CHAMPIONS OF THE LIBERAL ARTS
Presidential Leadership in Independent Higher Education

2012 PRESIDENTS INSTITUTE • CONFERENCE PROGRAM

Ronald A. Crutcher
Wheaton College (MA)

Jo Young Switzer
Manchester College (IN)

Rosalind Reichard
Emory & Henry College (VA)

Fred P. Pestello
Le Moyne College (NY)

Marco Island, Florida • January 4–7
New Presidents Program: January 3–4
Spouses Program: January 4–7
SPONSORS

PATRON
Jenzabar, Inc.***
Sodexo Campus Services***
SunGard Higher Education**

BENEFACTOR
Inside Higher Ed
Johnson, Grossnickle and Associates
National Management Resources Corporation
The Learning House, Inc.

MAJOR DONOR
ARAMARK Higher Education***
CapinCrouse LLP
CES/Registry for College and University Presidents
Datatel, Inc.
Gonser Gerber Tinker Stuhr, LLP*
Hardwick Day, Inc.*
Metz Culinary Management
Performa Higher Education**
Royall & Company
Royall & Company Advancement Services
Stevens Strategy
The Chronicle of Higher Education
The Lawlor Group, Inc.*
Yaffe & Company, Inc.

CONTRIBUTOR
Capture Higher Ed.
Celli-Flynn Brennan Architects & Planners**
Derck & Edson Associates
Eliance, Inc.
Executive Management Services, Inc.*
GDA Integrated Services*
Hyatt • Fennell***
Mason Jay Blacher & Associates*
R. H. Perry & Associates**
The Dysart Group, Inc.
The Galbally Group
Van Yahres Associates
Williams & Company
Witt/Kieffer**

CIC acknowledges with appreciation the continuing support of Academic Search, Inc.* and the American Academic Leadership Institute.

CIC is deeply thankful to TIAA-CREF** for its long-term and generous support.

CIC gratefully acknowledges the generous support by Jenzabar, Inc.***, Royall & Company, and Royall & Company Advancement Services of travel grants that make it possible for presidents of institutions with limited resources to participate in the Presidents Institute.

American Sign Language interpretation is generously supported by CapinCrouse LLP.

* 10 or more years as a sponsor
** 15 or more years as a sponsor
*** 20 or more years as a sponsor
Dear Colleagues:

Welcome to CIC’s 2012 Presidents Institute. The program this year includes a wide range of speakers and sessions that address the Institute’s theme, “Champions of the Liberal Arts: Presidential Leadership in Independent Higher Education.” The Institute will explore such questions as: How can the proven value of a liberal arts education over a lifetime be presented persuasively? How can presidents articulate the institution’s distinctive mission in compelling and nuanced ways? How do the liberal arts champion workforce development and global competitiveness? How can an undergraduate education grounded in the liberal arts be convincingly connected to a lifetime of career success, personal fulfillment, and civic engagement? I hope you find that the Institute’s program includes helpful ideas and examples of practical successes of many college presidents, in addition to opportunities to learn from distinguished plenary speakers and to gain insights from other experts who offer fresh perspectives on our enterprise.

I extend a special welcome to the many new presidents and their spouses and those attending this annual gathering for the first time. All of us hope you will find the Institute to be a richly rewarding experience and will return often to future Institutes.

CIC is grateful to those sponsoring organizations that have contributed financially to the Presidents Institute and whose names appear on the facing page. Their support makes possible more comprehensive programming, and their considerable expertise in aspects of college and university management adds to the usefulness of the conversations during the Institute. I hope that all presidents will consult with some of our sponsors as their guidance can be invaluable.

One distinctive feature of the CIC Presidents Institute is the substantial programming for presidential spouses, which offers useful guidance and support for those who serve in this rewarding, but at times challenging, campus role.

I hope you will find the Institute both enjoyable and informative. Please do not hesitate to call upon any CIC staff member if you need assistance. In this beautiful setting, may the next few days provide opportunities to learn as well as to relax.

Sincerely,

Richard Ekman
President
Council of Independent Colleges
## SCHEDULE-AT-A-GLANCE

### TUESDAY, JANUARY 3

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 10:00 a.m.–Noon | **New Presidents and New Presidential Spouses Program Registration**  
Islands Foyer                                                                                           |

Noon–5:00 p.m. **Computer Kiosks**  
Islands Foyer

Noon–8:00 p.m. **New Presidents Program**  
Caxambas and Islands Salons H–J

Noon–5:00 p.m. **INDIVIDUAL CONSULTATIONS**  
- **Board Relations**  
  Douglas M. Orr  
  Executive Boardroom  
- **CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports**  
  Michael Williams  
  Everglades  
- **Executive Coaching and Strategic Thinking**  
  Ann J. Duffield  
  Capri 4  
- **Presidential Compensation and Performance Evaluations**  
  Rian M. Yaffe  
  Sanibel

### WEDNESDAY, JANUARY 4

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 7:00 a.m.–5:00 p.m. | **Institute Registration**  
Islands Foyer                                                                                           |

7:00 a.m.–5:00 p.m. **Computer Kiosks**  
Islands Foyer

7:00 a.m.–1:00 p.m. **New Presidents Program**  
Caxambas 1 and Islands Salons H–J

7:30 a.m.–1:00 p.m. **New Presidential Spouses Program**  
Islands Salon E

8:00 a.m.–3:00 p.m. **CIC Board of Directors Meeting**  
(See page 11 for meeting rooms.)

### THURSDAY, JANUARY 5

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 7:00 a.m.–5:00 p.m. | **Institute Registration**  
Islands Foyer                                                                                           |

7:00 a.m.–5:00 p.m. **Computer Kiosks**  
Islands Foyer

7:15–8:15 a.m. **Breakfast**  
Islands Salons A–D

### PRESIDENTS INSTITUTE BEGINS

5:00–6:15 p.m. **WELCOME AND KEYNOTE ADDRESS**  
“A Vigorous Case for the Liberal Arts and Presidential Leadership”  
**Nannerl O. Keohane**  
Islands Ballroom

6:30–9:00 p.m. **WELCOME RECEPTION AND DINNER**  
Sunset Terrace

8:30–9:15 p.m. **Reception for Sponsors**  
Caxambas

### ROUNDTABLE DISCUSSIONS

- Developing International Partnerships
- Understanding the Digital Mindset Generation
7:15–8:15 a.m.  
BREAKFAST MEETINGS

Council for Christian Colleges & Universities  
Caxambas 1

NCAA Division III Great South Conference  
Islands Salon H

Nonmember Presidents and Member Presidents Attending the Institute for the First Time  
Terrace Suite 1106

Online Consortium of Independent Colleges and Universities Presidents’ Advisory Committee  
Islands Salon J

Presidential Vocation and Institutional Mission Program Past Participants  
Capri 1

Wisconsin Association of Independent Colleges and Universities  
Caxambas 2

Women’s College Coalition Board of Directors  
Royal 3 and 4

8:00 a.m.–5:00 p.m.  
INDIVIDUAL CONSULTATIONS

Board Relations  
Douglas M. Orr  
Executive Boardroom

CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports  
Michael Williams  
Everglades

Executive Coaching and Strategic Thinking  
Ann J. Duffield  
Capri 4

Presidential Compensation and Performance Evaluations  
Rian M. Yaffe  
Sanibel

Presidential Contracts  
Raymond D. Cotton  
Captiva

Retirement Planning  
TIAA-CREF Counselors  
Capri 2 and 3

8:30–9:45 a.m.  
PLENARY SESSION
“The Economy and the Future of Independent Colleges”  
Ronald G. Ehrenberg  
Islands Ballroom

10:15 a.m.–1:15 p.m.  
PRESIDENTIAL SPOUSES PROGRAM
Welcome and Luncheon Address  
Sabal and Coconut

10:15–11:30 a.m.  
CONCURRENT SESSIONS

Developing Trustees as Fundraisers  
Islands Salon E

National Media Perspectives on Higher Education  
Capri 6

Presidential Dos and Don’ts  
Caxambas

The President’s Role in Revising the Liberal Arts Curriculum  
Capri 1

Understanding Your Discount Rate  
Islands Salons H–J
11:45 a.m.–1:00 p.m.
CONCURRENT SESSIONS
(with boxed lunch)

Building a Fundraising Case for Financial Aid: The Data Can Lead the Way
Capri 1

Building the Senior Leadership Team: Setting Goals, Developing Esprit de Corps, and Evaluating Performance
Islands Salons H–J

Championing First-Generation and Low-Income Students’ Success
Islands Salon E

Crisis Management Strategies
Capri 9 and 10

Getting the Right Fit: Ensuring Student Success through an Effective Enrollment Management Strategy
Capri 6

Presidents “Open Mike”
Capri 7

Shared Governance
Capri 8

1:00–2:00 p.m.
Lunch for Association of Independent Colleges and Universities of Pennsylvania
Royal 1

Lunch for Georgia Independent College Association
Royal 2

Lunch for Independent Colleges of Indiana
Caxambas 2

Lunch for NetVUE Focus Group
Caxambas 1

Lunch for North Carolina Independent Colleges and Universities
Sentry 1

1:30–4:30 p.m.
Women’s College Coalition Annual Meeting
Royal 3 and 4

2:00–4:00 p.m.
WORKSHOPS

Navigating the “New Normal”: Where Does the Money Come From? Where Does It Go? What Does It Buy?
Islands Salon E

The Future of the Humanities in Independent Higher Education
Capri 8

2:00–5:00 p.m.
Optional Trip
Cruise and Shelling Excursion
Meet in the hotel lobby.

5:00–6:30 p.m.
ALL-INSTITUTE RECEPTION
Islands Salons A–D

6:30 p.m.
DINE-AROUND DINNERS
Meet in the hotel lobby.

Dinner for Kansas Independent College Association and Fund
Meet in the hotel lobby.
FRIDAY, JANUARY 6

7:00 a.m.–5:00 p.m.
Institute Registration
Islands Foyer

7:00 a.m.–5:00 p.m.
Computer Kiosks
Islands Foyer

7:15–8:15 a.m.
Breakfast
Islands Salons A–D

ROUNDTABLE DISCUSSIONS

Communicating Effectively with Inside Higher Ed

Economic Uncertainty and Endowment Management Challenges and Solutions

Network for Vocation in Undergraduate Education (NetVUE)

7:15–8:15 a.m.
BREAKFAST MEETINGS

Association of Catholic Colleges and Universities
Capri 10

National Association of Intercollegiate Athletics
Royal 1

New American Colleges and Universities Presidents Breakfast
Royal 2

Presidents of Historically Black Colleges and Universities
Kurrents Restaurant

Presidents of International Colleges and Universities
Capri 5

Women’s College Coalition Members Breakfast
Royal 3 and 4

7:15–8:15 a.m.
Breakfast for Presidential Spouses
Sabal

8:00 a.m.–5:00 p.m.
INDIVIDUAL CONSULTATIONS

Board Relations
Douglas M. Orr
Executive Boardroom

CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT)
Benchmarking Reports
Michael Williams
Everglades

Executive Coaching and Strategic Thinking
Ann J. Duffield
Capri 4

Presidential Compensation and Performance Evaluations
Rian M. Yaffe
Sanibel

Presidential Contracts
Raymond D. Cotton
Captiva

Retirement Planning
TIAA-CREF Counselors
Capri 2 and 3

8:30–9:45 a.m.
CONCURRENT SESSIONS

Effective Board Retreats
Caxambas 2

Emerging Trends in Family Foundations: Philanthropy from the Eyes of the Donors
Capri 1

Enhancing the Career Placement of Liberal Arts Graduates
Capri 7–9

Cutting Tuition: An Old Strategy for the New Liberal Arts College?
Islands Salons H–J

When Does Debt Turn into Financial Risk?
Capri 6

8:30–9:45 a.m.
CONCURRENT SESSIONS

Spousal Recognition and Compensation
Coconut

Traveling Smart: Maximizing Your Wardrobe
Sentry

10:00–11:00 a.m.
PLENARY SESSION
“Fostering Civility, Interfaith Understanding, and Civic Engagement in Independent Colleges”
Eboo Patel
Islands Ballroom
11:30 a.m.–12:45 p.m.
**CONCURRENT SESSIONS**

**Lessons from the Community College Linkage Project**
Capri 6

**Making the Case for the Liberal Arts: Developing an Effective Marketing Strategy**
Capri 1

**Presidential Transitions:**
Timing, Succession, and Other Considerations
Capri 7–9

**The College Student Gender Gap**
Caxambas 2

**The Digital Age of Learning in the Liberal Arts**
Islands Salons H–J

11:30 a.m.–12:45 p.m.
**PRESIDENTIAL SPOUSES CONCURRENT SESSIONS**

**Global Cuisine: Recipes for Successful Entertaining on Campus**
Sabal and Coconut

**Presidential Spouses/Partners “Open Mike”**
Royal

1:00–2:30 p.m.
**Foundation for Independent Higher Education State Executives Luncheon**
Sentry 1

1:00–2:30 p.m.
**Open Forum with Eboo Patel**
Islands Salon E

1:00–4:00 p.m.
**WORKSHOP**
Presidential Leadership for Student Learning and Accountability
Islands Salons F and G

1:30–5:00 p.m.
**Optional Trip**
Naples Museum of Art
Meet in the hotel lobby.

2:00–4:00 p.m.
**Discussion and Networking Session for Presidential Spouses/Partners**
Islands Salons H–J

6:00–7:00 p.m.
**AWARDS RECEPTION**
Palms Ballroom Foyer and Terrace

7:00–9:00 p.m.
**AWARDS BANQUET**
Palms Ballroom

**SATURDAY, JANUARY 7**

7:00 a.m.–Noon
**Institute Registration**
Islands Foyer

7:00 a.m.–Noon
**Computer Kiosks**
Islands Foyer

7:00–8:00 a.m.
**Tai Chi**
Sentry

7:30–8:30 a.m.
**Breakfast for Presidential Spouses/Partners**
Royal

7:30–8:30 a.m.
**Annual Business Meeting**
Islands Ballroom

7:30–8:30 a.m.
**Breakfast**
Islands Salons A–D

8:30–11:30 a.m.
**INDIVIDUAL CONSULTATIONS**

**Board Relations**
Douglas M. Orr
Capri 10

**CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports**
Michael Williams
Everglades

**Executive Coaching and Strategic Thinking**
Ann J. Duffield
Capri 4

**Presidential Compensation and Performance Evaluations**
Rian M. Yaffe
Sanibel

**Presidential Contracts**
Raymond D. Cotton
Captiva

**Retirement Planning**
TIAA-CREF Counselors
Capri 2 and 3
8:45–9:45 a.m.  
CONCURRENT SESSIONS

**Lessons from Thriving Colleges**  
*Islands Salons H–J*

**New Digital Tools for Presidential Leadership**  
*Capri 1*

**New Program Integrity Regulations and Institutional Autonomy: What Is at Stake?**  
*Capri 7 and 8*

**Presidential Contracts and Compensation**  
*Capri 6*

---

8:45–9:45 a.m.  
**PRESIDENTIAL SPOUSES CONCURRENT SESSIONS**

**Serving on Nonprofit Boards**  
*Coconut*

**Transitions—Moving to a New Campus**  
*Royal*

---

10:00–11:30 a.m.  
**CLOSING PLENARY SESSION**

“The Enduring Role of Independent Colleges in American Higher Education”  
*Charles L. Currie, SJ*  
*Marylouise Fennell, RSM*  
*David L. Warren*  
Moderator: *Doug Lederman*

*Islands Ballroom*

---

**PRESIDENTS INSTITUTE ADJOURNS**

Noon–2:00 p.m.  
NetVUE Focus Group on the College Chaplaincy  
*Capri 9*

Noon–2:30 p.m.  
Presidents Institute Spouses Task Force Luncheon  
*Capri 7*

1:00–5:30 p.m.  
**WORKSHOP**  
CIC/Aspen/Wye Seminar: Leadership and Liberal Education in a Global Context  
*Islands Salon H*
NEW PRESIDENTS PROGRAM

Please note: Pre-registration is required for this program. Please inquire at the CIC Registration Desk.

(Sponsored by SunGard Higher Education)

TUESDAY, JANUARY 3

10:00 a.m.–Noon  
New Presidents and New Presidential Spouses Program Registration  
Islands Foyer

Noon–1:30 p.m.  
Welcoming Luncheon for New Presidents and New Presidential Spouses  
Caxambas  
Coordinator: Joseph G. Burke, Senior Advisor, CIC  
Welcome: Scott D. Miller, President, Bethany College (WV) and Chair, New Presidents Advisory Committee  
Speaker: Candace Introcaso, CDP, President, La Roche College

PROGRAMMING FOR NEW PRESIDENTS

1:45–2:45 p.m.  
Making Connections  
Islands Salons H–J  
Jo Young Switzer, President, Manchester College

2:45–3:00 p.m.  
Refreshment Break for New Presidents  
Islands Foyer

3:00–4:15 p.m.  
The Presidency–Striving for Success  
Islands Salons H–J  
L. Jay Lemons, President, Susquehanna University

4:15–5:45 p.m.  
Financial Fundamentals for the New President  
Islands Salons H–J  
Wendy B. Libby, President, Stetson University
## PROGRAMMING FOR NEW PRESIDENTIAL SPOUSES

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Facilitators/Spouses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:45–2:30 p.m.</td>
<td>Welcome and Introductions: Who We Are</td>
<td>Islands Salon E</td>
<td>Laird Hanson, Presidential Spouse, Hamline University</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lynne C. Joyce, Presidential Spouse, Brevard College</td>
</tr>
<tr>
<td>2:30–3:15 p.m.</td>
<td>Varied Roles of the Presidential Spouse/Partner</td>
<td>Islands Salon E</td>
<td>Laird Hanson and Lynne C. Joyce</td>
</tr>
<tr>
<td>3:15–3:30 p.m.</td>
<td>Refreshment Break for New Presidential Spouses</td>
<td>Islands Foyer</td>
<td></td>
</tr>
<tr>
<td>3:30–4:30 p.m.</td>
<td>Transitioning into Life as a Presidential Spouse/Partner</td>
<td>Islands Salon E</td>
<td>Mary Bassis, Presidential Spouse, Westminster College (UT)</td>
</tr>
<tr>
<td>4:30–5:00 p.m.</td>
<td>Small Group Discussions</td>
<td>Islands Salon E</td>
<td>Facilitator: Mary Bassis</td>
</tr>
<tr>
<td>6:30–8:00 p.m.</td>
<td>Reception and Dinner for New Presidents and New Presidential Spouses</td>
<td>Caxambas</td>
<td>Hosts: Thomas L. Hellie, President, Linfield College, and Elise Luckey, Presidential Spouse, Lindsey Wilson College</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Remarks: Richard Ekman, President, CIC</td>
</tr>
</tbody>
</table>

## WEDNESDAY, JANUARY 4

## PROGRAMMING FOR NEW PRESIDENTS

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Facilitators/Spouses</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00–8:00 a.m.</td>
<td>Breakfast for New Presidents</td>
<td>Caxambas 1</td>
<td></td>
</tr>
<tr>
<td>8:00–9:30 a.m.</td>
<td>Working with the Board</td>
<td>Islands Salons H–J</td>
<td>Tiffany McKillip Franks, President, Averett University</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Douglas M. Orr, President Emeritus, Warren Wilson College</td>
</tr>
<tr>
<td>9:30–10:45 a.m.</td>
<td>The President and Admissions: Getting Them in the Door</td>
<td>Islands Salons H–J</td>
<td>JoAnne W. Boyle, President, Seton Hill University</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Kevin J. Manning, President, Stevenson University</td>
</tr>
<tr>
<td>Time</td>
<td>Event</td>
<td>Location</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------</td>
<td></td>
</tr>
<tr>
<td>7:30–8:15 a.m.</td>
<td>Breakfast for New Presidential Spouses</td>
<td>Islands Salon E</td>
<td></td>
</tr>
<tr>
<td>8:15–9:45 a.m.</td>
<td>Finding Your Niche on Campus and in the Community</td>
<td>Islands Salon E</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lynne C. Joyce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9:45–10:45 a.m.</td>
<td>Small Group Discussions</td>
<td>Islands Salon E</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facilitators: Laird Hanson and Lynne C. Joyce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:45–11:00 a.m.</td>
<td>Refreshment Break for New Presidents and New Presidential Spouses</td>
<td>Islands Foyer</td>
<td></td>
</tr>
</tbody>
</table>

**JOINT PROGRAMMING FOR NEW PRESIDENTS AND NEW PRESIDENTIAL SPOUSES**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:00 a.m.–12:15 p.m.</td>
<td>The President and Development: Fundamentals and Then Some</td>
<td>Islands Salons H–J</td>
</tr>
<tr>
<td></td>
<td>Richard B. Artman, President, Viterbo University</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Marianne E. Inman, President, Central Methodist University</td>
<td></td>
</tr>
<tr>
<td>12:15–1:00 p.m.</td>
<td>You Got the Job, Now What?</td>
<td>Islands Salons H–J</td>
</tr>
<tr>
<td></td>
<td>William T. Luckey, Jr., President, Lindsey Wilson College</td>
<td></td>
</tr>
<tr>
<td>1:00 p.m.</td>
<td>New Presidents and New Presidential Spouses Boxed Lunches</td>
<td>Islands Foyer</td>
</tr>
<tr>
<td></td>
<td>Boxed lunches will be available for new presidents and new presidential spouses.</td>
<td></td>
</tr>
</tbody>
</table>
# CIC BOARD OF DIRECTORS MEETING

**WEDNESDAY, JANUARY 4**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00–8:50 a.m.</td>
<td>Executive Committee Breakfast Meeting</td>
<td>Capri 10</td>
</tr>
<tr>
<td>8:15–8:50 a.m.</td>
<td>Board of Directors Breakfast</td>
<td>Caxambas 2</td>
</tr>
<tr>
<td>9:00–10:00 a.m.</td>
<td>BOARD OF DIRECTORS COMMITTEE MEETINGS</td>
<td>Capri 8</td>
</tr>
<tr>
<td></td>
<td>Investment Committee</td>
<td>Capri 7</td>
</tr>
<tr>
<td></td>
<td>Orientation for New Board Members</td>
<td></td>
</tr>
<tr>
<td>10:15–11:45 a.m.</td>
<td>BOARD OF DIRECTORS COMMITTEE MEETINGS</td>
<td>Capri 9</td>
</tr>
<tr>
<td></td>
<td>Membership Committee</td>
<td>Capri 7</td>
</tr>
<tr>
<td></td>
<td>Programs Committee</td>
<td>Capri 8</td>
</tr>
<tr>
<td></td>
<td>Public Information Committee</td>
<td>Capri 10</td>
</tr>
<tr>
<td>Noon–1:00 p.m.</td>
<td>Luncheon for Board of Directors</td>
<td>Caxambas 2</td>
</tr>
<tr>
<td>1:15–3:00 p.m.</td>
<td>BOARD OF DIRECTORS BUSINESS MEETING</td>
<td>Capri 1 and 6</td>
</tr>
</tbody>
</table>
WEDNESDAY, JANUARY 4

7:00 a.m.–5:00 p.m.  Institute Registration
Islands Foyer  Sign up for Individual Consultations, Dine-Around Dinners, and other events with
limitations on space.

7:00 a.m.–5:00 p.m.  Computer Kiosks
Islands Foyer  (Sponsored by The Learning House, Inc.)
Computer stations are available for participants to check email.

Noon–5:00 p.m.  INDIVIDUAL CONSULTATIONS
Please sign up in advance at the CIC Registration Desk.
Executive Boardroom  Board Relations
Douglas M. Orr, President Emeritus, Warren Wilson College

Everglades  CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT)
Benchmarking Reports
Michael Williams, President, The Austen Group

Capri 4  Executive Coaching and Strategic Thinking
Ann J. Duffield, Founding Principal, Ann Duffield & Colleagues

Sanibel  Presidential Compensation and Performance Evaluations
Rian M. Yaffe, Chairman and CEO, Yaffe & Company, Inc.

Captiva  Presidential Contracts
Raymond D. Cotton, Vice President, Higher Education, ML Strategies, LLC/Mintz,
Levin, Cohn, Ferris, Glovsky & Popeo LLC

Capri 2 and 3  Retirement Planning
TIAA-CREF Counselors
1:00–4:00 p.m.
Capri 10

Presidents of Colleges and Universities in Covenant with the Christian Church (Disciples of Christ) Meeting
Convener: J. David Arnold, President, Eureka College

3:30–4:15 p.m.
Capri 7

Presidents Institute Spouses Task Force Meeting

2012 PRESIDENTS INSTITUTE BEGINS

5:00–6:15 p.m.
Islands Ballroom

Welcome and Institute Overview
George E. Martin, Chair, CIC Board of Directors and President, St. Edward’s University
Richard Ekman, President, CIC
Jennifer Hutton, Chair, Presidential Spouses Task Force and Presidential Spouse, Utica College
KEYNOTE ADDRESS

(Cosponsored by ARAMARK Higher Education and Stevens Strategy)

A Vigorous Case for the Liberal Arts and Presidential Leadership

The distinguishing feature of American higher education is its undergraduate education rooted in the liberal arts. Yet the liberal arts are sometimes viewed with skepticism by students, parents, and other observers who think that professional preparation and workforce development are the more important and pragmatic purposes of higher education. Online education and large classes may offer more cost-efficient modes of educational delivery than the traditional residential college with its low student-to-faculty ratio, but using these pedagogies while retaining the educational benefits of the liberal arts remains a challenge. Ironically, the American liberal arts college model is now gaining favor in other parts of the world where a strong case is being made for the central role of the liberal arts as the best way to develop critical and integrative thinkers, productive and creative employees, committed and compassionate citizens, and happy and healthy human beings. The distinguished former president of Duke University and Wellesley College will issue a call to action rooted in the intrinsic importance of the liberal arts in independent colleges and universities and the relevance of presidential commitment to this goal.

Nannerl O. Keohane was president of Wellesley College from 1981 to 1993 and of Duke University from 1993 to 2004. She presently serves as Laurance S. Rockefeller Distinguished Visiting Professor in the Woodrow Wilson School and the Center for Human Values at Princeton University. She taught at Swarthmore College, the University of Pennsylvania, and Stanford University, where she won the Gores Award for Excellence in Teaching and chaired the...
faculty senate. Three times she was selected as a fellow of the Center for Advanced Study in the Behavioral Sciences. Keohane writes about and teaches political philosophy, leadership, and feminist theory. She is the author of *Thinking about Leadership* (Princeton University Press, 2010), *Higher Ground: Ethics and Leadership in the Modern University* (Duke University Press, 2006), and *Philosophy and the State in France* (1980), and she co-edited *Feminist Theory: A Critique of Ideology* (1981). She has served as vice president of the American Political Science Association and on the editorial boards of the *American Political Science Review*, *Ethics*, *Political Theory*, and *Signs*. Keohane holds a BA from Wellesley College, an MA from St. Anne’s College of Oxford University, and a PhD from Yale University.

Chair: David L. Beckley, President, Rust College

6:30–9:00 p.m.
Sunset Terrace

**WELCOMING RECEPTION AND DINNER**

*(Cosponsored by Johnson, Grossnickle and Associates and Performa Higher Education)*

This combination reception and buffet dinner provides an inviting setting for all Institute participants to greet old friends and meet new ones.

8:30–9:15 p.m.
Caxambas

**Reception for Sponsors**

All sponsors of the Presidents Institute are welcome.

Hosts: **CIC Board of Directors**
THURSDAY, JANUARY 5

7:00 a.m.–5:00 p.m.  Institute Registration
Islands Foyer  Sign up for Individual Consultations, Dine-Around Dinners, and other events with limitations on space.

7:00 a.m.–5:00 p.m.  Computer Kiosks
Islands Foyer  (Sponsored by The Learning House, Inc.)
Computer stations are available for participants to check email.

7:15–8:15 a.m.  Breakfast
Islands Salons A–D  (Sponsored by The Lawlor Group, Inc.)
Breakfast is provided for all registered Institute participants. Several Roundtables are designated for participants to join colleagues to discuss specific topics.

ROUNDTABLE DISCUSSIONS

Developing International Partnerships
Learn about student and faculty exchanges, semesters abroad, and other forms of international collaboration from presidents of CIC member institutions located outside of the United States.

Erik O. Nielsen, President, Franklin College Switzerland

Understanding the Digital Mindset Generation
Results of the 2011 Students and Parents Perception Survey will be discussed. Approximately 10,000 sophomores, juniors, and seniors and their parents were questioned to ascertain emerging trends in their approaches to the college selection process, including their preferences in communicating with colleges and universities.

Raquel Bermejo, Director of Research and Reporting, Enrollment Management, RuffaloCODY

BREAKFAST MEETINGS

Caxambas 1  Council for Christian Colleges & Universities
Convener: Paul R. Corts, President
Islands Salon H

**NCAA Division III Great South Conference Presidents**
Convener: Elizabeth Kiss, President, Agnes Scott College

Terrace Suite 1106

**Nonmember Presidents and Member Presidents Attending the Institute for the First Time**
Convener: George E. Martin, Chair, CIC Board of Directors, and President, St. Edward's University

Islands Salon J

**Online Consortium of Independent Colleges and Universities Presidents’ Advisory Committee**
Convener: Thomas R. Kennedy, Executive Director and President, New Ventures of Regis University

Capri 1

**Presidential Vocation and Institutional Mission Program Past Participants**
Convener: Frederik Ohles, President, Nebraska Wesleyan University
Caxambas 2  Wisconsin Association of Independent Colleges and Universities
Convener: Rolf Wegenke, President

Royal 3 and 4  Women’s College Coalition Board of Directors
Convener: Susan E. Lennon, President

8:00 a.m.–5:00 p.m.  INDIVIDUAL CONSULTATIONS
Please sign up in advance at the CIC Registration Desk.

Executive Boardroom  Board Relations
Douglas M. Orr, President Emeritus, Warren Wilson College

Everglades  CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT)
Benchmarking Reports
Michael Williams, President, The Austen Group

Capri 4  Executive Coaching and Strategic Thinking
Ann J. Duffield, Founding Principal, Ann Duffield & Colleagues

Sanibel  Presidential Compensation and Performance Evaluations
Rian M. Yaffe, Chairman and CEO, Yaffe & Company, Inc.

Captiva  Presidential Contracts
Raymond D. Cotton, Vice President, Higher Education, ML Strategies, LLC/Mintz, Levin, Cohn, Ferris, Glovsky & Popeo LLC

Capri 2 and 3  Retirement Planning
TIAA-CREF Counselors
PLENARY SESSION
(Sponsored by Datatel, Inc.)

The Economy and the Future of Independent Colleges

The stalled recovery from the Great Recession continues to present significant financial challenges for private liberal arts colleges and universities. Effective presidential leadership requires attention to the latest trends in tuition-pricing, financial aid policies, projected enrollment patterns, and operational costs while seeking creative ways to convert challenges into strategic opportunities for independent institutions. How do these trends influence the liberal arts-oriented independent colleges and universities? To what extent should presidents of independent institutions respond differently from the leaders in other sectors of higher education? Noted economist Ronald G. Ehrenberg will outline both the economic challenges and genuine opportunities facing independent colleges and universities.

Ronald G. Ehrenberg is the Irving M. Ives Professor of Industrial and Labor Relations and Economics at Cornell University and director of the Cornell Higher Education Research Institute. From 1995 to 1998 he served as Cornell’s vice president for academic programs, planning, and budgeting. A member of the Cornell faculty for 36 years, he was awarded the General Mills Foundation Award for Exemplary Undergraduate Teaching. In 2005, he was named a Stephen H. Weiss Presidential Fellow, the highest award for undergraduate teaching at Cornell. Ehrenberg has authored or coauthored over 150 papers and authored or edited 26 books. He is coauthor of Educating Scholars: Doctoral Education in the Humanities (Princeton University Press, 2010) and Modern Labor Economics: Theory and Public Policy (11th ed.) and author of Tuition Rising: Why College Costs So Much (Harvard University Press, 2002). He is the editor of American University: National Treasure or Endangered Species? (Cornell University Press, 1997), Governing Academia (Cornell University Press, 2004), and What’s Happening to Public Higher Education? (Johns Hopkins University Press, 2007) and coeditor of Science and the University (University of Wisconsin Press, 2007) and Doctoral Education and the Faculty of the Future (Cornell University Press, 2008).

Ehrenberg is a research associate of the National Bureau of Economic Research and a research fellow at IZA (Berlin). He is a member of the boards of trustees of the State University of New York and Emeriti Retirement Health Solutions and is a member of the National Research Council Committees on Measuring Higher Education Productivity and Research Universities. He is a fellow of the Society of Labor Economists and a national associate of the National Academies of Science and Engineering. He received a BA from Harpur College (now SUNY Binghamton) and an MA and PhD in economics from Northwestern University.

Chair: Nancy Oliver Gray, President, Hollins University
### PRESIDENTIAL SPOUSES PROGRAM

#### Refreshment Break

**Islands Salons A–D**

(Sponsored by New Ventures of Regis University)

#### 10:15 a.m.–1:15 p.m.

**Sabal and Coconut**

#### Welcome Luncheon Address: Choosing or Re-Choosing Your Role

The institution and the board may have unspoken expectations of the role of the spouse. The president may have additional expectations, and the spouse may feel compelled to fill still other dimensions of the role. In her presentation, Donna Rawady, executive coach, will explore the element and level of “choice” that the spouse may have carrying out the role as presidential spouse/partner.

**Donna Rawady**, Executive Coach, Goal Oriented Training and Consulting

Chair: **Jennifer Hutton**, Chair, Presidential Spouses Task Force and Presidential Spouse, Utica College

Invocation: **Martie Stowell**, Presidential Spouse, Cornerstone University

#### 10:15–11:30 a.m. Concurrent Sessions

(Sponsored by Stantec, Inc.)

**Islands Salon E**

#### Developing Trustees as Fundraisers

A college president with extensive background in fundraising and a fundraising consultant who serves as a trustee of a liberal arts college will discuss effective strategies to engage trustees in fundraising. Traditional approaches focus on helping trustees acquire fundraising skills. This session will also address what the president can do to engage trustees and enlist their enthusiasm for the college’s mission and needs in the service of raising funds.

**Richard H. Dorman**, President, Westminster College (PA)

**Ted R. Grossnickle**, Senior Consultant and Founder, Johnson, Grossnickle and Associates

Chair: **Susanna L. Baxter**, President, Georgia Independent College Association


**National Media Perspectives on Higher Education**

Higher education journalists will discuss how they determine which issues to cover, trends they predict, stories they expect to report in the coming months, how changes in the news industry are affecting reporting, and how smaller colleges can generate more attention from the media.


**Mary Beth Marklein**, Higher Education Reporter, *USA Today*

**Liz McMillen**, Editor, *The Chronicle of Higher Education*

Chair: **Cornell Thomas**, President, Jarvis Christian College

**Presidential Dos and Don’ts**

The college presidency presents challenges for which there is no clear road map. Many lessons are learned by trial and error. In this session, a former college president and author of a newly published book, *On Being Presidential: A Guide for College and University Leaders*, will be joined by two current presidents—a veteran now serving in his second presidency and another early in his first presidency. Together, they will offer insights gained from their varied experiences, which are likely to be useful to both seasoned presidents and those new to the presidency.

**M. Lee Pelton**, President, Emerson College

**Susan Resneck Pierce**, President Emerita, University of Puget Sound

**R. Owen Williams**, President, Transylvania University

Chair: **Michael Alexander**, President, Lasell College

**The President’s Role in Revising the Liberal Arts Curriculum**

How can the college president be a champion of the liberal arts against market forces that favor professional, technical, and technological education? Three presidents serving in very different institutional contexts will describe their roles in leading a revision of the curriculum on their campuses in a manner that maintains fidelity to the arts and sciences while developing a modern curriculum that seeks to develop effective leaders for the 21st century. From increasing rigor, to cutting the number of majors in half, to introducing entrepreneurship into the curriculum, these innovative approaches offer valuable lessons.

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

**B. David Rowe**, President, Centenary College of Louisiana

**Michael P. Schneider**, President, McPherson College

Chair: **Tori Haring-Smith**, President, Washington & Jefferson College
Understanding Your Discount Rate

Discount rates are an important though often misunderstood metric for every college or university president. This session will provide information that will help presidents to evaluate the institution’s discount rate and to educate important constituents, from faculty and administrators to trustees, about the myriad factors that influence tuition discounting. The challenges of comparing a college’s rates with those of other institutions or national averages will also be discussed.

Jack P. Calareso, President, Anna Maria College

John W. Dysart, President, The Dysart Group, Inc.

Chair: Tracy Fitzsimmons, President, Shenandoah University

11:30–11:45 a.m.  Break

Capri and Islands Foyers  
(Sponsored by Scannell & Kurz, Inc.)

Please pick up a boxed lunch in the Capri or Islands Foyer and proceed to one of the concurrent sessions.

11:45 a.m.–1:00 p.m.  CONCURRENT SESSIONS

(Sponsored by Cognitive Marketing, Inc.)

Capri 1  
Building a Fundraising Case for Financial Aid: The Data Can Lead the Way

Successful fundraising involves a match between the donor’s values and interests and the needs of the institution. Colleges and universities that demonstrate the impact of scholarship gifts in shaping the profile of the entering class can make a strong case for increased donor support. In this session, the methodology behind making this case will be shared and experiences with this approach to fundraising will be discussed.

Marjorie Hass, President, Austin College

Kathy Kurz, Vice President, Scannell & Kurz, Inc.

Chair: Robert I. Brower, President, Point Loma Nazarene University

Islands Salons H–J  
Building the Senior Leadership Team: Setting Goals, Developing Esprit de Corps, and Evaluating Performance

The effectiveness of the senior leadership team is key to the success of the president and the institution. What should presidents expect from the vice presidents in each area? What are the most effective ways to develop senior campus leaders? How can presidents build esprit de corps as well as shared vision and goals? Evaluating the senior leadership team is critical to moving the institution forward. Presenters will discuss a variety of approaches and best practices in setting standards and goals as well as evaluating the performance of those who report directly to the president.
Championing First-Generation and Low-Income Students’ Success

Contrary to popular stereotype, lower-income students, many of whom are first-generation college-goers, comprise a higher percentage of the enrollment at smaller private colleges than at larger public universities. Furthermore, the overall success rate of these students at private colleges is comparatively high. Presidents will learn about successful strategies for recruiting, retaining, and graduating low-income and first-generation college students that have emerged from state-wide collaborations, CIC’s Walmart College Success Awards, and other projects. Effective approaches to developing partnerships among high schools, access organizations, and colleges in support of underserved students will also be addressed.

Jerry Fuller, Executive Director, Associated Colleges of Illinois
Karen Gross, President, Southern Vermont College
Jay McGowan, President, Bellarmine University

Chair: Dan G. Lunsford, President, Mars Hill College
Capri 9 and 10  

**Crisis Management Strategies**

What does the president need to know about the college’s crisis management plan? Given that crises are difficult to anticipate, what is the best approach to updating the plan? How can the president as the chief spokesperson for the institution deliver the right message to the media and campus community? A former executive with responsibility for global crisis management in a multinational corporation and an experienced college president will discuss key points to consider.

*James Austgen*, former Corporate Vice President, Motorola and former Chair, Foundation for Independent Higher Education

*Margaret L. Drugovich*, President, Hartwick College

Chair: *Dianne Boardley Suber*, President, Saint Augustine’s College (NC)

Capri 6

**Getting the Right Fit: Ensuring Student Success through an Effective Enrollment Management Strategy**

What do presidents need to know about maximizing the effectiveness of enrollment management and financial aid in order to ensure student success? How can presidents make sure that the admissions staff is striving for the best fit between prospective students and the institution’s academic program, mission, and campus culture? What practical approaches can be used to reinforce not only student matriculation, but also progression and graduation?

*Catherine R. Cook*, Chief Executive Officer, Miller/Cook & Associates, Inc.

*Rosalie M. Mirenda*, President, Neumann University

Chair: *James M. Harder*, President, Bluffton University

Capri 7

**Presidents “Open Mike” (open to currently serving presidents only)**

This forum is a confidential opportunity for presidents to raise burning questions and issues. Discussion is expected to be candid and broad—ranging from specific...
administrative matters, to institutional structure and staffing, to policies that affect the entire sector, to the relationship between presidents’ professional and personal lives. Advice will come from participating colleagues.

Moderator: William T. Luckey, Jr., President, Lindsey Wilson College

**Capri 8**  
**Shared Governance**

Although not legally bound by the First Amendment, independent colleges and universities frequently borrow constitutional principles, such as the separation of powers in the concept of shared governance or due process in faculty contracts. What do presidents need to know to respond to “constitutional” expectations of the academic community in institutional decision making and practice? What is the extent of the president’s authority and its limitations in the shared governance practices of independent colleges and universities?

Rodney A. Smolla, President, Furman University

Chair: Katherine Fell, President, The University of Findlay

1:00–1:15 p.m.  
**Break**

_Islands Salons A–D_ (Sponsored by Kaludis Consulting)

1:00–2:00 p.m.  
**Lunch for Association of Independent Colleges and Universities of Pennsylvania**

Convener: Don L. Francis, President

Royal 2  
**Lunch for Georgia Independent College Association**

Convener: Susanna L. Baxter, President

Caxambas 2  
**Lunch for Independent Colleges of Indiana**

Convener: Richard L. Ludwick, President and CEO

Caxambas 1  
**Lunch for NetVUE Focus Group (by invitation)**

Convener: Barbara Gombach, Program Evaluator for NetVUE, CIC

Sentry 1  
**Lunch for North Carolina Independent Colleges and Universities**

Convener: A. Hope Williams, President

1:30–4:30 p.m.  
**Women’s College Coalition Annual Meeting**

Convener: Susan E. Lennon, President
WORKSHOPS

Please note that pre-registration is required for these workshops. Inquire at the CIC Registration Desk.

Islands Salon E  

Navigating the “New Normal”: Where Does the Money Come From? Where Does It Go? What Does It Buy?  
(Sponsored by SunGard Higher Education)

College and university finances are under great pressure because of changing student demographics, the anemic recovery from the recent recession, rising consumerism among students and parents, and competition from for-profit institutions. The cost model most often used by small and mid-sized independent colleges and universities is especially strained in geographic areas that are experiencing enrollment declines among recent high school graduates. Meanwhile the public criticism of college declines among recent high school graduates. Meanwhile the public criticism of college costs is getting louder. Many wonder whether the high price of college is worth it in the long term. This workshop will examine what these developments mean for independent college presidents, including implications for their work with trustees and the internal institutional leadership team. Suggestions about strategies drawn from industry and best practices for working with various constituencies will be provided, with attention given to the changed role of the board and the skills and information needed by the internal academic and fiscal team. Participants will engage in a discussion of the scope and severity of the problem and consider strategies that seem to be working.

Richard Staisloff, Principal, rpk Group  
Jane V. Wellman, Executive Director, Delta Cost Project  
Chair: Kathy Krendl, President, Otterbein University

Capri 8  

The Future of the Humanities in Independent Higher Education  
(Sponsored by Kaludis Consulting)

There has been a long period of marginalization of the humanities in the undergraduate curriculum as pressures of student preferences and ill-conceived responses to them by colleges and universities have led to adjustments in what is being taught. Indeed, disquieting patterns in undergraduate enrollments, in the funding of advanced research, and in trends in philanthropy have led some to become concerned about the future vitality of the humanities. As a follow-up to CIC’s Symposium on the Future of the Humanities, held in March 2011, this workshop will explore the connections between the fields of study and bodies of knowledge in the liberal arts, on the one hand, and economic, environmental, and cultural questions of the day, on the other. How have the shape and dimensions of the liberal arts and their role in modern life changed in recent years? What is the role of the humanities in finding meaning in one’s life and considering questions of morality, freedom, and imagination? What is the relationship of the humanities
to current policy concerns and crises of the day? What is the role of independent higher education and presidential leadership in revitalizing the humanities?

Ronald A. Crutcher, President, Wheaton College (MA)
Scott D. Miller, President, Bethany College (WV)
Christopher B. Nelson, President, St. John’s College (MD)
S. Georgia Nugent, President, Kenyon College

Chair: Sharon Herzberger, President, Whittier College

2:00–5:00 p.m.
Meet in the hotel lobby.

OPTIONAL TRIP

Please note that pre-registration is required for this activity. Inquire at the CIC Registration Desk.

Cruise and Shelling Excursion

5:00–6:30 p.m.
Islands Salons A–D

ALL-INSTITUTE RECEPTION

(Cosponsored by Gonser Gerber Tinker Stuhr, LLP and Yaffe & Company, Inc.)

After an afternoon of workshops, optional trips, or time on your own, all participants in the Institute—presidents, spouses, speakers, sponsors, and guests—are invited to gather for informal conversations and refreshments.

6:30 p.m.
Meet in the hotel lobby.

DINE-AROUND DINNERS

A CIC tradition, the Dine-Around Dinners afford presidents, spouses, speakers, and sponsors the opportunity to join colleagues for conversation over dinner. Institute participants may sign up for one of the groups onsite at the CIC Registration Desk. CIC makes reservations and provides transportation. Each person pays his or her share of the meal at the restaurant.

Meet in the hotel lobby.

Dinner for Kansas Independent College Association and Fund
Convener: Douglas A. Penner, President

Meet in the hotel lobby.

Dinner for United Methodist Presidents
Convener: Gerald Lord, Associate General Secretary, Division of Higher Education, General Board of Higher Education and Ministry, United Methodist Church

Royal 3 and 4

Dinner for Women’s College Coalition Annual Meeting
Convener: Susan E. Lennon, President
FRIDAY, JANUARY 6

7:00 a.m.–5:00 p.m.  Institute Registration
Islands Foyer  Sign up for Individual Consultations and other events with limitations on space.

7:00 a.m.–5:00 p.m.  Computer Kiosks
Islands Foyer  (Sponsored by The Learning House, Inc.)
Computer stations are available for participants to check email.

7:15–8:15 a.m.  Breakfast
Islands Salons A–D  (Sponsored by CES/Registry for College and University Presidents)
Breakfast is provided for all Institute participants. Several Roundtables are designated for participants to join colleagues to discuss specific topics.

ROUNDTABLE DISCUSSIONS

Communicating Effectively with Inside Higher Ed
An editor of Inside Higher Ed will discuss how the online publication determines which issues to cover, the best ways to reach reporters, news items of interest from small and mid-sized colleges and universities, and story ideas from campus leaders.
Doug Lederman, Editor, Inside Higher Ed

Economic Uncertainty and Endowment Management Challenges and Solutions
Hear TIAA-CREF’s view of today’s volatile marketplace and discuss the opportunities and challenges of endowment management for private institutions. What management approaches should be considered to balance the endowment portfolio as an ongoing investment for the institution while maintaining liquidity required for the endowment distribution to the institution’s budget?
Eugene Flood, Executive Vice President and President of Diversified Financial Services, TIAA-CREF

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

Shirley J. Roels, Senior Advisor for NetVUE, CIC

BREAKFAST MEETINGS

Capri 10
Association of Catholic Colleges and Universities
Convener: Dennis H. Holtschneider, CM, President, DePaul University and Chair, Association of Catholic Colleges and Universities

Royal 1
National Association of Intercollegiate Athletics
Convener: Ted Brown, President, Martin Methodist College

Royal 2
New American Colleges and Universities Presidents
Convener: Richard Guarasci, President, Wagner College

Kurrents Restaurant
Presidents of Historically Black Colleges and Universities
Convener: Haywood L. Strickland, President, Wiley College

Capri 5
Presidents of International Colleges and Universities
Convener: Erik O. Nielsen, President, Franklin College Switzerland

Royal 3 and 4
Women’s College Coalition Members
Convener: Susan E. Lennon, President
7:15–8:15 a.m.  
**Breakfast for Presidential Spouses/Partners with Discussion Groups**

Discussion will focus on topics related to experiences and “lessons learned” based on years of service as a presidential spouse/partner. Discussions will be facilitated by members of the Presidential Spouses Task Force.

**Moderator:** Mary Ellen Summerlin, Presidential Spouse, Schreiner University

8:00 a.m.–5:00 p.m.  
**INDIVIDUAL CONSULTATIONS**

**Please sign up in advance at the CIC Registration Desk.**

**Executive Boardroom**  
**Board Relations**

Douglas M. Orr, President Emeritus, Warren Wilson College

**Everglades**  
**CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports**

Michael Williams, President, The Austen Group

**Capri 4**  
**Executive Coaching and Strategic Thinking**

Ann J. Duffield, Founding Principal, Ann Duffield & Colleagues

**Sanibel**  
**Presidential Compensation and Performance Evaluations**

Rian M. Yaffe, Chairman and CEO, Yaffe & Company, Inc.

**Captiva**  
**Presidential Contracts**

Raymond D. Cotton, Vice President, Higher Education, ML Strategies, LLC/Mintz, Levin, Cohn, Ferris, Glovsky & Popeo LLC
8:30–9:45 a.m. CONCURRENT SESSIONS (Sponsored by Ruffalo CODY)

Capri 2

Retirement Planning
TIAA-CREF Counselors

Capri 1

Emerging Trends in Family Foundations: Philanthropy through the Eyes of Donors

More U.S. families have foundation assets in excess of $25 million with giving rates that continue to increase even during downturns in the economy. A college president who formerly served as executive director of the Joe Torre Safe at Home Foundation examines the changing role of family foundations in the philanthropic sector. Three case studies will be analyzed by looking through the eyes of the donors. Learn how to educate your board and major stakeholders about the creation of family foundations, giving trends, and the next generation of philanthropists.

Steven R. DiSalvo, President, Marian University (WI)

Chair: Dorothy Cowser Yancy, President, Shaw University

Caxambas 2

Effective Board Retreats

Despite the slow economy and lean administrative budgets, the annual board of trustees retreat may still be worth the expense. The selection of venues, approaches to the agenda, and use of facilitators will be discussed. Participants will exchange proven practices with presidents who remain bullish on board retreats.

Charles W. Pollard, President, John Brown University
John C. Reynders, President, Morningside College

Chair: Heather Knight, President, Pacific Union College

Capri 7–9

Enhancing the Career Placement of Liberal Arts Graduates

While students graduating in liberal arts fields have the essential skills being sought by employers—critical thinking, problem solving, and effective communication—many major national corporations are no longer recruiting at campuses of small or mid-sized private colleges and universities. Learn ways to help students secure employment through partnerships that lead to internships and more effective job placements with local businesses. Presenters will also discuss effective approaches for colleges to create state-level networks to work with corporate recruiters and create online candidate pools from among seniors at their various campuses.

Ronald L. Carter, President, Johnson C. Smith University
Daniel A. DiBiasio, President, Ohio Northern University
Thomas R. Morris, President, Virginia Foundation for Independent Colleges

Chair: Helen G. Drinan, President, Simmons College
**Islands Salons H–J**

**Cutting Tuition: An Old Strategy for the New Liberal Arts College?**

With the lingering effects of the recession limiting what students and parents are able to pay for college, many presidents wonder what to do about annual tuition increases. A few colleges have had success by significantly cutting tuition and simultaneously restructuring grant aid. Three presidents who have led these efforts will discuss the pros and cons of reducing tuition.

**John McCardell**, President and Vice Chancellor, Sewanee: The University of the South

**Miriam R. Pride**, President, Blackburn College

**Anne C. Steele**, President, Muskingum University

Chair: **Edwin H. Welch**, President, University of Charleston

---

**Capri 6**

**When Does Debt Turn into Financial Risk?**

A new science building or student center can have powerful appeal for many stakeholders as well as be a strategic investment in the institution’s future, even when it is funded in part by borrowing. While the actual return on investment can be difficult to define, there are methods of quantifying the financial risk an institution takes when it assumes debt. Unfortunately, many small and mid-sized private colleges have higher levels of debt than is recommended. Presenters will discuss measures to monitor financial risk and strategies to avoid too much debt. Traditional guidelines for determining how much debt is manageable may no longer apply as markets become less predictable and risk is harder to assess.

**A. Richard Kneedler**, President Emeritus, Franklin and Marshall College and Operating Officer, Ann Duffield & Colleagues

**Michael Williams**, President, The Austen Group

Chair: **Paul J. Maurer**, President, Sterling College (KS)
### 8:30–9:45 a.m.  
**PRESIDENTIAL SPOUSES CONCURRENT SESSIONS**

#### **Coconut**

**Spousal Recognition and Compensation**

The role of the spouse/partner is critical to the success of the presidential team. Data from the 2011 CIC Survey of Presidential Spouses/Partners reveal that there is a wide range of opinion about the role of the presidential spouse. Participants will learn about the nature of spousal/partner compensation, the pros and cons of having a written agreement, and how to negotiate the terms of a contract.

- **Raymond D. Cotton**, Vice President, Higher Education, ML Strategies, LLC/Mintz Levin, Cohn, Ferris, Glovsky & Popeo LLC
- **Kenneth R. Garren**, President, Lynchburg College
- **Susan Kneten**, Presidential Spouse, Barton College

*Chair: David E. Switzer, Presidential Spouse, Manchester College*

#### **Sentry**

**Traveling Smart: Maximizing Your Wardrobe**

Consultants from Brooks Brothers of Naples, Florida, will discuss clothing choices and demonstrate how male and female presidential spouses/partners can maximize wardrobe options for different occasions with a small, well-coordinated selection of individual pieces.

- **Pilar Frontinan**, Wardrobe Consultant, Brooks Brothers, Naples, FL
- **Tim Ourverson**, Wardrobe Consultant, Brooks Brothers, Naples, FL

*Chair: Mary Barbara Alexander, Presidential Spouse, Lasell College*
10:00–11:00 a.m.
Islands Ballroom

**PLENARY SESSION**
(Sponsored by Metz Culinary Management)

**Fostering Civility, Interfaith Understanding, and Civic Engagement in Independent Colleges**

One of the hallmarks of private colleges and universities is a liberal arts curriculum that engages students in understanding different cultures and traditions and encourages students to address the needs of society. Independent institutions frequently foster a campus environment that promotes civility, appreciation of diversity, and civic engagement. As religious diversity increases in our culture and on our campuses, many campus leaders feel ill-equipped to address the issues that arise with the presence of students and faculty members of different faith traditions. In a global and historical context, religion has often been a cause of division rather than a source for civic unity. How is an understanding of religious diversity related to the mission of the liberal arts college? How can college presidents lead their institutions in ways that foster interfaith cooperation in a pluralistic society? Small colleges are reasonably effective in promoting diversity, but on most campuses diversity is understood mainly in terms of race and ethnicity, not religion. White House advisor and founder and president of Interfaith Youth Core, Eboo Patel, will explore ways in which presidents of private colleges and universities can lead their institutions to foster civility, interfaith understanding, and civic engagement.

**Eboo Patel** is the founder and president of the Interfaith Youth Core (IFYC), a Chicago-based international organization that brings young people from different faith communities together to build understanding and cooperation. He was named one of “America’s Best Leaders of 2009” by *U.S. News & World Report*. Author of *Acts of Faith: The Story of an American Muslim, the Struggle for the Soul of a Generation*, Patel is also a regular contributor to the *Washington Post*, *USA Today*, and *CNN*. He currently serves as Dominican University’s (IL) Lund-Gill chair, a position appointed annually that brings to campus an individual of the highest moral and intellectual reputation who can address themes and issues at the heart of the liberal arts and sciences. Patel served on President Obama’s inaugural Advisory Council on Faith-based and Neighborhood Partnerships and is a leader in the President’s Interfaith and Community Service Campus Challenge. He serves on the Religious Advisory Committee of the Chicago Council on Global Affairs and the National Committee of the Aga Khan Foundation USA. Patel is a Young Global Leader in the World Economic Forum and an Ashoka Fellow, which recognizes social entrepreneurs.
whose ideas are changing the world. He was named by Islamica Magazine as one of ten young Muslim visionaries shaping Islam in America, chosen by the Harvard Kennedy School Review as one of five future policy leaders to watch, and along with IFYC, received the Roosevelt Institute's Freedom of Worship Medal in 2009. In 2010 he was awarded the prestigious Grawemeyer Award in Religion. In November 2011 he received the Guru Nanak Interfaith Prize from Hofstra University. Patel holds a BA from the University of Illinois at Urbana-Champaign and a doctorate in the sociology of religion from Oxford University, where he was a Rhodes Scholar.

Chair: Jo Young Switzer, President, Manchester College

11:00–11:30 a.m. Refreshment Break

11:30 a.m.–12:45 p.m. CONCURRENT SESSIONS

Capri 6 Lessons from the Community College Linkage Project

How can creating opportunities for two-year transfer students seeking four-year degrees be a pathway to cultural change, new demographic markets, and enrollment stabilization and growth at private colleges and universities? Building upon the Jack Kent Cooke Foundation’s Community College Transfer Initiative, the Edvance Foundation, with support from the Bill & Melinda Gates Foundation, is about to establish regional transfer centers linked into a national cross-state transfer network for community college graduates seeking baccalaureate degrees. Presenters will discuss how this new Community College Linkage Program can help private colleges and universities become more nimble, adaptable, and relevant.

Brian C. Mitchell, Retired President, Bucknell University and Director, Edvance Foundation

Lynn Pasquerella, President, Mount Holyoke College

Mary Pat Seurkamp, President, Notre Dame of Maryland University

Chair: Sharon Latchaw Hirsh, President, Rosemont College
Making the Case for the Liberal Arts: Developing an Effective Marketing Strategy

The marketplace demands a compelling case for the outcomes of a liberal arts education that is easily grasped by prospective students and their parents. This case must be shaped by the college's primary champion—the president—and it needs to be delivered in a way that is consistent and coordinated with today's sophisticated interactive technology. While execution of the marketing strategy must be delegated widely throughout the campus community, a deep strategic understanding of the college's mission should rest with the president, the board, and senior leadership.

David R. Anderson, President, Saint Olaf College
John T. Lawlor, Founder and Principal, The Lawlor Group
George E. Martin, President, St. Edward's University
Abu Noaman, Chief Executive Officer and Founder, Elliance, Inc.
Chair: Nancy H. Blattner, President, Caldwell College

Presidential Transitions: Timing, Succession, and Other Considerations

As important as it is to know when to leave a presidency, it is also useful to know how to leave and prepare the way for one's successor. From the standpoint of the incoming president, it is important to consider how to honor the work of one's predecessor while not being bound by that legacy. Careful planning between the outgoing and incoming presidents and with the trustees is also necessary. Two sets of presidents who recently collaborated on their own presidential transitions will share insights from their experiences as a foundation for a broader conversation among session participants.

Jeff Abernathy, President, Alma College
Theodore E. Long, President Emeritus, Elizabethtown College
Carl J. Strikwerda, President, Elizabethtown College
Saundra J. Tracy, Retired President, Alma College
Chair: John Bassett, President, Heritage University
Caxambas 2

**The College Student Gender Gap**

With women comprising an increasing majority of college students nationwide, the role of gender has garnered renewed public interest. Based on the results of a nationwide study of the distinctions between female and male college students, this session will focus on gender differences in student backgrounds, characteristics, and dispositions, as well as how women and men experience college differently. Strategies for how presidents can address these differences will be discussed.

*MaryAnn Baenninger*, President, College of Saint Benedict


Chair: *Jerry E. McGee*, President, Wingate University

Islands Salons H–J

**The Digital Age of Learning in the Liberal Arts**

What is the role of digitization in liberal arts education? In what ways are new learning tools and technologies shaping learners’ expectations and classroom instruction? How can digital and freely available educational content most usefully enrich the distinctive curriculum offered at private liberal arts colleges and universities? Participants will discuss opportunities for presidential leadership to foster campus-wide innovation and adoption of digital content and technologies.

*David Byer*, Senior Manager, Education Leadership and Policy, Apple Inc.

*Roger Casey*, President, McDaniel College

*Pamela Fox*, President, Mary Baldwin College

*Annie Mitchell*, Senior Institutions Manager, K–20 Marketing, Apple Education

Chair: *Michael T. Wood*, President, Capitol College
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:30 a.m.–12:45 p.m.</td>
<td><strong>PRESIDENTIAL SPOUSES CONCURRENT SESSIONS</strong></td>
</tr>
<tr>
<td>Sabal and Coconut</td>
<td><strong>Global Cuisine: Recipes for Successful Entertaining on Campus</strong></td>
</tr>
<tr>
<td></td>
<td>Enjoy winning recipes and interaction with Sodexo chefs from across the country. This presentation will focus on foods from the Mediterranean, a region in which each country uses similar ingredients in separate methods of preparation, and also uses unique herbs and spices.</td>
</tr>
<tr>
<td></td>
<td><strong>Margaret Benson</strong>, Sodexo National Catering Consultant</td>
</tr>
<tr>
<td></td>
<td><strong>Michele Hamersma</strong>, Production Manager, Sodexo, Bethel University (MN)</td>
</tr>
<tr>
<td></td>
<td><strong>Richard Libby</strong>, Presidential Spouse, Stetson University</td>
</tr>
<tr>
<td></td>
<td><strong>Jeffery A. McClure</strong>, Director of Culinary Services, Sodexo</td>
</tr>
<tr>
<td></td>
<td><strong>Laura Stimax</strong>, Executive Chef, Sodexo, Stetson University</td>
</tr>
<tr>
<td></td>
<td><strong>Chair: Barbara Barnes</strong>, Presidential Spouse, Bethel University (MN)</td>
</tr>
<tr>
<td>Royal</td>
<td><strong>Presidential Spouses/Partners “Open Mike”</strong></td>
</tr>
<tr>
<td></td>
<td>(Open to currently serving presidential spouses only)</td>
</tr>
<tr>
<td></td>
<td>Spouses/partners will have an opportunity to ask for advice from colleagues on specific issues and to seek information regarding spouses/partners’ roles on college and university campuses. Advice will come from participating colleagues.</td>
</tr>
<tr>
<td></td>
<td><strong>Moderator: Larry Hass</strong>, Presidential Spouse, Austin College</td>
</tr>
<tr>
<td>12:45–1:00 p.m.</td>
<td><strong>Refreshment Break</strong></td>
</tr>
<tr>
<td>Capri and Islands Foyers</td>
<td>(Sponsored by Bentz Whaley Flessner)</td>
</tr>
<tr>
<td></td>
<td>Boxed lunches will be available.</td>
</tr>
<tr>
<td>1:00–2:30 p.m.</td>
<td><strong>Foundation for Independent Higher Education State Executives Luncheon</strong></td>
</tr>
<tr>
<td>Sentry 1</td>
<td><strong>Convener: Douglas A. Penner</strong>, President, Kansas Independent College Association and Fund</td>
</tr>
<tr>
<td>1:00–2:30 p.m.</td>
<td><strong>Open Forum with Eboo Patel</strong></td>
</tr>
<tr>
<td>Islands Salon E</td>
<td>Presidents are invited to bring their boxed lunches and engage in informal conversation with plenary speaker Eboo Patel. Discussion topics will range from the issues raised during the morning plenary to recent developments in IFYC to opportunities presented by the President's Interfaith and Community Service Campus Challenge, as well as campus challenges.</td>
</tr>
<tr>
<td></td>
<td><strong>Convener: Donna M. Carroll</strong>, President, Dominican University (IL)</td>
</tr>
</tbody>
</table>
1:00–4:00 p.m. WORKSHOP

Please note that pre-registration is required for this workshop. Inquire at the CIC Registration Desk.

Islands Salons F and G

Presidental Leadership for Student Learning and Accountability

CIC is grateful to the Teagle Foundation for its generous support of this workshop.

There is often no college-wide integration of assessment for the purpose of continuous improvement in teaching and learning. How do college and university presidents reclaim their central role as leaders of the educational mission of their institutions? This workshop will help independent college and university presidents assume greater responsibility for the improvement of student learning and learn from each other how this can best be accomplished. Among the topics to be discussed during the workshop are:

- How to develop an effective strategy to improve student learning that is linked to the institution's mission and strategic plan;
- How to ensure that assessment data are well organized and used to improve faculty instruction, curricula, and student learning across the campus;
- How presidents can lead their institutions toward a culture of evidence that supports student learning goals and results in improvements in pedagogy and curricular design;
- How presidents can help trustees understand assessment and its relationship to student learning and cultivate support for attaining the institution's goals for student learning;
- How presidents can work with academic officers to establish an incentive system that rewards faculty members and others who demonstrate commitment to and progress toward established student learning goals; and
- How presidents can promote greater institutional transparency in communicating with constituents as well as the public about the processes and performance of improving student learning.

Participants will be expected to have read a set of brief discussion papers authored by the workshop facilitators, which were distributed in advance of the workshop.

Norval C. Kneten, President, Barton College

Michael A. MacDowell, President, Misericordia University

Richard L. Morrill, President, The Teagle Foundation

David C. Paris, Executive Director, New Leadership Alliance for Student Learning and Accountability

Rebecca L. Sherrick, President, Aurora University

Chair: Ernest McNealey, President, Stillman College
2:00–4:00 p.m.  
**Discussion and Networking Session for Presidential Spouses/Partners**

Presidential spouses/partners are invited to gather for informal discussion of topics proposed by participants. Topics include but are not limited to:

- Presidential home
- Challenges of spouses/partners with or without a separate professional career
- Entertaining board of trustees spouses
- Community involvement
- Fundraising experiences
- Family issues
- Faith-based colleges and universities—challenges and opportunities

Depending on the weather, the groups may elect to walk and talk along the beach, gather in one of the outdoor patio spaces, or remain in the meeting room.

**Terry J. Aretz**, Presidential Spouse, College of Mount St. Joseph  
**Sheila J. Garren**, Presidential Spouse, Lynchburg College  
**Jennifer Hutton**, Chair, Presidential Spouses Task Force and Presidential Spouse, Utica College  
**Rachelle LaBarge**, Presidential Spouse, Cornell College (IA)  
**Don Reichard**, Presidential Spouse, Emory & Henry College  
**Mary Ellen Summerlin**, Presidential Spouse, Schreiner University
1:30–5:00 p.m.
Meet in the hotel lobby.

**OPTIONAL TRIP**

Please note that pre-registration is required for this activity. Inquire at the CIC Registration Desk.

**Naples Museum of Art Tour**

6:00–7:00 p.m.

**AWARDS RECEPTION**

Palms Ballroom Foyer and Terrace

(Sponsored by National Management Resources Corporation)

7:00–9:00 p.m.

**AWARDS BANQUET**

Palms Ballroom

(Sponsored by Sodexo Campus Services)

Please note that the Awards Reception and Banquet are open to all registered Presidents Institute participants. Participants who would like to include special guests—such as trustees, donors, alumni, or other friends—are asked to inquire at the CIC Registration Desk about the purchase of guest tickets.

Welcome and Introductions

Invocation

Dinner

Presentations

**Award for Philanthropy (Organization)**

The John R. Oishei Foundation

**Award for Philanthropy (Individual)**

T. Jerome and Carolyn Rae McGonigle Holleran

**Allen P. Splete Award for Outstanding Service** (Sponsored by Jenzabar, Inc.)

Gordon C. Winston
SATURDAY, JANUARY 7

7:00 a.m.–Noon Institute Registration
Islands Foyer Sign up for Individual Consultations and other events with limitations on space.

7:00 a.m.–Noon Computer Kiosks
Islands Foyer (Sponsored by The Learning House, Inc.)
Computer stations are available for participants to check email.

7:00–8:00 a.m. Tai Chi
Sentry To be comfortable, please wear loose-fitting clothing.
Stewart Hays, Tai Chi Instructor, Marco Island Marriott

7:30–8:30 a.m. Breakfast for Presidential Spouses/Partners
Royal

7:30–8:30 a.m. ANNUAL BUSINESS MEETING
Islands Ballroom CIC’s Annual Business Meeting takes place at the Presidents Institute.
Breakfast will be available.

Chair’s Report
President’s Report
Treasurer’s Report
Nominations Committee Report
Membership Committee Report
Special Reports:

Rosemarie Nassif, SSND, Special Advisor to the Assistant Secretary, Office of Postsecondary Education, U.S. Department of Education and Retired President, Holy Names University

George D. Kuh, Co-principal Investigator and Project Director, National Institute for Learning Outcomes Assessment (NILOA) and Chancellor’s Professor Emeritus of Higher Education, Indiana University

David L. Warren, President, National Association of Independent Colleges and Universities
7:30–8:30 a.m. Breakfast

Islands Salons A–D (Sponsored by The Chronicle of Higher Education)
Breakfast is provided for all Institute participants.

8:30–11:30 a.m. INDIVIDUAL CONSULTATIONS
Please sign up in advance at the CIC Registration Desk.

Capri 10
Board Relations
Douglas M. Orr, President Emeritus, Warren Wilson College

Everglades
CIC Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) Benchmarking Reports
Michael Williams, President, The Austen Group

Capri 4
Executive Coaching and Strategic Thinking
Ann J. Duffield, Founding Principal, Ann Duffield & Colleagues

Sanibel
Presidential Compensation and Performance Evaluations
Rian M. Yaffe, Chairman and CEO, Yaffe & Company, Inc.

Captiva
Presidential Contracts
Raymond D. Cotton, Vice President, Higher Education, ML Strategies, LLC/Mintz, Levin, Cohn, Ferris, Glovsky & Popeo LLC

Capri 2 and 3
Retirement Planning
TIAA-CREF Counselors
8:45–9:45 a.m.  CONCURRENT SESSIONS  

(Sponsored by Inside Higher Ed)

Islands Salons H–J  Lessons from Thriving Colleges

Initial findings of a long-term research project suggest that thriving colleges and universities balance courageous and collaborative leadership, apply risk-taking grounded in trust, and use strategic plans to guide decision making. The participating presidents will provide case examples and share how the institution created and sustained momentum as it headed toward a specific and institutionally distinctive goal.

Thomas Kunkel, President, St. Norbert College  
Mark Lombardi, President, Maryville University of Saint Louis  
Joretta S. Nelson, Vice President, Performa Higher Education  
Kim S. Phipps, President, Messiah College  
Chair: David C. Joyce, President, Brevard College

Capri 1  New Digital Tools for Presidential Leadership

The use of social media has become pervasive and presidents are increasingly expected to communicate with students, alumni, and other key constituents in new ways. How has higher education incorporated social media as a communications tool, and how can presidents make the most effective use of these technologies?

Michael Stoner, President, mStoner  
Robert L. Wyatt, President, Coker College  
Chair: Denise A. Roche, President, D’Youville College

Capri 7 and 8  New Program Integrity Regulations and Institutional Autonomy: What Is at Stake?

The new Federal “Program Integrity” regulations are far-reaching—ranging from permissible contracts for enrollment management to measurement of “gainful employment” to the definition of credit hours—and have implications for independent colleges and universities. Particularly significant is the growing responsibility given to states and accrediting bodies, which is likely to change the ways many independent institutions carry out their work. This session will address issues that are most likely to affect independent institutions and strategies for their effective management.

Michael B. Goldstein, Higher Education Co-Practice Leader, DowLohnes PLLC  
Paul J. LeBlanc, President, Southern New Hampshire University  
Chair: Claude O. Pressnell, Jr., President, Tennessee Independent Colleges and Universities Association
Presidential Contracts and Compensation

What should presidents consider when negotiating a contract renewal? Are there noteworthy trends or norms regarding employment conditions and compensation? What governance concerns, laws, and disclosure rules should be observed? What special considerations should be brought into play as a president nears retirement? These and other pertinent questions will be addressed by an attorney who specializes in executive compensation and contracts in tax-exempt settings.

Michael P. Connors, Partner, Smith & Downey, P.A.

Chair: Kathleen Owens, President, Gwynedd-Mercy College

8:45–9:45 a.m.  PRESIDENTIAL SPOUSES CONCURRENT SESSIONS

Coconut  Serving on Nonprofit Boards

Volunteering for community groups and serving on nonprofit boards can be good ways for a presidential spouse or partner to become acquainted with the community and find friends and a social network away from the campus. How does a presidential spouse/partner choose volunteer opportunities? How can a presidential spouse/partner avoid conflict of interest situations when asked to raise funds for the nonprofit? How does the presidential spouse/partner balance the time commitments of the role? A presidential spouse with a professional background working with nonprofit organizations and boards will address these questions and engage participants in discussion about their experiences with nonprofit boards.

Terry J. Aretz, Presidential Spouse, College of Mount St. Joseph

Chair: Johnetta Thomas, Presidential Spouse, Jarvis Christian College

Royal  Transitions—Moving to a New Campus

When the decision is made to move to a new presidency, the presidential spouse/partner must also think about his or her role as a member of the presidential team. What information about the new campus would be helpful before the move? Which aspects of the transition would be easier in a move to a second campus compared with the move to the first presidential assignment? Presidential spouses will reflect on their experiences, share their tips, and engage participants in discussion.

Kay Bassett, Presidential Spouse, Heritage University

Kris Ohle, Presidential Spouse, Gustavus Adolphus College

Chair: Veronica Heckler, Presidential Spouse, Valparaiso University

9:45–10:00 a.m.  Refreshment Break

Islands Salons A–D  (Sponsored by PlattForm Higher Education)
10:00–11:30 a.m.
Islands Ballroom

CLOSING PLENARY SESSION
(Sponsored by Hardwick Day, Inc.)

The Enduring Role of Independent Colleges in American Higher Education

American higher education is in a period of great flux. Continuing stress in the U.S. economy presents myriad challenges to presidential leadership. It is useful to recall that private liberal arts colleges and universities have endured great trials in the past. What can be learned by looking at the trajectory of independent colleges over the past two decades? What new opportunities and challenges lie ahead for these teaching-oriented, mission-driven institutions? What lessons can seasoned veterans provide to guide presidents of liberal arts colleges and universities? Three renowned higher education leaders with unusual breadth of perspective will offer their insights into the enduring role of independent colleges in American higher education.

Charles L. Currie, SJ retired recently after 14 years as president of the Association of Jesuit Colleges and Universities. He previously served as president of Wheeling College (now Wheeling Jesuit University) and as president of Xavier University (OH) as well as rector of the Jesuit community at Saint Joseph’s University in Philadelphia. Father Currie taught chemistry at Georgetown University. He also was a senior fellow at the Woodstock Theological Center where he developed a program on science, technology, and culture with a particular emphasis on environmental issues. In 1989 he was named special assistant to the president of Georgetown to coordinate the university’s response to the tragic assassination of Jesuit priests in El Salvador. Father Currie studied at Fordham University, Boston College, and Woodstock College, gaining graduate degrees in philosophy and theology, and at the Catholic University of America where he earned a doctorate in physical chemistry.

Marylouise Fennell, RSM has served for two decades as senior counsel of the Council of Independent Colleges. She is a founding partner of the Hyatt-Fennell executive search firm and executive director of the Interamerican Consortium of Higher Education (CIDES). Fennell was president of Carlow University from 1982 to 1988. Previously she served as founder and director of the Counseling Institute, director of the Pastoral Ministry Institute, and founder and director of the Cross Cultural Counseling Symposium at St. Joseph College in Connecticut. She also has held teaching and clinical positions at the University of Hartford and Boston University. Fennell is co-editor of the Presidential Perspectives series. She received a BA from the Diocesan Sisters College, an MEd and Certificate of Advanced Graduate Studies from the University of Hartford, and an EdD from Boston University.
David L. Warren has been president of the National Association of Independent Colleges and Universities (NAICU) since 1993, working as an advocate for America’s private colleges and for increased financial aid funding for all college students. He previously served as president of Ohio Wesleyan University and as chief administrative officer of the City of New Haven, Connecticut. He held a variety of positions at Antioch University, including senior vice president and university provost. Warren also served in administrative and faculty positions at Yale University, including assistant secretary for state and community relations. Warren earned his bachelor’s degree in English from Washington State University, master’s degrees in both divinity and urban studies from Yale University, and a doctorate in higher education administration from the University of Michigan. He also was a Fulbright Scholar in India and a Rockefeller Fellow at Yale.

Moderator:

Doug Lederman is editor and one of three founders of Inside Higher Ed where he oversees the site’s news content, opinion pieces, and interactive features. He was managing editor of The Chronicle of Higher Education from 1999 to 2003 and before that had worked since 1986 in a variety of roles, including as athletics reporter and editor, projects editor, and government and politics editor. His work at The Chronicle won two National Awards for Education Reporting from the Education Writers Association. Lederman began his career as a news clerk at The New York Times. He is a graduate of Princeton University.

Chair: Christopher W. Kimball, President, California Lutheran University

2012 PRESIDENTS INSTITUTE ADJOURNS

Noon–2:00 p.m.  NetVUE Focus Group on the College Chaplaincy (by invitation)  
Capri 9  
Conveners: Harold V. Hartley III, Senior Vice President, CIC and Shirley J. Roels, Senior Advisor for NetVUE, CIC

Noon–2:30 p.m.  Presidents Institute Spouses Task Force Luncheon  
Capri 7  
Convener: Jennifer Hutton, Chair, Presidential Spouses Task Force and Presidential Spouse, Utica College
POST-INSTITUTE WORKSHOP

Please note that pre-registration is required for this workshop. Inquire at the CIC Registration Desk.

Islands Salon H

CIC/Aspen/Wye Seminar: Leadership and Liberal Education in a Global Context

In this seminar, presidents will explore the effects of the global expansion of knowledge on the ways we think about liberal learning. What habits of mind and scope of knowledge do our students need? What are the implications of the globalization of culture for our curricula? How do we encourage students at home and abroad to think about the place of education in a democratic republic, whether established or emerging? This Socratic seminar relies on classic works in the Western, African, and Asian traditions to provide a framework for a collaborative dialogue about the global context of higher education and the roles of presidents as intellectual leaders. Seminar participants will consider together the place of higher education in a democratic republic and elsewhere.

Seminar Leader: David Townsend, Director of Wye Programs, Aspen Institute, and Tutor, St. John’s College (MD)
CIC BOARD OF DIRECTORS
AND ADVISORY COMMITTEES

BOARD OF DIRECTORS
EXECUTIVE COMMITTEE

Chair
George E. Martin
President, St. Edward's University

Vice Chair for Programs
S. Georgia Nugent
President, Kenyon College

Secretary and Vice Chair for Membership
MaryAnn Baenninger
President, College of Saint Benedict

Treasurer
James M. Dennis
President, McKendree University

Vice Chair for Resource Development
Beverly Daniel Tatum
President, Spelman College

Vice Chair for Public Information
Linda N. Hanson
President, Hamline University

Vice Chair for Investment
Kurt Kuehn
Chief Financial Officer, UPS

Ex Officio
Richard Ekman
President, Council of Independent Colleges

BOARD MEMBERS

Stephen R. Briggs
President, Berry College

Jack P. Calareso
President, Anna Maria College

Ronald L. Carter
President, Johnson C. Smith University

Christina R. Cutlip
Managing Director, Institutional Relationships, TIAA-CREF

William L. Fox
President, St. Lawrence University

Michael F. Gilligan
President, The Henry Luce Foundation

Nancy Oliver Gray
President, Hollins University

Sharon D. Herzberger
President, Whittier College

Christopher W. Kimball
President, California Lutheran University

Norval C. Kneten
President, Barton College

Michael Lomax
President, United Negro College Fund

William T. Luckey, Jr.
President, Lindsey Wilson College

Sherry P. Magill
President, Jessie Ball duPont Fund

Ellen McCulloch-Lovell
President, Marlboro College

Jay McGowan
President, Bellarmine University

Lex O. McMillan III
President, Albright College

Carol Ann Mooney
President, Saint Mary's College (IN)

Christopher B. Nelson
President, St. John's College (MD)

Erik O. Nielsen
President, Franklin College Switzerland

Kathleen Owens
President, Gwynedd-Mercy College

Jerold Panas
Executive Partner and CEO, Jerold Panas, Linzy & Partners

Douglas A. Penner
President, Kansas Independent College Association and Fund

Haywood L. Strickland
President, Wiley College

Jo Young Switzer
President, Manchester College

John B. Wilson
President, Independent College Fund of New Jersey

Eileen Wilson-Oyelaran
President, Kalamazoo College
PROGRAMS COMMITTEE
OF THE CIC BOARD OF DIRECTORS

S. Georgia Nugent (Chair)
President, Kenyon College

Sharon D. Herzberger (Vice Chair)
President, Whittier College

Christina R. Cutlip
Managing Director, Institutional Relationships, TIAA-CREF

Michael F. Gilligan
President, The Henry Luce Foundation

William T. Luckey, Jr.
President, Lindsey Wilson College

Jay McGowan
President, Bellarmine University

Lex O. McMillan III
President, Albright College

Christopher B. Nelson
President, St. John’s College (MD)

Erik O. Nielsen
President, Franklin College
Switzerland

Eileen Wilson-Oyelaran
President, Kalamazoo College

NEW PRESIDENTS PROGRAM ADVISORY COMMITTEE

Scott D. Miller (Chair)
President, Bethany College (WV)

Betsy A. Fleming
President, Converse College

Carol A. Leary
President, Bay Path College

William T. Luckey, Jr.
President, Lindsey Wilson College

PRESIDENTS INSTITUTE SPOUSES TASK FORCE

Jennifer Hutton (Chair)
Presidential Spouse, Utica College

Terry J. Aretz
Presidential Spouse, College of Mount St. Joseph

Terri Smith Carey
Presidential Spouse, Edgewood College

Betty Neal Crutcher
Presidential Spouse, Wheaton College (MA)

George E. Farenthold
Presidential Spouse, Wells College

Sheila J. Garren
Presidential Spouse, Lynchburg College

Jennifer Gervasi
Presidential Spouse, Quincy University

Rachelle LaBarge
Presidential Spouse, Cornell College (IA)

Tina Marshall-Bradley
Presidential Spouse, Paine College

Don Reichard
Presidential Spouse, Emory & Henry College

Allan Stern
Presidential Spouse, The Sage Colleges

Mary Ellen Summerlin
Presidential Spouse, Schreiner University
CIC STAFF AND ADVISORS

CIC STAFF

August G. Adams
Director of Web Communications

Allison Blackburn
Director of Conferences

Ginny Coombs
Vice President for Annual Programs

Sheila L. Cooper
Office Manager

Jacialyn Cox
Director of State Fund Programs

Christopher Dodds
Manager of State Fund Programs

Richard Ekman
President

Michelle L. Friedman
Program Manager

Stephen Gibson
Director of Programs

Harold V. Hartley III
Senior Vice President

Barbara Hetrick
Senior Vice President

Sherita C. Jackson
Conference and Program Coordinator

Joy Jump
Conference Coordinator

Christoph M. Kunkel
Vice President for Operations

Lila M. LaGesse
Publications Manager

Ned Moore
Executive Director of FIHE and Vice President

Cynthia Page
Director of Finance

Leslie A. Rogers
Conference Manager

Wei Song
Director of Research Projects

Lara Turci
Assistant to the President and the Senior Vice President

Keith A. Wallace
Director of Administration

Tiwanda Washington-Settlers
Development Manager

Kate S. Webber
Membership Manager

Laura A. Wilcox
Vice President for Communications

CIC ADVISORS

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

Joseph G. Burke
Senior Advisor and Director, New Presidents Program

Myrvin F. Christopherson
Senior Advisor, State Fund Programs

Edward J. Clark
Senior Advisor, Tuition Exchange Program

Mary Ann Coughlin
Senior Advisor, Engaging Evidence Consortium

Esther Hong Delaney
Senior Advisor, Collegiate Learning Assessment (CLA) Pathways Project

Marylouise Fennell, RSM
Senior Counsel

William V. Frame
Senior Advisor, Presidential Vocation and Institutional Mission Program

Barbara Gombach
Program Evaluator for NetVUE

Terry L. Grimes
Senior Advisor, Degree Qualifications Profile Consortium

Jonnie G. Guerra
Senior Advisor, Annual Programs

R. Keith Moore
Senior Advisor, Public Relations

David C. Paris
Senior Advisor, Assessment and Accountability

G. David Pollick
Senior Advisor, College Success Awards Program and American Graduate Fellowship Program

Shirley J. Roels
Senior Advisor, Network for Vocation in Undergraduate Education (NetVUE)

Allen P. Splete
President Emeritus

Susanne Woods
Senior Advisor, Information Fluency in the Disciplines
MAP AND FLOOR PLANS

Marco Island Marriott
400 South Collier Boulevard
Marco Island, FL, 34145
Phone: (239) 394-2511
www.maroislandmarriott.com
NOTES
MARK YOUR CALENDARS!

January 4–7, 2013
Innisbrook • Tampa, Florida

January 4–7, 2014
Marco Island Marriott • Marco Island, Florida