroom V

INSTITUTE ADJOURNS

POST-INSTITUTE EVENTS

12:15–5:00 p.m.
Wesleyan Holiness Consortium Chief Academic Officers Lunch
Bristol

12:15–1:30 p.m.
Focus Group: The Power of Liberal Arts Education
Dover A

12:30–2:30 p.m.
CAO/CAdO Task Force Meeting
Waterview D

1:30–5:00 p.m.
Optional Excursion—Fort McHenry and Baltimore’s Inner Harbor
Meet in hotel lobby.
Workshop for New Chief Academic Officers
(Pre-registration required. Inquire at the CIC Registration Desk.)

SATURDAY, NOVEMBER 7

7:30 a.m.  Continental Breakfast
Grand Ballroom VII, VIII

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
Lily D. McNair, Provost and Vice President for Academic Affairs, Wagner College
Caroline J. Simon, Provost and Executive Vice President, Whitworth University

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

10:00–10:15 a.m.  Refreshment Break

10:15 a.m.–Noon  Case Studies
Moderator: Jonathan D. Green
Dominic A. Aquila, Vice President for Academic Affairs, University of St. Thomas (TX)
Allen Bedford, Dean of Academics and Faculty, Bryn Athyn College
William C. Deeds, Provost, Morningside College
Susan S. Hasseler, Senior Vice President for Academic Affairs and Dean of the College, Augustana University (SD)
Mission, Message, Market—and Money

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

John Swallow, Provost, Sewanee: The University of the South

12:15–1:15 p.m.

Lunch

Grand Ballroom IX, X

1:15–1:30 p.m.

How CIC Supports CAOs

Richard Ekman, President, CIC

Grand Ballroom VII, VIII

1:30–3:00 p.m.

ROUNDTABLE DISCUSSIONS

Moderator: Caroline J. Simon

Accreditation

Michael B. Brown, Provost and Senior Vice President for Academic Affairs, North Carolina Wesleyan College

Assessment and Institutional Effectiveness

Darin Fields, Vice President for Academic Affairs, The University of Findlay

Crisis and Risk Management on Campus

Sherry Fraser, Provost, Concordia College (NY)

Faculty Governance and Faculty Leadership

Chad Berry, Academic Vice President and Dean of the Faculty, Berea College

Student Retention and Success

Dean Pribbenow, Vice President for Academic Affairs and Academic Dean, Edgewood College

Working with the Chief Advancement Officer

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

Working with the Chief Financial Officer

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

3:00–3:15 p.m.

Refreshment Break

3:15–3:50 p.m.

Panel: Group Questions and Answers

Jonathan D. Green, Lily D. McNair, and Caroline J. Simon

3:50–4:00 p.m.

Reflection: What Will I Take Back to Campus?

Moderator: Lily D. McNair
Mentors Meet New CAOs

Mentor Coordinators:

Kim Mooney, Provost and Vice President for Academic Affairs, Franklin Pierce University

Joseph Ritter, Chief Academic Officer, Principia College (IL)

Mentors:

Donna B. Aronson, Vice President for Academic Affairs, Saint Mary’s University of Minnesota

Michael B. Brown, Provost and Senior Vice President for Academic Affairs, North Carolina Wesleyan College

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

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

Darin Fields, Vice President for Academic Affairs, The University of Findlay

Robert Graham, Provost and Vice President for Academic Affairs, Grove City College

Karen Kaivola, Provost and Chief Academic Officer, Augsburg College (MN)

Valerie Lehr, Vice President and Dean for Academic Affairs, St. Lawrence University

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

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

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

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

Tracy S. Parkinson, Provost and Vice President for Academic and Student Affairs, Coker College

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Stephen D. Stahl, Provost, Baldwin Wallace University

Alan Woolfolk, Vice President for Academic Affairs and Dean of the Faculty, Flagler College

Andrew Workman, Provost and Senior Vice President, Roger Williams University

Workshop for New CAOs Adjourns
Workshop for CAOs in Their Third or Fourth Year of Service
(Pre-registration required. Inquire at the CIC Registration Desk.)

SATURDAY, NOVEMBER 7

Coordinators:
Debbie Mauldin Cottrell, Vice President for Academic Affairs, Texas Lutheran University
Charlie T. McCormick, Provost and Vice President for Academic Affairs, Schreiner University

7:30–8:00 a.m. Continental Breakfast
Grand Ballroom I, II

7:50–8:00 a.m. Welcome
Christoph Kunkel, Chief of Staff and Vice President for Operations, CIC

8:00–8:45 a.m. Framing the Day and Introductions
Debbie Cottrell and Charlie McCormick

8:45–10:00 a.m. Reflecting on the Moment
Charlie McCormick
Discussion Facilitators:
Kristine M. Bartanen, Academic Vice President and Dean of the University, University of Puget Sound
Judith A. Muyskens, Provost, Nebraska Wesleyan University
Gerard P. O’Sullivan, Provost and Vice President of Academic Affairs, Saint Peter’s University
Elfred Anthony Pinkard, former Executive Vice President and Chief Operating Officer, Johnson C. Smith University
Burton J. Webb, Vice President for Academic Affairs, Northwest Nazarene University

10:00–10:15 a.m. Refreshment Break
10:15–11:15 a.m.  
**Case Studies with Facilitators**  
*Debbie Cottrell*

11:15 a.m.–Noon  
**Envisioning the Future: Strategic Thinking**  
*Debbie Cottrell and Charlie McCormick*

12:00–1:15 p.m.  
**Lunch and Soul Care Discussion with Facilitators**  
*Grand Ballroom III, IV*

1:15–1:45 p.m.  
**Critical Issues in Academic Leadership: Panel Discussion with All**  
*Facilitators*  
*Grand Ballroom I, II*

1:45 p.m.  
**Workshop for CAOs in Their Third or Fourth Year of Service Adjourns**
Pre-Institute Events

SATURDAY, NOVEMBER 7

7:30 a.m.–5:00 p.m.  
Institute Registration and Idea Exchange  
Grand Ballroom Foyer  
Participants are invited to place materials to share with colleagues on display tables.

Grand Ballroom Foyer  
Charging Station  
Sponsored by Hyatt-Fennell, Executive Search  
A station is available to charge mobile devices.

8:00 a.m.–9:00 p.m.  
Senior Leadership Academy  
Dover A, B, C  
(By invitation only)  
Coordinator: Thomas R. Kepple, Jr., President, American Academic Leadership Institute, and President Emeritus, Juniata College

9:00 a.m.–3:00 p.m.  
Mennonite Colleges Chief Academic and Chief Advancement Officers Meeting  
Waterview D  
Coordinator: Sally Weaver Sommer, Vice President and Dean of Academic Affairs, Bluffton University

10:00 a.m.–Noon  
Concordia University System Chief Academic and Chief Advancement Officers Meeting  
Boardroom  
Coordinator: Paul A. Philp, Director of Institutional Research and Integrity, Concordia University System
2:00–4:30 p.m.  
*Essex A–C*

**Workshop: Advancement 101**

*(Pre-registration required. Inquire at the CIC Registration Desk.)*

College and university advancement offices often are responsible for three major institutional priorities: development, alumni relations, and public information/media relations. What should chief academic officers know about each of these functional areas? How can chief academic and chief advancement officers work effectively together to identify funding opportunities for donors, set priorities for campaigns, engage alumni, and work with the media to promote the mission of the institution? This introductory-level workshop, led by experienced advancement colleagues, will set the programmatic stage for the Institute. Both chief academic and chief advancement officers are invited to participate.

*Angie Heer,* Vice President for Advancement and External Relations, Avila University

*Laurie McCormack,* Vice President for University Relations and Development, Park University

Chair: *Linda Samek,* Provost, George Fox University

2:30–4:30 p.m.  
*Bristol*

**Catholic Colleges and Universities Chief Academic and Chief Advancement Officers Meeting**

Coordinator: *Colleen Hegranes,* Executive Vice President and Provost, St. Catherine University

3:00–4:00 p.m.  
*Grand Ballroom IX*

**New CAO Mentors Meeting**

Coordinators: *Kim Mooney,* Provost and Vice President for Academic Affairs, Franklin Pierce University, and *Joseph Ritter,* Chief Academic Officer, Principia College (IL)

3:30–4:00 p.m.  
*Boardroom*

**Chief Academic and Chief Advancement Officers Task Force Meeting**
CIC gratefully recognizes TIAA-CREF and the American Academic Leadership Institute as premier sponsors of the Institute.

5:00–6:30 p.m.

Opening Plenary Session

Chair: Elizabeth Paul, Executive Vice President and Provost, Stetson University, and Chair, CIC CAO-CAdO Task Force

Welcome and Presentation of Awards

Richard Ekman, President, CIC

Awards for Service to the CIC CAO Task Force

Dominic A. Aquila, Provost, University of St. Thomas (TX)

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

Elizabeth Paul, Executive Vice President and Provost, Stetson University

2015 CIC Chief Academic Officer Award

Elizabeth H. Tobin, provost and dean of the college at Illinois College, is the recipient of the 2015 CIC Chief Academic Officer Award in recognition of her significant support of colleagues at independent colleges and universities. She served for three years as a coordinator of the CIC Mentor Program for new CAOs, helping many of her colleagues as they began their tenure in this position. Tobin also has made numerous presentations at the Institute for Chief Academic Officers on a variety of topics that reflect her interest and expertise in issues of faculty workload and curricular reorganization, effective general education programs, equitable treatment of part-time faculty members, and opportunities and administrative structures for interdisciplinary teaching, research, and study.

Among her many successes at Illinois College, Tobin facilitated the development and implementation of the “BLUEprint,” an innovative general education...
program, and has secured significant external funding for the college. She serves as a peer evaluator and peer consultant for the Higher Learning Commission of the North Central Association of Colleges and Schools and the New England Association of Schools and Colleges. Prior to assuming the CAO role at Illinois College in 2006, Tobin served for 27 years at Bates College as a faculty member in history, associate dean of the faculty, and special assistant to the president for diversity. She holds a BA from Swarthmore College and a PhD from Princeton University, both in history.

2015 Academic Leadership Award

John Churchill is secretary of the Phi Beta Kappa Society, the nation’s oldest academic honorary society. As secretary, he is the society’s chief executive officer and the head of its national office and serves as leader of the society’s National Arts and Sciences Initiative. Churchill is a leading national advocate for liberal arts education as an intrinsic good and as preparation for a life of purpose, value, meaning, and civic responsibility.

Churchill’s scholarly interests include the works of the philosophers Ludwig Wittgenstein and David Hume and topics in the history of philosophy, the philosophy of religion, and the philosophy of liberal arts education. He has published dozens of articles in journals in the U.S. and the U.K., book chapters in the U.S. and Germany, and essays and stories in the popular press and college magazines. Churchill has served on the board of directors of the American Conference of Academic Deans and as an editor for the Thomist, Southern Journal of Philosophy, International Philosophical Quarterly, and Choice magazine. He was a Danforth Foundation associate, president of the National Humanities Alliance, and moderator of the CIC Colloquium for Chief Academic Officers.

Churchill was inducted into Phi Beta Kappa at Rhodes College, studied as a Rhodes Scholar at the University of Oxford, and earned a PhD at Yale University in 1978. He formerly was vice president for academic affairs and dean of the college at Hendrix College, where he also served as professor of philosophy and twice as interim president. In 2015, Hendrix named him dean and professor emeritus.
KEYNOTE ADDRESS
“The Liberal Arts: Purpose, Value, Meaning, and Civic Responsibility”

John Churchill will address the importance and contributions of the liberal arts, as pursued in American colleges and universities, to the country’s economy and its political, civic, and cultural life. How can we best equip future generations of Americans from all economic and social strata with the deliberative capacities and dispositions that will enable them to make good decisions, both as individuals and citizens? In private and in public life, we need the ability to evaluate competing claims on our attention and allegiance. We need to learn to engage in civil discourse about what—on considered reflection—we ought to want and how resources should be distributed. Higher education needs to equip citizens with both the desire and the capacity to reflect critically and imaginatively about ends and means, about choosing them and maintaining integrity along the path. The liberal arts are the key to achieving that aim.

6:30–7:15 p.m.
Welcoming Reception (Admission by Institute badge)
Grand Ballroom Foyer and Grand Ballroom VI–X

7:15–9:00 p.m.
Buffet Dinner (Admission by Institute badge)
Grand Ballroom I–V
Sunday, November 8

7:00 a.m.–5:00 p.m.  Institute Registration and Idea Exchange
Grand Ballroom Foyer
Participants are invited to place materials to share with colleagues on display tables.

Charging Station
Grand Ballroom Foyer
Sponsored by Hyatt-Fennell, Executive Search
A station is available to charge mobile devices.

Dine-around Dinner Sign-up
Grand Ballroom Foyer
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. CAO-CAAdO Task Force members are hosts. Spouses and partners are welcome. Groups will meet in the hotel lobby at 6:15 p.m.

7:15 – 8:15 a.m.  Breakfast Discussions
Harborside Ballroom A–C
Sponsored by the Registry for College and University Presidents
Breakfast discussions offer informal opportunities for participants with similar interests to share information and ideas. Leaders will welcome participants and open the discussion. Participants will carry the conversations and may move among several discussion groups. (See list of discussion topics in Appendix, page 48.)

7:30 – 8:15 a.m.  Roman Catholic Mass
Harborside Ballroom D
Mark Pranaitis, CM, Vice President, Association of Catholic Colleges and Universities

7:45 – 8:15 a.m.  Ecumenical Worship Service
Essex A–C
Burton J. Webb, Vice President for Academic Affairs, Northwest Nazarene University
A list of churches in the area is included in the Resources and Materials booklet.
8:00 a.m.–Noon
Dover A, B, C

**Senior Leadership Academy**

(By invitation only)

8:00 a.m.–5:00 p.m.
Iron and James

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

TIAA-CREF Wealth Management Consultants Richard Diodosio and Miranda McHugh will be available for personal appointments on the following days:

- Sunday, November 8, 8:00 a.m.–5:00 p.m.
- Monday, November 9, 8:00 a.m.–5:00 p.m.
- Tuesday, November 10, 8:00 a.m.–Noon

Sign up in advance at the TIAA-CREF table.

Heron

**Faculty Compensation and Benefits Consultation**

Frank A. Casagrande, president of Casagrande Consulting, LLC, will be available for individual consultations with CAOs to discuss faculty compensation philosophies, structures, and best practices. Sign up at the CIC Registration Desk or contact Casagrande at (404) 200-5941 or franka@casagrandeconsultingllc.com.

**Negotiating Presidential Compensation and Benefits Consultation**

Casagrande also will be available for personal consultations with both chief academic and chief advancement officers to discuss compensation and benefits for incoming presidents. Sign up at the CIC Registration Desk or contact Casagrande.

Grand Ballroom Foyer

**International Education Consultations**

CAOs and CAdOs may sign up for individual campus consultations with American Councils for International Education in advance by emailing Angie Mareino (amareino@americancouncils.org) or onsite at the American Councils display table.

8:00–9:30 a.m.
Atlantic

**Welcome Coffee and Breakfast for Spouses and Partners of CAOs and CAdOs**

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

**Introductions of CAO/CAdO Spouses and Partners**

Diane T. Aquila, Chief Academic Officer Spouse, University of St. Thomas (TX)
CONCURRENT SESSIONS

A Comprehensive Approach to Student Recruitment and Retention and Alumni Engagement

The early engagement of students and young alumni is one of the most important ways to maximize both student success and lifetime giving among alumni. This session will explore the connections between young alumni and major giving and how student recruitment strategies affect student retention and ultimately young alumni donor behavior. How are annual giving and early engagement with the institution correlated? What types of engagement of young alumni increase an institution’s donor base and build a sustainable pipeline for major gifts? How do young alumni prefer to stay in touch with their alma mater? The panelists will discuss effective practices and examples of successful fundraising strategies.

Wendy Kobler, Interim Vice President for Advancement, Wittenberg University
Synthia Reader, Strategic Leader, Royall & Company

Chair: Sean P. O’Connell, Vice President for Academic Affairs and Dean of Faculty, Albertus Magnus College

Developing Information Fluency Skills throughout the Undergraduate Experience

Students entering college have little experience with scholarly research. They are unfamiliar with discipline-based resources and are challenged to develop manageable research questions. How can the development of research skills be intensely integrated into the curriculum? Two college library directors who have been leaders of information fluency projects for faculty members and involved in CIC projects will share their approaches and lessons learned.

Lisabeth Chabot, College Librarian, Ithaca College, and CIC Liaison, Association of College and Research Libraries
Susan Barnes Whyte, Library Director, Linfield College, and Senior Advisor and Director, CIC Consortium on Digital Resources for Teaching and Research

Chair: John D. Kolander, Provost, Wisconsin Lutheran College
The CAO and the CAdO: Building a Team to Leverage the President’s Time

Chief academic and chief advancement officers should foster good working relations between themselves and their teams, but making this happen requires deliberate actions. What are some of the opportunities for these senior officers to learn about each other’s job responsibilities? How does a fruitful conversation begin? What are the best ways for them as a team to make the most of the president’s time, both on and off campus, especially when working with alumni and donors and engaged in strategic planning?

James T. (Tim) Barry, Vice President for Institutional Advancement, Elmira College, and former President, Mount Marty College

Stephen Coleman, Vice President for Academic Affairs and Dean of Faculty, Elmira College

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

Matthew P. vandenBerg, Vice President for Advancement, Alma College

Chair: Lynn Morton, Provost and Vice President for Academic Affairs, Queens University of Charlotte

The College Presidency: Why and How?

Chief academic and chief advancement officers are viable candidates for college presidencies but are sometimes reluctant to engage in a search process. In this session, a former president and current higher education consultant will focus on the reasons why senior administrators should seek to become presidents, emphasizing the contributions they can make to higher education and society as presidents and the pleasure and satisfaction they can derive from leading a college. The other panelists, two experienced search consultants, will discuss how chief academic and chief advancement officers should position themselves for consideration as presidents. All three presenters will offer advice about the search process itself.

Cheryl A. Hyatt, Partner, Hyatt-Fennell, Executive Search

Jennifer Muller, Vice President, Academic Keys

Susan Resneck Pierce, President Emerita, University of Puget Sound

Chair: Glenn R. Sharfman, Provost, Oglethorpe University
**Grand Ballroom IX, X**

**The Liberal Arts: Purpose, Value, Meaning, and Civic Responsibility**

Participants will meet informally with John Churchill to discuss the ideas he offered and the challenges he extended in his keynote address.

*John Churchill*, Secretary, Phi Beta Kappa Society

Chair: *Elizabeth Paul*, Executive Vice President and Provost, Stetson University

9:30–9:45 a.m.

**Break**

9:45–11:00 a.m.

**CONCURRENT SESSIONS**

**Engaging the Faculty in Fundraising**

Engaging faculty members in fundraising efforts can be highly effective and highly challenging. Faculty members often have fascinating stories to tell about their work with students but need help framing those stories in ways that are compelling to donors. What are informal rules and procedures that help keep faculty members focused on the project and on institutional priorities—and that can facilitate successful interactions with donors? What communication process among faculty members, the CAO, the CAdO, and the advancement staff works? What should happen when a faculty member or a school dean is directly approached by a prospective donor about a gift?

*Chad Berry*, Academic Vice President and Dean of the Faculty, Berea College

*Michael B. Brown*, Provost and Senior Vice President for Academic Affairs, North Carolina Wesleyan College

*Bernadine Douglas*, Vice President for Alumni and College Relations, Berea College

Chair: *Donna B. Aronson*, Vice President for Academic Affairs, Saint Mary’s University of Minnesota

**Grand Ballroom III, IV**

**It’s All about the Team**

Nothing has greater impact on institutional success than the senior campus leaders working together as a team. Too often, however, fiefdoms, silos, individual agendas, and competing interests undermine team success. This session will review the dynamics of a successful senior team and present strategies to heighten collaboration, increase communication, develop shared goals, and strengthen group and individual accountability.

*Robert A. Sevier*, Senior Vice President for Strategy, Stamats, and author of *Row: Trust, Teams, and the Essentials of Leadership*

*Jane M. Wood*, Vice President for Academic Affairs and Dean of the College, Westminster College (PA)

Chair: *Adrienne Bloss*, Vice President for Academic Affairs, Shenandoah University
The Provost’s Handbook

In the first chapter of their new book, The Provost’s Handbook (2015), James Martin and James Samels define five challenges currently facing academic leaders: difference in the speed of prospective student and academic decision making; expansion of administrative bureaucracies that reduce faculty engagement in and commitment to academic governance; justification of tuition increases to a variety of constituents; restricted budgets; and conflicting expectations of academic leadership among boards of trustees, presidents, cabinet colleagues, and faculty members. The authors will be joined by a provost who contributed to the book to discuss these and other challenges and successes faced by CAOs.

James Martin, Professor of English and Humanities, Mount Ida College
Linda McMillin, Provost and Dean of the Faculty, Susquehanna University
James E. Samels, CEO and President, The Education Alliance

Chair: Michelle Behr, Provost and Vice President for Academic Affairs, Birmingham-Southern College

The Senior Year Experience: Integration, Reflection, Closure, and Transition

A student’s transition from college senior to first-year graduate student or working professional can be as stressful as the transition from high school senior to first-year college student—but it also is full of potential for student development and growth. Colleges and universities should be intentional about developing programs that help students integrate the many aspects of their college experience, reflect on what they have learned and how it will inform future decisions, and prepare for life after college. What types of programs are effective in helping students fulfill the potential of the senior year, launch confident graduates into the world, and simultaneously bind them to the institution as loyal alumni?

John N. Gardner, President, John N. Gardner Institute for Excellence
Gamaliel Perruci, Dean, McDonough Center for Leadership in Education and Business and Professor of Leadership Studies, Marietta College
Michael Templeman, Director, New Initiatives, O’Neill Institute for National and Global Health, Georgetown University Law Center, and Alumnus, Marietta College

Chair: Elizabeth Domholdt, Vice President for Academic Affairs, The College of St. Scholastica
Title IX: Compliance and Best Practices

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

Natasha J. Baker, Partner, Hirschfeld Kraemer LLP
Chair: William T. Franz, Provost, Randolph-Macon College

9:45–11:00 a.m.
Atlantic

CAO/CadO SPOUSES AND PARTNERS DISCUSSION SESSION
Why We Read What We Read—Selections from Our Bookshelves
Lisa Sheffield, Chief Academic Officer Spouse, Brevard College

11:00–11:15 a.m.
Grand Ballroom Foyer

Refreshment Break
Sponsored by Orbis Education

11:15 a.m.–12:30 p.m.
Grand Ballroom

PLENARY SESSION
“Philanthropy and the Liberal Arts”

From his vantage point as president of the Andrew W. Mellon Foundation—the largest funder of liberal arts education in the United States—Earl Lewis is able to observe the current relationship between philanthropy and the liberal arts and the changing priorities of donors. He will discuss his insights into emerging issues and comment on how chief academic and chief advancement officers can work together more effectively for the benefit of their institutions and in support of the liberal arts across the nation.

The Andrew W. Mellon Foundation provides more financial support for education and scholarship in the arts and humanities than the National Endowment for the Humanities and the National Endowment for the Arts combined, much of it directed toward liberal arts colleges. Program areas emphasize measures that address faculty development, curricular renewal, pedagogical innovation, and undergraduate research in the humanities. The program in Higher Education and Scholarship in the Humanities supports a network of domestic and international consortia organized around the complementary research and teaching missions of research universities and liberal arts colleges.

A social historian, Lewis has held faculty appointments at the University of California at Berkeley, the University of Michigan, and Emory University,
where he served as provost and executive vice president for academic affairs and Asa Griggs Candler Professor of History and African American Studies. In recent years, Lewis has championed the importance of diversifying the academy, enhancing graduate education, re-visioning the liberal arts, exploring the role of digital tools for learning, fostering collaboration among institutions, and connecting universities to their communities.

The author or co-editor of seven books as well as the 11-volume *The Young Oxford History of African Americans* (with Robin D.G. Kelley, Oxford University Press, 1995–1997), Lewis has written extensively on aspects of American and African American history, most recently *Defending Diversity: Affirmative Action at the University of Michigan* (with Jeffrey S. Lehman and Patricia Gurin, University of Michigan Press, 2004). Lewis has been a member of several academic and community boards, founding co-editor of the award-winning book series *American Crossroads* (University of California Press), and, since 2008, a fellow of the American Academy of Arts and Sciences.

Lewis earned an undergraduate degree in history and psychology from Concordia College in Moorhead, Minnesota, and a PhD in history from the University of Minnesota.

Chair: Sue Cunningham, President, Council for Advancement and Support of Education

12:30–2:30 p.m.

**Free Time for Lunch**

12:30 p.m.

**CAO/CAdO Spouses and Partners Lunch and Exploration**

Meet in hotel lobby.

Spouses and partners who would like to have lunch together at one of the nearby restaurants followed by an exploration of Baltimore are invited to gather in the hotel lobby. Participants will determine destinations.

12:45–2:15 p.m.

**Luncheon and Discussion Groups for Women Chief Academic and Chief Advancement Officers**

(Pre-registration required. For a complete list of discussion group topics and leaders, see page 52 of the Appendix.)

Coordinators: Christine M. Babr, Provost and Dean of the University, McKendree University, and Susan S. Hasseler, Senior Vice President for Academic Affairs and Dean of the College, Augustana University (SD)
CONCURRENT SESSIONS

**Changes in Faculty Roles and Expectations at CIC Colleges and Universities**

As part of its Project on the Future of Independent Higher Education, CIC commissioned three scholars of higher education to explore changes in the composition, roles, and expectations of the faculties serving CIC member institutions. This session will highlight the results of that study and provide an opportunity for participants to reflect on how these national trends intersect with policies and practices on their home campuses.

*Christopher Morphew*, Professor and Executive Associate Dean for Research and Innovation, Educational Policy and Leadership Studies, University of Iowa

*Kelly Ward*, Department Chair and Professor, Educational Leadership, Sport Studies, and Educational/Counseling Psychology, Washington State University

Chair: *Darin E. Fields*, Vice President for Academic Affairs, The University of Findlay

**Encouraging Philanthropic Habits among Students and Young Alumni**

A strong record of gifts to the institution from young alumni starts with a strong relationship with current students. Programs designed to bond students with the institution and encourage them to give back to their alma mater have to begin with the students’ first moments on campus and continue after graduation. Programs, communication, and technology should match the interests and needs of young alumni. Chief advancement officers from campuses that have had success developing philanthropic behavior among students and young alumni will share their strategies.

*Ronald A. Cohen*, Vice President for University Relations, Susquehanna University

*Linda McMillin*, Provost and Dean of the Faculty, Susquehanna University

*Bettyann O’Neill*, Vice President for Advancement, Berry College

Chair: *Sherry Fraser*, Provost, Concordia College (NY)

**Federal and Foundation Grants, Sponsored Research, and Contracts: Divisions of Responsibility**

Grants, sponsored research, and contracts can help colleges and universities fund innovative projects and programs that they otherwise could not afford. Administration of some external funding opportunities clearly belongs in academic affairs while administration of others clearly belongs in the advancement office, but some opportunities bridge the two divisions. How can the chief academic and chief advancement officer work together to build a culture of collaboration around external funding opportunities? What processes and procedures encourage collaborative efforts by staff and faculty members?
Mission, Message, Market—and Money

SUNDAY

Albert J. DeSimone, Vice President for Advancement, Kalamazoo College
Michael A. McDonald, Provost, Kalamazoo College
Anne A. Skleder, Provost and Senior Vice President, Wilkes University
Michael Wood, Vice President for Advancement, Wilkes University
Chair: Kimberly Rupert, Provost, Spring Arbor University

Teaching Interfaith Understanding: A Progress Report on the First Two Years

CIC and Interfaith Youth Core (IFYC) have led four cohorts of faculty members through multidisciplinary seminars on Teaching Interfaith Understanding. The goals of the ongoing seminar series are to strengthen the teaching of interfaith understanding through examination of substantial theoretical questions and exploration of the practical work of translating interfaith concepts into courses that have deep impact on students. How has faculty members’ participation in the seminars influenced interfaith efforts on their home campuses, both in curricular and co-curricular work? Are there particular areas of success or pitfalls that arise as the sensitive topics of religious identity and diversity are discussed in an academic community? What next steps can further advance interfaith understanding on campus?

Nicholas R. Santilli, Associate Provost for Accreditation and Institutional Effectiveness, John Carroll University
Noah Silverman, Senior Director of Academic Initiatives, Interfaith Youth Core
Elizabeth H. Tobin, Provost and Dean of the College, Illinois College
Chair: Maria J. de la Cámara, Provost and Vice President for Academic Affairs, Benedictine University (IL)

Understanding the Legal Framework for Change

To respond to economic and social changes, independent colleges and universities are increasingly called upon to be nimble and flexible. This may require institutions to develop new programs, to close long-standing programs or campuses, or to end partnerships that are no longer viable. It also may require untraditional solutions to problems. Given the importance of upholding principles of shared governance and consensus building, however, rapid change is not the norm for most educational institutions. Building capacity for change into the institutional culture requires advanced planning to lay the groundwork before crises develop. Senior campus leaders must understand which laws have bearing on the use of innovative techniques and rapid changes. An experienced higher education attorney will lead this session.

Natasha J. Baker, Partner, Hirschfeld Kraemer LLP
Chair: Andrew Workman, Provost and Senior Vice President, Roger Williams University
3:45–4:00 p.m.  
Grand Ballroom Foyer  
**Refreshment Break**  
*Sponsored by Interfolio*

4:00–5:15 p.m.  
*Harborside Ballroom A*  
**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.

*Kim Mooney*, Provost and Vice President for Academic Affairs, Franklin Pierce University  
*Joseph Ritter*, Chief Academic Officer, Principia College (IL)

4:00–5:15 p.m.  
**CONCURRENT SESSIONS**  
*Sponsored by Rafter*

*Grand Ballroom I, II*  
**A Brief Civil Rights History of Baltimore**  
From before the Civil War to the present day, Baltimore and its citizens have been involved in the struggle for civil rights for all citizens. A local newsperson and author will trace the civil rights history of Baltimore and give insights on how past struggles relate to tensions in the city today.

*C. Fraser Smith*, Senior News Analyst, WYPR FM Baltimore  
Chair: *Amy Wolfson*, Vice President for Academic Affairs, Loyola University Maryland

*Grand Ballroom III, IV*  
**Telling the Institutional Story**  
Ever since Burton Clark’s pioneering work on institutional “saga,” storytelling has been recognized as the most effective mechanism for connecting colleges and universities with prospective students, retaining students, engaging alumni and donors, and bonding faculty and staff members to the institution. Effective stories are authentic accounts of the history, mission, and experience of the college or university that both resonate with others and articulate the institutional experience in memorable ways. Often, however, institutions have multiple and contested stories that must be effectively fused for a single compelling institutional narrative to emerge. When the authentic institutional story is told effectively, the audience will respond accordingly.

*Charlie T. McCormick*, Provost and Vice President for Academic Affairs, Schreiner University  
*Lane H. Tait*, Vice President for Marketing, Schreiner University  
*Mark Tuschak*, Vice President for Advancement and Public Affairs, Schreiner University  
Chair: *Thimios Zabaropoulos*, Provost, American College of Greece
The CAO and the CAdO: Working Together to Build Meaningful Engagement with the Board of Trustees

How valuable is your board and its committees to the work you do? Are board members strategic partners or micromanagers? Are trustees informed about and engaged in fundraising activities? How can board members best support the academic program without meddling? What can the chief academic and chief advancement officer do to enhance appropriate board engagement, especially in committee work, so that all trustees become strategic assets?

David Beidleman, Vice President for Institutional Advancement, Elizabethtown College

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

Bob Lane, Vice President for College Advancement, Simpson College (IA)

Susan Traverso, Provost and Senior Vice President, Elizabethtown College

Chair: Isabel Roche, Provost and Dean of the College, Bennington College

What Do Those Numbers Really Mean? A Primer on Financial Ratios Using CIC’s FIT and KIT

Financial health is critical for any institution. Financial strength has different dimensions, and these dimensions can be measured by specific financial ratios. Chief academic and chief advancement officers need a basic understanding of fundamental financial ratios—the data used, the calculations made, the meaning of the resulting numbers, and how the information can be used. This session is designed for CAOs and CAdOs who want to understand the financial ratios used in CIC’s FIT and KIT annual customized benchmarking reports, which are prepared free of charge for all institutional member campuses, and the significance of the ratios for their institutions.

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

Gail Lowry, Vice President for Development, Franklin College (IN)

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

Chair: Richard Ice, Interim Provost, College of Saint Benedict/Saint John’s University

5:15–7:15 p.m.

Council for Christian Colleges & Universities Chief Academic Officers Commission Meeting

Coordinator: Rick Ostrander, Vice President for Academic Affairs and Professional Programs, Council for Christian Colleges & Universities
5:30–6:15 p.m.
Waterview B

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

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

Convener: Thomas R. Kepple, Jr., President, American Academic Leadership Institute

5:30–6:15 p.m.
Waterview D

Reception for Alumni of CIC’s Presidential Vocation and Institutional Mission Program

Alumni of CIC’s Presidential Vocation and Institutional Mission program are invited to gather for light refreshments and conversation and to meet Fred Ohles, president of Nebraska Wesleyan University, and the new CIC senior advisor for the Presidential Vocation and Institutional Mission program.

6:15 p.m.
Meet in hotel lobby.

Dine-around Dinners

CIC has arranged informal dinners at a variety of restaurants in Baltimore to provide participants with opportunities to meet colleagues from other campuses and to exchange ideas. Please sign up by noon on Sunday at the CIC Registration Desk. Individuals pay for their own dinner. Transportation, if needed, is provided by CIC. CAO-CAdO Task Force members are hosts. Spouses and partners are welcome.
Monday, November 9

7:00 a.m.–5:00 p.m. Institute Registration and Idea Exchange
Grand Ballroom Foyer
Participants are invited to place materials to share with colleagues on display tables.

Grand Ballroom Foyer

7:30–8:30 a.m.

7:30–8:30 a.m. Annapolis Group Chief Academic and Chief Advancement Officers Breakfast
Dover A
Members of the Annapolis Group will meet for informal discussion of current issues.
Coordinator: Jonathan Green, Provost and Dean of the Faculty, Illinois Wesleyan University

7:30–8:30 a.m. Association of Colleges of Sisters of Saint Joseph Chief Academic and Chief Advancement Officers Breakfast
Dover B
Members of the Association of Colleges of Sisters of Saint Joseph will meet for breakfast and discussion.
Coordinator: Colleen Hegranes, Executive Vice President and Provost, St. Catherine University

7:30–8:30 a.m. Planning International Programs Breakfast Discussion
Waterview D
American Councils for International Education recently worked with Warren Wilson College to design a customized, short-term program in Armenia focused on outdoor education and environmental conservancy. Learn how American Councils can work with colleges to design specialized study abroad programs.
Kirsten Brecht Baker, Chief Officer, Marketing and New Markets, American Councils for International Education
Paula Garrett, Vice President for Academic Affairs, Warren Wilson College
Graham Hettlinger, Director of Higher Education Programs, American Councils
Vladka Shikova, Program Manager, American Councils
7:30–8:30 a.m. **Breakfast Discussions**  
*Harborside Ballroom A–C*

*Sponsored by Savant Learning Systems*

Breakfast discussions offer informal opportunities for participants with similar interests to share information and ideas. Leaders will welcome participants and open the discussion. Participants will carry the conversations and may move among several discussion groups. (*See list of discussion topics in Appendix, page 53.*)

7:30–8:30 a.m.  
*Atlantic*

7:30–8:30 a.m. **CAO/CAdO Spouses and Partners Breakfast**

7:30–8:30 a.m. **Macat Focus Group** (*By reservation only*)  
*Dover C*

Coordinator: Carol Stax-Brown, U.S. Higher Education Relations, Macat International

8:00 a.m.–5:00 p.m. **Consultations with TIAA-CREF: Planning for Your Retirement**  
*Iron and James*

TIAA-CREF Wealth Management Consultants Richard Diodosio and Miranda McHugh will be available for personal appointments on the following days:

- Monday, November 9, 8:00 a.m.–5:00 p.m.
- Tuesday, November 10, 8:00 a.m.–Noon

Sign up in advance at the TIAA-CREF table.

8:00 a.m.–5:00 p.m. **Faculty Compensation and Benefits Consultation**  
*Heron*

Frank A. Casagrande, president of Casagrande Consulting, LLC, will be available for individual consultations with CAOs to discuss faculty compensation philosophies, structures, and best practices. Sign up at the CIC Registration Desk or contact Casagrande at (404) 200-5941 or franka@casagrandeconsultingllc.com.

**Negotiating Presidential Compensation and Benefits Consultation**

Casagrande also will be available for personal consultations with both chief academic and chief advancement officers to discuss compensation and benefits for incoming presidents. Sign up at the CIC Registration Desk or contact Casagrande.
CAOs and CAdOs may sign up for individual campus consultations with American Councils for International Education in advance by emailing Angie Mareino (amareino@americancouncils.org) or onsite at the American Councils display table.

PLENARY SESSION
“Paying for College”

Sandy Baum will discuss the institution’s role in how students pay for college and how institutional merit- and need-based aid fit into the federal student aid landscape. How can colleges and universities help students and their families plan responsibly to fund four years of college? How should institutions think about student debt? How can student decision-making patterns be incorporated into the design of student aid policies? Better understanding of how institutional pricing and aid policies fit into the overall picture of college financing will help chief academic and chief advancement officers plan for the future.

Baum is senior fellow at the Urban Institute and research professor at the George Washington University Graduate School of Education and Human Development. She has written and spoken extensively on issues of college access, college pricing, student aid policy, student debt, affordability, and other aspects of higher education finance.

Baum has co-authored the College Board’s annual publications Trends in Student Aid and Trends in College Pricing since 2002. She also co-authors the series, Education Pays: The Benefits of Higher Education for Individuals and Society. Baum chaired the College Board’s Rethinking Student Aid study group, which issued comprehensive proposals for reform of the federal student aid system in 2008; a Brookings Institution study group that issued its report, Beyond Need and Merit: Strengthening State Grant Programs, in May 2012; and the Rethinking Pell Grants study group, which issued recommendations in April 2013. Her recent work includes studies of how behavioral economics can inform student aid policy, a meaningful definition of college affordability, and tuition and financial aid strategies for broad access to public institutions. Baum is a member of the board of the National Student Clearinghouse. In 2014, she was a co-recipient, with Michael S. McPherson, of CIC’s Allen P. Splete Award for Outstanding Service. The award honors significant contributions to higher education and recognizes national leadership through ideas and commitment on behalf of private colleges and universities.

Professor emerita of economics at Skidmore College, Baum earned a BA in sociology at Bryn Mawr College, where she is a member of the board of trustees, and a PhD in economics at Columbia University.

Chair: Dominic A. Aquila, Provost, University of St. Thomas (TX)
10:00–10:15 a.m.  
Refreshment Break  
Grand Ballroom Foyer

10:15–11:30 a.m.  
CONCURRENT SESSIONS  
Grand Ballroom I, II

Campaign Planning and Priorities  
Developing a campaign plan should be a collaborative process that matches institutional goals and strategic plans with fundraising priorities. How can the chief advancement and the chief academic officer work collaboratively to plan a campaign? How are the academic goals of the institution balanced with goals of other college divisions? How are priorities for fundraising set? Senior officers who have collaborated on successful campaigns will lead this discussion.

Linda S. Durant, Senior Vice President for Advancement, Widener University
Jeff Puckett, Vice President for Development and Alumni Engagement, Hope College
R. Richard Ray, Provost, Hope College

Chair: Allen Bedford, Dean of Academics and Chief Academic Officer, Bryn Athyn College

Grand Ballroom III, IV

CIC’s Project on the Future of Independent Higher Education  
CIC’s Lumina Foundation-funded Project on the Future of Independent Higher Education explores fresh approaches to higher education. The report on the initial phase of research on mission-driven innovation in higher education financing was distributed in the spring. In the second phase, James C. Hearn of the University of Georgia and his team have developed case studies of some of the most innovative CIC institutions. Panelists will discuss the major themes and action plans that have emerged from the project.

Roger N. Casey, President, McDaniel College
James C. Hearn, Professor and Associate Director, Institute of Higher Education, University of Georgia
Elizabeth J. Stroble, President, Webster University

Chair: Gene C. Fant, Provost and Chief Academic Officer, Palm Beach Atlantic University
Community Development Partnerships

Many colleges and universities partner with local government and community organizations to support regional economic development and improve neighborhoods. Such partnerships also benefit the educational institution and its students and faculty members by offering opportunities for project-based learning, community-based research, internships, and other forms of experiential learning. Chief officers from institutions that are deeply engaged with their communities will discuss how to start a cooperative initiative, who to involve, and how others might take advantage of developing partnerships to benefit their campus and community.

Laura Niesen de Abruña, Provost, Sacred Heart University

J. Andrew Prall, Vice President for Academic Affairs, University of Saint Francis (IN)

Matthew Smith, Vice President for Institutional Advancement, University of Saint Francis (IN)

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

Hiring and Evaluation Part I: Best Practices for Hiring

Current social and economic trends require chief academic officers to think carefully about the legal risks campuses face when conducting searches to fill faculty and staff positions. An experienced higher education attorney will discuss best search practices in drafting the position description, appointing and training the search committee, building the pool of applicants, checking references, completing background checks, and interviewing candidates.

Kathleen Rinehart, General Counsel, Saint Xavier University

Chair: Barbara K. Altmann, Provost, Bucknell University

Paying for College

Participants will meet informally with Sandy Baum to discuss further the ideas she offered in her plenary address.

Sandy Baum, Senior Fellow, Urban Institute, and Research Professor, Graduate School of Education and Human Development, George Washington University

Chair: Dominic A. Aquila, Provost, University of St. Thomas (TX)
10:15 a.m.–12:45 p.m. CAO/CAdO SPOUSES AND PARTNERS DISCUSSION SESSIONS

Atlantic

10:15–11:00 a.m. **The Role of the Spouse or Partner in a Search Process**

*Cheryl A. Hyatt*, Partner, Hyatt-Fennell, Executive Search

11:05–11:50 a.m. **Working on Campus When Your Spouse or Partner Is in the Cabinet**

*Betsy Gingerich*, CAO Spouse, Cabrini College
*Pamla Hoadley*, CAO Spouse, Morningside College
*Georgeann Stinemetz*, CAO Spouse, Ohio Wesleyan University

11:55 a.m.–12:45 p.m. **Book Discussion: Dear Committee Members, by Julie Schumacher**

*James Collins*, CAO Spouse, Molloy College

11:30–11:45 a.m. **Refreshment Break**

Grand Ballroom Foyer

11:45 a.m.–12:45 p.m. CONCURRENT SESSIONS

**A Partnership to Increase Teacher Diversity**

Chatham University and Propel Charter Schools in Pittsburgh, Pennsylvania, have developed a partnership with the goal of increasing diversity and improving preparation of teachers in urban middle schools. The Pittsburgh Urban Teaching Corps will offer individuals who have a bachelor’s degree in English, history, mathematics, or science the opportunity to earn a master of arts in teaching in just over a year at no cost to the student. Program details and the process for development of the partnership will be discussed.

*Randall Bartlett*, Senior Director of Teacher Residency, Research, Reporting and the Arts (TR3A), Propel Schools
*Kristin Harty*, Chair, Education Department, Chatham University
*Jenna Templeton*, Vice President for Academic Affairs, Chatham University
Chair: *Cheryl K. Brandsen*, Provost, Calvin College
CIC Consortium for Online Humanities Instruction

CIC’s Andrew W. Mellon Foundation-supported project to assess the effectiveness of online teaching in upper-level humanities courses at liberal arts colleges explores how online humanities instruction can improve student learning outcomes; tests whether smaller, independent liberal arts institutions can make more effective use of instructional resources and reduce costs with shared online courses; and provides opportunities to build capacity for online humanities instruction. Twenty campus teams developed online courses that were offered in spring 2015 on home campuses and will be offered to the consortium in spring 2016. Ithaka S+R has collected data on student outcomes, student and faculty member experiences, and instructional costs. A preliminary analysis of the data and lessons learned from the first round of course offerings will be presented.

Robert D. Haak, Vice President and Dean of the College, Hiram College
Deanna Marcum, Managing Director, Ithaka S+R
John Smetanka, Vice President of Academic Affairs and Academic Dean, Saint Vincent College
Karen Talentino, Vice President for Academic Affairs, Saint Michael’s College, (VT)

Chair: R. Garland Young, Vice President for Academic Affairs, Milligan College

Open Mike for Chief Academic and Chief Advancement Officers

(Open only to currently-serving CAOs and CAdOs)

CAOs and CAdOs have the opportunity to seek advice from colleagues on specific issues and to share information about broader trends and practices on private college and university campuses.

Moderators: Elizabeth Paul, Executive Vice President and Provost, Stetson University, and Carol Schuler, Vice President for Development, Davis & Elkins College
State Authorization of Distance Education

State authorization of distance education is one of the federal compliance requirements under the Higher Education Opportunity Act of 2008. The original goal was to ensure that states protect citizens from consumer fraud in the online learning market and that colleges and universities are licensed and chartered by the states in which they operate and from which they recruit students. How do CAOs manage and apply for authorization from the 77 state-level agencies that oversee out-of-state institutions of higher education? What is the State Authorization Reciprocity Agreement (SARA), and how does it help CAOs navigate the turbulent waters of state authorization of distance education? The goals of this session are to familiarize CAOs with their legal obligations, explain the benefits of SARA participation, and present an update on state authorization legislation and discussions at the state and federal levels.

Jacqueline Cade, Education Policy Analyst, Maryland Higher Education Commission

Cheryl Dowd, Director, State Authorization Network, WICHE Cooperative for Educational Technologies

Gerard P. O’Sullivan, Provost and Vice President for Academic Affairs, Saint Peter’s University

Jennifer L. Parks, Director, Midwestern State Authorization Reciprocity Agreement, Midwestern Higher Education Compact

Chair: Elissa Heil, Vice President for Academic Affairs and Dean of the Faculty, Wilson College

The Importance of the First Year of College

Students, faculty members, curricula, and strategic plans often focus on the junior and senior years of the college experience, when the major is the student’s primary focus, but the first year is often the most important in a college student’s life. For many reasons, including the vulnerability of first-year students to attrition and the constraining requirements of some pre-professional programs, the best faculty members should teach first-year students, and support programs should be available for these students. In this session Roger Martin, retired president of Randolph-Macon College, former development officer, and author of Off to College: A Guide for Parents (2015), together with an experienced chief academic officer and chief advancement officer, will explore why the first year merits more attention from provosts, deans, and advancement officers.

William C. Deeds, Provost, Morningside College

Herbert L. King, Vice President for Institutional Advancement, Hampden-Sydney College

Roger Martin, President Emeritus, Randolph-Macon College

Chair: Lisa Long, Provost and Vice President for Academic Affairs, Talladega College
12:45 p.m. **CAO/CAdO Spouses and Partners Lunch and Exploration**

Meet in hotel lobby.

Spouses and partners who would like to have lunch together at one of the nearby restaurants and then explore Baltimore together are invited to gather in the hotel lobby. Participants will determine destinations.

12:45–2:00 p.m. **Free Time for Lunch**

**Essex A and B**

**Women’s College Coalition Luncheon for Chief Academic Officers**

Coordinator: *Michele Ozumba*, President, Women’s College Coalition

1:30–5:00 p.m. **OPTIONAL EXCURSION**

**Welcome to Baltimore**

Meet in hotel lobby.

Experience the city of Baltimore up close in this mixed coach and walking tour. The tour includes a driving tour of Federal Hill, Mt. Vernon, and Little Italy neighborhoods. Participants will visit Westminster Cemetery and the grave of Edgar Allan Poe; the Lexington Market; Fells Point; and the Shot Tower, the tallest structure in America until the Washington Monument in Washington, DC, was completed in 1884. *(Pre-registration required; fee: $55 per person)*

2:00–4:30 p.m. **WORKSHOPS**

**Harborside Ballroom B**

**Seminar for Very Experienced CAOs**

*(Pre-registration required. Inquire at the CIC Registration Desk.)*

This seminar will address the opportunities and challenges chief academic officers face in their later career stages. Participants should have completed at least seven years of service as a CAO, at one or multiple institutions. Having fully mastered the core set of responsibilities of the position, participants will discuss mid-to-late career opportunities including how to strengthen leadership both internal and external to the campus; transform the relationship with the president; lead the faculty with renewed energy and vision; and take better care of personal lives while leading their institutions.

*William C. Deeds*, Provost, Morningside College

*Colleen Hegranes*, Executive Vice President and Provost, St. Catherine University

Chair: *Marc Roy*, Provost, Albion College
What I Have Learned from 40 Years of Fundraising

A seasoned fundraiser with more than 40 years of experience and numerous awards and citations to his credit will offer wisdom and advice about philanthropy for today’s colleges and universities. What skills and attributes make a great fundraiser? What motivates a person to make a gift? Why do donors stick with some organizations and not with others? What are the most effective ways to steward philanthropic gifts, especially planned gifts? Participants will complete and discuss four fundraising instruments. This workshop will provide food for thought and practical suggestions to put into practice.

Jerold Panas, Executive Partner and CEO, Jerold Panas, Linzy & Partners
Chair: Pareena Lawrence, Provost and Dean of the College, Augustana College (IL)

Academic and Strategic Planning

Academic planning, including program review and assessment, is often begun reluctantly in the context of preparation for an accreditation visit or as part of a cost-saving effort. What are more effective ways to integrate academic planning into a broader institutional strategic planning process? What are advantages of and difficulties with aligning academic planning with institutional strategic planning? How can CAOs and CAdOs work together to integrate academic planning and fundraising for academic programs into the strategic planning process? Results from a study of the practices of 60 CIC member institutions will be presented for discussion.

John Greving, Vice President for Advancement, Nebraska Wesleyan University
Ronald P. Mahurin, Vice President for Strategy and Planning, Stamats
Judith A. Muyskens, Provost, Nebraska Wesleyan University
Frederik Ohles, President, Nebraska Wesleyan University
Chair: Bryan F. Le Beau, Provost and Vice President for Academic Affairs, University of Saint Mary (KS)
Mission, Message, Market—and Money

MONDAY

Harborside Ballroom E

Dispute Resolution

(Pre-registration required. Inquire at the CIC Registration Desk.)

Campus challenges continue to increase in number and complexity. Many of these challenges are exacerbated by conflicts that arise from miscommunication, efforts to protect finite resources, demographic shifts, changing institutional priorities, and a lack of understanding about how to address longstanding, unacceptable behaviors exhibited by faculty or staff members or administrators. This workshop, led by an experienced higher education attorney trained in dispute resolution, is designed to provide practical and accessible dispute resolution tools that can be used to identify, manage, and resolve the conflicts faced by senior campus officers.

Kathleen Rinehart, General Counsel, Saint Xavier University

Chair: Timothy G. O’Rourke, Vice President for Academic Affairs and Dean of the College, Virginia Wesleyan College

5:00–6:00 p.m.
Grand Ballroom I

Informal Conversation with Richard Ekman, President, CIC

Institute participants are invited for an informal question and answer session about programs and services CIC offers to support the leaders of its member colleges and universities. New CAOs and CAdOs and first-time participants in the Institute are especially welcomed.

Grand Ballroom IX

NetVUE Members Reception

Members of the Network for Vocation in Undergraduate Education (NetVUE) are invited to learn about recent NetVUE activities and to share lessons learned from campus programs with colleagues over refreshments.

Conveners: Harold V. Hartley III, Senior Vice President, CIC, and Shirley J. Roels, Senior Advisor and Director of NetVUE, CIC

6:00 p.m.

Free Time for Dinner

6:00 p.m.

MEETINGS OF ASSOCIATED ORGANIZATIONS

Bristol

Association of Franciscan Colleges and Universities Chief Academic Officers Dinner

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

Meet in hotel lobby.

Association of Presbyterian Colleges and Universities Chief Academic and Chief Advancement Officers Dinner

Coordinator: Jeffrey E. Arnold, Executive Director, Association of Presbyterian Colleges and Universities
6:00 p.m.  
**MEETINGS OF ASSOCIATED ORGANIZATIONS (cont’d)**

**Dover A and B**

**Conference for Mercy Higher Education Chief Academic and Chief Advancement Officers Dinner**

Coordinators: *Michelle Kalis*, Provost, University of Saint Joseph (CT), and *John Kowal*, Dean and Vice President for Academic Affairs, Maria College

**Essex A and B**

**Council for Christian Colleges & Universities Chief Academic Officers Dinner**

Coordinator: *Rick Ostrander*, Vice President for Academic Affairs and Professional Programs, Council for Christian Colleges & Universities

6:30 p.m.  
**MEETINGS OF ASSOCIATED ORGANIZATIONS**

**Meet in hotel lobby.**

**American Benedictine Colleges Chief Academic and Chief Advancement Officers Dinner**

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

**Meet in hotel lobby.**

**Association of Dominican Colleges and Universities Chief Academic and Chief Advancement Officers Dinner**

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

**Essex C**

**United Methodist Church Chief Academic and Chief Advancement Officers Dinner**

Coordinator: *Melanie B. Overton*, Assistant General Secretary, Division of Higher Education, General Board of Higher Education and Ministry
Tuesday, November 10

7:00–11:30 a.m.  **Institute Registration and Idea Exchange**
*Grand Ballroom Foyer*
Participants are invited to place materials to share with colleagues on display tables.

**Charging Station**
*Sponsored by Hyatt-Fennell, Executive Search*
A station is available to charge mobile devices.

7:30–8:45 a.m.  **Breakfast**
*Harborside Ballroom A–C*
Breakfast is provided for all registered Institute participants.

**Association of Presbyterian Colleges and Universities Chief Academic Officers Breakfast**
*Harborside Ballroom A–C*
Conveners: *Jeffrey E. Arnold*, Executive Director, Association of Presbyterian Colleges and Universities, and *Travis Feezell*, Provost, University of the Ozarks

**Chief Academic and Chief Advancement Officers of Historically Black Colleges and Universities Breakfast**
*Harborside Ballroom A–C*
All HBCU chief academic and chief advancement officers are invited to discuss current issues on their campuses with colleagues over breakfast.
Convener: *Kassandra Kimbriel Jolley*, Vice President for Institutional Advancement, Spelman College

**Chief Academic and Chief Advancement Officers of Larger Institutions Breakfast**
*Harborside Ballroom A–C*
All chief academic and chief advancement officers from institutions with more than 5,000 FTE students are invited to discuss issues of mutual interest and meet with colleagues over breakfast.
Convener: *Mary K. Boyd*, Vice President for Academic Affairs, St. Edwards University
### Bristol

**Focus Group: Moving Beyond Strategic Planning—Bringing Strategy to Higher Education** *(By reservation only)*

Coordinator: *Peter Eckel*, Senior Fellow and Director of Leadership Programs, Alliance for Higher Education and Democracy (AHEAD), University of Pennsylvania

### Atlantic

7:30–8:45 a.m.

**CAO/CAdO Spouses and Partners Breakfast**

### Iron and James

8:00 a.m.–Noon

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

TIAA-CREF Wealth Management Consultants *Richard Diodosio* and *Miranda McHugh* will be available for personal appointments.

Sign up in advance at the TIAA-CREF table.

### Heron

**Faculty Compensation and Benefits Consultation**

*Frank A. Casagrande*, president of Casagrande Consulting, LLC will be available for individual consultations with CAOs to discuss faculty compensation philosophies, structures, and best practices. Sign up at the CIC Registration Desk or contact Casagrande at (404) 200-5941 or franka@casagrandeconsultingllc.com.

**Negotiating Presidential Compensation and Benefits Consultation**

Casagrande also will be available for personal consultations with both chief academic and chief advancement officers to discuss compensation and benefits for incoming presidents. Sign up at the CIC Registration Desk or contact Casagrande.

### Grand Ballroom Foyer

**International Education Consultations**

CAOs and CAdOs may sign up for individual campus consultations with American Councils for International Education in advance by emailing *Angie Mareino* (amareino@americancouncils.org) or onsite at the American Councils display table.

### Break

8:45–9:00 a.m.
CONCURRENT SESSIONS

Building a Strong Foundation for Fundraising Success in Today’s Environment

Economic fluctuations, demographic shifts, and donors’ changing views of charitable giving all impact the outcomes of institutional fundraising efforts. This session will examine how these and other issues affect fundraising today and the ways in which two institutions are implementing emerging practices to build a stronger foundation for fundraising success. The practices include staff collaboration across fundraising areas, particularly between major and planned gifts, blended gifts that enable donors to make the largest gift possible, and close collaboration among deans, department chairs, and fundraising staff.

Mark J. Braun, Provost and Dean of the College, Gustavus Adolphus College
Kristen Dugdale, Relationship Manager, Kaspick & Company (a member of the TIAA-CREF group of companies)
Marci Sortor, Provost and Dean of the College, St. Olaf College
Cassie S. Warman, Vice President for University Advancement, Pacific University

Chair: Nancy Brickhouse, Provost, Saint Louis University

Hiring and Evaluation Part II: Best Practices for Performance Evaluation

Current social and economic challenges require chief academic officers to think carefully about the legal risks campuses face when evaluating the performance of faculty and staff members, especially when dealing with unacceptable behavior or poor performance and the possible termination of employees. An experienced higher education attorney will share best practices and tools that can help administrators manage meaningful evaluations while minimizing risk to the institution and themselves.

Kathleen Rinehart, General Counsel, Saint Xavier University

Chair: Valerie Collins, Vice President for Academic Affairs and Dean of the Faculty, Molloy College
**Models for Effective Orientation of New Faculty Members**

Administrators and faculty members spend a great deal of time on faculty searches to select just the right candidate for the position. What happens next? What are characteristics of effective models for faculty orientation or “on-boarding” activities? What roles should department faculty members, department or division chairs, deans, students, and human resources staff members play in the orientation process? Should adjunct faculty participate in the same orientation or in a specialized program?

*Jeffrey P. Gingerich*, Provost and Vice President Academic Affairs, Cabrini College

*Carl A. Girelli*, Vice President for Academic Affairs and Dean of the College, Randolph College

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

Chair: *Beth M. Schwartz*, Provost and Vice President for Academic Affairs, Heidelberg University

**Social Media for Chief Academic and Chief Advancement Officers**

How can chief academic and chief advancement officers use social media to build community and foster communication with faculty and staff members, students, alumni, donors, and other friends of the institution? What issues must be addressed by institutional social media policies? Which media platforms appeal to different constituencies? Participants will share effective practices in the use of social media to advance academic, development, public relations, and institutional priorities.

*Mary K. Boyd*, Vice President for Academic Affairs, St. Edward’s University

*Joe DeMedeiros*, Vice President for University Advancement, St. Edward’s University

*Fred Landry*, Vice President for Advancement, Centenary College of Louisiana

*Jenifer K. Ward*, Provost and Dean of the College, Centenary College of Louisiana

Chair: *Pareena Lawrence*, Provost and Dean of the College, Augustana College (IL)
**Strengthening the STEM Pipeline: The Contributions of Small and Mid-Sized Independent Colleges for Underrepresented Students**

In this session, two higher education researchers will present the results of a follow-up study to CIC’s March 2014 report, *Strengthening the STEM Pipeline: The Contributions of Small and Mid-Sized Independent Colleges*. This second report—to be released to the public in late 2015—focuses on outcomes for women and members of other underrepresented groups and is based on deeper analysis of data from the National Center for Education Statistics and National Science Foundation.

*Joy Gaston Gayles*, Associate Professor of Higher Education, North Carolina State University

*Audrey J. Jaeger*, Alumni Distinguished Graduate Professor of Higher Education, North Carolina State University

Chair: *Tracy S. Parkinson*, Provost and Dean of the College, Coker College

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<tr>
<td>9:00–10:15 a.m.</td>
<td><strong>CAO/CAdO SPOUSES AND PARTNERS DISCUSSION SESSIONS</strong></td>
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<td><strong>Atlantic</strong></td>
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<td>9:00–9:30 a.m.</td>
<td><strong>Planning for the Spouses and Partners Program for the 2016 Institute for CAOs in New Orleans, Louisiana</strong></td>
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<td>Facilitator: <em>Diane T. Aquila</em>, CAO Spouse, University of St. Thomas (TX)</td>
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<td>9:35–10:15 a.m.</td>
<td><strong>Forming Friendships and Issues of Confidentiality</strong></td>
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<td><em>Emily Johnson</em>, CAO Spouse, Hastings College</td>
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<td><em>Vickie Roidt</em>, CAO Spouse, Davis &amp; Elkins College</td>
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<td>10:15–10:45 a.m.</td>
<td><strong>Refreshment Break</strong></td>
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<td><strong>Grand Ballroom Foyer</strong></td>
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CLOSING PLENARY SESSION
“Mentoring, Motivating, and Making It Work”

In his work as a faculty member, department chair, and dean at Parsons The New School for Design, Tim Gunn developed a philosophy of teaching and mentoring that he has used effectively on the Emmy Award-winning reality TV show Project Runway and on Under the Gunn. Based on honesty, empathy, authentic curiosity, encouragement, and optimism, Gunn’s philosophy carries lessons for all who mentor developing professionals—whether they are students, faculty members, staff members, or peers. Gunn will discuss his methods, what he views as the key difference between teaching and mentoring, the long-term impact of great mentoring, and how failure often leads to great opportunity, with examples from his broad and diverse experience.

Gunn is a fashion consultant, television personality, and actor. He served Parsons for 25 years before joining Liz Claiborne as its chief creative officer in 2007. His work on Project Runway began in 2004, followed by Under the Gunn on the Lifetime network and Tim Gunn’s Guide to Style on the Bravo network. Gunn received a Primetime Emmy Award in 2013 for his work on Project Runway.


Chair: S. Georgia Nugent, Interim President, The College of Wooster

Institute Adjourns
Post-Institute Events

TUESDAY, NOVEMBER 10

12:15–5:00 p.m.
Wesleyan Holiness Consortium Chief Academic Officers Lunch
Bristol
Coordinator: Kevin W. Mannoia, Chair, Wesleyan Holiness Consortium

12:15–1:30 p.m.
Focus Group: The Power of Liberal Arts Education
Dover A
(By invitation only)
Coordinator: Judith T. Phair, Senior Advisor, Communications, CIC

12:30–2:30 p.m.
CAO/CAdO Task Force Meeting
Waterview D

1:30–5:00 p.m.
OPTIONAL EXCURSION
Meet in hotel lobby.

Fort McHenry and Baltimore’s Inner Harbor

The first stop on this tour is Fort McHenry National Monument. Fort McHenry played a crucial role in one of the battles in the War of 1812 and is the birthplace of “The Star Spangled Banner.” When a new flag is designed, it flies over Fort McHenry first. It is currently the only site in the United States to be designated as both a national monument and a historic shrine.

Baltimore’s Inner Harbor has been one of the major seaports of the United States since the 1700s and started blossoming into the cultural center of Baltimore in the 1970s. Locals and visitors alike enjoy the Inner Harbor and the surrounding neighborhoods that offer a variety of fine restaurants and cultural experiences.

(Pre-registration required; fee: $65 per person)
Appendix

SUNDAY, NOVEMBER 8

Breakfast Discussion Topics

Breakfast discussions offer informal opportunities for participants with similar interests to share information and ideas. Leaders will welcome participants and open the discussion. Participants will carry the conversations and may move among several discussion groups.

**Academic Affairs and Advancement: Good Practices for Effective Communication**

What practices ensure good communication between the chief academic and the chief advancement officers? How can the chief officers work together to help faculty members, deans, and advancement staff understand each other’s job responsibilities and priorities? Participants are invited to share strategies that have worked on their campuses.

*Amy Amason,* Vice President for Advancement, Piedmont College

*Perry Rettig,* Vice President for Academic Affairs, Piedmont College

**Academic Restructuring as Crisis and Catalyst**

This discussion will focus on the challenges and opportunities involved in reorganizing academic programs from departments to divisions or from divisions to schools. What roles do faculty members and the chief academic officer play in the decision-making process for such changes? Participants from institutions that have implemented new academic structures will share their experiences and advice with those who are still in the planning stage of reorganization.

*Nancy Cummings,* Executive Vice President and Provost, Kansas Wesleyan University

**Association for the Study of Higher Education-CIC Research to Practice Collaboration**

Too often researchers conduct studies that have little relevance to practitioners, and practitioners are too often unaware of research relevant to their positions. The Association for the Study of Higher Education (ASHE) recently established a series of research-to-practice collaborations with five national practitioner associations to address this disconnect. The facilitator will provide a short overview of the work of the ASHE-CIC Research to Practice Collaboration. Participants will have the opportunity to share ideas regarding how the collaboration could continue to benefit CIC institutions in the future.

*Christopher Morphew,* Executive Associate Dean for Research and Innovation, Educational Policy and Leadership Studies, University of Iowa

**Building Distinction, Balancing Priorities**

Environmental studies and such related programs as sustainability form a strategically distinctive area of focus at Sewanee: The University of the South. The chief academic and chief advancement officers will discuss how Sewanee is promoting its sustainability agenda within the context of all the competing interests facing the university and the advancement office. Participants are invited to share their advice and institutional strategies for building distinction while balancing priorities.

*Jett M. (Jay) Fisher,* Vice President for University Advancement, Sewanee: The University of the South

*John Swallow,* Provost, Sewanee: The University of the South
Building the Academic Affairs-Advancement Partnership

When either the chief academic or chief advancement officer is new to an institution, how do both go about developing a good working relationship? What are some opportunities to learn about each other’s leadership styles and perspectives on campus issues? What are best practices for building a partnership that will survive conflict? The senior team from St. Thomas University will share their strategies for a successful partnership and invite other teams to join in the conversation.

Irma Becerra, Provost and Chief Academic Officer, St. Thomas University (FL)
Hilda Fernandez, Vice President for Advancement, St. Thomas University (FL)

Centers and Institutes: Benefits and Challenges

For CIC colleges and universities, a center or institute with a special focus can become a mark of institutional distinction. The concept of developing a center or institute may be driven by the passion of an individual or small group, but often the great idea comes forward without a funding plan in place. This conversation will focus on the merit of centers and institutes as well as the challenges of securing initial and long-term funding to implement and sustain them.

Paul C. Koch, Provost and Vice President for Academic and Student Affairs, St. Ambrose University
James R. Stangle, Vice President of Advancement, St. Ambrose University

Chief Officer Teamwork in Restricted Giving

This discussion will focus on donor gifts that are restricted to a specific area of the college or university. What are best practices for the stewardship of gifts that have strings attached? How can the chief academic and chief advancement officers support each other in dealing with the challenges of restricted gifts? Participants will learn how Wilson’s chief officers have partnered to leverage restricted funds and will share their experiences in managing restricted gifts.

Elissa Heil, Vice President for Academic Affairs and Dean of the Faculty, Wilson College
Camilla Rawleigh, Vice President for Institutional Advancement, Wilson College

Collaborative Strategies to Promote Faculty Scholarship

How can the chief academic and chief advancement officers partner to promote faculty scholarship? The chief officers at Gordon College will discuss how their collaborative efforts have connected faculty members with grant opportunities to support scholarship, how Gordon celebrates faculty achievements, and how faculty research has nurtured a culture of collaboration among faculty colleagues within the institution and in other institutions. Participants will share their own strategies to encourage faculty scholarship and will assess how an increase in faculty scholarship impacts the learning and persistence of students.

Janel Curry, Provost, Gordon College
Paul Edwards, Vice President for Development, Gordon College

Connecting Donors and Students

How can chief academic and chief advancement officers collaborate to demonstrate the impact of donors’ gifts on students’ lives and learning? What are time-efficient and cost-effective ways to connect donors and students? Participants will share ideas and strategies from their campuses.

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

Creating a Culture of Gratitude

What are the characteristics and benefits of a culture of gratitude? Chief academic and advancement officers will exchange ideas on how to build and sustain a culture of appreciation and giving back among all constituencies on their campuses.

Albert J. DeSimone, Vice President for College Advancement, Kalamazoo College
Michael A. McDonald, Provost, Kalamazoo College
**Data to Assess Continuous Faculty Improvement**

Should chief academic officers assess continuous improvement in the performance of faculty members? If so, what metrics might be employed? What are their advantages and limitations? How frequently should such an assessment occur? Participants will share opinions on these questions and work together to develop a modest set of metrics for possible use on their campuses.

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

**Effective Collaboration to Secure Grants**

How can chief academic and advancement officers collaborate to seek and secure grants that support strategic institutional priorities while remaining respectful of individual faculty members’ interests and initiatives? Juniata College’s chief officers will lead a discussion of best practices for matching faculty-driven projects with institutional priorities in soliciting grants. Participants will be invited to share successful approaches and to seek advice on their institution’s efforts to secure external funding.

*Lauren Bowen*, Provost, Juniata College

*Gabriel Welsch*, Vice President for Advancement and Marketing, Juniata College

**Fundraising for Science Facilities**

Constructing or renovating a science building to create a state-of-the-art facility is both a transformative and a costly campus undertaking. How can chief academic officers partner with their advancement counterparts on fundraising initiatives for academic science buildings and related faculty research? Participants are invited to share their experiences and advice.

*Michael K. Wanous*, Vice President for Academic Affairs and Dean of Faculty, Huntington University (IN)

**General Education Reform: What Makes the Process Successful?**

This discussion will focus on how to organize a successful general education reform process. Chief academic officers who have completed reform are invited to share their experiences and to offer advice to those who are soon to begin the process.

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

**Increasing Access to Travel Study Programs**

Participants are invited to discuss their campus initiatives to promote both international and domestic travel study programs. How can such programs be made accessible and inclusive for students with limited financial resources? Culver-Stockton College’s chief academic officer will facilitate discussion of the issue and share his institution’s successful approach.

*Daniel Silber*, Vice President for Academic Affairs and Dean of the College, Culver-Stockton College

**Making a Good Start as Chief Advancement Officer**

New chief advancement officers and those in their second year will have an opportunity to discuss and share advice about the opportunities and challenges of their leadership positions, what new knowledge or skills they have developed, and other lessons they have learned.

*Marjorie L. Klein*, Vice President for Development and Alumni Affairs, Allegheny College

**Making an Institutional Merger Work**

How can senior officers collaborate to lead their college or university through a successful merger with another institution? The chief academic officer from Milligan College will share insights gained about the benefits and the unanticipated obstacles of his campus’s merger with a smaller, less financially well-off partner.

*R. Garland Young*, Vice President for Academic Affairs and Dean, Milligan College

**Models to Optimize Faculty Resources and Staffing**

Models for calculating full-time equivalent (FTE) faculty take into account factors such as full-time faculty load, percentage of load in teaching, faculty composition (full time and adjunct), credit hours generated per student, credits per section, and average section size. How do institutions establish target ranges for each of these parameters and develop faculty staffing plans within the context of available resources? The chief academic officers from Augsburg College and Bryn Athyn College will outline their campus models and invite participants to discuss their own institutional practices.
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 the March 2015 national NetVUE Conference and ways your institution can benefit from NetVUE programs, regional gatherings, grants, and services.

Shirley J. Roels, Senior Advisor for NetVUE, CIC

The Changing Role of Provosts

Join Lee Gardner of the Chronicle of Higher Education for an informal discussion of his recent feature article on the changing role of provosts.

Lee Gardner, Senior Editor, The Chronicle of Higher Education

The Intersection of Athletic and Academic Fundraising

What types of fundraising initiatives are mutually beneficial to academic and athletic programs? How do academic and advancement officers partner with the athletic director and coaches in the fundraising process?

Join the chief officers from the University of the Incarnate Word in a conversation about these issues and other intersections between athletic and academic fundraising.

Kathleen Coughlin, CCVI, Vice President for University Advancement, University of the Incarnate Word

Kathleen Light, Provost, University of the Incarnate Word

The Promise and Peril of Endowed Professorships

What is the role of the chief academic officer in preparing proposals for donor support of endowed chairs or professorships? What models are workable, manageable, and sustainable? What might a new chief academic officer want to know about historically endowed positions? Both chief academic and chief advancement officers are invited to share perspectives.

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

Trustee Engagement with Constituent Groups

What are effective ways to structure board of trustee involvement with constituent groups on campus? Chief academic and chief advancement officers are invited to discuss the advantages and disadvantages of formats such as informational meetings, joint committees to confer on special issues, written communications, orientation programs, and social gatherings.

N. Bradley Christie, Senior Vice President for Academic Affairs, Erskine College
SUNDAY, NOVEMBER 8

Women Chief Academic and Chief Advancement Officers Luncheon Discussion Topics

Building and Nurturing a Strong Collaborative Relationship between the CAO and CAdO
Elizabeth Paul, Executive Vice President and Provost, Stetson University

Developing Strong Community Partnerships
Susan S. Hasseler, Senior Vice President for Academic Affairs, Augustana University (SD)

Effective Methods of Working with Part-Time Faculty
Bettie C. Starr, Vice President for Academic Affairs, Lindsey Wilson College

Effective Work/Life Integration
Janet Clark, Vice President for Academic Affairs, Saint Mary-of-the-Woods College

Faculty Governance
Helen Whippy, Provost, Chaminade University of Honolulu

First Presidential Contract Essentials
Marylouise Fennell, RSM, Senior Counsel, CIC, former President, Carlow University

Fundraising Is Fun...Really!
Debbie Mauldin Cottrell, Vice President for Academic Affairs, Texas Lutheran University

Leading and Managing—Balancing and Prioritizing
Pareena Lawrence, Provost and Dean of the College, Augustana College (IL)

Managing Difficult Conversations
Linda S. Durant, Senior Vice President for Advancement, Widener University

Negotiating Town/Gown Relationships
Janel Curry, Provost, Gordon College

Organizational Change and Program Prioritization
Donna Aronson, Vice President for Academic Affairs, Saint Mary’s University of Minnesota

Self-Renewal Strategies
Janet Sommers, Senior Vice President for Academic Affairs, University of Northwestern-St. Paul

Sharing Strategies for Hiring Diverse Faculty Members
Leanne M. Neilson, Provost and Vice President for Academic Affairs, California Lutheran University

Strengthening Relationships between College or School Deans and Advancement
Anne A. Skleder, Senior Vice President and Provost, Wilkes University

Team Building in the Cabinet
Carol Scheppard, Vice President and Dean for Academic Affairs, Bridgewater College

What’s Next? How to Think about Next Steps in Your Career
Cheryl A. Hyatt, Partner, Hyatt-Fennell, Executive Search

Women and the Presidency
S. Georgia Nugent, Interim President, College of Wooster

Women’s Leadership in the Strategic Planning Process
Marci Sortor, Provost, St. Olaf College

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

Working with Search Consultants
Jessica S. Kozloff, President, Academic Search, Inc.
**MONDAY, NOVEMBER 9**

**Breakfast Discussion Topics**

**Mission, Message, Market—and Money**

**Academic Libraries: Enhancing Institutional Effectiveness**

While the primary mission of many academic libraries has remained constant—to support teaching and learning—library collections, services, and spaces are transforming to address 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. What current and emerging factors affect academic libraries? What effective practices related to academic library contributions to student success are recommended by the Association of College and Research Libraries?

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

**Aligning Vocation and Mission for Aspiring Presidents**

CIC’s Presidential Vocation and Institutional Mission program is designed for chief academic and chief advancement officers as well as other senior administrators—and their spouses or partners—who are considering whether to seek a college presidency. The program helps participants 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 2016–2017 program.

*Frederik Ohles*, President, Nebraska Wesleyan University, and Senior Advisor, Presidential Vocation and Institutional Mission Program, CIC

**Charitable Strategies from TIAA-CREF**

Learn how donor-advised funds can be a tax-smart way to make a bigger impact on the causes you care about.

*Michael V. Collins*, Senior Director, Endowments and Foundations, TIAA-CREF

**CIC’s Leadership Programs: Senior Leadership Academy and Executive Leadership Academy**

Learn about CIC’s year-long leadership programs, Senior Leadership Academy (SLA) and 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

**Continuing Education: What Every Provost Should Know**

CIC institutions that offer continuing education (CE) use academic and financial models ranging from degree-granting departments to noncredit, community-based programs. In the oversight of CE programs, chief academic officers often face challenges related to staffing, outreach, quality, and financial return. This discussion will provide participants an opportunity to share experiences and lessons learned from leading CE programs on their campuses.

*B. Christopher Dougherty*, Provost and Vice President for Academic Affairs, Rosemont College

**Creating and Sustaining Effective Honors Programs**

Participants will explore the challenges and opportunities inherent in developing a new honors program. Discussion will focus on such issues as developing curriculum, recruiting and orienting faculty members, integrating the honors program with the general education curriculum, and how an honors program can enhance the quality of academic programs throughout the institution.

*Linda Samek*, Provost, George Fox University
Engaged Learning: Institutional Return on Investment
Participants will discuss how and why they have invested in undergraduate research, civic education, and other forms of engaged learning on their campuses. What strategies have encouraged faculty members and students to participate? What benefits have occurred and how has the institutional return on investment been documented?
Paula Dehn, Vice President of Academic Affairs and Dean of the College, Kentucky Wesleyan College

Engaging Students in the Donor Relations Process
What are key questions to consider when involving students in donor relations activities? How can students be prepared to take on a donor recognition role? How can student involvement in donor relations foster a culture of philanthropy among all campus constituents? Participants will be invited to share their thoughts, ideas, and experiences.
Kathryn A. Morris, Provost and Vice President for Academic Affairs, Butler University
Jaci A. Thiede, Vice President for University Advancement, Butler University

Increasing Faculty Members’ Participation in Annual Fund Giving
How do chief academic officers encourage faculty members to participate in the annual fund and to feel good about their participation? This discussion will focus on strategies to improve faculty members’ perception of the annual fund’s value as well as their record of giving.
Mark D. Ward, Vice President for Academic Affairs and Dean of the College, University of Dubuque

Information Fluency
The goals of CIC’s Information Fluency in the Disciplines workshops, supported by the Andrew W. Mellon Foundation, are twofold: to infuse “fluency” into humanities majors and fields of concentration; and to help undergraduate students attain true information fluency in their major areas of study. The program thus far has focused on three disciplines: literature, history, and ancient studies. Campus teams comprised of faculty members, a librarian, and the chief academic officer participated in intensive workshops during which they developed campus plans. What have campuses learned about their curricula from these workshops?
Susanne Woods, Senior Advisor for Information Fluency, CIC

It’s Showtime: Linking Academic Affairs and Advancement to Promote the Arts
Visual and performing arts programs help to keep campus life vibrant, but the cost of their specialized facilities and equipment, one-on-one instruction, and large consumable budgets for supplies and productions often becomes difficult to sustain. This discussion will focus on fundraising models for the arts that link faculty members to donors. Participants will exchange information about their successful strategies and share advice about challenges encountered in finding donors to support the arts on their campuses.
Jeffrey H. Barker, Vice President for Academic Affairs and Dean, School of Humanities and Sciences, Converse College

Managing the Great Expectations of Faculty Members
How can chief officers partner to address tensions that arise when faculty members’ expectations clash with institutional realities such as the influence of donors on fundraising priorities and of the competitive environment surrounding admissions standards? Chief academic and advancement officers are invited to share experiences and advice for dealing with these campus challenges.
John Kolander, Provost, Wisconsin Lutheran College
Richard Mannisto, Vice President for Development, Wisconsin Lutheran College

Mobilizing Senior Class Giving
What types of senior class giving campaigns are effective in encouraging student philanthropy before and after graduation? How are student leaders involved in organizing and implementing them? Participants will share advice and successful practices.
Susan Arnold, Vice President for Institutional Advancement, Cedar Crest College
Elizabeth Meade, Provost, Cedar Crest College
New CAO Workshop: Continuing the Conversation

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

*Lily D. McNair*, Provost and Vice President for Academic Affairs, Wagner College

*Caroline J. Simon*, Provost and Executive Vice President, Whitworth University

“On-Boarding” a New President

On-boarding a new institutional leader is complicated and time consuming. What information is useful to share and in what format? Who has access to the new leader and when? How do chief officers effectively communicate history and context and also maintain future focus? How do difficult messages get delivered and by whom? The facilitator will offer insights from Spelman College’s recent presidential transition, and participants are encouraged to share their experiences.

*Kassandra Kimbriel Jolley*, Vice President for Institutional Advancement, Spelman College

Professional Development Opportunities for Department and Division Chairs

How do CIC institutions prepare department and division chairs for their administrative roles and responsibilities? Chief academic officers will discuss professional development opportunities they provide on their campuses as well as those that are available off-campus, including CIC’s Workshops for Department and Division Chairs. They also will exchange ideas about how to strengthen professional development programming for chairs in response to emerging trends in private higher education.

*Wayne Powel*, Provost, Saint Francis University (PA)

Qualitative Considerations in Academic Prioritization

There is general agreement that quantitative data such as internal and external demand and program revenue vs. program cost should be used in an academic priority-setting process, but what qualitative indicators should be included and how should they be weighed? Does the potential impact on alumni and fundraising ever figure among the factors considered? Chief academic and advancement officers are invited to share perspectives on qualitative criteria to be used.

*Rochelle Von Eye*, Provost, Dakota Wesleyan University

Retaining First- and Second-Year Students

Many colleges and universities struggle with retention of first- and second-year students. Join John Gardner for an informal discussion of effective retention strategies and how to implement them at your institution.

*John N. Gardner*, President, John N. Gardner Institute for Excellence in Undergraduate Education

The Chronicle of Higher Education-CIC Survey of CAOs

Join Scott Carlson for an informal discussion of results from the third annual *Chronicle of Higher Education*-CIC Survey of CAOs, which focused on fall enrollment and tuition revenue at CIC member colleges and universities.

*Scott Carlson*, Senior Writer, *The Chronicle of Higher Education*

The Provost’s Handbook: Follow-up

The authors of *The Provost’s Handbook* will be available for additional conversation about challenges and solutions over breakfast.

*James Martin*, Professor of English and Humanities, Mount Ida College

*James E. Samels*, CEO and President, The Education Alliance

Time, Treasure, and Talent: Generational Differences among Donors

National statistics claim that the average age at which individuals, particularly alumni, think about “giving back” to their alma maters is 48 years old. How can chief academic and advancement officers and their staffs collaborate to ensure that donors of varying generations are connected to their institutions? What giving opportunities and types of programs respond to these generational differences? Participants are invited to share ideas that have worked on their campuses.

*Lillian Schumacher*, Vice President for Academic Affairs, Tiffin University

*David Zak*, Vice President for University Advancement and Economic Development, Tiffin University
Hotel Information

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Chief Academic and Chief Advancement Officers Task Force

The program of the 2015 Institute for Chief Academic and Chief Advancement Officers has been planned with the assistance of CIC’s Chief Academic and Chief Advancement Officers Task Force:

Elizabeth Paul (Chair)
Provost and Vice President for Academic Affairs
Stetson University

Elfred A. Pinkard
Former Executive Vice President and
Chief Operating Officer
Johnson C. Smith University

Dominic A. Aquila
Vice President for Academic Affairs
University of St. Thomas (TX)

R. Richard Ray
Provost
Hope College

Ed Groves
Director, Educational Programs
Council for Advancement and Support of
Education

Stephany Schlachter
Provost
Lewis University

Kassandra Kimbriel Jolley
Vice President for Institutional Advancement
Spelman College

Carol Schuler
Vice President for Development
Davis & Elkins College

Pareena Lawrence
Provost and Dean of the College
Augustana College (IL)

Cassie S. Warman
Vice President for University Advancement
Pacific University

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

Andrew Workman
Provost and Senior Vice President
Roger Williams University

Laura Niesen de Aburúña
Provost
Sacred Heart University
Notes