2015 PRESIDENTS INSTITUTE

POWER of INDEPENDENT COLLEGES: Better Education, Better Outcomes

SAN DIEGO, CALIFORNIA • JANUARY 4–7

CONERENCE PROGRAM

WWW.CIC.EDU/2015PRESIDENTSINSTITUTE
CIC gratefully acknowledges the generous support by Jenzabar***, Royall & Company*, Royall & Company Advancement, and CampusWorks, Inc. of travel grants that make it possible for presidents of institutions with limited resources to participate in the Presidents Institute.

CIC is grateful for the substantial and continuing support of Academic Search, Inc.*

CIC appreciates the support of Santander Universidades and Universia for the participation of college and university presidents from Mexico.

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

Welcome to CIC’s 2015 Presidents Institute. An exceptional array of speakers and sessions will explore the theme “Power of Independent Colleges: Better Education, Better Outcomes.” The power of independent colleges lies in their proven ability to provide a high-quality education and superior outcomes for their students. These institutions develop tomorrow’s leaders, provide access for students from underserved populations, prepare graduates for successful careers and meaningful lives, are more affordable than the public perceives, and strengthen civic participation.

Presidents of independent colleges and universities must speak persuasively about the quality and value of the education that their institutions provide. Yet they also must confront major challenges that face their institutions—pressures to cut costs, increase financial aid, adopt new online delivery methods, and focus more on students’ job preparation than general education in the liberal arts. Emphasis on the central mission of preparing students for rewarding futures requires well-informed and effective presidential leadership. How can the value of a private college education over a lifetime be explained effectively? How can the president articulate the institution’s distinctive mission in compelling ways? How can independent colleges promote workforce development and global competitiveness? How can an undergraduate education grounded in the liberal arts be demonstrated to connect to a lifetime of career success, civic engagement, and personal fulfillment?

I extend a special welcome to the many new presidents and their spouses or partners 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 inside front cover. Their support makes possible more comprehensive programming, and their considerable expertise in various 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 substantive programming for presidential spouses and partners. This programming 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, confer with colleagues, and relax.

Sincerely,

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

SATURDAY, JANUARY 3

7:45–11:30 a.m.
New Presidents Program
and Presidents Governance
Academy Registration
Coronet Room Foyer

7:45 a.m.–5:00 p.m.
Charging Stations and
Computer Kiosks
Coronet Room Foyer

7:00 a.m.–3:30 p.m.
Spouses and Partners of
New Presidents
Spreckels Complex, Wilder Complex,
and Regent Hall

7:00 a.m.–3:15 p.m.
Presidents Governance
Academy
Hanover Room, Garden Room, and
Stuart Room

7:30–8:00 a.m.
Ecumenical Worship
Service
Edison Room I

8:00 a.m.–5:00 p.m.
Presidents Governance
Academy
Garden Room and Hanover Room

5:15–5:45 p.m.
Roman Catholic Mass
Edison Room I

8:00 a.m.–8:30 p.m.
New Presidents Program
Empress Hall, Regent Hall, and
Wilder Complex

8:00 a.m.–8:30 p.m.
Spouses and Partners of
New Presidents
Spreckels Complex

8:00 a.m.–8:30 p.m.
Presidents Governance
Academy
Garden Room and Hanover Room

6:30–8:30 p.m.
WELCOMING DINNER
Upper Grande Hall and Foyer

8:00–8:45 p.m.
Reception for Sponsors
Garden Room

MONDAY, JANUARY 5

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

7:00 a.m.–5:00 p.m.
Charging Stations and
Computer Kiosks
Coronet Room Foyer

7:15–8:15 a.m.
Breakfast
Crown and Coronet Rooms

7:00 a.m.–5:00 p.m.
Spouses and Partners of
New Presidents
Spreckels Complex, Wilder Complex,
and Regent Hall

7:00 a.m.–3:30 p.m.
New Presidents Program
Edison J and K, Wilder Complex, and
Regent Hall

3:30–4:15 p.m.
Spouses and Partners Task
Force Meeting
Tudor Room

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

3:00–4:00 p.m.
Spouses and Partners Task
Force Meeting
Tudor Room

5:00–6:15 p.m.
WELCOME AND KEYNOTE
ADDRESS
Cathy N. Davidson—“Powerful
Colleges: Educating Students to
Think in the Digital Age”
Ballroom

SUNDAY, JANUARY 4

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

7:00 a.m.–5:00 p.m.
Charging Stations and
Computer Kiosks
Coronet Room Foyer

7:00 a.m.–3:30 p.m.
New Presidents Program
Edison J and K, Wilder Complex, and
Regent Hall

3:30–4:15 p.m.
Spouses and Partners Task
Force Meeting
Tudor Room

7:00 a.m.–3:30 p.m.
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New Presidents
Spreckels Complex, Wilder Complex,
and Regent Hall

7:00 a.m.–3:15 p.m.
Presidents Governance
Academy
Hanover Room, Garden Room, and
Stuart Room

7:30–8:00 a.m.
Ecumenical Worship
Service
Edison Room I

8:00 a.m.–3:00 p.m.
CIC Board of Directors
Meeting
(See page 14 for meeting rooms.)

Noon–5:00 p.m.
INDIVIDUAL
CONSULTATIONS
(See page 16 for listings.)

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

8:00–8:45 p.m.
Reception for Sponsors
Garden Room

BREAFKFAST ROUNDTABLE
DISCUSSIONS

• Campus Facilities Planning
• Communicating Effectively with
  Inside Higher Ed
• Michigan Promise: A Model for
  Scholarship Aid
• Rethinking Organizational
  Structure
• Tuition Resets: What Have We
  Learned?
• Yes We Must Coalition: College
  Success for All
7:15–8:15 a.m.
**BREAKFAST MEETINGS**

- Lutheran Education Conference of North America
  - Stuart Room
- National Association of Intercollegiate Athletics
  - Embassy Room
- Nonmember Presidents and Member Presidents Attending the Institute for the First Time
  - Garden Room
- Project Pericles Presidents
  - Tudor Room
- Wisconsin Association of Independent Colleges and Universities
  - Windsor Room
- NetVUE Focus Group
  - (By invitation only)
  - Crystal Room

8:00 a.m.–5:00 p.m.
**INDIVIDUAL CONSULTATIONS**
(See page 23 for listings.)

8:30–9:45 a.m.
**PLENARY SESSION**

Michael T. Nettles—“Better Education and Better Outcomes for Underrepresented Students”

Ballroom

10:15 a.m.–1:00 p.m.
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**

- Welcoming Luncheon
  - Ellen Cole—“Identity, Privacy, and Relationships”
  - Carousel Room

10:15 a.m.–1:00 p.m.
**CONCURRENT SESSIONS**
(with boxed lunch)

- Engaged Learning as Effective Pedagogy
  - Crystal and Continental Rooms
- Interfaith Understanding on Campus: Opportunities and Challenges
  - Hanover Room
- Enhancing Opportunities for Community College Transfer
  - Palm and Sunset Cabanas
- Benefits and Risks of Study Abroad in Challenging Locations
  - Windsor Complex
- The President’s Perspective on Board Relations
  - Garden Room
- Trends in Giving: Results from Annual Studies of Philanthropy
  - Seabreeze Cabana

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

- Lunch Meeting of Executive Officers of CIC State Fund Members
  - Stuart Room
- Independent College Association and Fund Dinner
  - Meet in the hotel lobby.

6:30 p.m.
**Dinner and Annual Members Meeting of Women’s College Coalition**

Crystal Room

7:15–8:15 a.m.
**BREAKFAST MEETINGS**

- Lutheran Education Conference of North America
  - Stuart Room
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- Nonmember Presidents and Member Presidents Attending the Institute for the First Time
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  - Crystal Room

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  - (By invitation only)
  - Crystal Room

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  - Ellen Cole—“Identity, Privacy, and Relationships”
  - Carousel Room

10:15 a.m.–1:00 p.m.
**CONCURRENT SESSIONS**
(with boxed lunch)

- Engaged Learning as Effective Pedagogy
  - Crystal and Continental Rooms
- Interfaith Understanding on Campus: Opportunities and Challenges
  - Hanover Room
- Enhancing Opportunities for Community College Transfer
  - Palm and Sunset Cabanas
- Benefits and Risks of Study Abroad in Challenging Locations
  - Windsor Complex
- The President’s Perspective on Board Relations
  - Garden Room
- Trends in Giving: Results from Annual Studies of Philanthropy
  - Seabreeze Cabana

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

- Lunch Meeting of Executive Officers of CIC State Fund Members
  - Stuart Room
- Independent College Association and Fund Dinner
  - Meet in the hotel lobby.
TUESDAY, JANUARY 6

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

7:00 a.m.–5:00 p.m.
Charging Stations and Computer Kiosks
Coronet Room Foyer

7:15–8:15 a.m.
Breakfast
Crown and Coronet Rooms

BREAKFAST ROUNDTABLE DISCUSSIONS
- Developing Interfaith Cooperation on Campus
- Network for Vocation in Undergraduate Education (NETVUE)
- Shared Governance Roles
- Succession Planning and Presidential Transitions
- The Transformational Presidency
- Woodrow Wilson Visiting Fellows Program

7:15–8:15 a.m.
BREAKFAST MEETINGS
Council for Christian Colleges & Universities
Hanover Room
Evangelical Lutheran Church in America
Embassy Room
Online Consortium of Independent Colleges and Universities
Tudor Room
Presidential Vocation and Institutional Mission Program
Past Participants
Continental Room
Presidents of Historically Black Colleges and Universities
Garden Room

8:00 a.m.–5:00 p.m.
INDIVIDUAL CONSULTATIONS
(See page 36 for listings.)

8:30–9:45 a.m.
PLENARY SESSION
David W. Blight, Gregory Nagy, and Rebecca S. Chopp—“Lessons from the Past for Leadership Today”
Ballroom

10:15–11:30 a.m.
CONCURRENT SESSIONS
Developing Partnerships with Colleges and Universities in Mexico
Garden Room
Effective Strategies for Success with Adult Learners
Hanover Room
Legal Issues That Keep Presidents Up at Night
Seabreeze Cabana
Models of Endowment Management for Private Colleges
Crystal and Continental Rooms
Securing America’s Future: The Power of Liberal Arts Education
Carousel Room
The Enrollment Planning Imperative
Palm and Sunset Cabanas

10:15–11:30 a.m.
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM
Breakfast with Discussion Groups
Regent Hall

11:45 a.m.–1:00 p.m.
ASSOCIATED MEETINGS
Lunch Meeting for Independent Colleges of Indiana
Tudor Room
Lunch Meeting for North Carolina Independent Colleges and Universities
Stuart Room

11:45 a.m.–1:00 p.m.
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM
Handling Challenging Situations and Conversations
Viceroy Hall
Volunteer Contracts
Regent Hall

1:00–2:00 p.m.
ASSOCIATED MEETINGS
Lunch Meeting for Independent Colleges of Indiana
Tudor Room
Lunch Meeting for North Carolina Independent Colleges and Universities
Stuart Room
WEDNESDAY, JANUARY 7

1:15–3:00 p.m.  
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**  
Presidential Spouses and Partners Networking Session I and II  
Hanover Room

1:30–5:00 p.m.  
**Optional Excursion**  
Old Town Historical Tour  
Meet in the hotel lobby.

2:00–3:30 p.m.  
**Open Forum: Project on the Future of Independent Higher Education**  
Carousel Room

2:00–3:30 p.m.  
**WORKSHOP**  
Twitter Tutorial (for Presidents): Triumphs, Trials, Trends, and Tips  
Embassy Room

2:00–4:00 p.m.  
**WORKSHOP**  
Tuition Pricing Considerations and Choices  
Crystal and Continental Rooms

6:00–7:00 p.m.  
**AWARDS RECEPTION**  
Lower Grande Hall and Thomas Lawn

7:00–9:00 p.m.  
**AWARDS BANQUET**  
Upper Grand Hall

7:00–11:30 a.m.  
**Institute Registration**  
Coronet Room Foyer

7:00–11:30 a.m.  
**Charging Stations and Computer Kiosks**  
Coronet Room Foyer

7:30–8:30 a.m.  
**ANNUAL BUSINESS MEETING**  
(Breakfast will be available.)  
Carousel Room

7:30–8:30 a.m.  
**BREAKFAST**  
Crown and Coronet Rooms

7:30–8:30 a.m.  
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**  
Breakfast with Discussion Groups  
Regent Hall

8:30–11:30 a.m.  
**INDIVIDUAL CONSULTATIONS**  
(See page 49 for listings.)

8:45–9:45 a.m.  
**CONCURRENT SESSIONS**  
A New Era for Strategic Planning  
Stuart Room

Avoiding the Pitfalls of Senior Leadership Searches  
Windsor Complex

Using Trustees More Effectively in Fundraising  
Garden Room

8:45–9:45 a.m.  
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**  
Planning for Retirement: Are You Ready?  
Crystal and Continental Rooms

10:00–11:30 a.m.  
**CLOSING PLENARY SESSION**  
Thomas F. Flynn, Lee Pelton, Susan Resneck Pierce, and William E. Troutt—“Presidential Strategies for Effective Governance”  
Ballroom

Noon–1:30 p.m.  
**Presidents Institute Spouses and Partners Task Force Luncheon**  
Hanover Room

Noon–4:30 p.m.  
**POST-INSTITUTE WORKSHOP**  
The President’s Guide to Successful Fundraising Campaigns  
Crystal Room

**ASSOCIATED GROUP MEETINGS**  
(See page 54 for listings.)
Please note: Pre-registration is required for this program. Please inquire at the CIC Registration Desk.

SATURDAY, JANUARY 3

7:45–11:30 a.m.  New Presidents Program Registration
Coronet Room Foyer

SESSIONS FOR NEW PRESIDENTS

8:00–9:00 a.m.  Breakfast for New Presidents
Empress Hall

9:00–9:15 a.m.  Welcoming Remarks
Empress Hall  Mary Pat Seurkamp, Senior Advisor and Director, CIC New Presidents Program, and President Emerita, Notre Dame of Maryland University

9:15–10:15 a.m.  Making Connections
Empress Hall  L. Jay Lemons, President, Susquehanna University

10:15–10:30 a.m.  Break
Empress Hall Foyer

10:30–11:30 a.m.  The Changed Environment for Presidential Leadership: Innovation and Beyond
Wilder Complex  Paul Hennigan, President, Point Park University
Mary B. Marcy, President, Dominican University of California

11:30 a.m.–12:15 p.m.  I Wish I Had Known What I Know Now
Wilder Complex  Mary-Beth Cooper, President, Springfield College (MA)
Alecia A. DeCoudreaux, President, Mills College
Arvid C. Johnson, President, University of St. Francis (IL)

SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

8:00–9:00 a.m.  Breakfast for Spouses and Partners of New Presidents
Spreckels Complex
New Presidents Program (cont’d)

9:00–9:15 a.m.  Welcome  
Spreckels Complex  
Katherine M. Whatley, Vice President for Annual Programs, CIC

9:15–10:30 a.m.  Introductions: Making Connections  
Spreckels Complex  
J. Laird Hanson, Presidential Spouse, Hamline University  
Lynne C. Joyce, Presidential Spouse, Brevard College

10:30–10:45 a.m.  Break  
Spreckels Complex Foyer

10:45 a.m.–12:15 p.m.  Varied Roles of the Presidential Spouse or Partner: Different Paths to Success  
Spreckels Complex  
J. Laird Hanson and Lynne C. Joyce

12:30–1:45 p.m.  LUNCH FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS  
Regent Hall  
Welcome: Scott D. Miller, President, Bethany College (WV), and Chair, CIC New Presidents Program Advisory Committee  
Speaker: Jennifer L. Braaten, President, Ferrum College

SESSIONS FOR NEW PRESIDENTS

2:00–3:15 p.m.  Financial Fundamentals and Strategies for the New President  
Wilder Complex  
Roger Drake, President, Central Methodist University

3:15–3:25 p.m.  Refreshment Break  
Wilder Complex Foyer

3:25–4:25 p.m.  Enrollment, Marketing, and Today’s Students: Getting Them and Keeping Them  
Wilder Complex  
Roger N. Casey, President, McDaniel College  
Elizabeth J. Stroble, President, Webster University

4:30–5:10 p.m.  Small Group Discussions with Presidential Facilitators  
Wilder Complex
SECONDS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

2:00–3:15 p.m.  
*Small Group Discussions I: Current Issues and Challenges for Presidential Spouses and Partners*
*Spreckels Complex*

3:15–3:30 p.m.  
*Refreshment Break*
*Spreckels Complex Foyer*

3:30–5:00 p.m.  
*Small Group Discussions II: Current Issues and Challenges for Presidential Spouses and Partners*
*Spreckels Complex*

6:30–8:30 p.m.  
**RECEPTION AND DINNER FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS**
*Grande Hall Foyer and Regent Hall*

Hosts: Carol A. Leary, President, Bay Path University, and Laird Hanson, Presidential Spouse, Hamline University

Remarks: Richard Ekman, President, CIC

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SUNDAY, JANUARY 4

SECONDS FOR NEW PRESIDENTS

7:00–8:00 a.m.  
**Breakfast for New Presidents**
*Edison J and K*

8:00–8:15 a.m.  
**Break**

8:15–10:30 a.m.  
**Working with the Board—Basics and Beyond**
*Wilder Complex*

Thomas F. Flynn, President, Alvernia University
Linda N. Hanson, President, Hamline University
Wendy B. Libby, President, Stetson University

Moderator: Douglas M. Orr, President Emeritus, Warren Wilson College

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SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

7:00–8:15 a.m.  
**Breakfast for Presidential Spouses and Partners of New Presidents**
*Spreckels Complex*
### Joint Sessions for New Presidents and Spouses and Partners

**Finding Your Niche on Campus and in the Community**

8:15–10:30 a.m.

Spreckels Complex

Lynne C. Joyce

**Joins Sessions for New Presidents and Spouses and Partners**

8:15–10:30 a.m.

Spreckels Complex

Lynne C. Joyce

10:30–10:45 a.m.

Wilder Complex Foyer

Refreshment Break

10:45 a.m.–12:15 p.m.

Wilder Complex

The President and Institutional Advancement

David C. Joyce, President, Brevard College

Lynne C. Joyce, Presidential Spouse, Brevard College

Beverly Daniel Tatum, President, Spelman College

Travis Tatum, Presidential Spouse, Spelman College

12:15–12:30 p.m.

Break

12:30–1:45 p.m.

Regent Hall

Luncheon

1:45–2:00 p.m.

Break

2:00–2:45 p.m.

You Got the Job, Now What?

Wilder Complex

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

2:45–2:55 p.m.

Break

### Session for New Presidents

2:55–3:30 p.m.

Wilder Complex

Closing Remarks and Questions

Mary Pat Seurkamp

### Session for Spouses and Partners of New Presidents

2:55–3:30 p.m.

Spreckels Complex

Closing Remarks and Questions

Laird Hanson and Lynne C. Joyce
Presidents Governance Academy Registration

Coronet Room Foyer

Continental Breakfast

Hanover Room

Welcome and Introductions

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

Richard Cook, President Emeritus, Allegheny College

Discussion Topics

Garden Room

• What characterizes an ideal or effective board?

• What are the most promising improvements in academic governance in recent decades?

Refreshment Break

Garden Room

Discussion Topics

Garden Room

• What are dysfunctional practices that affect president-board relations today?

• What policies, practices, and tools can the president use to improve president-board relations and trustee performance?

Lunch

Hanover Room
1:00–3:30 p.m.  
**Garden Room**

**Discussion Topics**
- How can the committee on trusteeship be used to strengthen board membership?
- What are best practices in the assessment of trustee and board performance?
- What issues need to be considered in key presidential relationships (board chair, faculty, alumni, and other stakeholders)?

3:30–3:45 p.m.  
**Garden Room**

**Refreshment Break**

3:45–5:00 p.m.  
**Garden Room**

**Discussion Topics**
- Why are board culture, structure, and documents—especially bylaws—important?
- What are desirable and undesirable bylaws provisions (executive committee; board size; trustee terms and term limits; committee structure; board and committee meeting agendas; and board retreats)?

6:15–8:00 p.m.  
**Hanover Room**

**Reception and Dinner**
“It’s More than Giving: Leveraging Trustees for Institutional Vitality”
Remarks: *Eileen Wilson-Oyelaran*, President, Kalamazoo College

8:00 p.m.  
**Garden Room**

**After-Dinner Conversations and Refreshments**

**SUNDAY, JANUARY 4**

7:00–8:00 a.m.  
**Hanover Room**

**Breakfast**

8:15–8:45 a.m.  
**Garden Room**

**Review of Yesterday’s Discussion Topics**

8:45–10:00 a.m.  
**Garden Room and Stuart Room**

**President-to-President Bylaws Reviews**
10:00–10:15 a.m. **Refreshment Break**
*Garden Room*

10:15 a.m.–Noon **Discussion Topics**
*Garden Room*
- What common shortcomings did we find in our respective bylaws—and how can they be fixed?
- What are effective ways to revise governance documents to strengthen board organization and performance?
- What policies and best practices should guide the conduct of board and presidential performance reviews?

Noon–1:00 p.m. **Lunch**
*Hanover Room*

1:00–2:45 p.m. **Discussion Topics**
*Garden Room*
- What are effective approaches to in-service trustee education and board development initiatives?
- What are your plans to strengthen governance policies and practices (explicit goals, strategy, and timetable)?

2:45–3:15 p.m. **Concluding Remarks**
*Garden Room*
**SUNDAY, JANUARY 4**

8:00–9:00 a.m.  
**Executive Committee Breakfast Meeting**  
*Executive Room*

8:15–9:00 a.m.  
**Board of Directors Breakfast**  
*Continental Room*

9:00–10:00 a.m.  
**BOARD OF DIRECTORS COMMITTEE MEETINGS**  
*Tudor Room*  
*Awards Committee*  
*Embassy Room*  
*Investment Committee*  
*Windsor Room*  
*Orientation for New Board Members*

10:15–11:45 a.m.  
**BOARD OF DIRECTORS COMMITTEE MEETINGS**  
*Executive Room*  
*Membership Committee*  
*Crystal Room*  
*Programs Committee*  
*Embassy Room*  
*Public Information Committee*  
*Tudor Room*  
*Resource Development Committee*

Noon–1:00 p.m.  
**Luncheon for All Board of Directors Members**  
*Continental Room*

1:15–3:00 p.m.  
**BOARD OF DIRECTORS BUSINESS MEETING**  
*Carousel Room*
Saturday, January 3

7:45–11:30 a.m.  
**New Presidents Program and Presidents Governance Academy Registration**

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

7:45 a.m.–5:00 p.m.  
**Charging Station** *(Sponsored by EFL Associates)*

Coronet Room Foyer  
A station is available to charge mobile devices.

**Computer Kiosks** *(Sponsored by PlattForm)*

Computer stations are available for participants to check email.

8:00 a.m.–8:30 p.m.  
**New Presidents Program (including Spouses and Partners of New Presidents)**

See pages 7–10 for meeting rooms.

8:00 a.m.–8:30 p.m.  
**Presidents Governance Academy**

See pages 11–13 for meeting rooms.

5:15–5:45 p.m.  
**Roman Catholic Mass**

Edison Room I  
The service of worship is open to all.

Celebrant: *Kevin P. Quinn, SJ*, President, University of Scranton
7:00 a.m.–5:00 p.m. **Institute Registration**  
*Coronet Room Foyer*  
Sign up for Individual Consultations and other events with space limitations.

7:00 a.m.–5:00 p.m. **Charging Station (Sponsored by EFL Associates)**  
*Coronet Room Foyer*  
A station is available to charge mobile devices.

**Computer Kiosks (Sponsored by PlattForm)**  
Computer stations are available for participants to check email.

7:00 a.m.–3:30 p.m. **New Presidents Program (including Spouses and Partners of New Presidents)**  
See pages 7–10 for meeting rooms.

7:00 a.m.–3:15 p.m. **Presidents Governance Academy**  
See pages 11–13 for meeting rooms.

7:30–8:00 a.m. **Ecumenical Worship Service**  
*Edison Room I*  
The service of worship is open to all.  
Presiding: *David C. Joyce*, President, Brevard College

8:00 a.m.–3:00 p.m. **CIC Board of Directors Meeting**  
See page 14 for meeting rooms.

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

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

**Pointe Cabana**  
**Endowment Management**  
*Michael V. Collins*, Director, Endowment and Foundation Services, TIAA-CREF Trust Company
Coastal Cabana

**Presidential Compensation and Benefits**
*Rian M. Yaffe*, Founder and Chairman, Yaffe & Company, Inc.

Pacifica Cabana

**Presidential Contracts**
*Raymond D. Cotton*, Partner, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.

Strand and Bayside Cabanas

**Retirement Planning and Wealth Management**
*TIAA-CREF Counselors*

1:00–4:00 p.m.
Stuart Room

**Council of Colleges and Universities of the Christian Church (Disciples of Christ)**
Convener: *Scott D. Miller*, President, Bethany College (WV)

3:30–4:15 p.m.
Tudor Room

**Spouses and Partners Task Force Meeting**
Convener: *Terry Aretz*, Chair, Spouses and Partners Task Force, and Presidential Spouse, Mount St. Joseph University
2015 PRESIDENTS INSTITUTE BEGINS

5:00–6:15 p.m.
Ballroom

WELCOME AND INSTITUTE OVERVIEW

Chris Kimball, Chair, CIC Board of Directors, and President, California Lutheran University

Richard Ekman, President, CIC

Terry Aretz, Chair, Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Mount St. Joseph University

Rodrigo Guerra Botello, Secretary General, Mexican Federation of Private Institutions of Higher Education (FIMPES)

KEYNOTE ADDRESS

(Cosponsored by Aramark and Stevens Strategy, LLC)

Powerful Colleges: Educating Students to Think in the Digital Age

Cathy N. Davidson, a national leader in the digital humanities, an advocate of new approaches in teaching and learning, and cofounder of HASTAC (Humanities, Arts, Science, and Technology Alliance and Collaboratory), will discuss the future of learning and higher education institutions in the digital age and the lead role to be played by independent colleges and universities. Her recent book, Now You See It: How the Brain Science of Attention Will Transform the Way We Live, Work, and Learn (2011), argues that current structures for learning and assessment of learning are outdated. New methods need to be adapted to teach students how to collaborate with one another across diverse cultural and disciplinary divides. Her work on “collaboration by difference” encourages problem solving through heterogeneous teams whose members bring different expertise and biases to the challenge at hand, thus accounting for different aspects of “attention blindness” among team members. Davidson will discuss how independent colleges can lead the way in effectively educating students for the challenges of the world we live in now.

Cathy N. Davidson is Distinguished Professor of English in the PhD program and newly appointed director of the Futures Initiative at the Graduate Center, City University of New York. For the past 25 years Davidson was at Duke University where she was John Hope Franklin Humanities Professor of Interdisciplinary Studies and Ruth F. DeVarney Professor of English. She is a cofounder of HASTAC, a virtual network of more than 14,000 innovators worldwide dedicated to “Changing the Way We Teach and Learn.” HASTAC administers
the annual $2 million HASTAC/MacArthur Foundation Digital Media and Learning Competitions, codirected by Davidson and HASTAC cofounder David Theo Goldberg. Together they won the 2012 World Technology Award for Education. Davidson served as vice provost for interdisciplinary studies at Duke University from 1998 to 2006. She helped create the program in information science and information studies, the Center for Cognitive Neuroscience, the John Hope Franklin Humanities Institute, and 70 other innovative programs. President Obama appointed her to the National Council on the Humanities in 2011. In addition to Now You See It, her more than 20 published books include The Future of Thinking: Learning Institutions in a Digital Age (2010, with David Theo Goldberg); 36 Views of Mount Fuji: On Finding Myself in Japan (2004); Revolution and the Word: The Rise of the Novel in America (2004); and Closing: The Life and Death of an American Factory (1998, with photographer Bill Bamberger). She writes for the Chronicle of Higher Education, Inside Higher Ed, Harvard Business Review, Wall Street Journal, Fast Company, and the Washington Post, among others. Davidson earned a BA in philosophy and English from Elmhurst College and an MA and PhD in English from the State University of New York at Binghamton.

Chair: **Henry N. Tisdale**, President, Claflin University

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**WELCOMING DINNER**

*(Cospnsored by Collegis Education and Johnson, Grossnickle and Associates)*

Following the keynote address, a combination reception and buffet dinner will provide an inviting setting to greet old friends and meet new ones.

**Reception for Sponsors**

All sponsors of the Presidents Institute are welcome.

Host: **CIC Board of Directors**
7:00 a.m.–5:00 p.m.  
**Institute Registration**  
Coronet Room Foyer  
Sign up for Individual Consultations and other events with space limitations.

7:00 a.m.–5:00 p.m.  
**Charging Station (Sponsored by EFL Associates)**  
Coronet Room Foyer  
A station is available to charge mobile devices.

**Computer Kiosks (Sponsored by PlattForm)**  
Computer stations are available for participants to check email.

7:15 – 8:15 a.m.  
**Breakfast**  
**(Sponsored by The Lawlor Group, Inc.)**  
Crown and Coronet Rooms  
Breakfast is provided for all registered Institute participants. Several Roundtables are designated for participants to join colleagues to discuss specific topics.

**BREAKFAST ROUNDTABLE DISCUSSIONS**

**Campus Facilities Planning**  
A fresh approach to planning campus facilities will be discussed. The conveners will describe improvements that can have the greatest impact on recruitment and retention of students.  
*Steven R. DiSalvo*, President, Saint Anselm College  
*Stephen B. Sproles*, Partner, Derck & Edson

**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.  
*Scott Jaschik*, Editor, *Inside Higher Ed*

**Michigan Promise: A Model for Scholarship Aid**  
Scholarship programs based on the Kalamazoo Promise are springing up across the county but typically exclude independent institutions. The Kalamazoo Promise recently expanded to 15 private colleges and universities in Michigan. How does this scholarship program work, and how did Michigan set a precedent?  
*Robert P. Bartlett*, President, Michigan Colleges Alliance
Rethinking Organizational Structure

This discussion invites presidents to share the organizational structures of their institutions as well as the composition, function, and meeting schedules of key administrative groups, such as the cabinet. Pros and cons of various structures will be discussed. Participants are encouraged to bring copies of their institutional organization charts.

Peter E. Millet, President, Stillman College

Tuition Resets: What Have We Learned?

What has been learned from institutions that have lowered their tuition? Results from a study include changes to the applicant pool and enrollment as well as changes to the financial aid strategy, discount rate, and net tuition revenue. Discussion topics will include ways that the price reset was implemented for continuing students and the long-term impact of the price cut.

Lucie Lapovsky, Principal, Lapovsky Consulting

Yes We Must Coalition: College Success for All

Independent colleges strive to increase the degree attainment of students from low-income backgrounds. Discuss how the Yes We Must Coalition is supporting independent institutions that enroll a high percentage of low-income students, thereby contributing to national goals.

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

7:15–8:15 a.m.

BREAKFAST MEETINGS

Stuart Room

Lutheran Educational Conference of North America

Convener: William E. Hamm, President

Embassy Room

National Association of Intercollegiate Athletics

Convener: Jim Carr, President, NAIA, and John C. Reynders, President, Morningside College

Garden Room

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

Convener: Chris Kimball, President, California Lutheran University, and Chair, CIC Board of Directors
**Tudor Room**

**Project Pericles Presidents**

Convener: *Lyle D. Roelofs*, President, Berea College

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**Windsor Room**

**Wisconsin Association of Independent Colleges and Universities**

Convener: *Rolf Wegenke*, President

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**Crystal Room**

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

Convener: *Barbara Gombach*, Program Evaluator, NetVUE

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**Carousel Room**

**Presidential Spouses and Partners Program**

**Breakfast with Discussion Groups**

*(Sponsored by TIAA-CREF)*

Breakfast is provided for all registered presidential spouses and partners. Discussions are organized by years of service. Participants will determine the discussion topics.

**First-Year Spouses and Partners**

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

*Mary L. Trettin*, Presidential Spouse, Northland College

**Second-Year Spouses and Partners**

*Carole L. Williams*, Presidential Spouse, Fisk University

**Third-Fifth Year Spouses and Partners**

*Sharon Kazee*, Presidential Spouse, University of Evansville

**Sixth-Tenth Year Spouses and Partners**

*Michelle Dorsey*, Presidential Spouse, Texas Lutheran University

**Eleventh Year and Above Spouses and Partners**

*Sheila J. Garren*, Presidential Spouse, Lynchburg College
8:00 a.m.–5:00 p.m. **INDIVIDUAL CONSULTATIONS**

Please sign up in advance at the CIC Registration Desk.

**Executive Room**

**Board Relations**

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

**Tide Cabana**

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

*Michael Williams*, President, The Austen Group

**Surf Cabana**

**Endowment Management**

*Michael V. Collins*, Director, Endowment and Foundation Services, TIAA-CREF Trust Company

**Coastal Cabana**

**Presidential Compensation and Benefits**

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

**Pacifica Cabana**

**Presidential Contracts**

*Raymond D. Cotton*, Partner, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.

**Strand and Bayside Cabanas**

**Retirement Planning and Wealth Management**

*TIAA-CREF Counselors*

8:30–9:45 a.m. **PLENARY SESSION**

*(Sponsored by Credo)*

**Better Education and Better Outcomes for Underrepresented Students**

Michael T. Nettles, a leading educational policy researcher, will report on the academic success of underrepresented students at independent colleges and discuss the new challenges to maintaining a commitment to access during lean economic times. Widely regarded as a national policy expert on educational assessment, student performance and achievement, educational equity, and higher education finance, Nettles’s publications reflect his broad interests in public policy, student and faculty access, opportunity, achievement, and assessment at both the K–12 and postsecondary levels. His plenary address will discuss the educational needs of and opportunities for the students now entering higher education—who have a different demographic profile from earlier generations of students—and the critical role independent colleges can play in serving underrepresented students.
Michael T. Nettles is senior vice president of the Policy Evaluation and Research Center at Educational Testing Service (ETS) where he holds the Edmund W. Gordon Chair. He worked at ETS as a research scientist from 1984 to 1986 and as a senior research scientist from 1986 to 1989. From 1989 to 1992 Nettles was vice president for assessment of the University of Tennessee system, and from 1992 to 2003 he was a professor of education at the University of Michigan. Nettles was appointed by two U.S. Secretaries of Education to serve on the National Assessment Governing Board (NAGB), which oversees and develops policies for the National Assessment of Educational Progress; he served as the vice chair of NAGB for three years. Prior to rejoining ETS in 2003, he served for eight years as a trustee of the College Board and for four years on the Graduate Record Exam board. From 1996 to 1999 Nettles served as the founding executive director of the Frederick D. Patterson Research Institute at the United Negro College Fund. He returned to ETS as executive director of policy research and became vice president in 2004. He assumed his current position in 2006. Nettles is the lead author of the three-volume African American Education Data Book series and Two Decades of Progress: African Americans Moving Forward in Higher Education. In summer 2014 Nettles was appointed by President Obama to serve on the President’s Commission of Educational Excellence for African Americans. He earned a bachelor’s degree in political science from the University of Tennessee and master’s degrees in political science and higher education as well as a PhD in education from Iowa State University.

Chair: Elizabeth A. Fleming, President, Converse College

9:45–10:15 a.m. Refreshment Break (Sponsored by The Collaborative Inc.)
Crown and Coronet Rooms

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

Campus Crime and Sexual Assault: Confidential Guidance for Presidents (Open only to currently serving college presidents)

New and proposed federal regulations along with public demands for greater accountability and transparency are prompting independent colleges to change how they respond to incidents of campus crime and sexual misconduct, handle disciplinary hearings, report data, and conduct training for students, faculty members, and staff. How are the regulations and expectations changing? How should crime and violations of campus policies be communicated to the public? An experienced legal expert will provide up-to-date information, and presidents will lead a candid discussion with their colleagues.
**Garden Room**

**Creative Ways to Increase Persistence to Graduation**

Graduation rates are an important measure of an institution’s health. Presidents will discuss effective strategies to improve graduation rates and student success. Learn how innovative strategies in enrollment management can increase student success and retention.

- **Donna M. Carroll**, President, Dominican University (IL)
- **Douglas N. Hastad**, President, Carroll University (WI)
- **Beverly W. Hogan**, President, Tougaloo College
- **Fernando León García**, Rector, CETYS University (Mexico)

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

**Hanover Room**

**Efforts to Cope with Federal PLUS Loan Restrictions**

Changes in the U.S. Department of Education’s administration of the parent PLUS loan program have had an adverse impact on enrollments at private colleges, especially those that serve large numbers of low-income, first-generation, and minority students. What approaches are being used to cope with these restrictive changes? Should efforts to loosen the restrictions prove successful, how might institutions alter their financial aid strategies?

- **John Bassett**, President, Heritage University
- **Carlton Brown**, President, Clark Atlanta University
- **Lester C. Newman**, President, Jarvis Christian College

Chair: **Maryanne Stevens, RSM**, President, College of Saint Mary (NE)

**Windsor Complex**

**Open Forum with Cathy Davidson**

Institute participants are invited to continue the conversation with Cathy Davidson following her opening keynote address. Topics will range from the use of digital humanities to problem solving with heterogeneous teams to new approaches in teaching and learning.

- **Cathy N. Davidson**, Distinguished Professor of English and Director, Futures Initiative, Graduate Center, City University of New York

Chair: **Tori Haring-Smith**, President, Washington & Jefferson College
The Financial and Strategic Outlook for Private Colleges

What does the future hold for independent colleges and universities? Given the slow recovery of the economy, institutions must continue to be concerned about tuition pricing, discount rates, indebtedness, and demographic changes in the student population. Pressures persist to reduce costs, expand online delivery, eliminate under-enrolled programs, and consider new business models. A financial industry expert will review the outlook for private colleges and universities in 2015 and outline issues expected to be prominent for higher education management in the near future.

Eva H. Bogaty, Vice President–Senior Analyst, Moody’s Investors Service

Chair: Edward F. Leonard III, President, Bethany College (KS)

What Journalists Really Think about College Costs and Student Debt

A panel of business and higher education journalists will share their perspectives on college costs, student debt, tuition discounting, and other affordability issues. The journalists will explain what they and their readers think about these issues and share their experiences in covering campus financial topics. Presidents will have the opportunity to discuss the press coverage of college affordability and the value of a liberal arts education at a private college or university.

Chris Farrell, Senior Economics Editor, Marketplace
Scott Jaschik, Editor, Inside Higher Ed
Kathleen Pender, Business Columnist, San Francisco Chronicle
Beckie Supiano, Staff Reporter, The Chronicle of Higher Education

Chair: Cleveland L. Sellers, Jr., President, Voorhees College

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM
(Sponsored by TIAA-CREF)

Welcoming Luncheon Address: Identity, Privacy, and Relationships

How can presidential spouses and partners find ways to serve their institutions that complement their own identities and interests? How and with whom should the spouse or partner of a new president establish friendships in their new community? What are effective practices to overcome feelings of loneliness and isolation? How do spouses or partners who have their own independent careers carve out time and space for both roles? What are the blessings and pitfalls of serving as a member of the faculty or staff at the institution where the spouse or partner is president? A scholar of relationships who also is the spouse of a retired president will address these questions.
Ellen Cole currently serves as professor of practice at The Sage Colleges. She is a professor of psychology emerita at Alaska Pacific University and from 1995 to 2009 served as presidential spouse during the presidency of her husband, Douglas M. North. Her areas of research include women and gender, retirement and aging, and sexuality. She is a fellow of the American Psychological Association and has received a number of awards. Cole has authored numerous journal articles, including one with Pamela Trotman Reid, president of the University of Saint Joseph (CT), on the lives of wives of college and university presidents. Cole earned a BA in psychology from Boston University, an MEd in counseling from Harvard University, a PhD in counseling psychology from Union Institute, and an MA in applied positive psychology from the University of Pennsylvania.

Chair: Terry Aretz, Chair, Spouses and Partners Task Force, and Presidential Spouse, Mount St. Joseph University

11:30–11:45 a.m.

**Refreshment Break** *(Sponsored by Scannell & Kurz)*

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 Capture Higher Ed)*

**Engaged Learning as Effective Pedagogy**

Student engagement in learning outside the classroom can foster critical reflection, integration of knowledge, development of transferable skills, and civic engagement. Presidents of private colleges in the U.S. and Mexico will discuss the value of such practices as internships, community service, undergraduate research, and campus work programs to support better educational outcomes for their students.

MaryAnn Baenninger, President, Drew University

Stephen R. Briggs, President, Berry College

Antonio José Dieck Assad, Rector, Universidad de Monterrey (Mexico)

Ramón de la Peña Manrique, Rector, Centro de Estudios Universitarios Monterrey (Mexico)

Chair: Paula J. Carlson, President, Luther College
Hanover Room

Interfaith Understanding on Campus: Opportunities and Challenges

As the religious and cultural backgrounds of students become more diverse, new opportunities for interfaith understanding on campus are emerging. Interfaith engagement takes different forms on campuses where adherents of religious traditions interact with students who identify themselves as “spiritual but not religious” or who check “none” as their religious affiliation. Students of different nationalities and cultural experiences add to this diversity. A panel of presidents will discuss the opportunities and challenges of curricular and co-curricular initiatives to address the increasing diversity of students, staff, and faculty members.

William J. Craft, President, Concordia College (MN)
Devorah Lieberman, President, University of La Verne
Nayef H. Samhat, President, Wofford College
Chair: Carolyn J. Stefanco, President, The College of Saint Rose

Palm and Sunset Cabanas

Enhancing Opportunities for Community College Transfer

How can independent colleges and universities improve both the transfer experience and baccalaureate attainment rates of the students who transfer from community colleges? What efforts are successful in addressing challenges that transfer students face academically and culturally? How can state-wide collaborations and policies smooth transfer from public and private two-year to private four-year institutions?

Joseph B. Moore, President, Lesley University
Carl J. Strikwerda, President, Elizabethtown College
John B. Wilson, President, Independent College Fund of New Jersey
Chair: Jacque Carter, President, Doane College

Windsor Complex

Benefits and Risks of Study Abroad in Challenging Locations

Providing opportunities for students to study in places of social and cultural transformation and political and economic instability, or even turmoil, can offer valuable learning experiences. How can presidents responsibly manage the risks and benefits of study abroad in such locations? How can they communicate effectively with diverse campus communities about actual versus perceived risks and learning opportunities? What response is needed when a crisis situation occurs? American and international presidents will discuss opportunities and risks of sending students and faculty members into challenging study abroad locations.

John C. Knapp, President, Hope College
G. David Pollick, Rector, European Humanities University (Lithuania)
Panagiotis Vlachos, President, American College of Thessaloniki (Greece)
Chair: Barbara A. Farley, President, Illinois College

Garden Room

The President’s Perspective on Board Relations
(Open only to currently serving college presidents)
Presidents will have an opportunity to raise confidential and sensitive questions and issues about the president’s work with the board. Discussion topics will arise from session participants and may include relations with the board chair, trustee recruitment, board development, committee structures and bylaws, and management of difficult situations.

Moderator: Richard T. (Tom) Ingram, Senior Advisor for President-Board Relations, CIC, and President Emeritus, Association of Governing Boards of Universities and Colleges
Chair: Joanne Berger-Sweeney, President, Trinity College (CT)

Seabreeze Cabana

Trends in Giving: Results from Annual Studies of Philanthropy
Results from several annual studies of philanthropy and their implications for higher education fundraising will be presented. While overall giving is up, what can be learned from recent patterns in philanthropy? How has giving changed since before the recession? What are the trends in alumni giving? A leading philanthropy researcher will lead a discussion of how college presidents might focus their fundraising efforts.

Una Osili, Director of Research, Indiana University Lilly Family School of Philanthropy
Chair: Ben Hancock, President, Methodist University

1:00–1:30 p.m.

Refreshment Break (Sponsored by SAGE Dining Services, Inc.)

Crown and Coronet Rooms

1:00–2:00 p.m.

ASSOCIATED MEETINGS

Lunch Meeting of Executive Officers of CIC State Fund Members
Convener: A. Hope Williams, President, North Carolina Independent Colleges and Universities

Tudor Room

Lunch Meeting of Women’s College Coalition Board
Convener: Marilyn Hammond, Interim President
1:30–5:00 p.m.

Optional Excursion: Scenic Land and Sea Tour

Meet in the hotel lobby.

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

2:00–3:30 p.m.

Mexico and U.S. Independent Higher Education Leadership Summit (By invitation only)

Garden Room

Leaders of the Mexican Association of Universities and Higher Education Institutions (ANUIES), the Mexican Federation of Private Institutions of Higher Education (FIMPES), and CIC Board of Directors will meet.

Conveners:

Juan de la Borbolla Rivero, President, FIMPES, and Rector, Universidad Panamericana Guadalajara (Mexico)

Arturo Cherbowski Lask, Director, Santander Universidades and Universia (Mexico)

Richard Ekman, President, CIC

Rodrigo Guerra Botello, Secretary General, FIMPES (Mexico)

Guillermo Hernández Duque Delgadillo, Director General for Strategic Partnerships, ANUIES (Mexico)

Chris Kimball, Chair, CIC Board of Directors, and President, California Lutheran University

WORKSHOPS

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

2:00–3:30 p.m.

The President’s Second Contract: What to Maintain and What to Change (Open only to currently serving college presidents)

Embassy Room

(Sponsored by the Chronicle of Higher Education)

Negotiating a second (or third) presidential contract presents an opportunity to reassess the prior or current agreement. What elements of the contract should be continued? Which ones need to be modified? Do new clauses need to be added? An experienced higher education attorney who has worked on more than 350 presidential contracts will discuss in a confidential setting desirable features of contract renewals. Topics to be addressed include base salary, deferred compensation, bonuses, outside income, presidential evaluations, sabbaticals, termination clauses, and post-presidency opportunities.

Raymond D. Cotton, Partner, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.

Chair: James S. Dlugos, Jr., President, Saint Joseph’s College of Maine
Institutional Financial Planning

As independent colleges face continued financial pressures, multiple strategies to sustain or enhance revenue need to be considered. From tuition freezes or reductions to fundraising campaigns, from shrinking enrollment to increasing it, from cutting programs to adding them, presidents need guidance to make decisions suitable for the institution. Presidents and their chief financial officers can benefit from a collaborative approach to arrive at the optimal direction for the institution. Long-range modeling and forecasting can be valuable tools for presidents, chief financial officers, and trustees. This workshop will provide participants with a better understanding of how to use analytics and forecasting models to determine whether proposed strategies will ultimately bring an institution into a more sustainable financial condition. What new institutional risks might be incurred in undertaking a particular strategy? How can an institution model its worst case scenarios? What should the institution do if a proposed strategy fails? How might the president communicate with the campus community about financial implications of a strategic decision?

Mark A. Heckler, President, Valparaiso University  
F. Robert Huth, Jr., Vice President for Business and Chief Financial Officer, Stetson University  
Wendy B. Libby, President, Stetson University  
John Palmucci, Jr., Senior Vice President for Finance and Administration, Valparaiso University  
Margaret F. Plympton, Consultant, Wirt/Kieffer, and former chief financial officer, Lehigh University

Chair: Greg Warden, President, Franklin University Switzerland

WORKSHOP FOR PRESIDENTIAL SPOUSES AND PARTNERS

(Sponsored by TIAA-CREF)

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

Presidential Spouses and Partners: Overcoming Isolation

The spouse or partner of a college president has a distinctive role on campus and in the surrounding community. The role can result in isolation and make it difficult to form close friendships. How does one determine who is trustworthy and who merely wants access to the president or to insider information? Participants will have the opportunity to share their experiences and strategies for reaching over the barriers that accompany the role of presidential spouse or partner. The facilitator, a presidential spouse for 22 years, will present tips from personal experience, her research, and other studies.

Ellen Cole, Professor of Practice, The Sage Colleges

Chair: Terry Aretz, Presidential Spouse, Mount St. Joseph University
5:00–6:30 p.m. **ALL-INSTITUTE RECEPTION**
*Crown and Coronet Rooms*
*(Co-sponsored by Gonser Gerber LLP and Yaffe & Company, Inc.)*
This is an opportunity—between the workshops and excursions of the afternoon and dinner—to connect informally with colleagues. All Institute participants are welcome.

6:30 p.m. **Dinner on Your Own**
This evening provides an opportunity for presidents, spouses and partners, speakers, and sponsors to join colleagues for dinner. Participants make their own arrangements.

*Crown and Coronet Rooms*

**Dinner and Annual Members Meeting of Women’s College Coalition**
Convener: *Marilyn Hammond*

*Meet in the hotel lobby.* **Kansas Independent College Association and Fund Dinner**
Convener: *Matthew E. Lindsey*, President

*Meet in the hotel lobby.* **Yes We Must Coalition Dinner**
Convener: *Gloria Nemerowicz*, Founder and President
TUESDAY, JANUARY 6

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

7:00 a.m.–5:00 p.m.  **Charging Station** *(Sponsored by EFL Associates)*  
*Coronet Room Foyer*  
A station is available to charge mobile devices.

**Computer Kiosks** *(Sponsored by PlattForm)*  
Computer stations are available for participants to check email.

7:15–8:15 a.m.  **Breakfast** *(Sponsored by the Registry for College and University Presidents)*  
*Crown and Coronet Rooms*  
Breakfast is provided for all registered Institute participants. Several Roundtables are designated for participants to join colleagues to discuss specific topics.

**BREAKFAST ROUNDTABLE DISCUSSIONS**

**Developing Interfaith Cooperation on Campus**

An increasing number of colleges and universities are considering how best to respond to the expanding religious diversity on campus. Conveners will share practical strategies for connecting interfaith cooperation with the college’s mission and strategy. Presidents who are new to or seasoned in interfaith initiatives are invited to participate in the discussion.

*Katie Bringman Baxter*, Vice President for Institutional Engagement, Interfaith Youth Core  
*Eboo Patel*, Founder and President, Interfaith Youth Core

**Network for Vocation in Undergraduate Education (NetVUE)**

NetVUE is a nationwide network of more than 180 colleges and universities administered by CIC with generous support from Lilly Endowment Inc. to foster the intellectual and theological exploration of vocation among college students. Learn about CIC’s network and discuss the benefits of participation in NetVUE programs and services.

*Shirley J. Roels*, Senior Advisor for NetVUE, CIC
Shared Governance Roles

Shared governance can lead to ambiguity about who makes what kinds of decisions on campus. Presidents will share models of decision making by the board, the faculty, and the president and discuss the pros and cons of various approaches.

*Thomas J. Botzman*, President, Misericordia University

*Judith Maxwell Greig*, President, Notre Dame de Namur University

Succession Planning and Presidential Transitions

The quality and stability of presidential transitions can have a significant impact on the vitality of independent colleges. What issues do presidents need to consider in preparing the way for their successors? The discussion will address aspects of the transition process, from creating a culture of professional development and preparing candidates for greater responsibility to the search process and the transition to an internal candidate once named.

*Daniel J. Carey*, President Emeritus, Edgewood College

*Scott Flanagan*, President, Edgewood College

The Transformational Presidency

How can college presidents manage transformational change while promoting the liberal arts as a competitive advantage? Presenters will discuss a framework for the process of change and examples of actual cases.

*Edward Sirianno*, President, Creative Communication Associates

*Kent C. Trachte*, President, Lycoming College

Woodrow Wilson Visiting Fellows Program

The Woodrow Wilson Visiting Fellows program brings prominent nonacademic professionals to campuses for a week-long residential program of classes, seminars, workshops, lectures, and informal discussions. For 45 years Fellows’ residencies have enriched thousands of campus communities. Learn more about CIC’s program and how a campus can arrange to host a Fellow.

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

7:15–8:15 a.m.

*BREAKFAST MEETINGS*

Hanover Room

Council for Christian Colleges & Universities

Convener: *Shirley V. Hoogstra*, President
Embassy Room

**Evangelical Lutheran Church in America**
Convener: Michael C. Maxey, President, Roanoke College

Tudor Room

**Online Consortium of Independent Colleges and Universities**
Convener: Adam Sambouri, Director of Operations, New Ventures of Regis University

Continental Room

**Presidential Vocation and Institutional Mission Program Past Participants**
Conveners: B. David Rowe, President, Centenary College of Louisiana, and Jodi Rowe, Presidential Spouse, Centenary College of Louisiana

Garden Room

**Presidents of Historically Black Colleges and Universities**
Convener: Billy C. Hawkins, President, Talladega College

Stuart Room

**Presidents of International Colleges and Universities**
Convener: David G. Horner, President, American College of Greece

Windsor Room

**Presidents of Very Small Colleges and Universities (Under 600 FTE)**
Convener: Susan E. Henking, President, Shimer College

7:15–8:15 a.m.  
Regent Hall

**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**
**BREAKFAST WITH DISCUSSION GROUPS**  
(Sponsored by TIAA-CREF)

Breakfast is provided for all registered presidential spouses and partners. Several Roundtables are designated for participants to discuss specific topics.

**Creative Tips for Thrifty Events**  
Michelle Dorsey, Presidential Spouse, Texas Lutheran University

**Engaging Trustee Spouses and Partners**  
Robin S. Reynders, Presidential Spouse, Morningside College
**Friend-Raising for the Institution**  
*Norman G. Knight*, Presidential Spouse, Pacific Union College

**Male Spouses and Partners**  
*Roger Fell*, Presidential Spouse, The University of Findlay

**The Presidential Spouse or Partner as Faculty Member**  
*Karen Klassen Harder*, Presidential Spouse, Bluffton University

**Traveling with Alumni**  
*Sheila J. Garren*, Presidential Spouse, Lynchburg College

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

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

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

**Surf Cabana**  
**Endowment Management**  
*Michael V. Collins*, Director, Endowment and Foundation Services, TIAA-CREF Trust Company

**Pointe Cabana**  
**Interim Executive Placement**  
*Bryan E. Carlson*, President, Registry for College and University Presidents

**Coastal Cabana**  
**Presidential Compensation and Benefits**  
*Rian M. Yaffe*, Founder and Chairman, Yaffe & Company, Inc.

**Pacifica Cabana**  
**Presidential Contracts**  
*Raymond D. Cotton*, Partner, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.
Retirement Planning and Wealth Management
TIAA-CREF Counselors

8:30–9:45 a.m.
Ballroom

PLenary Session
(Sponsored by Metz Culinary Management)

Lessons from the Past for Leadership Today

In an unusual approach to understanding presidential leadership, two eminent scholars will draw “lessons” from their respective fields of study, American history and classics, and apply them to the leadership challenges that presidents of independent colleges face today. David W. Blight is an acclaimed historian of the Civil War era, and Gregory Nagy is a renowned authority in the field of Homeric and related Greek studies. Blight will draw lessons from such prominent American leaders as Frederick Douglass and Abraham Lincoln, while Nagy will draw insights from the leadership of great statesmen of ancient Greece, such as Pericles. For the past decade, Blight and Nagy have led separate and highly successful seminars for CIC faculty members. Blight has led CIC’s annual American history seminar for faculty members, cosponsored by the Gilder Lehrman Institute of American History, most recently from 2008 through 2012 on “Slave Narratives.” Since 2006, Nagy has led CIC’s Ancient Greece in the Modern College Classroom seminars for faculty members, cosponsored by the Center for Hellenic Studies, on such works as the Odyssey and the Iliad. Their combined efforts have equipped more than 400 faculty members of CIC colleges and universities to teach these important subjects in new ways. Both scholars will mine their respective fields of history and classics for lessons from the deep past for today’s campus leaders. Rebecca S. Chopp, chancellor of the University of Denver and former president of Swarthmore College, will serve as the session’s interlocutor and lead an interactive discussion.

David W. Blight is Class of 1954 Professor of American History and director of the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition at Yale University. During the 2013–2014 academic year he served as the William Pitt Professor of American History and Institutions at the University of Cambridge, England. Previously Blight taught at Amherst College for 13 years, and he also taught at Harvard University and North Central College. For seven years he was a public high school teacher in his hometown of Flint, Michigan. In 2012, Blight was elected to the American Academy of Arts and Sciences, and in 2002 he was elected as a member of the Society of American Historians and currently serves as its president. His newest book, American Oracle: The Civil War in the Civil Rights Era (2011), received the 2012 Anisfield-Wolf Award for best book in nonfiction on racism and human diversity. He also is the author of A Slave No More: Two Men Who Escaped to
Freedom, Including Their Narratives of Emancipation (2007) and Race and Reunion: The Civil War in American Memory (2001), which received eight book awards, including the Bancroft Prize, the Abraham Lincoln Prize, and the Frederick Douglass Prize as well as four awards from the Organization of American Historians. Blight currently is writing a biography of Frederick Douglass that will be published by Simon and Schuster in 2015. He holds a PhD from the University of Wisconsin-Madison and earned his undergraduate degree at Michigan State University.

**Gregory Nagy** is Francis Jones Professor of Classical Greek Literature and Professor of Comparative Literature and, since 2000, director of the Center for Hellenic Studies at Harvard University, where he also is the curator of the Milman Parry Collection of Oral Literature. He has served as chair of the Harvard classics department and as president of the American Philological Association. Nagy’s popular edX MOOC, “The Ancient Greek Hero,” has attracted more than 27,000 students. Previously he held positions at Johns Hopkins University. A renowned authority in the field of Homeric and related Greek studies, Nagy’s numerous honors include a Guggenheim Fellowship and the Goodwin Award of Merit of the American Philological Association for his book, The Best of the Achaeans: Concepts of the Hero in Archaic Greek Poetry (1979). His other books include Homer the Preclassic (2012); Homer’s Text and Language (2004); Homeric Responses (2003); Plato’s Rhapsody and Homer’s Music: The Poetics of the Panathenaic Festival in Classical Athens (2002); Homeric Questions (1996); Poetry as Performance: Homer and Beyond (1996); Greek Mythology and Poetics (1990); Pindar’s Homer: The Lyric Possession of an Epic Past (1990); Comparative Studies in Greek and Indic Meter (1974); and Greek Dialects and the Transformation of an Indo-European Process (1970). Born in Budapest, Hungary, he studied classical philology and linguistics at Indiana University, where he earned a BA, and Harvard University, where he earned his PhD.

**Rebecca S. Chopp** is chancellor of the University of Denver. From 2009 to 2014 she was president of Swarthmore College and a professor in the department of religion. Previously she was president of Colgate University. Before her position at Colgate, Chopp served as provost and executive vice president for academic affairs at Emory University, where she also was Charles Howard Candler Professor of Theology, dean of faculty and academic affairs of the Candler School of Theology, and director of graduate studies in the Institute for Women’s Studies. A well-known scholar of progressive religious
movements in American culture, she is the author or editor of six books, including *Remaking College: Innovation and the Liberal Arts* (2013), which she co-edited with Haverford College President Dan Weiss; *The Praxis of Suffering: An Interpretation of Liberation and Political Theologies* (2007); and *The Power to Speak: Feminism, Language, God* (2002). Chopp served on the governing boards of the Association of American Colleges and Universities and the National Survey of Student Engagement and has served on the executive committee of the Annapolis Group and the board of trustees of the Carnegie Foundation for the Advancement of Teaching. She also has served as president of the American Academy of Religion. A native of Kansas, Chopp received a BA from Kansas Wesleyan University, an MDiv from St. Paul School of Theology, and a PhD from the University of Chicago.

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

9:45–10:15 a.m. **Refreshment Break**  
*Crown and Coronet Rooms*  
*(Sponsored by Noel-Levitz)*

10:15–11:30 a.m. **CONCURRENT SESSIONS**  
*(Sponsored by Hastings+Chivetta Architects, Inc.)*  
**Garden Room**  
**Developing Partnerships with Colleges and Universities in Mexico**

Bilateral arrangements between colleges and universities in Mexico and the United States are creating numerous opportunities for student and faculty exchanges. Presidents of institutions in both countries will describe existing arrangements through programs such as the U.S.-Mexico Bilateral Forum on Higher Education, Innovation, and Research (FOBESII) and 100,000 Strong and will discuss possibilities for expanding study abroad opportunities and institutional partnerships.

*Rodrigo Guerra Botello*, Secretary General, FIMPES (Mexico)  
*Guillermo Hernández Duque Delgadillo*, Director General for Strategic Partnerships, ANUIES (Mexico)  
*Robert W. Pearigen*, President, Millsaps College

Chair: *Diane Steele, SCL*, President, University of Saint Mary (KS)
**Hanover Room**

**Effective Strategies for Success with Adult Learners**

Assessment of prior learning is one of the key strategies to help adult students translate their learning from life and work experiences into college credit and persist and graduate from college more rapidly. Presenters will discuss the president’s role in developing effective ways to reduce barriers to lifelong learning and create more adult learner-friendly programs.

*Daniel W. Johnson*, President, Wisconsin Lutheran College  
*Arthur F. Kirk, Jr.*, President, St. Leo University  
*Pamela Tate*, President and CEO, Council for Adult and Experiential Learning  
Chair: *Leslie N. Pollard*, President, Oakwood University

**Seabreeze Cabana**

**Legal Issues That Keep Presidents Up at Night**

What legal issues worry presidents the most? What actions can presidents take to mitigate risks? An experienced higher education attorney will lead a discussion on pressing legal issues such as liability, academic freedom, employment matters, and increasing litigation by students and parents, among others.

*Natasha J. Baker*, Partner, Hirshfeld Kramer LLP  
Chair: *Sean Decatur*, President, Kenyon College

**Crystal and Continental Rooms**

**Models of Endowment Management for Private Colleges**

Presenters will discuss the pros and cons of several approaches to endowment management, how to choose the model that best fits the institution’s needs, how to work with the trustee investment committee, the advantages and disadvantages of partnering with either endowment management consultants or fully outsourced services, and the governance issues inherent in each approach.

*Arvid C. Johnson*, President, University of St. Francis (IL)  
*Kathryn Karlic*, Senior Vice President, Cross Enterprise Marketing, TIAA-CREF  
*John M. McCardell, Jr.*, Vice Chancellor and President, Sewanee: The University of the South  
*Ronald R. Pressman*, Executive Vice President and Chief Operating Officer, TIAA-CREF  
Chair: *Mary Hinton*, President, College of Saint Benedict

**Carousel Room**

**Securing America’s Future: The Power of Liberal Arts Education**

CIC’s public information campaign, *Securing America’s Future: The Power of Liberal Arts Education*, has progressed on numerous fronts this year. Following a quick update, presidents can learn of specific ways that they and others at their institutions can become more actively involved in campaign activities that
disseminate key messages about the liberal arts and independent higher education to the public, prospective students, journalists, and policy makers. The campaign has changed the public discourse for the better, but more remains to be done. The speakers will explore examples of how colleges have used campaign materials and digital platforms to their advantage and will provide tips on how presidents can mobilize their own campus communities in this cause.

*Nancy Oliver Gray*, President, Hollins University

*S. Georgia Nugent*, Senior Fellow, CIC, and President Emerita, Kenyon College

*Stephen E. Thorsett*, President, Willamette University

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

### The Enrollment Planning Imperative

Private college presidents are dealing with the most turbulent environment in decades. Colleges face increased pressure to attract, retain, and graduate students. This session will explore the major environmental trends that are challenging private higher education and suggest how institutions can develop data-informed enrollment planning systems to respond to the challenges and align the institution’s mission, vision, and values with shifting market needs and expectations.

*Robert I. Brower*, President, Point Loma Nazarene University

*Kevin W. Crockett*, President, CEO, and Principal, Noel-Levitz

Chair: *Deborah Jackson*, President, Cambridge College

### Presidential Spouses and Partners Program

**Concurrent Sessions** *(Sponsored by TIAA-CREF)*

**Handling Challenging Situations and Conversations**

Presidential spouses and partners sometimes find themselves in challenging professional and social activities, from the reception where they know no one to the dinner where they are seated next to someone who is openly hostile to the college. What are effective strategies for handling new situations and conversations? Are there pleasant ways to respond to criticism of you, your spouse or partner, or your institution without becoming outwardly defensive or annoyed? How can the spouse or partner disengage gracefully from a conversation that is inappropriate, offensive, or too lengthy? This interactive session will include opportunities for role-playing in several situations.

*Michelle Dorsey*, Presidential Spouse, Texas Lutheran University

*Sharon Kazee*, Presidential Spouse, University of Evansville

Chair: *Roger Fell*, Presidential Spouse, The University of Findlay
Some campuses have standard contracts that all volunteers, including the presidential spouse or partner, must sign before participating in college or university activities. What are the advantages of having a contract for volunteers? How can the contract protect both the college and the spouse or partner? What issues and situations should be addressed in the contract? Who signs on behalf of the college? How are conflicts over the contract resolved? Models of volunteer contracts will be shared in this session led by a presidential spouse and a higher education attorney.

Darron Farha, Vice President and General Counsel and Secretary to the Board of Directors, Valparaiso University

Veronica Heckler, Presidential Spouse, Valparaiso University

Chair: Sheila J. Garren, Presidential Spouse, Lynchburg College

11:30–11:45 a.m. Refreshment Break (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 Kaludis Consulting)

Enhancing Access and Success for First-Generation Students

Independent colleges and universities have a proven track record of providing strong educational opportunities for first-generation students. Three presidents will present successful strategies for recruiting, retaining, and graduating first-generation students. Focused approaches to serve first-generation students with unique characteristics, such as being multilingual or a child of a migrant worker, also will be discussed.

Alecia A. DeCoudreaux, President, Mills College

George E. Martin, President, St. Edward’s University

Jay McGowan, President, Bellarmine University

Chair: Larry Goodwin, President, The College of St. Scholastica

Garden Room

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

This forum is an opportunity to raise confidential and sensitive questions and issues. Discussion is expected to be candid and broad—ranging from specific administrative matters, to institutional structure and staffing, to dealings with
the board, to the relationship between presidents’ professional and personal lives. Advice will come from participating colleagues.

Moderator: Lex O. McMillan III, President, Albright College

**Palm and Sunset Cabanas**

**Risk Management for Private Colleges**

What are the risk management issues faced by small and mid-sized private colleges and universities, and how does their smaller size shape their approaches to managing risk? How can risks be identified and assessed, and what steps can be taken to mitigate or minimize risk in the smaller college context? Should in-house expertise or outside consultants be used to guide the development of campus policies and plans? Three presidents will answer these and other questions based on their campus experiences.

Thomas J. Botzman, President, Misericordia University

Luis María R. Calingo, President, Woodbury University

Judith Maxwell Greig, President, Notre Dame de Namur University

Chair: Robert Clark, President, Husson University

**Crystal and Continental Rooms**

**The Upside of Intercollegiate Athletics for Private Colleges and Universities**

A panel of presidents will discuss how thoughtfully managed intercollegiate athletic programs can enhance enrollment, strengthen institutional image, and support other educational purposes. Panelists will compare NCAA Division II, Division III, and NAIA rules and regulations pertaining to scholarships and discuss how to maximize recruiting efforts in each division. The panelists will emphasize the importance of building successful athletic programs and establishing measurable goals and outcomes as well as the importance of providing the institutional support necessary to build and sustain an athletic program that enhances the academic experience.

Ronald L. Ellis, President, California Baptist University

Lynn Pasquerella, President, Mount Holyoke College

John C. Reynders, President, Morningside College

Chair: Lewis Thayne, President, Lebanon Valley College

**Carousel Room**

**JOINT SESSION WITH SPOUSES AND PARTNERS**

**Tax Issues for Presidential Couples: Housing Benefits and Expense Reimbursements**

Applicable federal tax laws are important for college and university presidents and their spouses and partners to understand in order to keep accurate records and avoid unpleasant surprises at tax time regarding housing benefits and expense reimbursements. What are the right questions to ask? How can the institution
and the presidential couple address questions about the presidential home, official entertainment, and travel for the spouse or partner in order to reduce complexity and expense when tax returns are filed? A tax attorney and presidential couple will lead the discussion.

_Pamela J. Gunter-Smith_, President, York College of Pennsylvania

_Thaddeus J. Lewkowicz_, Member, Bond, Schoeneck & King, PLLC

_J. L. Smith_, Presidential Spouse, York College of Pennsylvania

Chair: _Robert Haring-Smith_, Presidential Spouse, Washington & Jefferson College

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**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**

(Sponsored by TIAA-CREF)

**Balancing Family and Institutional Responsibilities**

The families of college presidents are faced with challenges of balancing family and work responsibilities. The presidential family may include young children, tweens, teenagers, adult children, grandchildren, or aging parents or other relatives, each with a particular set of needs. The presidential spouse or partner also has a responsibility to support the president and to be engaged with the institution and its constituencies: students, faculty members, staff members, alumni, donors, trustees, and members of the community. Three relatively new presidential spouses with recent relevant experience will share strategies for balancing family and institutional responsibilities.

_Marcia Millet_, Presidential Spouse, Stillman College

_Prema Samhat_, Presidential Spouse, Wofford College

_Jennifer Troha_, Presidential Spouse, Juniata College

Chair: _Traci Corey_, Presidential Spouse, Olivet College

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1:00–1:30 p.m. **Refreshment Break** (Sponsored by Bentz Whaley Flessner)

_Crown and Coronet Rooms_

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

**Lunch Meeting for Independent Colleges of Indiana**

Convener: _Richard L. Ludwick_, President and CEO

**Lunch Meeting for North Carolina Independent Colleges and Universities**

Convener: _A. Hope Williams_, President
1:15–2:00 p.m.  
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**  
*Hanover Room*  
*(Sponsored by TIAA-CREF)*

**Presidential Spouses and Partners Networking and Discussion Session I**

Presidential spouses and partners are invited to gather for informal discussion and sharing of “best practices.” Topics will be determined by participants and may include:

- Balancing Family and Institutional Responsibilities (follow-up);
- Communication within the Presidential Partnership; and
- Managing the Presidential Home.


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2:00–2:15 p.m.  
**Refreshment Break**  
*Hanover Room*

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2:15–3:00 p.m.  
**Presidential Spouses and Partners Networking and Discussion Session II**  
*Hanover Room*

Presidential spouses and partners are invited to gather for informal discussion and sharing of “best practices.” Topics will be determined by participants and may include:

- Handling Challenging Situations and Conversations (follow-up);
- Ideas for Entertaining Faculty and Students; and
- Recommended Reading for Presidential Spouses and Partners.

Co-Facilitators: *Sharon Kazee*, Presidential Spouse, University of Evansville, and *Norman G. Knight*, Presidential Spouse, Pacific Union College

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1:30–5:00 p.m.  
**Optional Excursion: Old Town Historical Tour**  
*Meet in the hotel lobby.*

Please note that pre-registration is required. Inquire at the CIC Registration Desk.
Open Forum: Project on the Future of Independent Higher Education

CIC’s Project on the Future of Independent Higher Education is designed to explore fresh approaches to higher education, new college business models, and potentially disruptive changes to American society and education along with the traditional qualities and missions of independent liberal arts colleges that are essential to the success of such institutions. Representatives of the Steering Committee that is guiding this effort will present a summary of the project’s progress to date and solicit input from CIC members about further efforts. This project is supported by the Lumina Foundation with additional funding from the TIAA-CREF Institute.

Conveners: Chris Kimball, Chair, CIC Board of Directors, and President, California Lutheran University, and Elizabeth A. Fleming, President, Converse College

WORKSHOPS

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

2:00–3:30 p.m.
Embassy Room

Twitter Tutorial (for Presidents): Triumphs, Trials, Trends, and Tips

(Sponsored by Academic Search, Inc.)

Many college and university presidents remain reluctant to join the Twitter platform while others have jumped in as prolific tweeters. Why should presidents take the plunge? How can a presidential Twitter feed be used to make personal connections with the campus and community? What are the pitfalls and perks of a large Twitter following? How do presidents find the time to tweet, and what do they tweet about? How can one say anything meaningful in 140 characters or fewer? In this workshop, presidents will share their Twitter triumphs and trials, tactics and strategies, as well as stories about how their presence on Twitter has helped them engage with students and alumni and serve as a vital voice for the institution. A social media expert will explain the “Twitterverse” rules, protocol, and etiquette, as well as offer tips and hands-on help to set up a Twitter feed, follow others, retweet, and successfully connect with the campus and beyond.

Jeffrey A. Davis, Principal, J. Davis Public Relations, @contactjeff and @SmartColleges
Laurie M. Joyner, President, Wittenberg University, @WittPres
Paul C. Pribbenow, President, Augsburg College, @paulpribbenow

Chair: S. Alan Ray, President, Elmhurst College
Tuition Pricing Considerations and Choices
(Sponsored by Mintz Levin, Cohn, Ferris, Glovsky and Popeo, P.C.)

Presidents can benefit from greater understanding of the strategic and ethical issues that should be considered when setting tuition prices. A panel of knowledgeable presidents and consultants will discuss key issues related to tuition pricing so that presidents can approach pricing with greater confidence. Among the topics to be covered will be aligning price with institutional mission, examining the role of prestige, identifying value drivers, weighing competitor pricing, assessing the marketability of the program mix, considering the place of merit aid, and assessing student debt and incomes of recent graduates. As part of this workshop, participants will use a short diagnostic tool to help them decide which pricing options would be of greatest benefit to their institutions.

Marjorie Hass, President, Austin College
James Scannell, President, Scannell & Kurz
Robert A. Sevier, Senior Vice President, Strategy, STAMATS, Inc.
Beck A. Taylor, President, Whitworth University

Chair: Colleen Hester, President, MacMurray College (IL)

6:00–7:00 p.m.

AWARDS RECEPTION
(Lower Grande Hall and Thomas Lawn)
(Sponsored by National Management Resources Corporation)

In the event of inclement weather the Awards Reception will be held in the Lower Grand Hall.

7:00–9:00 p.m.

AWARDS BANQUET
(Upper Grande Hall)
(Sponsored by Sodexo)

Please note that the Awards Reception and Banquet are included with Presidents Institute registration. 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 tickets.

Welcome and Introductions
Invocation
Dinner
Presentations

Award for Philanthropy (Individual)
Roger Mudd

Award for Philanthropy (Organization)
James S. Kemper Foundation

Allen P. Splete Award for Outstanding Service (Sponsored by Jenzabar)
W. Robert Connor
7:00–11:30 a.m. **Institute Registration**
*Coronet Room Foyer*
Sign up for Individual Consultations and other events with space limitations.

7:00–11:30 a.m. **Charging Station (Sponsored by EFL Associates)**
*Coronet Room Foyer*
A station is available to charge mobile devices.

**Computer Kiosks (Sponsored by PlattForm)**
Computer stations are available for participants to check email.

7:30–8:30 a.m. **ANNUAL BUSINESS MEETING**
*Carousel Room*
The Annual Business Meeting is open to all member presidents. Breakfast will be available.

**Chair’s Report**
**President’s Report**
**Treasurer’s Report**
**Nominations Committee Report**
**Secretary and Membership Committee Report**

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

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

Interim Report of the Project on the Future of Independent Higher Education
*Chris Kimball*, Chair, CIC Board of Directors, and President, California Lutheran University, and *Elizabeth A. Fleming*, President, Converse College

Federal Legislative and Regulatory Update
*David L. Warren*, President, National Association of Independent Colleges and Universities
7:30–8:30 a.m. Breakfast *(Sponsored by The Learning House, Inc.)*

Breakfast is provided for those not participating in the Annual Business Meeting.

### PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM

**Breakfast with Discussion Groups** *(Sponsored by TIAA-CREF)*

Breakfast is provided for all registered presidential spouses and partners. Several Roundtables are designated for participants to join colleagues to discuss specific topics.

**Connections through Cooking**

*Margaret Bain*, Presidential Spouse, St. John Fisher College (NY)

**Refreshing and Renewing Your Role: Bringing Back the Fun**

*Marylou Habecker*, Presidential Spouse, Taylor University

**Starting a Student Ambassadors Group**

*Michelle Dorsey*, Presidential Spouse, Texas Lutheran University

**Sustainable Living: How Can the Presidential Couple Support Sustainability Efforts on Campus?**

*Mary L. Trettin*, Presidential Spouse, Northland College

**What I Wish I Had Started Early in My Time as a Presidential Spouse or Partner**

*Mary Sallee*, Presidential Spouse, William Jewell College

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

Please sign up in advance at the CIC Registration Desk.

**Board Relations**

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

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

*Michael Williams*, President, The Austen Group
The challenges to independent colleges require an approach to strategic planning that reaches beyond the inclusive, internal processes that focus on an uplifting vision, lofty goals, and unrealistic wish lists. Presidents must lead the work of developing strategies that hold demonstrable promise to move the institution toward its objectives. At the same time presidents need to ensure that the institution has students, net revenue, and philanthropic support necessary for its welfare. Presenters will discuss how institutions can engage in strategic planning that is more likely to produce results.

Teresa L. Amott, President, Knox College

David W. Strauss, Principal, Art & Science Group

Eileen B. Wilson-Oyelaran, President, Kalamazoo College

Chair: Bryon Lee Grigsby, President, Moravian College
**Cheryl A. Hyatt**, Partner, Hyatt-Fennell, Executive Search  
Moderator: **Scott D. Miller**, President, Bethany College (WV)

**Garden Room**

**Using Trustees More Effectively in Fundraising**

Institutions with stellar records of success in increasing gifts often share one common trait: a board of trustees that is fully engaged in both fund-raising and friend-raising. But not all institutions have been able to build this emphasis into the culture of their boards. Experienced leaders of the development process will share best practices in mobilizing a board to be exceptionally involved in seeking support for an institution.

**Esther L. Barazzone**, President, Chatham University  
**Thomas R. Morris**, President, Virginia Foundation for Independent Colleges  
**Beverly Daniel Tatum**, President, Spelman College  
Chair: **Barry H. Corey**, President, Biola University

**Crystal and Continental Rooms**

**JOINT SESSION WITH SPOUSES AND PARTNERS**

**Planning for Retirement: Are You Ready?**

A president’s retirement means major changes for the institution and for the president or presidential couple. The steps a president takes in the months leading up to retirement can help ensure a smooth transition. Too often, the needs of the institution distract the retiring president from addressing personal retirement needs. Presenters will explore the personal issues—including compensation and benefits, post-retirement employment, and housing—that should be addressed to prepare for this significant life event.

**L. Jay Lemons**, President, Susquehanna University  
**Kathleen Owens**, President, Gwynedd Mercy University  
**Rian M. Yaffe**, Founder and Chairman, Yaffe & Company, Inc.  
**Donald A. Zamborsky**, Presidential Spouse, Gwynedd Mercy University  
Chair: **Carol Ann Mooney**, President, Saint Mary’s College (IN)

8:45–9:45 a.m.  
**Hanover Room**

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

**Healthy Tips to Manage Stress**

There are healthy ways to manage stress that enhance the beneficial effects of stress (motivation, growth) while minimizing the deleterious effects (overconsumption of food and drink, wakefulness, illness). A presidential spouse who also is a medical doctor will present advice for living well with stress.

**John Przybylski**, Presidential Spouse, Regis College (MA)  
Chair: **Carole L. Williams**, Presidential Spouse, Fisk University
9:45–10:00 a.m.  
**Refreshment Break** *(Sponsored by RuffaloCODY)*

*Crown and Coronet Rooms*

10:00–11:30 a.m.  
**Closing Plenary Session** *(Sponsored by Hardwick Day)*

*Ballroom*

**Presidential Strategies for Effective Governance**

In a special closing plenary session, a distinguished panel will address how presidents can improve institutional governance, facilitate its adaptation to rapidly changing expectations of trustees, and strengthen the president’s ability to shape the board’s work. The relationship between a college’s president and its trustees has always been key to an effective presidency, but in recent years success often has required attention to new dimensions of the relationship. Some problems that colleges face these days likely cannot be solved through the usual consultative processes of shared governance. Presidential leadership today might differ in perspective from the outlooks of both the faculty and the trustees. A further complication is that some trustees—concerned about financial and enrollment challenges, impatient with the slow pace of faculty processes, and sometimes emboldened by simplistic media coverage of trends in higher education—have begun to insert themselves into operations rather than focus on policy and strategy. The result has been that a college president’s ability to exercise leadership today calls for skills beyond those that sufficed in the past. Three seasoned college presidents and one former president—all with exceptional experience in governance—will engage in a wide-ranging and stimulating discussion of these challenges.

*Thomas F. Flynn* was named the sixth president of Alvernia University in Pennsylvania in 2005. He previously served Millikin University in Illinois, first as provost and later as president. Earlier he was professor of English and dean of the college of Mount St. Mary’s University in Maryland. He also has served as a senior advisor to CIC, facilitating a series of President-Trustee Dialogues. A former member of the CIC Board of Directors, Flynn has served as a board member of the American Council of Education and the Association of Franciscan Colleges and Universities. He currently serves on the boards of the Association of Catholic Colleges and Universities and the National Association of Independent Colleges and Universities. Flynn earned a BA in English from Boston College and an MA and PhD in American culture from the University of Michigan.
Lee Pelton is the 12th president of Emerson College in Massachusetts, a position he assumed in 2011 after serving for 13 years as president of Willamette University in Oregon. He previously was dean of the college at both Colgate University and Dartmouth College. Pelton has served on the Harvard University Board of Overseers and as vice chair of its executive committee. He is past chair of the board of directors of the American Council on Education and has served on the boards of the Association of American Colleges and Universities, the National Association of Independent Colleges and Universities, and the Association of Independent Colleges and Universities in Massachusetts. He currently is a member of the CIC Board of Directors. Pelton holds a BA from Wichita State University and a PhD in English literature from Harvard University.

Susan Resneck Pierce is president emerita of the University of Puget Sound in Washington, where she served as president from 1992 to 2003. She earlier held positions as chair of the English department at Ithaca College, assistant director of the Division of Education Programs at the National Endowment for the Humanities, and vice president for academic affairs at Lewis & Clark College. Her newest book, Governance Reconsidered: How Boards, Presidents, Administrators, and Faculty Can Help Their Colleges Thrive, was published in May 2014. She also is author of On Being Presidential: A Guide for College and University Leaders (2011). Pierce earned a bachelor’s degree from Wellesley College, an MA from the University of Chicago, and a PhD from the University of Wisconsin, all in English.

William E. Troutt is the 19th president of Rhodes College in Tennessee, where he has served since 1999. He has been a college president for more than 30 years, having previously served as president of Belmont University in Tennessee. A noted expert in strategic development, Troutt recently led the implementation of a new trustee governance structure at Rhodes. He is former chair of the boards of directors of the American Council on Education and the National Association of Independent Colleges and Universities. Troutt received his undergraduate degree from Union University in Tennessee, an MA from the University of Louisville, and a PhD in higher education from Vanderbilt University.

Chair: Robert R. Lindgren, President, Randolph-Macon College
Noon–1:30 p.m.
Hanover Room

Presidents Institute Spouses and Partners Task Force Luncheon

Noon–4:30 p.m.

POST-INSTITUTE WORKSHOP

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

Crystal Room

The President’s Guide to Successful Fundraising Campaigns

(Sponsored by Witt/Kieffer)

Note: Lunch is included.

Fundraising campaigns remain critical to advance independent colleges and universities. But what has changed since the recession of 2008–2009? This workshop, led by three seasoned fundraising professionals, will address the fundamentals of the president’s role in a major campaign and consider what is different in light of new economic realities. Topics to be addressed include:

• How to determine when to start a campaign;
• How to articulate a vision for the campaign;
• How to work with the advancement team and the board; and
• The president’s role with top donors.

Whether a president is leading the first campaign or the last, this workshop will provide helpful guidance.

M. Jane Eaves, Partner, Gonser Gerber LLP
Bruce Flessner, Partner, Bentz Whaley Flessner
Angela E. White, Senior Consultant and CEO, Johnson, Grossnickle and Associates

Chair: Juan Olivarez, President, Aquinas College (MI)

ASSOCIATED MEETINGS

1:00–5:00 p.m.
Garden Room

New American Colleges and Universities

Convener: Mark A. Heckler, President, Valparaiso University

1:00–6:00 p.m.
Executive Room

American Academic Leadership Institute Board of Directors

Convener: Thomas R. Kepple, President
**THURSDAY, JANUARY 8**

8:00 a.m.–5:00 p.m.  **New American Colleges and Universities**  
Garden Room  
Convener: *Mark A. Heckler*

5:00–9:00 p.m.  **Adventist Association of Colleges and Universities**  
Continental Room  
Convener: *Gordon Bietz*

**FRIDAY, JANUARY 9**

8:00 a.m.–Noon  **New American Colleges and Universities**  
Garden Room  
Convener: *Mark A. Heckler*

5:00–9:00 p.m.  **Adventist Association of Colleges and Universities**  
Continental Room  
Convener: *Gordon Bietz*

**SATURDAY, JANUARY 10**

8:00 a.m.–1:00 p.m.  **Adventist Association of Colleges and Universities**  
Continental Room  
Convener: *Gordon Bietz*
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Lexington, KY  
March 20, 2006
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9. Continental
10. Executive Room
11. Garden Room
12. Hanover
13. Stuart
14. Tudor
15. Kent
16. York

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17. Grande Hall Foyer
18. Empress
19. Regent
20. Viceroy
21. Upper Grande Hall
22. Spreckels Complex
23. Spreckels Salon A
24. Spreckels Salon B
25. Spreckels Salon C
26. Spreckels Salon D
27. Wilder Complex
28. Wilder Salon E
29. Wilder Salon F
30. Wilder Salon G
31. Wilder Salon H
32. Edison Complex
33. Edison Salon I
34. Edison Salon J
35. Edison Salon K
36. Board Room
37. Tropics
38. Sea Breeze
39. Palm
40. Sunset
41. Strand
42. Bayside
43. Pointe
44. Pacifica
45. Tide
46. Coastal
47. Surf

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48. Windsor Lawn
49. Vista Walk
50. Sun Deck
51. Garden Patio
52. Thomas Lawn
53. Beach

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