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CIC acknowledges with appreciation the continuing support of Academic Search, Inc.*

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.

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Dear Colleagues:

Welcome to CIC’s 2013 Presidents Institute. An exceptional array of speakers and sessions will explore aspects of the theme, “Catalysts for the Common Good,” by considering ways college and university presidents and leaders of statewide and national organizations can advance the public’s perception of the vital role played by independent higher education. As agents of education and civic engagement, CIC presidents exercise a strong social and moral influence in their communities and in the nation as a whole. Their leadership advances public understanding of the role of independent colleges as catalysts for the common good.

Independent colleges and universities have remarkable track records of preparing engaged citizens and experts in fields of national priority. These institutions rely little on federal or state tax dollars yet contribute substantially to local and regional economies. Stereotypes persist of private colleges serving only affluent individuals and not the common good, yet our institutions graduate proportionally more low-income, first-generation, and other students with the greatest need for access to college. By their commitment to the liberal arts, reasoned debate, and participatory decision making, independent colleges and universities serve the needs of society. At their best, our colleges are communities in which the relentless pursuit of the truth, commitment to civility, and respect for differences prevail. Thanks to generous institutional financial aid and timely graduation rates, independent colleges provide an affordable and efficient solution to meeting the national need for more and better-qualified college graduates to serve our country and the world.

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 the 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 confer with some of our sponsors; their guidance can be invaluable.

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

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

Sincerely,

Richard Ekman
President
Council of Independent Colleges
## Schedule-at-a-Glance

### Thursday, January 3

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>9:00 a.m.–8:30 p.m.</td>
<td>Innisbrook Shuttle Service</td>
</tr>
<tr>
<td>10:00–11:30 a.m.</td>
<td>New Presidents Program and New Presidential Spouses Program Registration Edinburgh Foyer</td>
</tr>
<tr>
<td>11:30 a.m.–8:00 p.m.</td>
<td>New Presidents Program Stirling West and Edinburgh Salons X and XI</td>
</tr>
</tbody>
</table>

### Friday, January 4

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>6:30 a.m.–9:30 p.m.</td>
<td>Innisbrook Shuttle Service</td>
</tr>
<tr>
<td>7:00 a.m.–5:00 p.m.</td>
<td>Institute Registration Edinburgh Foyer</td>
</tr>
<tr>
<td>7:00 a.m.–5:00 p.m.</td>
<td>Computer Kiosks Edinburgh Foyer</td>
</tr>
<tr>
<td>7:00 a.m.–12:45 p.m.</td>
<td>New Presidents Program Edinburgh Salons VII and VIII and Edinburgh Salons X and XI</td>
</tr>
</tbody>
</table>

### Saturday, January 5

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>6:30 a.m.–7:00 p.m.</td>
<td>Shuttle Service</td>
</tr>
<tr>
<td>7:00 a.m.–5:00 p.m.</td>
<td>Institute Registration Edinburgh Foyer</td>
</tr>
<tr>
<td>7:00 a.m.–5:00 p.m.</td>
<td>Computer Kiosks Edinburgh Foyer</td>
</tr>
</tbody>
</table>

#### Roundtable Discussions
- American Honors College Network
- Developing Partnerships in China
- Early College Model
- How to Host a Presidential Debate
- Network for Vocation in Undergraduate Education (NetVUE)
- Opportunity to Develop a New Campus
- Presidential Leadership in Natural Disasters
- Technology Planning Guidance

#### Breakfast Meetings
- Association of Catholic Colleges and Universities Edinburgh Salon XI
Conference for Mercy Higher Education

Edinburgh Salon III

Council for Christian Colleges & Universities

Edinburgh Salon IV

Foundation for Independent Higher Education State Executives

Edinburgh Salon V

Nonmember Presidents and Member Presidents Attending the Institute for the First Time

Edinburgh Salon VI

Online Consortium of Independent Colleges and Universities Presidents’ Focus Group (By invitation only)

Edinburgh Salon VII

Presidential Vocation and Institutional Mission Program Past Participants

Edinburgh Salons VIII and IX

Women’s College Coalition Board of Directors

Edinburgh Salon X

8:00 a.m.–5:00 p.m.
Individual Consultations
(See page 18 for meeting rooms.)

8:30–9:45 a.m.
PLENARY SESSION
Diana Oblinger
“Online Learning and the Future of Residential Colleges”
Stirling Ballroom

10:15–11:30 a.m.
CONCURRENT SESSIONS

International Considerations: Branch Campuses, Strategic Partnerships, and Risk Management

Edinburgh Salons III and IV

National Media Perspectives on Higher Education

Edinburgh Salons V and VI

Open Forum with Diana Oblinger

Stirling Salons L–N

Presidential Contracts: End-of-Term Considerations

Edinburgh Salons VII–IX

State and Regional Collaboration: Partnerships that Make a Difference

Stirling Salons B and C

The Magic Partnership: Engaging the Board in Fundraising

Edinburgh Salons X and XI

10:15 a.m.–1:15 p.m.
Presidential Spouses Program Welcome Luncheon Address
Inverness Ballroom

11:45 a.m.–1:00 p.m.
CONCURRENT SESSIONS (including lunch)

Assessing Athletic Performance On and Off the Field

Edinburgh Salons III and IV

Collaborative Efforts on Student Aid and Admissions Policies: A Report on Progress, Prospects, and Possibilities

Edinburgh Salons V and VI

Engaging Service Employees in a Changing Higher Education Landscape

Stirling Salons B and C

Fostering Vocational Exploration on Campus

Edinburgh Salons X and XI

Presidential Concerns about Board Relations

Edinburgh Salons VII–IX

Sustainability and the Presidency: What We Need to Know

Stirling Salons L and M

1:30–3:30 p.m.
WORKSHOP
Where to Spend Scarce Resources: The Case of Three Liberal Arts Colleges
Stirling Salons P and Q

1:30–4:30 p.m.
WORKSHOP
Building a New Case for Liberal Arts Colleges
Stirling West

2:00–5:00 p.m.
Optional Trip
Historic Ybor City Tour
Meet in Osprey Lobby.

4:30–5:00 p.m.
Roman Catholic Mass
Stirling Salons B and C
5:00–6:30 p.m.
ALL-INSTITUTE RECEPTION
Edinburgh Ballroom

6:30 p.m.
Dinner on Your Own

Dinner for Bonner Foundation Presidents
Edinburgh Salons X and XI

Dinner for Kansas Independent College Association and Fund
Meet in Osprey Lobby.

Dinner for Lutheran Education Conference of North America
Meet in Osprey Lobby.

Dinner for Women’s College Coalition Annual Meeting
Edinburgh Salons V and VI

SUNDAY, JANUARY 6

6:30 a.m.–9:30 p.m.
Innisbrook Shuttle Service

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

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

7:15–8:15 a.m.
Breakfast
Edinburgh Ballroom

Roundtable Discussions
• Communicating Effectively with Inside Higher Ed
• Community College Transfer Planning
• Leadership Development: Programs for Preparing Talented Administrators
• New Developments in Parent and Student Communication Preferences

• Presidential Vocation and Institutional Mission Program
• Yes We Must Coalition: College Success for All

BREAKFAST MEETINGS

National Association of Intercollegiate Athletics
Edinburgh Salons III and IV

Presidents of Historically Black Colleges and Universities
Edinburgh Salon VII

Presidents of International Colleges and Universities
Edinburgh Salon V

Project Pericles Presidents Council
Edinburgh Salon VI

Wisconsin Association of Independent Colleges and Universities
Edinburgh Salon IX

Women’s College Coalition Members
Edinburgh Salons X and XI

PRESIDENTIAL SPOUSES PROGRAM
Breakfast Roundtable Discussions
Inverness Ballroom B

7:45–8:15 a.m.
Ecumenical Service of Worship
Stirling Salons B and C

8:00 a.m.–5:00 p.m.
Individual Consultations
(See page 31 for meeting rooms.)
8:30–9:45 a.m.  
**PLENARY SESSION**  
Claude Steele  
“Structuring Education Environments to Overcome Stereotypes that Impede Academic Success and Social Mobility: Strategies for Presidential Leadership”  
Stirling Ballroom

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

- **Faculty Conduct and Campus Policy**  
  *Edinburgh Salons III and IV*

- **Recent Developments in Online Education: Staying Ahead of the Curve**  
  *Edinburgh Salons VII–IX*

- **Reenergizing the Presidency: Helpful Mid-Career Considerations**  
  *Edinburgh Salons X and XI*

- **Solicitations from Nonprofits**  
  *Stirling Salons B and C*

- **Fundraising Strategies: The Presidential Couple as a Team**  
  *Joint Session with Presidential Spouses*
  *Edinburgh Salons V and VI*

10:15–11:30 a.m.  
**Balancing Careers with the Responsibilities of a Presidential Spouse**  
*Inverness Ballroom B*

11:45 a.m.–1:00 p.m.  
**PRESIDENTIAL SPOUSES CONCURRENT SESSIONS**  
(including lunch)

- **Building Relationships with the Board of Trustees**  
  *Inverness Ballroom A*

- **Presidential Spouses/Partners “Open Mike”**  
  *Inverness Ballroom B*

11:45 a.m.–1:00 p.m.  
**ASSOCIATED GROUP MEETINGS**

- **Association of Independent Colleges and Universities of Pennsylvania**  
  *Market Grill Private Dining Room (Osprey Clubhouse)*

- **EncoreU Focus Group**  
  *(By invitation only)*  
  *Stirling Salon N*

- **Independent Colleges of Indiana**  
  *Stirling Salon M*

1:00–2:00 p.m.  
**WORKSHOPS**

- **Steering Decisions toward Successful Endowment Management**  
  *Edinburgh Salons V and VI*

- **Strengthening the Public Purposes of Higher Education**  
  *Edinburgh Salons X and XI*

2:00–4:00 p.m.  
**Open Discussion and Network Session**  
*Edinburgh Salons III and IV*

**AWARDS RECEPTION**  
*Inverness Foyer*

**AWARDS BANQUET**  
*Inverness Ballroom*

**MONDAY, JANUARY 7**

6:00–7:00 p.m.  
**Innisbrook Shuttle Service**

7:00–9:00 p.m.  
**EncoreU Focus Group**  
*By invitation only*  
*Stirling Salon N*

7:00–11:30 a.m.  
**Computer Kiosks**  
*Edinburgh Foyer*
7:30–8:30 a.m.
Annual Business Meeting
Stirling West

7:30–8:30 a.m.
Breakfast
Edinburgh Ballroom

7:30–8:30 a.m.
Breakfast for Presidential Spouses Program
Stirling Salons L–N

8:30–11:30 a.m.
Individual Consultations
(See page 43 for meeting rooms.)

8:45–9:45 a.m.
CONCURRENT SESSIONS
Easing the Burden and Enhancing the Joy of the Presidency
Edinburgh Salon XI

Enrollment as a Strategy for Reaching Institutional Goals
Edinburgh Salons III and IV

Reevaluating Faculty Tenure and Retirement Policies
Edinburgh Salons V and VI

Transitions: Preparing for Retirement
Joint Session with Presidential Spouses
Edinburgh Salons VII and VIII

8:45–9:45 a.m.
Using Social Media
Stirling Salons O–Q

10:00–11:30 a.m.
CLOSING PLENARY SESSION
Carol Browner
“Educating for a More Sustainable World”
Stirling Ballroom

1:00–7:30 p.m.
New American Colleges and Universities Board of Directors Meeting
Edinburgh Salons VII–IX

TUESDAY, JANUARY 8

8:00 a.m.–3:00 p.m.
New American Colleges and Universities Board of Directors Meeting
Edinburgh Salons VII–IX
New Presidents Program
New Presidential Spouses Program

(Sponsored by Ellucian)

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

THURSDAY, JANUARY 3

9:00 a.m.–8:30 p.m.  
**Shuttle Service**
Innisbrook will provide regular shuttle service between guest room buildings and Institute event locations. For additional information please see page 48.

10:00–11:30 a.m.  
**New Presidents and New Presidential Spouses Program Registration**
*Edinburgh Foyer*

11:30 a.m.–1:00 p.m.  
**Welcoming Luncheon for New Presidents and New Presidential Spouses**
*Stirling West*
Coordinator: **Mary Pat Seurkamp**, Senior Advisor and Director, New Presidents Program, CIC and President Emerita, Notre Dame of Maryland University
Welcome: **Scott D. Miller**, President, Bethany College (WV) and Chair, New Presidents Program Advisory Committee
Speaker: **Candace Introcaso**, CDP, President, La Roche College

**PROGRAM FOR NEW PRESIDENTS**

1:15–1:30 p.m.  
**Introductions and Program Overview**
*Edinburgh Salons X and XI*  
Mary Pat Seurkamp

1:30–2:15 p.m.  
**Making Connections**
*Edinburgh Salons X and XI*  
Jo Young Switzer, President, Manchester University

2:15–3:15 p.m.  
**The Presidency—Striving for Success**
*Edinburgh Salons X and XI*  
L. Jay Lemons, President, Susquehanna University

3:15–4:30 p.m.  
**Financial Fundamentals for the New President**
*Edinburgh Salons X and XI*  
Wendy B. Libby, President, Stetson University
### 4:30–4:45 p.m.
**Refreshment Break**
*Edinburgh Salons X and XI*

### 4:45–5:45 p.m.
**The President and Admissions: Getting Them in the Door**
*Edinburgh Salons X and XI*
Todd S. Hutton, President, Utica College
Kevin J. Manning, President, Stevenson University

### PROGRAM FOR NEW PRESIDENTIAL SPOUSES

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Speakers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:45–1:50 p.m.</td>
<td>Welcome</td>
<td>Edinburgh Salons V and VI</td>
<td>Ginny Coombs, Vice President for Annual Programs, CIC</td>
</tr>
</tbody>
</table>
| 1:50–2:30 p.m.| Introductions: Who We Are                                            | Edinburgh Salons V and VI | Laird Hanson, Presidential Spouse, Hamline University  
|               |                                                                      |                    | Lynne C. Joyce, Presidential Spouse, Brevard College |
| 2:30–3:15 p.m.| Varied Roles of the Presidential Spouse/Partner                      | Edinburgh Salons V and VI | Laird Hanson and Lynne C. Joyce               |
| 3:15–3:30 p.m.| Refreshment Break                                                    | Edinburgh Salons V and VI |                                                    |
| 3:30–5:00 p.m.| Group Discussions                                                    | Edinburgh Salons V and VI |                                                    |

### JOINT PROGRAM FOR NEW PRESIDENTS AND NEW PRESIDENTIAL SPOUSES

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Hosts</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:30–8:00 p.m.</td>
<td>Reception and Dinner</td>
<td>Stirling West</td>
<td>Thomas L. Hellie, President, Linfield College, and Elise Luckey, Presidential Spouse, Lindsey Wilson College</td>
<td>Richard Ekman, President, CIC</td>
</tr>
</tbody>
</table>
FRIDAY, JANUARY 4

6:30 a.m.–9:30 p.m.  Shuttle Service
Innisbrook will provide regular shuttle service between guest room buildings and Institute event locations. For additional information please see page 48.

PROGRAM FOR NEW PRESIDENTS

7:00–8:00 a.m.  Breakfast for New Presidents
Edinburgh Salons VII and VIII

8:00–9:45 a.m.  Working with the Board
Edinburgh Salons X and XI  Tiffany McKillip Franks, President, Averett University
Douglas M. Orr, President Emeritus, Warren Wilson College

PROGRAM FOR NEW PRESIDENTIAL SPOUSES

7:00–7:45 a.m.  Breakfast for New Presidential Spouses
Edinburgh Salons V and VI

7:45–9:45 a.m.  Finding Your Niche
Edinburgh Salons V and VI  Lynne C. Joyce

JOINT PROGRAM FOR NEW PRESIDENTS AND NEW PRESIDENTIAL SPOUSES

9:45–10:00 a.m.  Refreshment Break
Edinburgh Foyer

10:00–11:45 a.m.  The President and Development: Fundamentals and Then Some
Edinburgh Salons X and XI  Jack R. Ohle, President, Gustavus Adolphus College
Marianne E. Inman, President, Central Methodist University

11:45 a.m.–12:30 p.m.  You Got the Job, Now What?
Edinburgh Salons X and XI  William T. Luckey, Jr., President, Lindsey Wilson College

12:45 p.m.  Lunch
Edinburgh Foyer  (Boxed lunches will be available for new presidents and new presidential spouses.)
CIC Board of Directors Meeting

**FRIDAY, JANUARY 4**

8:00–8:50 a.m.  
Executive Committee Breakfast Meeting  
*Stirling Boardroom*

8:15–8:50 a.m.  
Board of Directors Breakfast  
*Stirling Salons B and C*

9:00–10:00 a.m.  
**BOARD OF DIRECTORS COMMITTEE MEETINGS**  
*Stirling Salon D*  
Awards Committee  
*Stirling Salon F*  
Investment Committee  
*Stirling Salon E*  
Orientation for New Board Members

10:15–11:45 a.m.  
**BOARD OF DIRECTORS COMMITTEE MEETINGS**  
*Stirling Salon D*  
Membership Committee  
*Stirling Salon E*  
Programs Committee  
*Stirling Salon F*  
Public Information Committee  
*Stirling Boardroom*  
Resource Development Committee

Noon–1:00 p.m.  
Luncheon for Board of Directors  
*Stirling Salons O–Q*

1:15–3:00 p.m.  
Board of Directors Business Meeting  
*Stirling Salons L–N*
Friday, January 4

6:30 a.m.–9:30 p.m.  **Shuttle Service**
Innisbrook will provide regular shuttle service between guest room buildings and Institute event locations. For additional information please see page 48.

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

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

*Stirling Salon H*
**Board Relations**
**Richard T. Ingram**, Senior Advisor, President-Board Relations, CIC and President Emeritus, Association of Governing Boards of Universities and Colleges

*Stirling Salon G*
**Board Relations**
**Douglas M. Orr**, President Emeritus, Warren Wilson College

*Edinburgh Boardroom*
**CIC Key Indicators Tool and Financial Indicators Tool Benchmarking Reports**
**Michael Williams**, President, The Austen Group

*Stirling Salon I*
**Executive Counseling and Strategic Thinking**
**Ann J. Duffield**, Founding Principal, Ann Duffield and Colleagues LLC

*Stirling Salon J*
**Individual and Institutional Leadership Issues**
**Ann Die Hasselmo**, President, American Academic Leadership Institute
**Stirling Salon K**

**Interim Executive Placement**

George J. Matthews, Chairman and CEO, Registry for College and University Presidents

**Stirling Salon F**

**Presidential Compensation and Benefits**

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

**Stirling Boardroom**

**Presidential Contracts**

Raymond D. Cotton, Partner, Mintz Levin Law Firm

**Stirling Salons D and E**

**Retirement Planning**

TIAA-CREF Counselors

1:00–4:00 p.m. **Colleges and Universities of the Christian Church (Disciples of Christ)**

Edinburgh Salon VII

Convener: Scott D. Miller, President, Bethany College (WV)

3:30–4:15 p.m. **Presidents Institute Spouses Task Force Meeting**

Edinburgh Salon IV
Welcome and Institute Overview

S. Georgia Nugent, Chair, CIC Board of Directors and President, Kenyon College
Richard Ekman, President, CIC
Terri Smith Carey, Chair, Presidential Spouses Task Force and Presidential Spouse, Edgewood College

KEYNOTE ADDRESS

(Cosponsored by Stevens Strategy and ARAMARK Higher Education)

Catalysts for the Common Good: The Role of Independent Colleges

It has become increasingly common for politicians and pundits to deride the purpose and value of a collegiate education. Too often the accusation is that “private” colleges and universities serve individuals’ goals, not “public” purposes. Especially with today’s emphasis on narrow training for workforce development to the exclusion of general education, there is much pressure to abandon the more expensive, but more efficient and more effective education provided by independent liberal arts colleges and universities. In his recent book, College: What It Was, Is, and Should Be, distinguished scholar and teacher Andrew Delbanco offers a vigorous and fresh rationale for the traditional four-year college experience—“an exploratory time for students to discover their passions and test ideas and values with the help of teachers and peers” that was recognized in early America as the best way to ensure the future of America’s then-novel approach to a common good. Independent liberal arts colleges and universities have a long—and exemplary—history of preparing well-rounded citizens for service to society in the workplace and the community. Acknowledging the challenges that all colleges face, Delbanco will consider what is at stake for college presidents in their efforts to ensure that the traditional educational experience offered by independent colleges is preserved for future generations.

Andrew Delbanco is the Mendelson Family Chair of American Studies and Julian Clarence Levi Professor in the Humanities at Columbia University and a 2011 recipient of the National Humanities Medal from President Barack Obama. Winner of the 2006 Great Teacher Award from the Society of Columbia Graduates, Delbanco was named New York State Scholar of the Year by the New York Council for the Humanities in 2003 and was elected a fellow of the American Academy of Arts and Sciences in 2001. Delbanco has received fellowships from the Guggenheim Foundation, the American Council of Learned Societies, and the National Endowment for the Arts.
Humanities and is a trustee of the Library of America and a trustee emeritus of the National Humanities Center. He served on the selection committee of CIC’s American Graduate Fellowships program. In addition to his recent influential book on the future of higher education, Delbanco’s many other publications include *The Abolitionist Imagination* (2012), *Melville: His World and Work* (2005), *The Real American Dream* (1999), and *Required Reading: Why Our American Classics Matter Now* (1997). Delbanco’s essays appear regularly in *The New York Review of Books, The New Republic*, and other journals on topics ranging from American literary and religious history to contemporary issues in higher education. Delbanco received his AB and PhD degrees from Harvard University.

Chair: **Eileen B. Wilson-Oyelaran**, President, Kalamazoo College

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6:15–6:30 p.m. **Shuttle Service**  
*Stirling Foyer*  
Shuttle service will be provided to the Inverness Ballroom.

6:30–8:30 p.m. **Welcoming Reception and Dinner**  
*Inverness Ballroom*  
*(Sponsored by Johnson, Grossnickle and Associates)*  
Following the keynote address, a combination reception and buffet dinner will provide an inviting setting in which to greet old friends and meet new ones.

8:00–9:30 p.m. **Shuttle Service**  
*Inverness Foyer*  
Shuttle service will be provided to guest room buildings.

8:15–9:00 p.m. **Reception for Sponsors**  
*Inverness Alcove*  
All sponsors of the Presidents Institute are welcome.  
Host: **CIC Board of Directors**
Saturday, January 5

6:30 a.m.–7:00 p.m.  
**Shuttle Service**
Innisbrook will provide regular shuttle service between guest room buildings and Institute event locations. For additional information please see page 48.

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

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

7:15–8:15 a.m.  
**Breakfast**
*Edinburgh Ballroom*  
*(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**

**American Honors College Network**
American Honors is a community college program for students who seek an honors education that helps them transition successfully to a four-year college or university. Learn how CIC colleges can be part of this new national network of community colleges and four-year transfer institutions to offer students more opportunities and create a more affordable learning experience.

**Chris Romer,** Co-founder and President, American Honors

**Developing Partnerships in China**
What opportunities exist for smaller private colleges to establish partnerships, workshops, and student and faculty exchanges in China? What do presidents need to know about these opportunities?

**William J. Carroll,** President, Benedictine University (IL)
Early College Model

The leaders of the Early College Strategy program at Bard College will discuss the possibilities for other institutions to replicate this unique program, which embeds a liberal arts college education within four-year public high schools, allowing students to earn college credits and an associate’s degree as well as a high school diploma, tuition free.

Clara Haskell Botstein, Director of Early College Strategy, Bard College
Stephen Tremaine, Vice President for Early College Policies and Programs, Bard College

How to Host a Presidential Debate

What is involved in hosting a presidential debate on campus? How does a college or university get selected? What are the costs and what are the benefits? A president who hosted a 2012 Presidential Debate will share insights from his recent experience.

Kevin M. Ross, President, Lynn University

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 the benefits of NetVUE programs and services.

Shirley J. Roels, Senior Advisor, NetVUE, CIC

Opportunity to Develop a New Campus

A new planned community in metropolitan Sacramento, California, includes 223 acres to be donated to an independent college or university (or a consortium of institutions) to establish a new campus within the overall 2,668 acre development. Presidents can discuss this opportunity with the developer of the community and an expert on independent higher education in California.

Ron Alvarado, Partner and Chief Administrative Officer, SBM
Jonathan A. Brown, President Emeritus, Association of Independent California Colleges and Universities

Presidential Leadership in Natural Disasters

The presidency presents many challenges but perhaps none more unexpected than leading a college that has experienced a natural disaster. Discuss strategies and tips with a president who has had this unfortunate experience.

Richard B. Flynn, President, Springfield College (MA)
Technology Planning Guidance

What is the president’s role in planning and guiding the transformation of education through information technology? Discuss strategies, successes, and challenges in planning and use of technology to meet the demands of today’s students.

Mike L. Glubke, Founder, CEO, and President, Dynamic Campus

Richard Middaugh, Senior Vice President, Dynamic Campus

James Patrick Shea, President, University of Mary

Jon C. Strauss, President, Manhattanville College

BREAKFAST MEETINGS

Edinburgh Salon XI

Association of Catholic Colleges and Universities

Convener: Margaret Carney, OSF, President, St. Bonaventure University

Edinburgh Salon III

Conference for Mercy Higher Education

Convener: Thomas J. Gamble, President, Mercyhurst University

Edinburgh Salon IV

Council for Christian Colleges & Universities

Convener: Edward O. Blews, Jr., President

Edinburgh Salon V

Foundation for Independent Higher Education State Executives

Convener: A. Hope Williams, President, North Carolina Independent Colleges and Universities

Edinburgh Salon VI

Nonmember Presidents and Member Presidents Attending the Institute for the First Time

Convener: S. Georgia Nugent, President, Kenyon College and Chair, CIC Board of Directors

Edinburgh Salon VII

Online Consortium of Independent Colleges and Universities Presidents’ Focus Group (By invitation only)

Convener: Thomas R. Kennedy, Executive Director, New Ventures of Regis University
Edinburgh Salons VIII and IX  **Presidential Vocation and Institutional Mission Program Past Participants**
Conveners: B. David Rowe, President, Centenary College of Louisiana
Jodi Rowe, Presidential Spouse, Centenary College of Louisiana

Edinburgh Salon X  **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.

Stirling Salon H  **Board Relations**
Richard T. Ingram, Senior Advisor, President-Board Relations, CIC and President Emeritus, Association of Governing Boards of Universities and Colleges

Stirling Salon G  **Board Relations**
Douglas M. Orr, President Emeritus, Warren Wilson College

Edinburgh Boardroom  **CIC Key Indicators Tool and Financial Indicators Tool Benchmarking Reports**
Michael Williams, President, The Austen Group

Stirling Salon I  **Executive Counseling and Strategic Thinking**
Ann J. Duffield, Founding Principal, Ann Duffield and Colleagues LLC

Stirling Salon J  **Individual and Institutional Leadership Issues**
Ann Die Hasselmo, President, American Academic Leadership Institute

Stirling Salon K  **Interim Executive Placement**
George J. Matthews, Chairman and CEO, Registry for College and University Presidents

Stirling Salon F  **Presidential Compensation and Benefits**
Rian M. Yaffe, Chairman and CEO, Yaffe & Company, Inc.
Rapid deployment of online technologies in teaching and learning at long-established colleges and universities has led many to conjecture that the future of higher education is changed forever. No longer is online education the domain of for-profit institutions or adult and graduate programs. Indeed, a handful of small and mid-sized independent colleges are at the forefront of this movement. Some observers contend that this new use of technology will radically disrupt higher education while others find nothing in these developments that would fundamentally alter the way traditional higher education is delivered. How can presidents best evaluate the latest developments in the use of technology in instruction, including massive open online courses (MOOCs), open educational resources (OERS), peer-to-peer instruction (P2P), and blended approaches? Are there ways for traditional residential, liberal arts-oriented colleges to achieve their distinctive educational missions without being constrained or overpowered by these new developments? What do we know about the learning styles of today’s students and the effective use of technology in independent colleges and universities? What do presidents need to know to be effective leaders of their institutions in the face of sweeping changes in the way students can be educated? Diana Oblinger, president and CEO of EDUCAUSE, the association that leads the largest community of information technology leaders and professionals in higher education, will address these and other pertinent questions.

Diana Oblinger is president and CEO of EDUCAUSE, a nonprofit association whose mission is to advance higher education through the use of information technology. Previously serving in both academia and the corporate world, Oblinger was executive director of higher education for Microsoft and served as vice president for information resources and chief information officer of the University of North Carolina system, IBM Director of the Institute for Academic Technology, associate dean of academic programs at the University of Missouri, and on the faculties of the University of Missouri-Columbia and Michigan State University. Under her leadership EDUCAUSE has become known for innovative technology.
products and services growth as well as international outreach. In collaboration with the Bill & Melinda Gates Foundation, EDUCAUSE led the creation of the Next Generation Learning Challenges, a program focused on improving college readiness and completion through information technologies. Oblinger serves on the board of the American Council on Education and chairs the Washington Higher Education Secretariat. She previously served on the National Science Foundation’s Advisory Committee on Cyberinfrastructure, the board of ACT, and the National Visiting Committee for the National Science Foundation’s National Science Digital Library project.

Chair: Roger Casey, President, McDaniel College

9:45–10:15 a.m.  
Refreshment Break
( Sponsored by New Ventures of Regis University)

Edinburgh Foyer

10:15–11:30 a.m.  
CONCURRENT SESSIONS
( Sponsored by Stantec)

Edinburgh Salons III and IV  
International Considerations: Branch Campuses, Strategic Partnerships, and Risk Management

International education is expanding as a standard feature of independent colleges, providing excellent opportunities for the development of global citizenship. Presidents play a key role in developing and expanding these programs through partnerships with internationally-based colleges, student and faculty exchanges, semesters abroad, and satellite campuses located outside the United States. Experienced presidents of institutions in the United States and abroad will discuss successful programs that can be adapted to other campus settings as well as the risks that must be considered as international programs are developed.

David G. Horner, President, American College of Greece

Todd S. Hutton, President, Utica College

Elizabeth J. Stroble, President, Webster University

Moderator: William J. Carroll, President, Benedictine University (IL)

Edinburgh Salons V and VI  
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.

Jon Marcus, Contributing Editor, Hechinger Report and Higher Education Correspondent, Times (UK) Higher Education

Ellen Schweiger, Senior Producer for National Programming, C-SPAN
Open Forum with Diana Oblinger

Institute participants are invited to continue the conversation with Diana Oblinger following her plenary address. Topics to be discussed in greater detail include how small and mid-sized independent colleges and universities might position themselves in light of the rapidly increasing influence of MOOCs; ways for traditional residential, liberal arts-oriented colleges to achieve their distinctive educational missions without being constrained or overpowered by these new developments; and what presidents need to know to be effective leaders of their institutions in the face of these sweeping changes.

Diana Oblinger, President and CEO, EDUCAUSE

Chair: Roger Casey, President, McDaniel College

Presidential Contracts: End-of-Term Considerations

All presidents hope their current term of service with the college ends with a contract renewal, a planned retirement, or a graceful transition to another presidency. What considerations should be made in the contract for these end-of-term circumstances? What contractual language is needed to protect presidents should an unwanted termination take place? An experienced contract attorney will discuss these and other contract contingencies.

Raymond D. Cotton, Partner, Mintz Levin Law Firm

Chair: Margaret Stallmeyer, CDP, President, Thomas More College

State and Regional Collaboration: Partnerships that Make a Difference

One proven path to trimming costs while enhancing the quality of the core educational program—collaboration among institutions—is becoming an increasingly important strategy. Sharing faculty members and academic programs, implementing a new program as a collective initiative, and relying on a consortial office to handle common back-office functions are some examples. Presenters will describe successful collaborations and engage participants in a discussion about other potential multi-college partnerships.

Wayne Anderson, President, Associated Colleges of the South

Linda N. Hanson, President, Hamline University

Kathleen Owens, President, Gwynedd-Mercy College

Rolf Wegenke, President, Wisconsin Association of Independent Colleges and Universities

Chair: Jennifer L. Braaten, President, Ferrum College
The Magic Partnership: Engaging the Board in Fundraising

What makes for an outstanding trustee? How can presidents work with board members in a joint effort to raise sufficient funds to sustain and expand the work of the institution? What approaches can presidents use to recruit and orient trustees for optimal results? The presenter will discuss strategies for effectively engaging trustees in this essential process. Learn about the qualities that can transform a good board member into a great one.

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

Chair: David W. Olive, President, Bluefield College

10:15 a.m.–1:15 p.m.
Inverness Ballroom

PRESIDENTIAL SPOUSES PROGRAM
(Sponsored by TIAA-CREF)

Welcome Luncheon Address: The Spouse as Competitor or Complement

Diana Villiers Negroponte will elaborate on challenges that couples face as each pursues his or her own professional goals while remaining supportive to the spouse and the family. Negroponte has sought to be an effective ambassador’s wife while also building houses with working class women in the slums of Tegucigalpa, Manila, and Mexico City. She has pursued her own academic career while carving out time to be at her husband’s side. Combining both roles requires energy, selflessness, and determination.

Diana Villiers Negroponte, Non-resident Senior Fellow in Foreign Policy, Brookings Institution

Chair: Terry Smith Carey, Chair, Presidential Spouses Task Force and Presidential Spouse, Edgewood College

Invocation: Winnie King, Presidential Spouse, Malone University

11:30–11:45 a.m.
Refreshment Break
( Sponsored by Scannell & Kurz, Inc.)

Please pick up a boxed lunch and proceed to one of the concurrent sessions.
11:45 a.m.–1:00 p.m.  

**CONCURRENT SESSIONS**  
*(Sponsored by Cognitive Marketing, Inc.)*

*Edinburgh Salons III and IV*

**Assessing Athletic Performance On and Off the Field**

In an environment in which athletics consumes substantial presidential time, the key question is whether the athletic program adds value to the student experience and to the institution itself. How can presidents bring coaches and faculty members into a shared conversation about the objectives of the institution’s athletic program? How can a partial scholarship model be used simultaneously to increase enrollment and academic quality? What metrics can presidents use to evaluate the contribution of each of the institution’s sports, both on and off the field?

Walt Griffin, President, Limestone College  
Edward F. Leonard III, President, Bethany College (KS)  
Michael Williams, President, The Austen Group  
Chair: Lynn Pasquerella, President, Mount Holyoke College

*Edinburgh Salons V and VI*

**Collaborative Efforts on Student Aid and Admissions Policies: A Report on Progress, Prospects, and Possibilities**

Recent efforts among colleges to address common concerns about student aid and admissions policies have resulted in effective agreements, new enrollment products and strategies, and ongoing efforts to effect policy changes. These include alternative strategies to the *U.S. News* rankings, the “Beyond Ranking” campaign, and creative approaches to enable colleges to direct their limited financial resources to students with the greatest need. This session will provide an opportunity for presidents to learn about these efforts, discuss their impact, and consider the future for collaborative strategies.

Tori Haring-Smith, President, Washington & Jefferson College  
S. Georgia Nugent, President, Kenyon College  
Lloyd Thacker, Executive Director, Education Conservancy  
Chair: Darrel D. Colson, President, Wartburg College
**Engaging Service Employees in a Changing Higher Education Landscape**

Engaged campus employees who work in dining halls, custodial positions, maintenance, or other service capacities can be strong assets for mission fulfillment in recruitment, retention, and public perception. Yet, before these employees can represent the mission of the college or university, significant investment must be made to understand and meet their needs. How can private institutions elevate the performance of service employees—a group with very different desires and needs from faculty and administrative staff members? A service provider who engaged its employee base will share lessons learned. In addition, presidents will share perspectives on service employee engagement.

Elizabeth Kiss, President, Agnes Scott College

L. Jay Lemons, President, Susquehanna University

David Roemer, Vice President, Human Resources, ARAMARK Higher Education

Chair: Thomas M. McGovern, President, Fisher College

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**Fostering Vocational Exploration on Campus**

The exploration of vocation—the consideration of meaning and purpose in conjunction with professional aspirations and life-long pursuits—can have a profound impact on undergraduate students. What role can presidents play in fostering vocational exploration that is consistent with institutional mission, values, and heritage? Presenters will discuss approaches that integrate vocational exploration with faculty and staff development, curricular and co-curricular programming, strategic planning, fundraising, and communication with key institutional stakeholders.

Bobby Fong, President, Ursinus College

Marianne E. Inman, President, Central Methodist University

Kim S. Phipps, President, Messiah College

Shirley J. Roels, Senior Advisor, NetVUE, CIC

Chair: George F. Arnold, President, Silver Lake College of the Holy Family

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**Presidential Concerns about Board Relations**

Although the recent events at Penn State and the University of Virginia have captured national attention, many other conundrums arise in president-trustee relationships. Participants will discuss common concerns, such as board chair succession, board member recruitment, trustee engagement without micromanagement, and education of the board about the competitive environment.

Richard T. Ingram, Senior Advisor, President-Board Relations, CIC, and President Emeritus, Association of Governing Boards of Universities and Colleges

Chair: Tracy Fitzsimmons, President, Shenandoah University
**Sustainability and the Presidency: What We Need to Know**

What do presidents need to know about sustainability efforts on campus? Frequently, decisions about “green” projects bypass the president’s office, leaving the campus’s chief executive officer out of the loop increasingly defined by a new generation of faculty members and students. Presenters will discuss a set of sustainability best practices for presidents based on interviews with more than 100 campus leaders. Presidents who have led successful sustainability initiatives will offer specific action steps for cohesive programs. Session participants will be invited to share success stories and challenges from their own campuses with colleagues.

**James Martin**, Professor of English, Mount Ida College, and **James E. Samels**, CEO and President, the Education Alliance, co-authors of *The Sustainable University: Green Goals and New Challenges for Higher Education Leaders* (Johns Hopkins University Press, 2012)

**Michael A. Miller**, President, Northland College

**Rosalind Reichard**, President, Emory & Henry College

Chair: **Loren E. Swartzendruber**, President, Eastern Mennonite University

1:00–1:30 p.m.  
**Refreshment Break**

*Edinburgh Ballroom*  
*(Sponsored by SAGE Dining Services, Inc.)*

1:30–3:30 p.m.  
**WORKSHOP**

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

**Where to Spend Scarce Resources: The Case of Three Liberal Arts Colleges**

How do you choose where to allocate scarce resources? How can you do more with less? How do colleges with very different levels of resources choose how and what to provide—and what not to provide—to students? What difference does it make how much a college spends to educate its students? The cases of three liberal arts institutions—very similar in all respects except their level of expenditures (which range from $15,000 to $50,000 per student for instruction, academic support, and student services) will be discussed. Participants will actively consider challenging issues and relate outcomes to resources. Differences in financial aid policies as well as pricing and discounting strategies will be explored. Participants will gain insights into the trade-offs that can be made in prioritizing the use of resources and the impact that different choices can have on outcomes.

**Lucie Lapovsky**, Principal, Lapovsky Consulting and former president, Mercy College (NY)

Chair: **Steven M. Corey**, President, Olivet College
1:30–4:30 p.m.  
**WORKSHOP**  
*(Sponsored by EFL Associates)*  

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

**Building a New Case for Liberal Arts Colleges**  
Contemporary liberal arts colleges could be said to exist as actors in a storyline once introduced so aptly by Charles Dickens: “It was the best of times, it was the worst of times.” The pressures each confronts—of economics, demographics, technology, and public skepticism—are enormous. Yet the emergence of creative new practices in teaching and learning, civic engagement, and intentional community in the United States and around the world demonstrate that there also is radical and positive transformation in our midst. How do presidents address problems while demonstrating the innovation that is already occurring? Can they develop a narrative that reflects not only survival but ultimately a great capacity to flourish in this new environment? The purpose of this workshop is to use all the assets of independent higher education to build a new case for liberal arts colleges. The interactive workshop will include three brief presentations: “The Changing Landscape: Challenges and Opportunities,” presented by Dan Weiss, “Passion for Our Future: Emerging Practices of Education, Democratic Community, and Freedom,” presented by Rebecca Chopp, and “I Just Want to Say One Word to You,” presented by Gene Tobin. The majority of the workshop will focus on three objectives: identifying the most pressing challenges that presidents confront; describing emerging practices; and outlining themes for a narrative that articulates the signs of hope in our midst even as it addresses the challenges we face.  

**Rebecca S. Chopp,** President, Swarthmore College  
**Eugene M. Tobin,** Program Officer for Higher Education and the Liberal Arts Colleges Program, Andrew W. Mellon Foundation  
**Daniel H. Weiss,** President, Lafayette College  

Chair: **Lori Bettison-Varga,** President, Scripps College  

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2:00–5:00 p.m.  
**OPTIONAL TRIP**  
**Historic Ybor City Tour**  
*Please note that pre-registration is required. Inquire at the CIC Registration Desk.*  

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4:30–5:00 p.m.  
**Roman Catholic Mass**  
The service is open to all.  

Presiding: **Bernard F. O’Connor, OSFS,** President, DeSales University
5:00–6:30 p.m.  
**ALL-INSTITUTE RECEPTION**  
*Edinburgh Ballroom*  
*(Cosponsored by Gonser Gerber LLP and Yaffe & Company, Inc.)*

Following an afternoon of workshops, excursions, or time on your own, all Institute participants—presidents, spouses, guests, and sponsors—are invited to gather for informal conversation and refreshments.

6:30 p.m.  
**Dinner on Your Own**

Presidents, spouses, speakers, and sponsors are encouraged to join colleagues for dinner. Participants make their own arrangements.

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**Edinburgh Salons X and XI**  
**Dinner for Bonner Foundation Presidents**


**Meet in Osprey Lobby.**

**Dinner for Kansas Independent College Association and Fund**

Convener: **Matthew Lindsey**, President

**Meet in Osprey Lobby.**

**Dinner for Lutheran Educational Conference of North America**

Convener: **William E. Hamm**, President

**Meet in Osprey Lobby.**

**Dinner for National Association of Schools and Colleges of the United Methodist Church**

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

**Edinburgh Salons V and VI**  
**Dinner for Women’s College Coalition Annual Meeting**

Convener: **Susan E. Lennon**, President
Sunday, January 6

6:30 a.m.–9:30 p.m.  
**Shuttle Service**  
Innisbrook will provide regular shuttle service between guest room buildings and Institute event locations. For additional information please see page 48.

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

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

7:15–8:15 a.m.  
**Breakfast**  
*Edinburgh Ballroom*  
*(Sponsored by Registry for College and University Presidents)*  
Breakfast is provided for all registered 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*

**Community College Transfer Planning**

Built on Bucknell’s successful Community College Transfer Initiative, the Edvance Foundation is developing a new effort to provide academic, financial, and personal counseling toward removal of barriers that can inhibit capable and ambitious students at two-year institutions from completing baccalaureate degrees.

**Brian C. Mitchell**, Director, Edvance Foundation, and Retired President, Bucknell University
Leadership Development: Programs for Preparing Talented Administrators

In partnership with the American Academic Leadership Institute (AALI), CIC offers a series of leadership development programs to prepare promising administrators for progressive levels of responsibility—from department chairs, to mid-level administrators, to senior cabinet-level officials, to the next generation of college presidents. Learn about the distinctive design of these programs as well as their effectiveness and affordability.

Jeff Abernathy, President, Alma College
Ann Die Hasselmo, President, American Academic Leadership Institute and President Emerita, Hendrix College

New Developments in Parent and Student Communication Preferences

Findings from a recent survey of students and parents reveal dramatic changes in the ways they prefer to hear from and communicate with colleges that are recruiting them.

Pam Kiecker Royall, Head of Research, Royall & Company

Presidential Vocation and Institutional Mission Program

Learn how this seminar-based program supported by Lilly Endowment Inc. can help presidents—and their spouses or partners—clarify their own sense of personal vocation in relationship to the missions of institutions they lead.

William V. Frame, Senior Advisor, CIC and President Emeritus, Augsburg College

Yes We Must Coalition: College Success for All

Independent colleges strive to increase the degree attainment of students from low-income backgrounds. Learn how the Yes We Must Coalition is supporting these institutions and contributing to national goals.

Gloria Nemerowicz, Founder and President, Yes We Must Coalition and Former President, Pine Manor College

BREAKFAST MEETINGS

Edinburgh Salons III and IV
National Association of Intercollegiate Athletics
Convener: Ted Brown, President, Martin Methodist College

Edinburgh Salon VII
Presidents of Historically Black Colleges and Universities
Convener: Haywood L. Strickland, President, Wiley College
**Edinburgh Salon V**

**Presidents of International Colleges and Universities**

Convener: **David G. Horner**, President, American College of Greece

**Edinburgh Salon VI**

**Project Pericles Presidents Council**

Conveners: **Richard Guarasci**, President, Wagner College, and **Jan R. Liss**, Executive Director, Project Pericles

**Edinburgh Salon IX**

**Wisconsin Association of Independent Colleges and Universities**

Convener: **Rolf Wegenke**, President

**Edinburgh Salons X and XI**

**Women’s College Coalition Members**

Convener: **Susan E. Lennon**, President

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### Inverness Ballroom B

**PRESIDENTIAL SPOUSES BREAKFAST ROUNDTABLE DISCUSSIONS**

*(Sponsored by TIAA-CREF)*

Presidential spouses are invited to join the roundtable discussions facilitated by members of the Presidential Spouses Task Force.

**Spouses at Rural Campuses**

**Rachelle LaBarge**, Presidential Spouse, Cornell College (IA)

**Spouses at Urban Campuses**

**Cheryl E. Perkins**, Presidential Spouse, Virginia Union University

**Connecting with Students on Campus**

**Sheila J. Garren**, Presidential Spouse, Lynchburg College

**Allan Stern**, Presidential Spouse, The Sage Colleges

**Making Connections in the Local Community**

**Betty Neal Crutcher**, Presidential Spouse, Wheaton College (MA)

**Terry J. Aretz**, Presidential Spouse, College of Mount St. Joseph
Being the Spouse of the First Lay President of the Institution
Jennifer Gervasi, Presidential Spouse, Quincy University

Male Spouses
George E. Farenthold, Presidential Spouse, Wells College
Norman G. Knight, Presidential Spouse, Pacific Union College

7:45–8:15 a.m.   Ecumenical Service of Worship
Stirling Salons B and C
The service is open to all.
Presiding: Kenneth A. Smith, President, Geneva College

8:00 a.m.–5:00 p.m.   INDIVIDUAL CONSULTATIONS
Stirling Salon H
Board Relations
Richard T. Ingram, Senior Advisor, President-Board Relations, CIC and President Emeritus, Association of Governing Boards of Universities and Colleges

Stirling Salon G
Board Relations
Douglas M. Orr, President Emeritus, Warren Wilson College

Edinburgh Boardroom
CIC Key Indicators Tool and Financial Indicators Tool Benchmarking Reports
Michael Williams, President, The Austen Group

Stirling Salon I
Executive Counseling and Strategic Thinking
Ann J. Duffield, Founding Principal, Ann Duffield and Colleagues LLC

Stirling Salon J
Individual and Institutional Leadership Issues
Ann Die Hasselmo, President, American Academic Leadership Institute

Stirling Salon K
Interim Executive Placement
George J. Matthews, Chairman and CEO, Registry for College and University Presidents
Structuring Educational Environments to Overcome Stereotypes that Impede Academic Success and Social Mobility: Strategies for Presidential Leadership

Why are at-risk students not graduating from college at the same rate as other students? What role do stereotypes of race, class, and gender play in academic underachievement? How might consciousness of identity help overcome negative views that impede performance? Can affirming campus environments contribute to greater success of graduates beyond college and thus contribute to the betterment of society? What strategies might college presidents employ to structure their campus communities to overcome negative stereotypes and foster success for all students? Noted social psychologist and author of Whistling Vivaldi: And Other Clues to How Stereotypes Affect Us, Claude Steele, will help us find answers to these and other questions based on findings from his research.

Claude Steele is the I. James Quillen Dean of the School of Education at Stanford University. Previously, he served as provost and professor of psychology at Columbia University and before that was a member of the faculty of Stanford University, holding appointments as the Lucie Stern Professor in the Social Sciences, director of the Center for Comparative Studies in Race and Ethnicity, and director of the Center for Advanced Study in the Behavioral Sciences. His book, Whistling Vivaldi: And Other Clues to How Stereotypes Affect Us, examines the theory of stereotype threat, which has been the focus of much of his research throughout his academic career. Steele was honored with the Dean’s Teaching Award from Stanford University and the Donald Campbell Award from the Society for Personality and Social Psychology (2001). He also is a member of the National Academy of Sciences and the National Academy of Education. Steele received a BA from Hiram College and earned his
PhD in psychology from Ohio State University. He has received honorary degrees from the University of Michigan, the University of Chicago, Yale University, Princeton University, and the University of Maryland, Baltimore County.

Chair: MaryAnn Baenninger, President, College of Saint Benedict

9:45–10:15 a.m.  
Refreshment Break  
Edinburgh Ballroom  
(Sponsored by Noel-Levitz)

10:15–11:30 a.m.  
CONCURRENT SESSIONS  
(Sponsored by Hastings & Chivetta Architects, Inc.)  
Edinburgh Salons III and IV  
Faculty Conduct and Campus Policy

The teaching missions of independent colleges and universities necessitate safeguarding the welfare of undergraduate students. Presenters will discuss institutionally-based codes of conduct for undergraduate teaching that provide guidelines for the professional choices faculty members make in their undergraduate teaching along with sanctions for misconduct. The perspectives of two college presidents and results from a survey about faculty conduct codes at 62 liberal arts colleges will be presented.

John M. Braxton, Professor of Education, Vanderbilt University  
Joanne M. Burrows, SC, President, Clarke University  
Mark T. Cregan, CSC, President, Stonehill College

Chair: Pamela M. Balch, President, West Virginia Wesleyan College

Edinburgh Salons VII–IX  
Recent Developments in Online Education: Staying Ahead of the Curve

The use of technology in higher education continues to evolve at a rapid pace. What do presidents need to know to stay ahead of the curve? MOOCs, OERs, P2P—which developments are worth considering and why? How does one navigate the maze of federal and state regulations for online education? When do colleges need a consultant and when do they need internal expertise? Three experienced presidents will engage participants in conversation about these issues.

Esther L. Barazzone, President, Chatham University  
Arthur F. Kirk, Jr., President, Saint Leo University  
Michael T. Wood, President, Capitol College

Chair: Michael Droge, President, Park University
Reenergizing the Presidency: Helpful Mid-Career Considerations

In the first years on the job, presidents typically conduct “listening tours,” working hard to learn about the campus and to understand people’s concerns. Several years into the job, however, they do this much less often because they believe they understand the issues or are focused more on external matters. The danger is that presidents can become out of touch and lose important faculty and staff support. What are some of the presidential mid-career hazards and how can presidents avoid them?

Judith Block McLaughlin, Director, Higher Education Program, Educational Chair, Harvard Seminar for New Presidents, and Senior Lecturer on Education, Harvard University

Chair: Lisa Marsh Ryerson, President, Wells College

Solicitations from Nonprofits

Independent colleges and universities, often seen as pillars of their local communities, face an increasing number of requests for financial and other support from other nonprofit organizations. How do institutions decide which organizations to support? What are the repercussions of supporting or not supporting certain organizations?

Richard B. Artman, President, Viterbo University

Thomas F. Flynn, President, Alvernia University

Judith Maxwell Greig, President, Notre Dame de Namur University

Chair: Thomas B. Curran, OSFS, President, Rockhurst University

Joint Session with Presidential Spouses

Fundraising Strategies: The Presidential Couple as a Team

Presidential couples who work on fundraising initiatives as a team can be very effective. How does the presidential couple plan and carry out fundraising activities? How can the institutional advancement staff work with the presidential couple to maximize their time and take advantage of their individual strengths? What are some of the challenges? Two presidential couples will relate personal experiences and offer strategies for successful fundraising.

David C. Joyce, President, Brevard College

Lynne C. Joyce, Presidential Spouse, Brevard College

Elise Luckey, Presidential Spouse, Lindsey Wilson College

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

Chair: Norval C. Kneten, President, Barton College
### 10:15–11:30 a.m.

**Presidential Spouses Program**

*Inverness Ballroom B*

*(Sponsored by TIAA-CREF)*

**Balancing Careers with the Responsibilities of a Presidential Spouse**

Presidential spouses/partners often elect to continue their professional careers in addition to fulfilling the role of the presidential spouse. What strategies do they use to accomplish all the tasks that both jobs require? Do they have additional help with childcare or event planning or special arrangements for telecommuting? A panel of presidential spouses will relate their experiences and engage the participants in discussion.


**Frances G. Pestello**, Presidential Spouse, Le Moyne College

**John Przybylski**, Presidential Spouse, Regis College (MA)

Chair: **Kristi Cimbolic**, Presidential Spouse, Ohio Dominican University

### 11:30–11:45 a.m.

**Refreshment Break**

*Edinburgh, Stirling, and Inverness Foyers*

*(Sponsored by RPA Inc.)*

Please pick up a boxed lunch and proceed to one of the concurrent sessions.

### 11:45 a.m.–1:00 p.m.

**Concurrent Sessions**

*(Sponsored by Mintz Levin Law Firm)*

*Edinburgh Salons VII–IX*

**Aligning Senior Leadership Rewards and Retention with Performance and Mission**

How can presidents work with their boards to develop effective strategies for the recruitment, reward, and retention of high-performing, mission-focused campus leaders? What are appropriate measures of performance in mission-critical areas, and how might they be benchmarked with peer institutions? What regulatory compliance issues for private, nonprofit colleges should be considered?

**Frank A. Casagrande**, President, Casagrande Consulting, LLC

**Gregory G. Dell'Omo**, President, Robert Morris University (PA)

**Beverly Daniel Tatum**, President, Spelman College

Chair: **James Gaffney, FSC**, President, Lewis University
Moving Toward an Integrated Marketing Communications Model: Lessons from the Field

Successful implementation of an integrated marketing communications program requires changes in the organizational structure and administrative culture, particularly when decisions previously were the domain of separate departments, such as enrollment, athletics, development, and alumni relations. Strong presidential leadership is needed, supported by a capable marketing officer who possesses not only professional knowledge but strong internal political skills as well. Presenters will discuss the implementation processes and structures, challenges and opportunities, and lessons learned from integrated marketing communications initiatives on campuses.

Stuart Dorsey, President, Texas Lutheran University
Mark A. Heckler, President, Valparaiso University
Chair: Patricia L. Hardaway, President, Wilberforce University

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

This forum is an opportunity for presidents to raise confidential sensitive 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: Sharon D. Herzberger, President, Whittier College

Shared Governance: Modeling the Common Good

Friction between the faculty and the board and between the faculty and the president can strain institutional governance. Tensions can create an atmosphere that is far from collegial, let alone civil. What role can the president play to create a healthy deliberative atmosphere with open lines of communication and interaction among various constituencies?

Steven C. Bahls, President, Augustana College (IL)
Robert G. Duffett, President, Dakota Wesleyan University
Chair: Danielle N. Ripich, President, University of New England
Succession Planning: Guidance for Presidents

The vitality of independent colleges depends in part on the quality and stability of leadership transitions, especially in the presidency. What issues does a president need to consider in preparing the way for his or her successor? What questions should be discussed with trustees and senior staff members, and when? How can the institution be prepared for the unexpected illness or departure of the president or senior staff members? Presenters will explore these and other succession planning issues.

Jessica S. Kozloff, President, Academic Search, Inc.
Dorothy Cowser Yancey, President, Shaw University
Cynthia Zane, President, Hilbert College
Chair: Tony Aretz, President, College of Mount St. Joseph

Tough Decisions: Caring for the Culture and Protecting the People

Every leadership decision affects the individuals who make up the organization. In times of fiscal constraint, programs and services may need to be realigned or eliminated and faculty and staff positions may need to be cut. Some good decisions may have a short-term negative impact—perceived or real—on the organization’s employees and its culture. Presenters will discuss strategies to express care and minimize hardship for the institution and the members of the campus community.

Robert L. Head, President, Rockford College
Shirley A. Mullen, President, Houghton College
Mary Reap, IHM, President, Elms College
Chair: William E. Hamm, President, Lutheran Educational Conference of North America
**PRESIDENTIAL SPOUSES PROGRAM**

*(Sponsored by TIAA-CREF)*

**Inverness Ballroom A**

**Building Relationships with the Board of Trustees**

Presidential spouses and partners interact with members of the board at least several times a year. How can they use these opportunities to build good relations with trustees? In addition to arranging activities for board spouses, how can they contribute to the work of the board? A panel of spouses will discuss their experiences and invite participants to contribute other strategies.

*Jane Easter Bahls*, Presidential Spouse, Augustana College (IL)

*Connie G. Duffett*, Presidential Spouse, Dakota Wesleyan University

*Mary Ellen Summerlin*, Presidential Spouse, Schreiner University

Chair: *Mary Bogart*, Presidential Spouse, Maryville College

**Inverness Ballroom B**

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

*(Open only to spouses/partners of currently serving presidents)*

Spouses and partners will have an opportunity to raise questions and seek advice from colleagues on specific issues and to share information regarding spouses’ roles on college and university campuses. Advice will come from participating colleagues.

Moderator: *Laird Hanson*, Presidential Spouse, Hamline University

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1:00–1:15 p.m. **Refreshment Break**

*Edinburgh Ballroom*

*(Sponsored by Bentz Whaley Flessner)*

1:00–2:00 p.m. **ASSOCIATED GROUP MEETINGS**

*Market Grill Private Dining*

**Association of Independent Colleges and Universities of Pennsylvania**

Convener: *Don L. Francis*, President

*Stirling Salon N*

**EncoreU Focus Group** *(By invitation only)*

*Marc Freedman*, CEO and Founder, Civic Ventures/Encore.org

*Judy Goggin*, Vice President, Civic Ventures/Encore.org

*Stirling Salon M*

**Independent Colleges of Indiana**

Convener: *Richard L. Ludwick*, President and CEO
**Stirling Salon O**

**Midwest Alliance for Learning in the Liberal Arts**
Convener: **Jeff Abernathy**, President, Alma College

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**Stirling Salon L**

**North Carolina Independent Colleges and Universities**
Convener: **A. Hope Williams**, President

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1:00–5:00 p.m.

**Women’s College Coalition Annual Meeting**
Convener: **Susan E. Lennon**, President

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2:00–4:00 p.m.

**WORKSHOPS**

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

**Edinburgh Salons V and VI**

**Steering Decisions toward Successful Endowment Management**

In a complex world of countless investment choices, how do presidents effectively navigate a path to reach endowment goals? This interactive workshop will help participants chart a course to:

- Explore solutions to achieve long-term investment objectives in a low-interest-rate environment;
- Investigate the differences between the outsourced chief investment officer model and a traditional consulting arrangement;
- Identify challenges and best practices for investment committee trustees; and
- Leverage board expertise while minimizing institutional risk and personal liability.

**Marvin Barth**, Senior Investment Manager, Portfolio Strategist, Covariance Capital Management, TIAA-CREF

**Ronald L. Carter**, President, Johnson C. Smith University

**Thomas L. Hellie**, President, Linfield College

**Scott W. Wise**, President and Chief Investment Officer, Covariance Capital Management, TIAA-CREF

Chair: **Peter Heath**, Chancellor, American University of Sharjah (UAE)
**Strengthening the Public Purposes of Higher Education**

This workshop will offer opportunities to explore and discuss broad initiatives to deepen the public purposes of higher education. A recent White House convening of education groups, “For Democracy’s Future—Education Reclaims Our Civic Mission,” marked a new stage in the movement to advance civic learning and democratic engagement. The convening also launched the American Commonwealth Partnership, a coalition of colleges and universities to promote institutions with signature records of education for citizenship. The workshop will explore topics of particular relevance to CIC presidents, including:

- “Shaping Our Future,” deliberative dialogues being organized in communities and campuses across the country on higher education’s public purposes;
- “Civic Science,” a new framework for creating partnerships between scientists and lay citizens on public problems;
- “Citizen Alum,” a new movement to strengthen partnerships between colleges and alumni; and
- Pedagogies of civic empowerment such as “Public Achievement” that educate students as engaged and active citizens.

Presenters will provide successful strategies for implementing these civic initiatives.

**Harry Boyte**, Co-director, Center for Democracy and Citizenship, Augsburg College

**James T. Harris III**, President, Widener University

**Beverly W. Hogan**, President, Tougaloo College

**Paul C. Pribbenow**, President, Augsburg College

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

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**2:00–4:00 p.m.**

**PRESIDENTIAL SPOUSES PROGRAM**

*(Sponsored by TIAA-CREF)*

**Open Discussion and Networking Session**

Hosted by members of the Presidential Spouses Task Force, presidential spouses and partners are invited to gather for informal discussions on topics proposed by the participants. Topics might include but are not limited to:

- Challenges of spouses/partners with or without a separate professional career;
- The presidential home;
- Working with alumni;
- Community involvement;
• Fundraising experiences;
• Family issues; and
• Challenges and opportunities of faith-based colleges and universities.

5:30–7:00 p.m.  **Shuttle Service**

Shuttle service will be provided from guest room buildings to the Inverness Ballroom.

6:00–7:00 p.m.  **AWARDS RECEPTION**

*Inverness Foyer*  *(Sponsored by National Management Resources Corporation)*

7:00–9:00 p.m.  **AWARDS BANQUET**

*Inverness Ballroom*  *(Sponsored by Sodexo, Inc.)*

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, and 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 (Individual)*
E. Ronald Salvitti

*Award for Philanthropy (Organization)*
The Coca-Cola Company

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

9:00–9:30 p.m.  **Shuttle Service**

*Inverness Foyer*  

Shuttle service will be provided to guest room buildings.
Monday, January 7

6:30 a.m.–7:00 p.m. **Shuttle Service**
Innisbrook will provide regular shuttle service between guest room buildings and Institute event locations. For additional information please see page 48.

7:00–11:30 a.m. **Institute Registration**
*Edinburgh Foyer*
Sign up for Individual Consultations and other events with limitations on space.

7:00–11:30 a.m. **Computer Kiosks**
*Edinburgh Foyer*  
*(Sponsored by The Learning House, Inc.)*
Computer stations are available for participants to check email.

7:30–8:30 a.m. **Annual Business Meeting**
*Stirling West*
CIC’s Annual Business Meeting takes place at the Presidents Institute. Breakfast will be available in the meeting room.

  *Chair’s Report*
  *President’s Report*
  *Treasurer’s Report*
  *Nominations Committee Report*
  *Membership Committee Report*
  **Special Reports:**
  “CIC Public Information Campaign for the Liberal Arts and Liberal Arts Colleges”
  **S. Georgia Nugent**, Chair, CIC Board of Directors and President, Kenyon College

  “Federal Legislative and Regulatory Update”
  **David L. Warren**, President, National Association of Independent Colleges and Universities

7:30–8:30 a.m. **Breakfast**
*Edinburgh Ballroom*  
*(Sponsored by Kaludis Consulting)*
Breakfast is provided for those not participating in the Annual Business Meeting.
7:30–8:30 a.m.  
**Breakfast for Presidential Spouses Program**  
_**Stirling Salons L–N**_

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

_**Stirling Salon H**_

**Board Relations**

**Richard T. Ingram**, Senior Advisor, President-Board Relations, CIC and President Emeritus, Association of Governing Boards of Universities and Colleges

_**Stirling Salon G**_

**Board Relations**

**Douglas M. Orr**, President Emeritus, Warren Wilson College

_**Edinburgh Boardroom**_

**CIC Key Indicators Tool and Financial Indicators Tool Benchmarking Reports**

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

_**Stirling Salon I**_

**Executive Counseling and Strategic Thinking**

**Ann J. Duffield**, Founding Principal, Ann Duffield and Colleagues LLC

_**Stirling Salon J**_

**Individual and Institutional Leadership Issues**

**Ann Die Hasselmo**, President, American Academic Leadership Institute

_**Stirling Salon K**_

**Interim Executive Placement**

**George J. Matthews**, Chairman and CEO, Registry for College and University Presidents

_**Stirling Salon F**_

**Presidential Compensation and Benefits**

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

_**Stirling Boardroom**_

**Presidential Contracts**

**Raymond D. Cotton**, Partner, Mintz Levin Law Firm

_**Stirling Salons D and E**_

**Retirement Planning**

TIAA-CREF Counselors
8:45–9:45 a.m.

**CONCURRENT SESSIONS**

(Sponsored by Savant Learning Systems)

**Edinburgh Salon XI**

**Easing the Burden and Enhancing the Joy of the Presidency**

The American college and university presidency can be demanding and exhausting. Yet conceiving and pursuing work as distinctively “vocational” opens unexpected sources of energy and insight that help presidents manage the demands of the office and give more to their campus communities. Presenters will discuss findings found in Bill Frame’s report on CIC’s Presidential Vocation and Institutional Mission program, *The American College Presidency as Vocation* (2013).

Jonathan Brand, President, Cornell College

Margaret Carney, OSF, President, St. Bonaventure University

Rachelle LaBarge, Presidential Spouse, Cornell College

Tim Summerlin, President, Schreiner University

Moderator: William V. Frame, Senior Advisor, CIC and President Emeritus, Augsburg College

**Edinburgh Salons III and IV**

**Enrollment as a Strategy for Reaching Institutional Goals**

Is it possible within a single enrollment cycle to increase enrollment, improve financial stability, and shape the profile of the entering class in ways that align with institutional mission? How might the results of customized enrollment strategies be compounded and become more effective over time? Three presidents will share how strategic enrollment programs are helping their institutions expand regionally or nationally, increase financial stability, and become more selective.

William T. Abare, Jr., President, Flagler College

Paula Marie Buley, IHM, President, Rivier University

Jack R. Ohle, President, Gustavus Adolphus College

Chair: Claude G. Perkins, President, Virginia Union University

**Edinburgh Salons V and VI**

**Reevaluating Faculty Tenure and Retirement Policies**

Economic constraints faced by colleges and universities are putting pressure on traditional faculty tenure and retirement policies. Furthermore, many professors want to remain employed later in life, while some younger faculty members are opting for non-tenure track positions. What new approaches are colleges using or considering for tenure and retirement policies? Participants will join in a candid discussion with colleagues about these options.

Sharon Latchaw Hirsh, President, Rosemont College

Jake B. Schrum, President, Southwestern University (TX)

Chair: William M. B. Fleming, Jr., President, Palm Beach Atlantic University
**Transitions: Preparing for Retirement**

Presidents and spouses need to consider many issues when preparing for retirement: announcing the retirement to the campus and external communities, exiting the campus, leaving the presidential house, taking up residence within the same community or moving to a new community, and helping to arrange a welcome for the new presidential couple. Two presidential couples, one recently retired and one preparing for retirement, will share their experiences and reflect on their retirement plans and what happened (or might happen) after stepping away from their high-profile roles.

**Patricia Kepple**, Presidential Spouse, Juniata College  
**Thomas R. Kepple, Jr.**, President, Juniata College  
**Mary Pat Seurkamp**, President Emerita, Notre Dame of Maryland University and Senior Advisor and Director, New Presidents Program, CIC  
**Robert Seurkamp**, Retired Presidential Spouse, Notre Dame of Maryland University  

Chair: **George Efta**, Presidential Spouse, St. Mary’s College (IN)

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**PRESIDENTIAL SPOUSES PROGRAM**  
*(Sponsored by TIAA-CREF)*

**Stirling Salons O–Q**

**Using Social Media**

Facebook and Twitter are common forms of social media communication that are widely used by many campus constituencies. What are some of the opportunities and challenges associated with these media? How can presidential spouses/partners effectively use social media in their work to advance institutional outreach programs? What guidelines should spouses be aware of in using Facebook or Twitter?

**Tom Evelyn**, Vice President for Communications, St. Lawrence University  
Chair: **Judy Carter**, Presidential Spouse, Doane College

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**Refreshment Break**  
*(Sponsored by RuffaloCODY)*
Educating for a More Sustainable World

Among the many ways in which independent colleges and universities encourage civic engagement by students, none has caught the attention of students as vividly as environmental issues. Growth of environmental studies programs, use of local food in dining halls, and construction of energy-efficient buildings are but a few manifestations of this interest in preserving the environment. The engagement of students in issues of environmental sustainability is pervasive—perhaps more than in any other aspect of civic or societal improvement. The Honorable Carol Browner, distinguished former administrator of the Environmental Protection Agency (EPA), has been a major figure in advancing the environmental cause and has inspired thousands of students to get involved. She will address what presidents can do to further this momentum.

The Honorable Carol Browner most recently served as assistant to President Obama and director of the White House Office of Energy and Climate Change Policy, where she oversaw the coordination of environmental, energy, climate, transport, and related policies across the federal government. Under her leadership, the White House secured the largest investment ever in clean energy and established the national car policy that included both new automobile fuel efficiency standards and first ever greenhouse gas emissions reductions. She currently serves as distinguished senior fellow at the Center for American Progress and as senior counselor of Albright Stonebridge Group. From 1993 through 2001, Browner served as the administrator of the EPA. During her tenure, the EPA adopted the most stringent air pollution standards in our nation’s history and set for the first time a fine particle clean air standard. Browner also spearheaded the reauthorization of the Safe Drinking Water Act and the Food Quality Protection Act. She serves on the Bloomberg Government advisory board and on the board of directors of the League of Conservation Voters. Browner earned her BA and JD from the University of Florida.

Respondent: Richard Guarasci, President, Wagner College
Chair: James H. Mullen, Jr., President, Allegheny College
Noon–6:30 p.m. Presidents Institute Golf Tournament
Meet in Edinburgh Foyer. (Sponsored by EFL Associates)
Please note that pre-registration is required for the tournament. Inquire at the CIC Registration Desk.

Noon–2:30 p.m. Presidents Institute Spouses Task Force Luncheon
Edinburgh Salons V and VI
Convener: Terri Smith Carey, Chair, Presidential Spouses Task Force and Presidential Spouse, Edgewood College

1:00–7:30 p.m. New American Colleges and Universities Board of Directors Meeting
Edinburgh Salons VII–IX
Convener: Nancy Hensel, President

Tuesday, January 8

8:00 a.m.–3:00 p.m. New American Colleges and Universities Board of Directors Meeting
Edinburgh Salons VII–IX
Convener: Nancy Hensel, President
Additional Conference Details

SHUTTLE SERVICE
Innisbrook offers complimentary shuttle service throughout the hotel property. Guests have two options to take advantage of the shuttle. Shuttles will be in daily circulation from 6:30 a.m. through the conclusion of Institute programming each evening. Regular shuttle stops are located in the parking area of each guest room building as well as in front of meeting locations and are designated by white “Tram” signs. To schedule a special pickup, please dial “0” from your guest room or closest house phone and be sure to identify your location and a shuttle will be sent to your location. Additional information is posted in each ballroom foyer and at the CIC Registration Desk.

WE HAVE AN APP FOR THAT
A new feature of this year’s Presidents Institute is an electronic program, Guidebook. Institute participants can download the free conference “app” to their smartphones, tablets, or computers. Guidebook includes the conference schedule, handouts for applicable sessions, a list of area restaurants, lists of participants and sponsors, floor plan of the hotel, and other Institute features. You also will be able to create your own personalized itinerary to organize your time at the Institute.

The app will be updated throughout the Institute to provide access to the most up to date information, including newly registered participants, any last-minute schedule changes, and news updates.

To download the app, visit http://guidebook.com/g/2013PresidentsInstitute or scan the QRC code with your phone. Once you have downloaded the Guidebook App or are within the mobile website, enter the redeem code “CICguide.” For assistance with downloading the app, please stop by the CIC Registration Desk.

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Participants can follow the Presidents Institute on Twitter @CICnotes and comment about the conference using the hashtag #2013PI.
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