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WiFi Code, Guidebook inside App, and Twitter .......... back cover
Dear Colleagues:

Welcome to CIC’s 2016 Presidents Institute. An exceptional array of speakers and sessions will explore the theme “Securing America's Future: The Vitality of Independent Colleges.” As cultivators of countless innovations in education, independent colleges and universities are vital to America’s future—on both domestic and global fronts. Without this sector of higher education, the nation would not have as many engaged citizens, the most efficient preparation of STEM professionals, proven paths to success for low-income and first-generation students, or help from nongovernmental educational institutions in meeting the national goal of expanding access to higher education. Yet politicians and journalists often overlook the evidence of these successes and undervalue independent liberal arts colleges.

The pressures that presidents of independent colleges face also stimulate imaginative leadership. Which innovative approaches to higher education are most promising? Do newer business models respect the integrity of the characteristics that have made our colleges successful? How can we demonstrate that the liberal arts remain essential to students' preparation for rewarding careers and meaningful lives? Which traditional characteristics of independent colleges are crucial for their continued superior performance and to the rigor and quality of the education they provide? CIC’s 2016 Presidents Institute explores these and other issues of presidential leadership, drawing on the lessons learned by experienced presidents and the perspectives of other distinguished speakers.

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.

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.

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 a more comprehensive program, and their considerable expertise in various aspects of college and university management adds to the usefulness of the conversations during the Institute. I encourage all presidents to confer with our sponsors; their guidance can be invaluable.

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
## Schedule-at-a-Glance

### Sunday, January 3

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

8:00–8:30 a.m.  
Ecumenical Worship Service  
Cowrie 1

8:00 a.m.–8:30 p.m.  
New Presidents Program—  
including Spouses and Partners  
of New Presidents  
Americana Salon 1, Poinciana 1, 2, 3, and 4

8:00 a.m.–8:30 p.m.  
Presidents Governance Academy  
Cowrie 2 and Venus

### Monday, January 4

7:00 a.m.–5:00 p.m.  
Institute Registration  
Rotunda East

7:00 a.m.–5:00 p.m.  
Charging Station and Computer Kiosks  
Americana Foyer

7:15 a.m.–3:00 p.m.  
New Presidents Program—  
including Spouses and Partners  
of New Presidents  
Poinciana 1, 2, 3, and 4

7:15 a.m.–3:00 p.m.  
Presidents Governance Academy  
Cowrie 1, 2, and Venus

7:30–11:00 a.m.  
Association of Colleges of Sisters of St. Joseph Board of Directors  
Boardroom

8:00 a.m.–2:45 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)  
Periwinkle

3:30–4:15 p.m.  
Presidents Institute Spouses and Partners Task Force Meeting  
Lucina

### Presidents Institute Begins

5:00–6:15 p.m.  
WELCOME AND KEYNOTE ADDRESS  
“Leading Organizational Transformation in a Changing Economy”  
Roger W. Ferguson, Jr.  
Americana Ballroom

6:30–8:30 p.m.  
WELCOMING DINNER  
Americana Lawn

8:00–8:45 p.m.  
Reception for Sponsors  
Poinciana 1

### Tuesday, January 5

7:00 a.m.–5:00 p.m.  
Institute Registration  
Rotunda East

7:00 a.m.–5:00 p.m.  
Charging Station and Computer Kiosks  
Americana Foyer

7:30–11:00 a.m.  
Association of Colleges of Sisters of St. Joseph Board of Directors  
Boardroom

8:00 a.m.–2:45 p.m.  
CIC Board of Directors Meeting  
(See page 14 for meeting rooms.)

### Breakfast Roundtable Discussions
- American College and University Presidents’ Climate Commitment (ACUPCC)
- Beyond the Presidential Honeymoon: Defining Your Agenda
- Developing Interfaith Cooperation on Campus
- Finding Interim Candidates for Senior Leadership Positions
- Three Enrollment Trends You Should Pay Attention to—and Three You Can Ignore
- Yes We Must Coalition: College Success for All

### Monday, January 4

7:15–8:15 a.m.  
BREAKFAST MEETINGS

Association of Catholic Colleges and Universities  
Poinciana 1

Council for Christian Colleges & Universities  
Poinciana 2

Lutheran Educational Conference of North America Board of Directors  
Crown Conch

National Association of Intercollegiate Athletics  
Poinciana 3

New American Colleges and Universities  
Periwinkle

Nonmember Presidents and Member Presidents Attending the Institute for the First Time  
Poinciana 4

Ohio Foundation of Independent Colleges  
Lucina

Project Pericles Presidents  
Sunrise Tellin
7:15–8:15 a.m.  
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**  
Breakfast Discussion Groups  
_Cowrie_

8:00 a.m.–5:00 p.m.  
**INDIVIDUAL CONSULTATIONS**  
(See page 22 for listings.)

8:30–9:45 a.m.  
**PLENARY SESSION**  
“Forging the Future: Emerging Approaches for Independent Higher Education”  
_Esther L. Barazzone, Paul J. LeBlanc, Elizabeth J. Stroble, John S. Wilson, Jr., and Holiday Hart McKiernan_  
_Americana Ballroom_

9:45 a.m.–11:00 a.m.  
**CONCURRENT SESSIONS**  
High-Tech and High-Touch—How to Have Both  
Poinciana 1

National Media Perspectives on the Future of Higher Education  
Poinciana 2

Open Forum with Roger Ferguson  
Poinciana 3

The Financial and Strategic Outlook for Private Colleges  
_Americana Salon 2_

The Implications of Changing Donor Behavior on Major Giving and Engagement with Young Alumni  
Poinciana 4

Title IX Compliance and Promising Practices  
_Americana Salon 1_

10:15–11:30 a.m.  
**CONCURRENT SESSIONS**  
10:15 a.m.–1:00 p.m.  
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**  
Welcome, Address, and Luncheon  
“The Role of the Spouse or Partner in Fundraising and Friend-raising for the Institution”  
_Alice M. Starr_  
_Cowrie_

11:45 a.m.–1:00 p.m.  
**CONCURRENT SESSIONS**  
(with boxed lunch)  
_Educating Men: What Works?_  
Poinciana 1

International Student Opportunities: Recruitment, Regulations, Exchanges, and Partnerships  
Poinciana 2

Legal Issues That Keep Presidents Up at Night  
_Americana Salon 1_

Maximizing the Impact of Intercollegiate Athletics on Private Colleges and Universities  
Poinciana 4

The President’s Perspective on Board Relations (open only to currently serving college presidents)  
Poinciana 3

The Sweet Briar Story: Making the Impossible Just Another Problem to Solve  
_Americana Salon 2_

1:00–2:00 p.m.  
**Focus Group: The Power of Liberal Arts Education** (by invitation only)  
_Sunrise Tellin_

1:00–2:00 p.m.  
**ASSOCIATED MEETINGS**  
Executive Officers of CIC State Fund Members  
_Crown Conch_

Women’s College Coalition Board of Directors and Luncheon  
_Periwinkle_

1:00–5:00 p.m.  
**Lower Cost Models for Independent Colleges** (by invitation only)  
_Lucina_

1:30–5:00 p.m.  
**Optional Excursion: Little Havana Walking Food Tour**  
_Meet in the hotel lobby._

2:00–3:30 p.m.  
Open Forum: Project on the Future of Independent Higher Education  
_Americana Salon 1_

2:00–3:45 p.m.  
**Focus Group: The Culture of Governing Boards** (by invitation only)  
Poinciana 2

2:00–4:00 p.m.  
**WORKSHOP**  
Inside the Head and Heart of a Philanthropist (pre-registration required)  
Poinciana 1

2:00–4:00 p.m.  
**WORKSHOP**  
Tuition Resets: Considerations for Presidents Based on Case Examples (pre-registration required)  
Poinciana 3

2:00–4:00 p.m.  
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**  
Networking and Discussion Session: Getting to Know You  
_Cowrie 1_

3:00–5:00 p.m.  
**American Baptist Church Colleges and Universities**  
_Periwinkle_

4:00–5:00 p.m.  
**Focus Group: The Power of Liberal Arts Education** (by invitation only)  
_Sunrise Tellin_

4:00–5:00 p.m.  
**Reception for Network for Vocation in Undergraduate Education (NetVUE)**  
Poinciana 4

5:00–6:30 p.m.  
**ALL-INSTITUTE RECEPTION**  
_Americana Salon 4 and Foyer_
6:30 p.m.  
Dinner on Your Own  

Kansas Independent College Association and Fund Dinner  
Meet in the hotel lobby.  

Women’s College Coalition Dinner  
Periwinkle  

**WEDNESDAY, JANUARY 6**  

7:00 a.m.–5:00 p.m.  
Institute Registration  
Rotunda East  

7:00 a.m.–5:00 p.m.  
Charging Station and Computer Kiosks  
Americana Foyer  

7:00–7:45 a.m.  
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM  
An Early Morning Walk before Breakfast  
Meet in the hotel lobby.  

7:15–8:15 a.m.  
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM  
Breakfast Discussion Groups  
Cowrie  

8:00 a.m.–5:00 p.m.  
**INDIVIDUAL CONSULTATIONS**  
(See pages 38–39 for listings.)  

8:30–9:45 a.m.  
PLENARY SESSION  
“What Matters in College: The Vital Role of Independent Colleges”  
Frank Bruni  
Americana Ballroom  

10:15–11:30 a.m.  
**CONCURRENT SESSIONS**  
Approaches to Making College Affordable  
Poinciana 1  

Expanding Strategic Alliances in Independent Colleges  
Poinciana 4  

How Presidents Can Make Effective Use of Board Retreats  
Poinciana 2  

Q&A with Richard Ekman  
Poinciana 3  

Reenergizing the Presidency: Helpful Mid-Career Considerations  
Americana Salon 1  

10:15–11:30 a.m.  
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM  
CONCURRENT SESSIONS  
Challenges of the Sandwich Generation: Options for Care of Elderly Family Members  
Cowrie 2  

Social Media for Presidential Spouses and Partners  
Cowrie 1  

11:45 a.m.–1:00 p.m.  
**CONCURRENT SESSIONS**  
(with boxed lunch)  
A Model for Integrating Data-Science with the Liberal Arts: Responding to Workforce Demands  
Cowrie 1  

Developing Partnerships with Colleges and Universities in Mexico  
Poinciana 2  

Evaluating Alternative Business Models  
Poinciana 4  

Presidential Strategies for Larger Institutions  
Poinciana 1  

Presidents “Open Mike”  
(open only to currently serving college presidents)  
Poinciana 3  

Turning Financial Challenges into Opportunities  
Americana Salon 1  

**JOINT SESSION WITH SPOUSES AND PARTNERS**  
Parenting Young Children on Campus  
Americana Salon 2  

7:15–8:15 a.m.  
**BREKFAST MEETINGS**  
Association of Independent Kentucky Colleges and Universities  
Lucina  

Online Consortium of Independent Colleges and Universities  
Sunrise Tellin  

 Presidents of Historically Black Colleges and Universities  
Poinciana 1  

Presidents of International Colleges and Universities  
Crown Conch  

Presidents of Very Small Colleges and Universities (Under 600 FTE)  
Periwinkle  

Presidential Vocation and Institutional Mission Program Past Participants  
Poinciana 3  

Wisconsin Association of Independent Colleges and Universities  
Poinciana 4  

7:15–8:15 a.m.  
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM  
Breakfast  
Meet in the hotel lobby.  

7:00–7:45 a.m.  
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM  
An Early Morning Walk before Breakfast  
Meet in the hotel lobby.  

7:00–7:45 a.m.  
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM  
Breakfast Discussion Groups  
Cowrie  

8:00 a.m.–5:00 p.m.  
**INDIVIDUAL CONSULTATIONS**  
(See pages 38–39 for listings.)  

8:30–9:45 a.m.  
PLENARY SESSION  
“What Matters in College: The Vital Role of Independent Colleges”  
Frank Bruni  
Americana Ballroom  

10:15–11:30 a.m.  
**CONCURRENT SESSIONS**  
Approaches to Making College Affordable  
Poinciana 1  

Expanding Strategic Alliances in Independent Colleges  
Poinciana 4  

How Presidents Can Make Effective Use of Board Retreats  
Poinciana 2  

Q&A with Richard Ekman  
Poinciana 3  

Reenergizing the Presidency: Helpful Mid-Career Considerations  
Americana Salon 1  

10:15–11:30 a.m.  
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CONCURRENT SESSIONS  
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**CONCURRENT SESSIONS**  
(with boxed lunch)  
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Parenting Young Children on Campus  
Americana Salon 2  

7:15–8:15 a.m.  
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Association of Independent Kentucky Colleges and Universities  
Lucina  

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Presidential Vocation and Institutional Mission Program Past Participants  
Poinciana 3  

Wisconsin Association of Independent Colleges and Universities  
Poinciana 4  

7:15–8:15 a.m.  
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM  
Breakfast  
Meet in the hotel lobby.  

7:00–7:45 a.m.  
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM  
An Early Morning Walk before Breakfast  
Meet in the hotel lobby.  

7:00–7:45 a.m.  
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM  
Breakfast Discussion Groups  
Cowrie  

8:00 a.m.–5:00 p.m.  
**INDIVIDUAL CONSULTATIONS**  
(See pages 38–39 for listings.)  

8:30–9:45 a.m.  
PLENARY SESSION  
“What Matters in College: The Vital Role of Independent Colleges”  
Frank Bruni  
Americana Ballroom  

10:15–11:30 a.m.  
**CONCURRENT SESSIONS**  
Approaches to Making College Affordable  
Poinciana 1  

Expanding Strategic Alliances in Independent Colleges  
Poinciana 4  

How Presidents Can Make Effective Use of Board Retreats  
Poinciana 2  

Q&A with Richard Ekman  
Poinciana 3  

Reenergizing the Presidency: Helpful Mid-Career Considerations  
Americana Salon 1  


11:45 a.m.–1:00 p.m. 
PRIESTHOUSPES AND PARTNERS PROGRAM 
CONCURRENT SESSION 
Book Study—Quiet: The Power of Introverts in a World That Can’t Stop Talking by Susan Cain 
Cowrie 2

1:00–2:00 p.m. 
ASSOCIATED MEETINGS 
Associated Colleges of Illinois 
Lucina 

Independent Colleges of Indiana 
Sunrise Tellin 

National Association of Schools and Colleges of the United Methodist Church 
Crown Conch 

North Carolina Independent Colleges and Universities 
Periwinkle

1:30–3:30 p.m. 
PRIESTHOUSPES AND PARTNERS PROGRAM Networking and Discussion Session: Events, Programs, and Processes That Work 
Cowrie 1

1:30–5:00 p.m. 
Optional Excursion: Vizcaya Museum and Gardens Tour Meet in the hotel lobby.

1:45–3:15 p.m. 
Mexico and U.S. Independent Higher Education Leadership Forum (by invitation only) 
Cowrie 2

2:00–4:00 p.m. 
Open Dialogue on Retiree Health Benefits and Strategies for Institutions and Employees 
Poinciana 1

2:00–4:00 p.m. 
WORKSHOPS 
Improving Financial Vitality and Access to Capital in Challenging Times (pre-registration required) 
Poinciana 2

Prioritizing Academic and Administrative Programs (pre-registration required) 
Poinciana 4

2:30–5:00 p.m. 
Council for Christian Colleges & Universities Membership Task Force (by invitation only) 
Lucina

4:00–5:00 p.m. 
Association of Presbyterian Colleges and Universities 
Periwinkle

6:00–7:00 p.m. 
AWARDS RECEPTION 
Americana Lawn

7:00–9:00 p.m. 
AWARDS BANQUET 
Americana Ballroom

THURSDAY, JANUARY 7

7:00–11:30 a.m. 
Institute Registration 
Rotunda East

7:00–11:30 a.m. 
Charging Station and Computer Kiosks 
Americana Foyer

7:30–8:30 a.m. 
CIC ANNUAL BUSINESS MEETING (with breakfast) 
Americana Salon 2

7:30–8:30 a.m. 
Breakfast 
Americana Salon 4

7:30–8:30 a.m. 
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM Breakfast Discussion Groups 
Cowrie 2

8:30–11:30 a.m. 
INDIVIDUAL CONSULTATIONS 
(See pages 51–52 for listings.)

8:45–9:45 a.m. 
CONCURRENT SESSIONS

Compelling Findings: Results from Research on the Future of Independent Higher Education 
Poinciana 1

Creating Cohesive Paths to Civic Engagement 
Poinciana 2

How to Establish Retention as a Campus-Wide Priority 
Poinciana 4

8:45–9:45 a.m. 
PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM 
CONCURRENT SESSION Environmental Initiatives on Campus 

7:00–11:30 a.m. 
CLOSING PLENARY SESSION 
“Campus Civility and First Amendment Freedoms: Presidential Leadership in a Pluralistic Society” 
Eboo Patel, Ken Starr, Eileen B. Wilson-Oyelaran, and Sanford J. Ungar

Americana Ballroom

PRESIDENTS INSTITUTE ENDS

10:00–11:30 a.m. 
Closing Plenary Session 
“Campus Civility and First Amendment Freedoms: Presidential Leadership in a Pluralistic Society” 
Eboo Patel, Ken Starr, Eileen B. Wilson-Oyelaran, and Sanford J. Ungar

Americana Ballroom

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

POST-INSTITUTE ASSOCIATED GROUP MEETINGS 
(See pages 57 for listings.)
Please note: Pre-registration is required for this program. Please inquire at the CIC Registration Desk.

**SUNDAY, JANUARY 3**

7:45–11:30 a.m. **New Presidents Program Registration**
*Rotunda East*

8:00–9:00 a.m. **BREAKFAST FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS**
*Poinciana 2 and 3*

**SESSIONS FOR NEW PRESIDENTS**

9:00–9:15 a.m. **Welcoming Remarks**
*Americana Salon 1*

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**
*Americana Salon 1*

L. Jay Lemons, President, Susquehanna University

10:15–10:30 a.m. **Refreshment Break**
*Poinciana 1*

10:30–11:30 a.m. **The Changed Environment for Presidential Leadership: Innovation and Beyond**
*Poinciana 1*

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**
*Poinciana 1*

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

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>9:00–9:15 a.m.</td>
<td>Welcoming Remarks</td>
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<tr>
<td>Poinciana 4</td>
<td>Katherine M. Whatley, Vice President for Annual Programs, CIC</td>
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<tr>
<td>9:15–10:30 a.m.</td>
<td>Making Connections</td>
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<tr>
<td>10:30–10:45 a.m.</td>
<td>Refreshment Break</td>
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<td>Poinciana 4</td>
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<tr>
<td>10:45 a.m.–12:15 p.m.</td>
<td>Paths to Success: Varied Approaches to the Presidential Spouse and Partner Role</td>
</tr>
<tr>
<td>Poinciana 4</td>
<td>Robert Haring-Smith and Lynne C. Joyce</td>
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<tr>
<td>12:30–1:45 p.m.</td>
<td>Luncheon for New Presidents and SPOUSES AND PARTNERS</td>
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<tr>
<td>Poinciana 2 and 3</td>
<td>Welcome and Remarks: Jennifer L. Braaten, President, Ferrum College, and Chair, CIC New Presidents Program Advisory Committee</td>
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### SESSIONS FOR NEW PRESIDENTS

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<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>2:00–3:15 p.m.</td>
<td>Financial Fundamentals and Strategies for the New President</td>
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<tr>
<td>Poinciana 1</td>
<td>Roger N. Drake, President, Central Methodist University</td>
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<tr>
<td>3:15–3:30 p.m.</td>
<td>Refreshment Break</td>
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<tr>
<td>Poinciana 1</td>
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<tr>
<td>3:30–4:30 p.m.</td>
<td>Enrollment, Marketing, and Today’s Students: Getting Them and Keeping Them</td>
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<tr>
<td>Poinciana 1</td>
<td>Roger N. Casey, President, McDaniel College</td>
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<td></td>
<td>Elizabeth J. Stroble, President, Webster University</td>
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### SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>2:00–3:15 p.m.</td>
<td>Getting Off to a Great Start</td>
<td>Poinciana 4</td>
</tr>
<tr>
<td>3:15–3:30 p.m.</td>
<td>Break</td>
<td>Poinciana 4</td>
</tr>
<tr>
<td>3:30–4:30 p.m.</td>
<td>Building Trust</td>
<td>Poinciana 4</td>
</tr>
</tbody>
</table>

### RECEPTION FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

6:30–7:00 p.m.
Americana Salon 2

### DINNER FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

7:00–8:30 p.m.
Poinciana 2 and 3

*Hosts: Carol A. Leary, President, Bay Path University, and Robert Haring-Smith, Presidential Spouse, Washington & Jefferson College*

*Remarks: Richard Ekman, President, CIC*

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### MONDAY, JANUARY 4

### SESSIONS FOR NEW PRESIDENTS

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>7:15–8:00 a.m.</td>
<td>Breakfast</td>
<td>Poinciana 2</td>
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<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>8:15–10:15 a.m.</td>
<td>Working with the Board—Basics and Beyond</td>
<td>Poinciana 1</td>
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<td></td>
<td>Thomas F. Flynn, President, Alvernia University</td>
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<td>Wendy B. Libby, President, Stetson University</td>
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<td></td>
<td>Moderator: Douglas M. Orr, President Emeritus, Warren Wilson College</td>
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### SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

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<td>Breakfast</td>
<td>Poinciana 4</td>
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<th>Time</th>
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<td>8:15–10:15 a.m.</td>
<td>Dealing with Change</td>
<td>Poinciana 4</td>
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<td>Robert Haring-Smith and Lynne C. Joyce</td>
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</table>
JOINT SESSIONS FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

10:15–10:30 a.m.  Refreshment Break  
   *Poinciana Foyer*

10:30 a.m.–Noon  The President and Institutional Advancement  
   *Poinciana 1*  
   - *Pamela J. Gunter-Smith*, President, York College of Pennsylvania  
   - *David C. Joyce*, President, Brevard College  
   - *Lynne C. Joyce*, Presidential Spouse, Brevard College  
   - *J. Lawrence Smith*, Presidential Spouse, York College of Pennsylvania

12:15–2:00 p.m.  Luncheon—You Got the Job, Now What?  
   *Poinciana 2 and 3*  
   - *Jake B. Schrum*, President, Emory & Henry College

SESSIONS FOR NEW PRESIDENTS

2:15–3:00 p.m.  Closing Remarks and Questions  
   *Poinciana 1*  
   - *Mary Pat Seurkamp*

SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

2:15–3:00 p.m.  You're in the Role, Now What? Closing Remarks and Questions  
   *Poinciana 4*  
   - *Robert Haring-Smith* and *Lynne C. Joyce*
Please note: Pre-registration is required for this program. Please inquire at the CIC Registration Desk.

**SUNDAY, JANUARY 3**

7:45–11:30 a.m.  
**Presidents Governance Academy Program Registration**  
*Rotunda East*

8:00–9:00 a.m.  
**Breakfast**  
*Cowrie 2*

9:00–9:45 a.m.  
**Welcome and Introductions**  
*Venus*  
- Review of participant survey
- What are some of the most vexing challenges presidents may face in working with their boards of trustees?

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

Richard J. Cook, President Emeritus, Allegheny College, and Chair, Board of Directors, Second Nature (Presidents’ Climate Commitment)

9:45–10:30 a.m.  
**Discussion Topics**  
*Venus*  
- Review of key program themes, facilitator roles, ground rules, and agenda
- What distinguishes a high-performing governing board?

10:30–10:45 a.m.  
**Refreshment Break**  
*Venus*

10:45–11:45 a.m.  
**Discussion Topics**  
*Venus*  
- What levers, strategies, and resources are available to presidents to strengthen the board?
• What presidential relationships are particularly key—and sometimes problematic?
• “Shared” governance and relationships with faculty
• Table Talk

Noon–1:00 p.m.  
**Lunch**  
*Cowrie 2*

1:15–2:45 p.m.  
**Discussion of Best Board Practices (Part 1)**  
*Venus*  
• Membership: size, composition, terms and term limits, committee on trustees
• Organization: committees, especially executive, and reserved powers
• Meetings
• Trustee philanthropy
• Table Talk

2:45–3:00 p.m.  
**Refreshment Break**  
*Venus*

3:00–4:30 p.m.  
**Discussion of Best Board Practices (Part 2)**  
*Venus*  
• Retreats
• Orientation programs
• In-service education
• Handbook and trustee information systems
• Table Talk

4:30–6:00 p.m.  
**Discussion Groups**  
*Venus*  
• Overview of critiques by facilitators of participants’ bylaws
• Review of evening’s “homework” assignment
• In sub-groups of presidents: How does affiliation with your respective sponsor, founder, congregation, tradition, or other major influence directly affect, positively or negatively, the way your governing board is constituted, organized, or functions?
6:45–8:00 p.m.  
**Reception and Dinner**  
*Cowrie 2*

8:00 p.m.  
**Optional After-Dinner Conversation and Refreshments**  
*Cowrie 2*

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**MONDAY, JANUARY 4**

7:15–8:00 a.m.  
**Breakfast**  
*Cowrie 2*

8:00–8:45 a.m.  
**Reflections**  
*Venus*  
- On yesterday's conversations  
- On a few of the articles in the Book of Readings you find especially helpful or provocative

8:45–10:00 a.m.  
**Discussion Topics**  
*Venus*  
- What are best practices in performance assessment of the governing board, individual trustees, and the presidency?
  - Table Talk

10:00–10:15 a.m.  
**Refreshment Break**  
*Venus*

10:15–11:30 a.m.  
**One-on-One Bylaws Critique (in teams of two)**  
*Venus and Cowrie 1*

11:30 a.m.–Noon  
**Recapitulation of Discussions**  
*Venus*

Noon–1:00 p.m.  
**Lunch**  
*Cowrie 2*
1:00–2:30 p.m.

**Pulling It All Together**

- What other governance topics and issues have we not discussed but should?
- What are some effective approaches to in-service trustee education and board development initiatives that have worked for you? What approaches have not worked?
- Table Talk: What is your plan to strengthen governance policies and practices (explicit goals, strategy, and timetable)?
- Illustrations of a few plans

2:30–3:00 p.m.

**Closing Comments by Facilitators and Program Assessment**
CIC BOARD OF DIRECTORS MEETING

MONDAY, JANUARY 4

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

8:15–9:00 a.m.  
Board of Directors Breakfast  
Americana Salon 2

9:00–10:00 a.m.  
**BOARD OF DIRECTORS COMMITTEE MEETINGS**  
Lucina  
Awards Committee  
Sunrise Tellin  
Investment Committee  
Crown Conch  
Orientation for New Board Members

10:15–11:15 a.m.  
**BOARD OF DIRECTORS COMMITTEE MEETINGS**  
Sunrise Tellin  
Membership Committee  
Crown Conch  
Programs Committee  
Periwinkle  
Public Information Committee  
Lucina  
Resource Development Committee

11:30 a.m.–12:15 p.m.  
Luncheon for All Board of Directors Members  
Americana Salon 2

12:30–2:45 p.m.  
Board of Directors Business Meeting  
Americana Salon 1
SUNDAY, JANUARY 3

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

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

7:30–8:00 a.m.  
Ecumenical Worship Service  
*Cowrie 1*

The service of worship is open to all.  
Presiding: *David C. Joyce*, President, Brevard College

8:00 a.m.–8:30 p.m.  
New Presidents Program (including spouses and partners of new presidents)  
See pages 6–9 for meeting rooms.

8:00 a.m.–8:30 p.m.  
Presidents Governance Academy  
See pages 10–13 for meeting rooms.

MONDAY, JANUARY 4

7:00 a.m.–5:00 p.m.  
Institute Registration  
*Rotunda East*

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*

A station is available to charge mobile devices.

Computer Kiosks  
*Sponsored by RPA Inc.*

Computer stations are available for participants to check email.
7:15 a.m.–3:00 p.m. New Presidents Program (including spouses and partners of new presidents)
See pages 6–9 for meeting rooms.

7:15 a.m.–3:00 p.m. Presidents Governance Academy
See pages 10–13 for meeting rooms.

7:30–11:00 a.m. Association of Colleges of Sisters of St. Joseph Board of Directors
Boardroom
Convener: Ann McElaney-Johnson, President, Mount Saint Mary’s University

8:00 a.m.–2:45 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.

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

Parlor Suite 409
CIC Key Indicators Tool and Financial Indicators Tool
Benchmarking Reports
Michael Williams, President, Austen Group, a Division of Ruffalo Noel Levitz

Moon and Sundial
Financial and Retirement Planning for Presidents, Spouses, and Partners
TIAA-CREF Wealth Management Advisors

Triton
Presidential Compensation and Benefits
Frank A. Casagrande, President, Casagrande Consulting

Neptune
Presidential Contracts
Raymond D. Cotton, Partner, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, PC
1:00–4:00 p.m.  
*Periwinkle*  
**Council of Colleges and Universities of the Christian Church (Disciples of Christ)**  
Convener: *Kenneth R. Garren*, President, Lynchburg College

3:30–4:15 p.m.  
*Lucina*  
**Presidents Institute Spouses and Partners Task Force Meeting**  
Convener: *Norman G. Knight*, Chair, Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Pacific Union College

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**2016 PRESIDENTS INSTITUTE BEGINS**

5:00–6:15 p.m.  
*Americana Ballroom*  
**WELCOME AND INSTITUTE OVERVIEW**  
*Chris Kimball*, Chair, CIC Board of Directors, and President, California Lutheran University  
*Richard Ekman*, President, CIC  
*Norman G. Knight*, Chair, Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Pacific Union College

**KEYNOTE ADDRESS**  
“Leading Organizational Transformation in a Changing Economy”  
*(Cosponsored by Stevens Strategy, LLC and Aramark)*

The head of one of the world’s largest financial services companies and a noted economist will address the president’s role in leading transformational change in nonprofit colleges and universities. Much has been written about the economic challenges confronting all of higher education—and pressures that are particularly acute in the nonprofit college sector. Many point to the “disruptions” in other industries—telecommunications, publishing, and health care—as examples of the radical change that higher education now faces. Roger W. Ferguson, Jr., has led TIAA-CREF through a period of rapid change in the financial services industry. What lessons can be shared with college presidents who are leading major changes at their institutions? How does a president galvanize support for significant change from the senior leadership team, trustees, faculty and staff members, and other key constituents? Ferguson will discuss these and other issues of transformational leadership.

*Roger W. Ferguson, Jr.*, is president and chief executive officer of TIAA-CREF, the leading provider of retirement services in the academic, research, medical, and cultural fields and a Fortune 100 financial services organization. He is the former vice chairman of the Board of Governors of the U.S. Federal Reserve System. As the only governor in Washington, DC, on 9/11, he led the Fed’s initial
response to the terrorist attacks, taking actions that kept the U.S. financial system functioning while reassuring the global financial community that the U.S. economy would not be paralyzed. Prior to joining TIAA-CREF in 2008, Ferguson was head of financial services for Swiss Re and chairman of Swiss Re America Holding Corporation. He served on President Obama’s Council on Jobs and Competitiveness as well as its predecessor, the Economic Recovery Advisory Board. Ferguson is a fellow of the American Academy of Arts and Sciences and a member of the Academy’s Commission on the Humanities and Social Sciences. He is a board member of the Business-Higher Education Forum and a member of the Economic Club of New York, the Council on Foreign Relations, and the Group of Thirty. Ferguson earned a BA, JD, and PhD in economics, all from Harvard University.

Chair: Lynn Pasquerella, President, Mount Holyoke College

6:30–8:30 p.m.

**WELCOMING DINNER**

*Americana Lawn*

(Cosponsored by Johnson, Grossnickle and Associates and Savant Learning Systems)

Following the keynote address, a combination reception and buffet dinner will provide an inviting setting to greet old friends and meet new ones. In the event of inclement weather the Welcoming Dinner will be held in Americana Salons 1, 2, and 4.

8:00–8:45 p.m.

**Reception for Sponsors**

*Poinciana 1*

All sponsors of the Presidents Institute are welcome.

Host: **CIC Board of Directors**
Tuesday, January 5

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

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

Computer Kiosks  
*Sponsored by RPA Inc.*  
Computer stations are available for participants to check email.

7:15–8:15 a.m.  
**Breakfast**  
*Americana Salon 4*  
*Sponsored by The Learning House, Inc.*  
Breakfast is provided for all registered Institute participants. Several Roundtables are designated for participants to join colleagues to discuss specific topics.

**BREAKFAST ROUNDTABLE DISCUSSIONS**

American College and University Presidents’ Climate Commitment (ACUPCC)  
The ACUPCC is helping more than 700 colleges and universities transform the ways they address climate change both locally and globally through direct campus action and the curriculum. Building on this success, the Presidents’ Steering Committee recently announced expanded and diversified ways for campuses to participate.  
*Richard J. Cook*, Chair, Board of Directors, Second Nature, and President Emeritus, Allegheny College

Beyond the Presidential Honeymoon: Defining Your Agenda  
By the end of the second year, a president has secured the leadership team and identified the real movers and shakers of campus politics. Expectations are rising for the president to shape a leadership agenda and move the institution forward. Table discussion will address such questions as: What should I be doing now? What expectations should I have of myself? Can I get there from here?  
*Sherilyn R. Emberton*, President, Huntington University
Developing Interfaith Cooperation on Campus

An increasing number of colleges and universities are considering how to respond to the expanding religious diversity on campus and the continuing prominence of religious tensions in American politics and global affairs. 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.

_Eboo Patel_, Founder and President, Interfaith Youth Core

_Brendan Randall_, Director of Campus Engagement, Interfaith Youth Core

Finding Interim Candidates for Senior Leadership Positions

The use of outside interim senior administrators has become more common as a foundation for the transformation of colleges and universities. Discussions will address how presidents can use interims, not as placeholders but as agents of change responsible for the achievement of specific strategic objectives.

_Bryan E. Carlson_, President, Registry for College and University Presidents

_Carl J. Strikwerda_, President, Elizabethtown College

Three Enrollment Trends You Should Pay Attention to—and Three You Can Ignore

In a rapidly changing enrollment management environment the ability to separate the major trends from the noise is critical to presidential leadership and the institution’s success. Participants will discuss how to increase the yield of students they most desire on campus, the keys to recruiting underrepresented students, and the two most important influencers in students’ lives, as well as the myth of student interest areas. Discussions also will explore the good, the bad, and the ugly of social media and what to do about students who ignore efforts to engage them.

_Christopher Marett_, President, Royall & Company

Yes We Must Coalition: College Success for All

Independent colleges strive to increase the degree attainment of students from low-income backgrounds. Discussions will examine how the Yes We Must Coalition is supporting independent institutions that enroll 50 percent or more Pell-eligible undergraduates to increase graduation rates and to advocate for low-income students and the institutions that serve them.

_Gloria Nemerowicz_, Founder and President, Yes We Must Coalition, and former President, Pine Manor College
7:15–8:15 a.m.  
**BREAKFAST MEETINGS**

**Poinciana 1**  
Association of Catholic Colleges and Universities  
Convener: *Michael Galligan-Stierle*, President

**Poinciana 2**  
Council for Christian Colleges & Universities  
Convener: *Shirley V. Hoogstra*, President

**Crown Conch**  
Lutheran Educational Conference of North America Board of Directors  
Convener: *Paul C. Pribbenow*, President, Augsburg College

**Poinciana 3**  
National Association of Intercollegiate Athletics  
Conveners: *Jim Carr*, President, NAIA, and *John C. Reynders*, President, Morningside College

**Periwinkle**  
New American Colleges and Universities  
Convener: *Thomas A. Kazee*, President, University of Evansville

**Poinciana 4**  
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

**Lucina**  
Ohio Foundation of Independent Colleges  
Convener: *Gordon R. Brollier*, President

**Sunrise Tellin**  
Project Pericles Presidents  
Conveners: *Jan R. Liss*, Executive Director, and *Lyle D. Roelofs*, President, Berea College

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7:15 – 8:15 a.m.  
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**

**BREAKFAST DISCUSSION GROUPS**

*(Sponsored by TIAA-CREF)*

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

**First-Year Spouses and Partners**  
*Pam Fleming*, Presidential Spouse, Palm Beach Atlantic University
**Second-Year Spouses and Partners**  
*Tina Dalrymple*, Presidential Spouse, Columbia College (MO)

**Third-Year Spouses and Partners**  
*Tammy Chenoweth*, Presidential Spouse, Bethel College (IN)

**Fourth to Fifth-Year Spouses and Partners**  
*Lisa Evans*, Presidential Spouse, Carroll College (MT)

**Sixth to Seventh-Year Spouses and Partners**  
*Norman G. Knight*, Presidential Spouse, Pacific Union College

**Eighth to 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

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**INDIVIDUAL CONSULTATIONS**

Please sign up in advance at the CIC Registration Desk.

**Boardroom**

**Board Relations**

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

**Parlor Suite 409**

**CIC Key Indicators Tool and Financial Indicators Tool**

**Benchmarking Reports**

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

**Moon and Sundial**

**Financial and Retirement Planning for Presidents, Spouses, and Partners**

TIAA-CREF Wealth Management Advisors

**Venus**

**Interim Executive Placement**

*Bryan E. Carlson*, President, Registry for College and University Presidents

**Triton**

**Presidential Compensation and Benefits**

*Alexander C. Yaffe*, President and CEO, Yaffe & Company, Inc.

**Neptune**

**Presidential Contracts**

*Raymond D. Cotton*, Partner, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, PC
PLENARY SESSION
“Forging the Future: Emerging Approaches for Independent Higher Education”

(Sponsored by Royall & Company)

A panel of accomplished CIC presidents will explore how independent higher education can respond to disruptive changes in society and the academy without compromising the core characteristics of independent colleges that have assured the delivery of a high-quality education for decades. Some experts argue that market forces will so “disrupt” higher education that the business and delivery models of the traditional, residential, liberal arts college will be fundamentally altered. Others contend that the residential community of traditional-aged college students, small classes taught by full-time, tenure-track professors, and robust co-curricular activities and support are the essential, distinctive characteristics that result in superior student success and therefore must be preserved. The panelists will share insights based on their own efforts to balance these competing claims.

Esther L. Barazzone has served as president of Chatham University for 23 years. During her tenure, Chatham has expanded from a small women’s college to a fully coeducational university with quadrupled enrollment, an endowment that has more than doubled, and a ten-fold increase in the physical space of the campus. Barazzone previously served as vice president for academic affairs at Philadelphia University, as associate provost and director of foundation and corporate relations at Swarthmore College, and as a faculty member at Hamilton College and Kirkland College. She has served as chair of the board of the Association of Independent Colleges and Universities of Pennsylvania and the Pittsburgh Council of Higher Education and as a member of the CIC Board of Directors. A former Fulbright Scholar to Spain, Barazzone has served on the board of the Council for International Exchange of Scholars, the Carnegie Museum of Natural History, and the World Affairs Council. She has received honorary degrees from Doshisha Women’s College in Kyoto, Japan, and Seoul Women’s University in South Korea. She received the Susan B. Anthony Leadership Award and the Gandhi, King, Ikeda Award for outstanding leadership in peace and humanitarianism. Barazzone earned a BA in philosophy and history from New College of Florida and a PhD in European intellectual history from Columbia University.

Paul J. LeBlanc has been president of Southern New Hampshire University since 2003. Under his leadership, the institution has more than quadrupled in size and is the second-largest nonprofit provider of online higher education in the country. In 2012, Southern New Hampshire was the only university on Fast Company magazine’s “World’s Fifty Most Innovative Companies” list. This year, LeBlanc has
served as senior policy advisor to U.S. Department of Education Under Secretary Ted Mitchell, working on competency-based education, new accreditation pathways, and innovation. Previously, LeBlanc was president of Marlboro College. He received the New England Higher Education Excellence Award in 2012 and the 2015 New Hampshire Entrepreneur of the Year Award. Born in Canada, LeBlanc was the first person in his extended family to attend college. He is a member of the Steering Committee for CIC’s Project on the Future of Independent Higher Education and a former member of the CIC Board of Directors. He earned a BA in English from Framingham State University, an MA in English from Boston College, and a PhD in rhetoric, composition, and technology from the University of Massachusetts Amherst.

Elizabeth J. Stroble became president of Webster University in Missouri in 2009. Since then, Webster has more than doubled its endowment; invested in leadership development for faculty members, staff, and students; significantly increased private support for student scholarships; and made major investments in buildings and technology. Prior to joining Webster, she served as senior vice president, provost, and chief operating officer and dean of the school of education at the University of Akron. She also held academic and administrative appointments in the School of Education at the University of Louisville and at the Center for Excellence in Education at Northern Arizona University. Stroble currently serves on the board of the National Association of Independent Colleges and Universities and is a member of the Steering Committee for CIC’s Project on the Future of Independent Higher Education. She earned an AB in history and English from Augustana College (IL), two MA degrees, one in history and one in American and English literature, from Southern Illinois University Edwardsville, and a PhD in curriculum studies from the University of Virginia.

John S. Wilson, Jr. became president of Morehouse College, his alma mater, in 2013. Previously, Wilson served as the executive director of the White House Initiative on Historically Black Colleges and Universities, a position to which he was appointed by President Barack Obama in 2009, and as executive dean and associate professor of higher education at George Washington University. In his role as the nation’s executive director of the White House Initiative on HBCUs, Wilson was charged with strengthening the capacity of HBCUs to participate in federal programs, fostering private-sector initiatives and public-private partnerships, improving the availability and dissemination of information on HBCUs to inform public policy, sharing best practices within the HBCU community, and exploring ways to improve the relationship between HBCUs and the federal government. He has served on the boards of the Andover Newton Theological School and Spelman College, on the Kresge
Foundation's Black College Advisory Board, and as a consultant for the United Negro College Fund's Institute for Capacity Building. He is a member of the Steering Committee for CIC's Project on the Future of Independent Higher Education. After earning his BA from Morehouse College, he earned two master's degrees, one in theological studies and one in education, and a PhD in education from Harvard University.

Moderator:

Holiday Hart McKiernan is chief of staff and general counsel for the Lumina Foundation, where she oversees strategic operations, legal affairs, and board governance. Part of her work has included exploring the Bologna Process and the implications that reform might have for American higher education. McKiernan began her career practicing law with a focus on nonprofit and tax-exempt organizations. Prior to joining Lumina in 2003, she was executive director and counsel for Alpha Chi Omega, advising universities on approaches to deal with high-risk student behavior. She serves on the board of directors of Christian Theological Seminary, Association of American Colleges and Universities, and Higher Education Resource Services, Inc.; she also serves on the Antioch University Board of Governors and the International Advisory Board for the Stetson University College of Law Center for Excellence in Higher Education Law and Policy. McKiernan has spoken at the CIC Institute for Chief Academic Officers and the CIC Foundation Conversation. She earned a BA from DePauw University and JD from Indiana University.

Chair: Mary B. Marcy, President, Dominican University of California

9:45–10:15 a.m.
Refreshment Break
(Ambianca Salon 4 and Foyer)

10:15–11:30 a.m.
CONCURRENT SESSIONS
(Poinciana 1)
High-Tech and High-Touch—How to Have Both
The use of technology in teaching and learning has the potential to reduce costs, but can it preserve the “high-touch” quality of academic support and student services that distinguishes private colleges? Presidents who have developed innovative approaches to integrate technology with the traditional liberal arts model will describe their tactics along with lessons learned. Strategies include the integration of media and technology in the classroom, delivery of textbooks electronically, use of flipped classrooms, availability of
degree programs in technology-rich fields such as game design, and use of online instruction to deliver upper-level humanities courses.

Robert E. Johnson, President, Becker College
Kevin M. Ross, President, Lynn University
Lori E. Varlotta, President, Hiram College

Chair: William Mann, FSC, President, Saint Mary’s University of Minnesota

Poinciana 2

National Media Perspectives on the Future of Higher Education

A panel of higher education journalists will share their perspectives on the future of higher education in the United States, covering such topics as affordability, access, diversity, and the challenges and opportunities that lie ahead for smaller private colleges and universities.

Kim Clark, Senior Writer, Money Magazine
Scott Jaschik, Editor and Founder, Inside Higher Ed
Jane Karr, “Education Life” Editor, The New York Times
Liz McMillen, Editor, The Chronicle of Higher Education

Chair: Lester C. Newman, President, Jarvis Christian College

Poinciana 3

Open Forum with Roger Ferguson

Institute participants are invited to continue the conversation with Roger Ferguson following his opening keynote address, “Leading Organizational Transformation in a Changing Economy.”

Roger W. Ferguson, Jr., President and Chief Executive Officer, TIAA-CREF

Chair: Suzanne K. Mellon, President, Carlow University

Americana Salon 2

The Financial and Strategic Outlook for Private Colleges

How do financial markets view the future of independent colleges and universities? Pressures persist to reduce costs, develop alternative sources of revenue, eliminate under-enrolled programs, and consider new business models. What role does a college president play in navigating through this period of change? A financial industry expert will review the financial outlook for private colleges and universities in 2016 and outline issues she expects to be prominent for higher education management in the near future.

Karen Kedem, Vice President and Senior Credit Officer, Global Higher Education and Not-for-Profit Ratings, Moody’s Investors Service

Chair: William T. Abare, Jr., President, Flagler College
Poinciana 4

The Implications of Changing Donor Behavior on Major Giving and Engagement with Young Alumni

As alumni participation continues to decline nationwide, it has become increasingly difficult to choose the right course of action to reach institutional fundraising goals. Without an active young alumni donor population, the future pipeline of major givers is bleak. Presenters will cover findings from a national survey of alumni that reveals what makes an individual’s alma mater a priority for charitable giving and how alumni’s sense of “connectedness” affects their engagement and gift levels. They will discuss proven strategies to use donor behavior and analytics to inform and focus fundraising efforts and drive the greatest possible returns.

Paul Mylott, Senior Advancement Management Consultant, Royall & Company–Advancement
Lee Pelton, President, Emerson College
Wayne B. Powell, President, Lenoir-Rhyne University
Chair: Cathy S. Dove, President, Paul Smith's College

Americana Salon 1

Title IX Compliance and Promising Practices

Title IX compliance responsibilities have expanded to encompass combating sex discrimination in many forms—from inequities in intercollegiate athletics to sexual harassment and sexual violence. What are the most promising Title IX practices? How should colleges tackle the monumental Title IX training requirements prescribed by the Department of Education? What kinds of investigation processes are best suited to meet compliance requirements?

Peter F. Lake, Professor of Law, Charles A. Dana Chair, and Director of the Center for Excellence in Higher Education Law and Policy, Stetson University College of Law
Chair: Katherine Bergeron, President, Connecticut College

10:15 a.m.–1:00 p.m.  
Cowrie

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM
WELCOME, ADDRESS, AND LUNCHEON
(Sponsored by TIAA-CREF)

“The Role of the Spouse or Partner in Fundraising and Fundraising for the Institution”

Presidential spouses and partners come from all walks of life. Some are current or former faculty members or other professionals with their own careers, some are stay-at-home parents or caregivers for other family members, some are very active with institutional advancement efforts and some are less active. All spouses and partners want the best for the institutions they serve. How can they work most effectively with the professional advancement staff on behalf of the institution?
Alice M. Starr, presidential spouse at Baylor University, has earned accolades for her business and charitable organization leadership. She formed Starr Strategies in 2005 to help nonprofit organizations strategize on public relations, marketing, and fundraising. She has more than 35 years of experience working with businesses to strengthen their visibility and reputation and has raised millions of dollars for nonprofits through unique events and strategic marketing campaigns. For 16 years, Starr was a vice president of WEST*GROUP, a commercial real estate firm located in Tysons Corner, Virginia. She administered all of its charitable and political contributions, marketing campaigns, and special events. Previously, Starr worked as director of consumer affairs for NVR, a large national home builder, and as vice president for business and community services at the Washington Airports Task Force. She presently serves as a member of the board of directors of Cardinal Financial Corporation and the advisory board of George Washington’s Mount Vernon. She is a director of the Claude Moore Colonial Farm, McLean Project for the Arts, and Medical Care for Children Partnership. Starr formerly served as president of the Corporate Community Relations Council of Northern Virginia, chair of the Fairfax County Public Library Foundation Inc., president of Volunteer Fairfax, president of McLean Project for the Arts, and president of the McLean Chamber of Commerce. She also served as a director of the American Red Cross for the National Capital Region and as a commissioner on the Virginia Commission for the Arts. Starr earned a BA in psychology from Skidmore College and a master’s degree in college administration from the University of Miami. She is a member of the Phi Kappa Phi Honor Society.

Chair: Norman G. Knight, Chair, Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Pacific Union College

11:30–11:45 a.m.

Refreshment Break

(A Sponsored by Kaludis Consulting)

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 Stamats)

Educating Men: What Works?

By 2020, projections are that only 40 percent of college students will be male. In addition, graduation rates for men continue to lag behind those for women. What strategies can private colleges and universities employ to improve recruitment, retention, and graduation of male students? What advantages do small liberal arts colleges and small comprehensive universities have for educating men? What do presidents need to know about what works in educating men?

Tracy Fitzsimmons, President, Shenandoah University

Gregory D. Hess, President, Wabash College

John S. Wilson, Jr., President, Morehouse College

Chair: R. Patricia Fadden, IHM, President, Immaculata University

International Student Opportunities: Recruitment, Regulations, Exchanges, and Partnerships

As presidents seek to enrich a diverse campus culture and increase enrollment by recruiting international students, what opportunities and liabilities should be considered? What government regulations and recruitment standards need to be observed? How can presidents evaluate partnerships with institutions overseas as well as with recruiting organizations and consortia? Presidents experienced with these issues will lead the discussion.

Jorge L. Díaz-Herrera, President, Keuka College

Celeste M. Schenck, President, American University of Paris (France)

Donald B. Taylor, President, Cabrini College

Chair: Niels-Erik A. Andreasen, President, Andrews University

Legal Issues That Keep Presidents Up at Night

Which 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 faculty unionization efforts, tenure constraints on financial restructuring, compliance with increasing regulatory burdens, and keeping legal expenses under control.

Jim Newberry, Attorney and Member, Steptoe & Johnson PLLC

Chair: Dottie L. King, President, Saint Mary-of-the-Woods College
Maximizing the Impact of Intercollegiate Athletics on Private Colleges and Universities

Athletics is more important than ever in making the small private college model sustainable. It plays a key role in student recruitment, retention, and achievement; fundraising; and enhancing campus life and institutional identity. Indeed, in a recent survey of CIC presidents, nearly two-thirds reported that they were expanding athletic facilities and programs as a means of addressing the enrollment and fiscal challenges they face. How can presidents maximize the impact of athletics as well as better distinguish the many strengths of the smaller college athletics model from big university sports?

Jim Carr, President, NAIA
Alan S. Cureton, President, University of Northwestern-St. Paul
Daniel T. Dutcher, Vice President for Division III, NCAA
Arvid C. Johnson, President, University of St. Francis (IL)
Chair: Roderick L. Smothers, President, Philander Smith College

The President’s Perspective on Board Relations

(Open only to currently serving college presidents)

Presidents will have an opportunity to raise sensitive questions and issues about their 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.

Richard T. (Tom) Ingram, Senior Advisor for President-Board Relations, CIC, and former President, Association of Governing Boards of Universities and Colleges
Chair: Terry Kimbrow, President, Central Baptist College

The Sweet Briar Story: Making the Impossible Just Another Problem to Solve

The president leading the turnaround of Sweet Briar College will candidly discuss what he has learned and experienced since taking the helm in July and the implications for other independent colleges. What have been the greatest successes? What have been the biggest problems and surprises? How have the board, the faculty, and the leadership team been reconstituted? What challenges are still ahead for the college, and how is the president planning to tackle them?

Phillip C. Stone, President, Sweet Briar College
Chair: Edward B. Burger, President, Southwestern University (TX)
1:00–1:30 p.m.  Refreshment Break  
*Americana Salon 4 and Foyer*  
(Sponsored by Witt/Kieffer)

1:00–2:00 p.m.  Focus Group: The Power of Liberal Arts Education *(by invitation only)*  
*Sunrise Tellin*  
Convener: *Judith T. Phair*, Senior Advisor, Communications, CIC

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

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

Women’s College Coalition Board of Directors and Luncheon  
Convener: *Michele Ozumba*, President

1:00–5:00 p.m.  Lower Cost Models for Independent Colleges *(by invitation only)*  
*Lucina*  
Convener: *Michael B. Alexander*, President, Lasell College

1:30–5:00 p.m.  Optional Excursion: Little Havana Walking Food Tour  
Meet in the hotel lobby.  
*Please note: Pre-registration is required.*  
*Inquire at the CIC Registration Desk.*

2:00–3:30 p.m.  Open Forum: Project on the Future of Independent Higher Education  
*CIC’s Project on the Future of Independent Higher Education is designed to help CIC members explore fresh approaches to higher education and new business models in the context of potentially disruptive changes to American society and education and the traditional qualities and missions of independent liberal arts colleges. During the past year, CIC has pursued an ambitious research agenda to support the project. 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.*

*Elizabeth A. Fleming*, President, Converse College  
*Chris Kimball*, Chair, CIC Board of Directors, and President, California Lutheran University  
*John M. McCardell*, Vice Chancellor and President, Sewanee: The University of the South  
*Edwin H. Welch*, President, University of Charleston
2:00–3:45 p.m.   
*Poinciana 2*

**Focus Group: The Culture of Governing Boards** *(by invitation only)*

Conveners: Peter D. Eckel, Senior Fellow and Director of Leadership Programs, Alliance for Higher Education and Democracy, University of Pennsylvania, and Cathy A. Trower, President, Trower & Trower, Inc.

2:00–4:00 p.m.   
*Cowrie 2*

**Open Dialogue on Financial Well-Being Strategies for Colleges and Universities**

Conveners: Marjorie Hass, President, Austin College, and Ronald R. Pressman, CEO, Institutional Financial Services, TIAA-CREF

2:00–3:30 p.m.   
*Poinciana 1*

**WORKSHOP**

*Please note: Pre-registration is required for this workshop. Inquire at the CIC Registration Desk.*

**Inside the Head and Heart of a Philanthropist**

*(Sponsored by Educational & Institutional Insurance Administrators, Inc.)*

Presidents do a lot of asking for donations to support their colleges. Yet understanding the relationship from the donor’s side can be a mystery. An acclaimed fundraising consultant will engage in a conversation with a major philanthropist to make the relationship less mysterious. What is inside the head and the heart of the donor? How does the donor view his or her relationship with the college and with the president? What does the donor wish would be asked? And how? This extended conversation will provide presidents with insights into the act of giving from the philanthropist’s side of the gift.

*Swanee DiMare*, Philanthropist and Community Leader

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

Chair: *Kelly M. Thompson*, President, Culver-Stockton College
WORKSHOP

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

Tuition Resets: Considerations for Presidents Based on Case Examples

(Sponsored by Keypath Education)

What has been learned from institutions that dramatically lowered tuition? Participants will consider results from a recent study regarding changes to the applicant pool and enrollment as well as changes to financial aid strategies, discount rates, and net tuition revenue. Participants will discuss several considerations:

• Experiences of institutions that have implemented a price reset;
• Preconditions necessary for a price reset;
• Goals for a price reset;
• Data needed to ensure that there is a reasonable probability that the price reset will maintain, if not increase, net revenue;
• Ways to handle tuition price and financial aid for both continuing students and new students;
• Strategies to market and frame a price reset; and
• Whether a price reset needs to be accompanied by other initiatives.

Participants will examine case examples and consider implications for their own institutions.

Lucie Lapovsky, Principal, Lapovsky Consulting; former President, Mercy College (NY); and former Vice President for Finance, Goucher College
Chair: J. Derek Halvorson, President, Covenant College

TUESDAY

2:00–4:00 p.m.

Poinciana 3

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM

(Sponsored by TIAA-CREF)

Networking and Discussion Session: Getting to Know You

Presidential spouses and partners are invited to gather for a lively social event that will provide an opportunity to talk with other spouses and partners about topics of mutual interest. Come greet dear friends and make new ones.

Traci Corey, Presidential Spouse, Olivet College
Marcia Millet, Presidential Spouse, Stillman College
3:00–5:00 p.m. **Presidents of American Baptist Church Colleges and Universities**  
*Periwinkle*  
Conveners: **Mark Benedetto**, President, University of Sioux Falls, and **Peter H. Armacost**, President Emeritus, Forman Christian College (Pakistan)

4:00–5:00 p.m. **Focus Group: The Power of Liberal Arts Education** *(by invitation only)*  
*Sunrise Tellin*  
Convener: **Judith T. Phair**, Senior Advisor, Communications, CIC

4:00–5:00 p.m. **Reception for Network for Vocation in Undergraduate Education (NetVUE)**  
*Poinciana 4*  
Conveners: **Harold V. Hartley III**, Senior Vice President, CIC, and **Shirley J. Roels**, Senior Advisor and Director of NetVUE, CIC

5:00–6:30 p.m. **ALL-INSTITUTE RECEPTION**  
*Americana Salon 4 and Foyer*  
*(Cosponsored by Gonser Gerber LLP and Capture Higher Ed)*  
This is an opportunity—between afternoon workshops and excursions 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.

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

*Periwinkle*  
**Women’s College Coalition Dinner**  
Convener: **Michele Ozumba**, President
Wednesday, January 6

7:00 a.m.–5:00 p.m.

Institute Registration
Rotunda East
Sign up for Individual Consultations and other events with space limitations.

7:00 a.m.–5:00 p.m.

Charging Station
Americana Foyer
(Sponsored by EFL Associates)
A station is available to charge mobile devices.

Computer Kiosks
(Sponsored by RPA Inc.)
Computer stations are available for participants to check email.

7:00 –7:45 a.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM
Meet in the hotel lobby.
(Sponsored by TIAA-CREF)
An Early Morning Walk before Breakfast
Spouses and partners who would like to take an early morning walk on the beach are invited to join. Dress is casual.
Traci Corey, Presidential Spouse, Olivet College

7:15–8:15 a.m.

Breakfast
Americana Salon 4
(Sponsored by Registry for College and University Presidents)
Breakfast is provided for all registered Institute participants. Several Roundtables are designated for participants to join colleagues to discuss specific topics.

BREAKFAST ROUNDTABLE DISCUSSIONS
Communicating Effectively with Inside Higher Ed
An editor of Inside Higher Ed will discuss how the online publication determines which issues to cover, the best ways to reach reporters, news items of interest from small and mid-sized colleges and universities, and story ideas from campus leaders.
Scott Jaschik, Editor and Co-Founder, Inside Higher Ed
Is Computer Science a Liberal Art?
The discipline of computing has developed rapidly since the early 1950s and now includes many sub-disciplines, ranging from the most theoretical, computer science, to the most applied, information systems and technology. Should computer science—not engineering or technology—be part of the liberal arts general education curriculum? Presidents will discuss pros and cons of including computational thinking across the curriculum as well as stand-alone computing fundamentals courses.

**Jorge L. Díaz-Herrera**, President, Keuka College

Network for Vocation in Undergraduate Education (NetVUE)
NetVUE is a nationwide network of more than 190 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 and Director of NetVUE, CIC

Proposed Rules for Overtime Pay
Proposed federal regulations for overtime pay have the potential to affect many campus employees. What do presidents need to know about reviewing campus employee positions and estimating the effects of these proposed rules on future budgets?

**Jim Newberry**, Attorney and Member, Steptoe & Johnson PLLC

The President and the Provost: A Strategic Partnership
A detailed profile of the successful president-provost partnership emerged from interviews with more than 100 presidents and provosts over a three-year period. Presenters will discuss wise approaches for presidents to define and develop the portfolio of primary responsibilities for their chief academic officer.

**James L. Martin**, Professor of English and former Provost, Mount Ida College, and co-author of *The Provost’s Handbook: The Role of the Chief Academic Officer*

**Helen J. Streubert**, President, College of Saint Elizabeth, and former Vice President for Academic Affairs, Our Lady of the Lake University (TX)
Understanding Board Culture
A new initiative aims to provide presidents and governing boards with a research-based understanding of the board’s culture and how that culture affects governance. Presenters will describe the project and instrument used and offer an opportunity to participate in the pilot phase of the project.

Peter D. Eckel, Senior Fellow and Director of Leadership Programs, Alliance for Higher Education and Democracy, University of Pennsylvania
Cathy A. Trower, President, Trower & Trower, Inc.

7:15–8:15 a.m.

**BREAKFAST MEETINGS**

**Lucina**
Association of Independent Kentucky Colleges and Universities
Convener: Gary S. Cox, President

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

**Poinciana 1**
Presidents of Historically Black Colleges and Universities
Convener: Billy C. Hawkins, President, Talladega College

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

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

**Poinciana 3**
Presidential Vocation and Institutional Mission Program Past Participants
Convener: Frederik Ohles, President, Nebraska Wesleyan University, and Senior Advisor, CIC

**Poinciana 4**
Wisconsin Association of Independent Colleges and Universities
Convener: Rolf Wegenke, President
7:15–8:15 a.m. | **PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**

**BREAKFAST 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.

**Building a Sense of Community on Campus**

*Mary Sallee,* Presidential Spouse, William Jewell College

**Community Involvement**

*Jennifer Gervasi,* Presidential Spouse, Quincy University

**Coping with Life Transitions**

*Maeve O’Connor,* Presidential Spouse, Warren Wilson College

**Engaging Students on Campus**

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

**Male Spouses and Partners**

*Roger Fell,* Presidential Spouse, The University of Findlay

**Modernizing the Role: Spouses and Partners Who Work or Live away from the Campus**

*Lora Hess,* Presidential Spouse, Wabash College

8:00 a.m.–5:00 p.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, Austen Group, a Division of Ruffalo Noel Levitz

**Financial and Retirement Planning for Presidents, Spouses, and Partners**

TIAA-CREF Wealth Management Advisors

**Leadership Issues**

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

**Presidential Compensation and Benefits**

*Frank A. Casagrande*, President, Casagrande Consulting

Neptune

**Presidential Contracts**

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

8:30–9:45 a.m.

**PLENARY SESSION**

“What Matters in College: The Vital Role of Independent Colleges”

(Sponsored by Ruffalo Noel Levitz)

A best-selling author and acclaimed columnist will discuss why independent colleges and universities deserve important consideration by prospective students and their parents. In *Where You Go Is Not Who You’ll Be: An Antidote to the College Admissions Mania* (2015), Frank Bruni provides a new perspective on the college admissions process, which often triggers needless anxiety for students and parents focused exclusively on getting into highly selective institutions. Bruni shows that the Ivy League has no monopoly on corner offices, governors’ mansions, or the most prestigious academic and scientific grants. Through his research and the stories of highly successful people who did not attend the most selective and affluent colleges and universities, he demonstrates that many kinds of colleges can serve as ideal springboards to a lifetime of success and fulfillment. The book features a sampling of CIC colleges as great places for students to learn and grow. His insights are sure to encourage—and at times challenge—the presidents of independent colleges and universities.

*Frank Bruni* is an op-ed columnist for the *New York Times*, a position he has held since 2011. In his columns, which appear every Sunday and Wednesday, he reflects on diverse topics including American politics, higher education, and gay rights. Since joining the paper in 1995, he has served as White House correspondent, chief restaurant critic, staff writer for the *New York Times Magazine*, and the Rome bureau chief. Bruni is the author of three *New York Times* best sellers, including the recent *Where You Go Is Not Who You’ll Be*. His previous best sellers were the 2009 memoir *Born Round*, about the joys and torments of his eating life, and a 2002 chronicle of George W. Bush’s first presidential campaign, *Ambling into History*. Bruni earned a BA in English from the University of North Carolina at Chapel Hill and an MS in journalism from Columbia University’s Graduate School of Journalism.

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

9:45–10:15 a.m.

**Refreshment Break**

(Sponsored by Academic Search, Inc.)
CONCURRENT SESSIONS
(Sponsored by mStoner, Inc.)

**Poinciana 1**

**Approaches to Making College Affordable**

Presidents face increasing pressure to ensure that a private college education is affordable. How can the cost of an education at a smaller liberal arts college remain competitive in the face of today’s enrollment and revenue challenges? Recent approaches have included tuition freezes and resets; guarantees of minimum earnings after graduation; and provision of financial planning, loan forgiveness, and better advice to students and parents. Presidents who have used these strategies will describe the approaches they took and what they learned—both positive and negative lessons.

Jeffrey R. Docking, President, Adrian College

Kent L. Henning, President, Grand View University

Barbara K. Mistick, President, Wilson College

Chair: Edison O. Jackson, President, Bethune-Cookman University

**Poinciana 4**

**Expanding Strategic Alliances in Independent Colleges**

How can smaller private colleges and universities benefit from economies of scale and scope that are critical to improved competitiveness and sustainability without giving up the distinctive advantages of their smaller size? What strategies can be used to capitalize on academic and administrative business model changes, efficiencies and integration, expanded capabilities, and cost savings that drive growth and revenues? Those familiar with consortia, mergers, and other joint ventures will lead the discussion.

Margaret Carney, OSF, President, St. Bonaventure University

Michael K. Thomas, President and CEO, New England Board of Higher Education

R. Owen Williams, President, Associated Colleges of the South

Cynthia Zane, President, Hilbert College

Chair: Jack D. Jones, President, Iowa College Foundation

**Poinciana 2**

**How Presidents Can Make Effective Use of Board Retreats**

Board of trustees retreats can be an effective tool to strengthen governance and provide time to focus on strategic issues. What purposes can a board retreat serve? Should an outside facilitator be used? Where are retreats best held—on campus, near campus, or out of town?

Gordon Bietz, President, Southern Adventist University

Troy D. Hammond, President, North Central College
Antoinette Hays, President, Regis College (MA)
Chair: Roslyn Clark Artis, President, Florida Memorial University

Poinciana 3

Q&A with Richard Ekman
Presidents will have the opportunity to engage in informal discussion with CIC President Richard Ekman about current topics in higher education and programs and services of the Council of Independent Colleges.

Richard Ekman, President, Council of Independent Colleges

Americana Salon 1

Reenergizing the Presidency: Helpful Mid-Career Considerations
Several years into a presidency, some leaders find that the burst of energy and enthusiasm that characterized the first years has waned and they are wondering what is next. How can presidents be reenergized for their roles? How can they identify new priorities? What are some of the presidential mid-career challenges? When and how should presidents determine if it is time for them to leave the institution?

Judith Block McLaughlin, Director, Higher Education Program, Educational Chair, Harvard Seminar for New Presidents, and Senior Lecturer on Education, Harvard University
Chair: William J. Hynes, President, Holy Names University

Americana Salon 2

Social Media and Crisis Management: Preparation and Response
Given the increasing use of social media and the expectation of students, parents, and the public for immediate responses to emerging issues and crises, how do private colleges manage the effects of social media on campus? How can the use of social media to criticize the college or intimidate members of the campus community be managed without heavy-handed censorship? How can colleges handle anonymous posts, cyber-bullying, and “microaggressions” that can be spread quickly on Yik Yak, Facebook, Twitter, and other channels? What is the role of the college president?

Michael Stoner, Co-Founder and President, mStoner, Inc.
Chair: Scott Flanagan, President, Edgewood College
10:15–11:30 a.m.  
**PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**  
**CONCURRENT SESSIONS**  
*(Sponsored by TIAA-CREF)*

**Cowrie 2**  
**Challenges of the Sandwich Generation: Options for Care of Elderly Family Members**

Many presidential couples are part of the “sandwich generation” with responsibilities for children or grandchildren as well as aging parents or other relatives. What are good options for caring for elderly loved ones while living in the presidential home? Should aging parents stay in their familiar communities or move nearby? What new options are available for eldercare, and what qualities should be examined in selecting an adult community? What are effective ways to start a conversation with aging family members about arrangements when it is time for a move?

**Roger Auerbach,** Presidential Spouse, University of La Verne  
**Traci Corey,** Presidential Spouse, Olivet College  
**Marylou Habecker,** Presidential Spouse, Taylor University  
Chair: **Laurie Roelofs,** Presidential Spouse, Berea College

**Cowrie 1**  
**Social Media for Presidential Spouses and Partners**

What do presidential spouses and partners need to know about social media? What platforms are available, and what are their respective user cultures? Which platforms should be avoided? How can spouses and partners use social media to build community on campus? What are effective ways to protect the privacy of children and other family members on social media? The session will examine advantages and dangers of social media use and provide tips for using it effectively.

**Christine Burns-DiBiasio,** Presidential Spouse, Ohio Northern University  
**Lora Hess,** Presidential Spouse, Wabash College  
Chair: **Peggi Kriegbaum,** Presidential Spouse, Fresno Pacific University

11:30–11:45 a.m.  
**Refreshment Break**  
*(Sponsored by AGB Search, LLC)*

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

(Sponsored by Voya Financial)

Cowrie 1

A Model for Integrating Data-Science with the Liberal Arts: Responding to Workforce Demands

Working with higher education and business leaders, the Business-Higher Education Forum has developed a model for integrating data-science with the liberal arts. How might introducing a set of data-science courses or a minor in data-science equip liberal arts graduates to be more competitive in today’s labor market?

L. Isabel Cárdenas-Navia, Director of Emerging Workforce Programs, Business-Higher Education Forum

Brian K. Fitzgerald, Chief Executive Officer, Business-Higher Education Forum

Chair: Robert R. Ivany, President, University of St. Thomas (TX)

Poinciana 2

Developing Partnerships with Colleges and Universities in Mexico

Bilateral arrangements between colleges and universities in Mexico and the United States are creating opportunities for regional and economic development as well as mobility through 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 in the Americas and will discuss possibilities for expanding study-abroad opportunities and institutional partnerships.

Louis J. Agnese, Jr., President, University of the Incarnate Word

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

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

Rodrigo Guerra Botello, Secretary General, FIMPES (Mexico)

Chair: Julia M. McNamara, President, Albertus Magnus College

Poinciana 4

Evaluating Alternative Business Models

Over the past decade, new approaches to funding, structuring, and delivering higher education have emerged to meet economic and operational challenges. From online delivery models to public-private partnerships to competency-based approaches, the array of new strategies is dizzying. How are presidents to make sense of new business models, product lines, delivery methods, and even unconventional institutional structures?

Margaret L. Drugovich, President, Hartwick College

Todd S. Hutton, President, Utica College

Chair: M. Christopher White, President, Chowan University
**Presidential Strategies for Larger Institutions**

Private colleges pride themselves on being more flexible and student-centric than their public counterparts, yet the larger size of some private universities can present challenges to achieving this claim. How do bigger, more complex institutions, often with graduate programs, affect the president’s ability to assure student success? How can larger private institutions differentiate themselves from public universities? A panel of presidents of larger CIC universities will lead consideration of these and related topics.

*Dennis H. Holtschneider, CM*, President, DePaul University  
*Margaret A. McKenna*, President, Suffolk University  
*Thomas R. Rochon*, President, Ithaca College  
Chair: *David Wright*, President, Indiana Wesleyan University

**Presidents “Open Mike”**

*(Open only to currently serving college presidents)*

This forum is an opportunity to raise confidential and sensitive questions and issues. The 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 other participating presidents.

*Lynn Pasquerella*, President, Mount Holyoke College

**Turning Financial Challenges into Opportunities**

Four presidents will describe how they turned financial pressures into opportunities by engaging their campus communities. Their approaches and the resulting initiatives empowered faculty and staff members to contribute to financial decision making and program prioritization, added support for their institutional missions, and created processes to reallocate resources and restructure administrative and academic programs. The discussion will focus on how other institutions can plan and execute similar efforts.

*Pamela M. Balch*, President, West Virginia Wesleyan College  
*Eugene J. Cornacchia*, President, Saint Peter’s University  
*Richard H. Dorman*, President, Westminster College (PA)  
*George E. Martin*, President, St. Edward’s University  
Chair: *Laurie M. Hamen*, President, Mount Mercy University
JOINT SESSION WITH PRESIDENTIAL SPOUSES AND PARTNERS

Parenting Young Children on Campus

Raising young children during one’s presidency presents opportunities for great joy as well as challenges to balance the competing demands of parenthood and a profession. In addition to the normal complications of family life, the children of presidents are often highly visible both on and off campus. Presidents and a presidential couple with young children will describe their approaches to juggling parenthood and the presidency as they seek to maximize the rewards and minimize the frustrations.

James S. Dlugos, Jr., President, Saint Joseph’s College of Maine
Melissa Jones Dlugos, Presidential Spouse, Saint Joseph’s College of Maine
Michael Hemesath, President, Saint John’s University (MN)
Mary Hinton, President, College of Saint Benedict
Chair: Rachel Rumple-Comerford, Presidential Spouse, Blackburn College

11:45 a.m.–1:00 p.m.

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

Book Study—Quiet: The Power of Introverts in a World That Can’t Stop Talking by Susan Cain

This session will begin with small-group discussions of Quiet: The Power of Introverts in a World That Can’t Stop Talking by Susan Cain and conclude with an examination of what it means to be an introvert or extrovert (or something in between). Suggestions for meshing the strengths and styles of presidential couples based on where each member falls on the introvert-extrovert continuum also will be discussed. It is recommended (but not required) that participants read the book in advance.

Michelle Dorsey, Presidential Spouse, Texas Lutheran University
A. McGuire Gordon, Presidential Spouse, The College of Saint Rose
Chair: Selby Artis, Presidential Spouse, Florida Memorial University

1:00–1:30 p.m.

Refreshment Break
(Sponsored by Rafter)

1:00–2:00 p.m.

ASSOCIATED MEETINGS

Associated Colleges of Illinois
Convener: Mick Weltman, Executive Director
**Independent Colleges of Indiana**
Convener: Richard L. Ludwick, President and CEO

**National Association of Schools and Colleges of the United Methodist Church**
Convener: Melanie B. Overton, Assistant General Secretary, Division of Higher Education, General Board of Higher Education and Ministry

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

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

**Networking and Discussion Session: Events, Programs, and Processes That Work**

What events, programs, or processes have you begun or continued on your campus that foster a sense of campus community, are efficient and effective, and are popular with trustees, faculty and staff members, students, and other groups? Presidential spouses and partners will exchange information about events, programs, and processes that work on their campuses. Please bring materials to share if you have them. Ideas will be posted online for easy reference after the Institute.

**Christy Colson**, Presidential Spouse, Wartburg College

**J. Lawrence Smith**, Presidential Spouse, York College of Pennsylvania

**Optional Excursion: Vizcaya Museum and Gardens Tour**
Meet in the hotel lobby.

Please note: Pre-registration is required. Inquire at the CIC Registration Desk.

**Mexico and U.S. Independent Higher Education Leadership Forum**
(by invitation only)

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

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

**Richard Ekman**, President, CIC

**Rodrigo Guerra Botello**, Secretary General, FIMPES (Mexico)
2:00–4:00 p.m.  

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

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

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**Open Dialogue on Retiree Health Benefits and Strategies for Institutions and Employees**

Convenors: **David R. Anderson**, President, St. Olaf College, and **Timothy E. Lane**, President and CEO, Emeriti Retirement Health Solutions

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**WORKSHOPS**

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

**Poinciana 2**

**Improving Financial Vitality and Access to Capital in Challenging Times**

Independent colleges rely heavily on capital markets to fund expansion of, improvements to, and maintenance of their facilities. In order to sustain their financial well-being, independent colleges often need access to credit and capital for funding and to manage existing debt. Recent defaults and other forms of fiscal distress demonstrate the potential risks to private colleges. For example, the threatened closure of Sweet Briar College shook the market because the college was not in apparent financial distress. This workshop will address the following issues:

- How financial markets view independent colleges;
- Factors that make an institution an acceptable credit risk;
- The warning signs of financial distress;
- What creditors consider the indicators of financial vitality; and
- How presidents can establish and maintain strong relationships with creditors and others—including bankers, vendors, donors, parents, and students—in order to enhance financial viability.

The interactive workshop will help participants consider implications for their own institutions.

**Robert J. Bertucci**, Vice President and Senior Research Analyst, OppenheimerFunds, Inc.

**Meghan B. Burke**, Member, Head of Public Finance, and Chair of Education Practice Group, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, PC

**Stefano Falconi**, former Senior Vice President for Administration and Finance, Simmons College

Chair: **Michael C. Maxey**, President, Roanoke College
Prioritizing Academic and Administrative Programs  
(Sponsored by Collegis Education)

The higher education landscape has changed significantly in recent years. As a consequence, institutions are seeking answers to fundamental questions about unsustainable budgeting practices, increased external scrutiny, greater emphasis on quality, and keener competition. As more private colleges and universities consider academic and administrative program prioritization to tackle financial challenges, a hands-on workshop for presidents is both important and timely. Robert Dickeson, author of Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance (2010), will lead the workshop. Based on years of experience working with independent college and university presidents, Dickeson will cover a full range of practical issues in this interactive workshop, including:

- Why CIC institutions should undertake prioritization;
- How to engage faculty members in prioritization;
- How to avoid pitfalls in setting up the prioritization process;
- How to use scoring rubrics to pinpoint reallocation opportunities; and
- How to confront thorny issues such as athletics, general education reform, and internal and external communication.

Participants will receive a workbook of practical materials used in successful prioritization projects by other independent colleges and universities.

Robert C. Dickeson, President and Principal, Academic Strategy Partners, LLC; President Emeritus, University of Northern Colorado; and former Senior Vice President, Lumina Foundation for Education

Chair: Susan West Engelkemeyer, President, Nichols College

2:30–5:00 p.m.  
Lucina

Council for Christian Colleges & Universities Membership Task Force (by invitation only)

Convener: Shirley V. Hoogstra, President

4:00–5:00 p.m.  
Periwinkle

Association of Presbyterian Colleges and Universities

Convener: Jeffrey E. Arnold, Executive Director

6:00–7:00 p.m.  
Americana Lawn

AWARDS RECEPTION  
(Cosponsored by National Management Resources Corporation and Yaffe & Company, Inc.)

In the event of inclement weather the Awards Reception will be held in Americana Salon 4 and Foyer.
AWARDS BANQUET
(Sponsored by Sodexo)

Welcome and Introduction
Invocation
Dinner
Presentations
Award for Philanthropy (Individual)
O. Jay and Patricia Tomson
Award for Philanthropy (Organization)
The Corella and Bertram F. Bonner Foundation
Allen P. Splete Award for Outstanding Service (Sponsored by Jenzabar)
W. Robert Connor

Please note: The Awards Reception and Banquet are included with the 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.
THURSDAY, JANUARY 7

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

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

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

7:30–8:30 a.m.  
**CIC ANNUAL BUSINESS MEETING**  
*Americana Salon 2*  
The Annual Business Meeting is open to all CIC member presidents. Breakfast is provided for all participants.

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

**Special Reports:**

**CIC’s Project on the Future of Independent Higher Education Update**  
*Chris Kimball*, Chair, CIC Board of Directors, and President, California Lutheran University

**Report on Programmatic Priorities for CIC State Fund Members**  
*A. Hope Williams*, Member, CIC Board of Directors, and President, North Carolina Independent Colleges and Universities

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

*Americana Salon 4*

*(Sponsored by Online Consortium of Independent Colleges & Universities)*

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

7:30–8:30 a.m. **PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM**

**BREAKFAST 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.

- **Constructing a Family Manual**
  *Norman G. Knight*, Presidential Spouse, Pacific Union College

- **Dark Chocolate, Red Wine, and Other Healthy Foods**
  *John Przybylski*, Presidential Spouse, Regis College (MA)

- **Spouse or Partner Reports to the Board**
  *Michelle Dorsey*, Presidential Spouse, Texas Lutheran University

- **Strategies for Helping “Curling Parents”**
  *Kelly Knapp*, Presidential Spouse, Hope College

- **The Last President Didn’t Have a Spouse...**
  *Rachel Rumple-Comerford*, Presidential Spouse, Blackburn College

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

Please sign up in advance at the CIC Registration Desk.

*Boardroom*

**Board Relations**

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

*Parlor Suite 409*

**CIC Key Indicators Tool and Financial Indicators Tool**

**Benchmarking Reports**

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

*Moon and Sundial*

**Financial and Retirement Planning for Presidents, Spouses, and Partners**

TIAA-CREF Wealth Management Advisors
Triton

President Compensation and Benefits

Frank A. Casagrande, President, Casagrande Consulting

Neptune

Presidential Contracts

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

8:45–9:45 a.m.

CONCURRENT SESSIONS

(Sponsored by Hastings+Chivetta Architects, Inc.)

Poinciana 1

Compelling Findings: Results from Research on the Future of Independent Higher Education

CIC’s Project on the Future of Independent Higher Education, supported by the Lumina Foundation and the TIAA-CREF Institute, generated a number of research studies to inform presidents of small and mid-sized private colleges and universities about important trends and considerations in making private higher education sustainable. Panelists will present and discuss findings from two important studies. One study examines strategies for adaptation and change that remain congruent with the missions of smaller private colleges and universities. The other explores changes to the composition, roles, and expectations of the faculties serving CIC member institutions.

James C. Hearn, Professor and Associate Director, Institute of Higher Education, University of Georgia, and Fellow, TIAA-CREF Institute

Chris Kimball, President, California Lutheran University, and Chair, CIC Project on the Future of Independent Higher Education Steering Committee

Christopher Morphew, Professor and Executive Associate Dean for Research and Innovation, College of Education, University of Iowa

Chair: David A. King, President, Malone University

Poinciana 2

Creating Cohesive Paths to Civic Engagement

Panelists will present approaches to fostering civic engagement and social responsibility in higher education based on findings from recent research. Twenty-six participating campuses inventoried, mapped, and developed more cohesive and integrated curricular programs for students in all disciplines that incorporate civic engagement into their courses of study. Presenters will highlight the strengths of these replicable and sustainable programs, noting the creative ideas that were developed, how they were implemented, and the results realized. They will discuss the mapping process and how it served as a catalyst for change on campuses, and explain how clearly articulating opportunities for students can enhance their development as ethically engaged citizens and prepare them for meaningful careers.
MaryAnn Baenninger, President, Drew University
Jonathan Lash, President, Hampshire College
Jan R. Liss, Executive Director, Project Pericles, Inc.
James H. Mullen, Jr., President, Allegheny College

Chair: Richard L. Ludwick, President and CEO, Independent Colleges of Indiana

How to Establish Retention as a Campus-Wide Priority

How can presidents mobilize key campus constituents to work together in pursuit of improved student retention and success? Presenters will discuss a comprehensive set of strategies including orientation programs, course scheduling, billing and payment plans, advising, and early-alert systems. They also will consider roles of faculty members and staff in enrollment, academic and student affairs, and finance. Presidents will share how their campus-wide strategies have proceeded from plan to implementation.

Pamela Eibeck, President, University of the Pacific
Thomas F. Flynn, President, Alvernia University
Jennifer Wick, Vice President, Scannell & Kurz, a Division of Ruffalo Noel Levitz

Chair: James E. Brenneman, President, Goshen College

JOINT SESSION WITH PRESIDENTIAL SPOUSES AND PARTNERS

Moving On: Planning for the End of a Presidency

Presidential transitions occur for a variety of reasons, including retirement, a second presidency, or moving into an entirely new career. What steps can the president and the presidential spouse or partner take to ensure a smooth transition for the next campus leader? What issues should the president and the spouse or partner consider to protect their own best interests? Are there structures or processes that could be established early in a presidency that will pave the way for a smooth transition? Experienced presidential couples will discuss effective transition strategies.

George E. Farenthold, former Presidential Spouse, Wells College
Annie Miller, Presidential Spouse, Virginia Wesleyan College
Scott D. Miller, President, Virginia Wesleyan College
Lisa Marsh Ryerson, President, AARP Foundation, and President Emerita, Wells College

Chair: Heather Knight, President, Pacific Union College
8:45–9:45 a.m.  
Cowrie 1

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

**Environmental Initiatives on Campus**

Most colleges have recycling programs, encourage the use of refillable water bottles rather than bottled water, and use LEED principles in new construction. How can a campus move to the next level of environmental awareness and action? How can the presidential spouse or partner encourage student, staff, and faculty efforts to make the college more environmentally friendly? Initiatives to be discussed include working with the food service to use locally-sourced ingredients and compost food waste, encouraging carpooling for trips off campus, engaging in sustainable and native plant gardening, and working with students and the local community on interdisciplinary cooperative projects.

*Sharon Kazee*, Presidential Spouse, University of Evansville  
*Mary L. Trettin*, Presidential Spouse, Northland College  
Chair: *Prema Samhat*, Presidential Spouse, Wofford College

9:45–10:00 a.m.  
Americana Salon 4 and Foyer

**Refreshment Break**  
*(Sponsored by Keypath Education)*

10:00–11:30 a.m.  
Americana Ballroom

**CLOSING PLENARY SESSION**

*“Campus Civility and First Amendment Freedoms: Presidential Leadership in a Pluralistic Society”*  
*(Sponsored by Metz Culinary Management)*

A distinguished panel will address the role of presidents in shaping campus culture, balancing the competing claims of political correctness and freedom of speech, and influencing society to learn from and respect increased diversity on campus and in the nation. In a society polarized by race, political affiliation, gender, class, nationality, and other “isms,” how can academic communities be both centers of inquiry about genuine differences and venues for free expression? How can flashpoints of intolerance or hate be turned into learning opportunities to transcend mistrust and build understanding? Can the inflammatory use of social media and anonymous online bullying be controlled? When does the president need to take a public stance on any of these controversies? What role do independent colleges play in developing citizens who will keep democracy robust and who embrace the free exchange of ideas in an atmosphere of civility and respect?
**Eboo Patel** is the founder and president of Interfaith Youth Core (IFYC), a Chicago-based organization building the interfaith movement on college campuses. He is the author of *Sacred Ground: Pluralism, Prejudice, and the Promise of America* (2013); *Acts of Faith: The Story of an American Muslim, the Struggle for the Soul of a Generation* (2011), which won the Louisville Grawemeyer Award in Religion; and the forthcoming *Interfaith Leadership: A Primer*. Patel served on President Obama’s inaugural Advisory Council of the White House Office of Faith-based and Neighborhood Partnerships, the Religious Advisory Committee of the Council on Foreign Relations, and the Department of Homeland Security’s Faith-based Advisory Council. He was named by *U.S. News & World Report* as one of America’s Best Leaders of 2009, honored by *Islamica Magazine* as one of ten young Muslim visionaries shaping Islam in America, and chosen by the *Harvard Kennedy School Review* as one of five future policy leaders to watch. Both Patel and IFYC were honored with the Roosevelt Institute’s Freedom of Worship Medal in 2009, and Patel recently was awarded the Guru Nanak Interfaith Prize, an award given to an individual who enhances awareness of the crucial role of religious dialogue in the pursuit of peace. He has spoken previously at CIC’s Presidents Institute and NetVUE Conference and co-leads CIC’s Teaching Interfaith Understanding seminars for faculty members. Patel earned a BA in sociology from University of Illinois at Urbana-Champaign and a PhD in the sociology of religion from Oxford University, where he studied on a Rhodes Scholarship.

**Ken Starr** is president and chancellor of Baylor University, where he also serves as Louise L. Morrison Chair of Constitutional Law of Baylor Law School. Starr has argued 36 cases before the U.S. Supreme Court, including 25 cases during his service as solicitor general of the United States from 1989 to 1993. He also served as United States circuit judge for the District of Columbia Circuit from 1983 to 1989, as law clerk to Chief Justice Warren E. Burger from 1975 to 1977, and as law clerk to Fifth Circuit Judge David W. Dyer from 1973 to 1974. Starr was appointed to serve as independent counsel for five investigations, including Whitewater, from 1994 to 1999. Prior to coming to Baylor, Starr served for six years as the Duane and Kelly Roberts Dean and Professor of Law at Pepperdine University, where he taught current constitutional issues and civil procedure. He also has been of counsel to the law firm of Kirkland & Ellis LLP, where he was a partner from 1993 to 2004, specializing in appellate work, antitrust, federal courts, federal jurisdiction, and constitutional law. Starr is the author of more than 25 publications, most notably *First Among Equals: The Supreme Court in American Life* (2002). He serves on the board of directors of the National Association of Independent Colleges and Universities and is immediate past president of the Southern University Conference. He earned a BA from George Washington University.
Washington University, an MA from Brown University, and a JD from Duke University School of Law.

**Eileen B. Wilson-Oyelaran** has served as president of Kalamazoo College since 2005. Her first academic position was at the University of Ife (now Obafemi Awolowo University) in Nigeria, where she served as a faculty member in the education and psychology departments, department chair, and vice-dean of the faculty of social sciences. Wilson-Oyelaran served as visiting scholar in education at North Carolina Wesleyan College, associate professor and chair of the department of education at Winston-Salem State University, and vice president and dean of the college at Salem College. Her primary areas of scholarly interest are early child development and multicultural education. Wilson-Oyelaran has worked with faculty in higher education and K–12 to improve educational outcomes for women and students from underrepresented groups and, while in Nigeria, she served as a consultant to UNICEF on early childhood development. She is the past chair of the council of presidents of the Association of Governing Boards of Universities and Colleges and of the board of directors of the National Association of Independent Colleges and Universities. She has served on the CIC Board of Directors. A member of the Pomona College board of trustees, she also serves on the boards of the Kalamazoo Community Foundation, the Bronson Healthcare Group, Southwest Michigan First, and the W.E. Upjohn Institute. Wilson-Oyelaran earned a BA in sociology from Pomona College and an MA and PhD in education from the Claremont Graduate University.

**Moderator:**

**Sanford J. Ungar** served as president of Goucher College from 2001 to 2014. He is currently a distinguished scholar in residence at Georgetown University, a fellow of the Lumina Foundation, and a visiting lecturer in the government department at Harvard University. Ungar serves as the senior advisor for CIC’s new Navigating a New Culture workshop for presidents and other senior campus leaders new to independent higher education. At both Harvard and Georgetown, he teaches a seminar on free speech. Prior to assuming the presidency of Goucher, Ungar was director of the Voice of America, the U.S. government’s principal international broadcasting agency. From 1986 until 1999, he served as dean of the School of Communication at American University. Earlier, Ungar was the host of several National Public Radio programs, including the award-winning *All Things Considered*. He also was Washington editor of the *Atlantic*, managing editor of *Foreign Policy* magazine, and staff writer for the *Washington Post*. He is the author of many books, including *Fresh Blood: The New American Immigrants* (1998), which was the result of more than four years of research among immigrant groups around the United States, and *FBI: An Uncensored Look Behind the
Walls (1976), which is still regarded as a valuable source on that agency and its history. Ungar serves on the boards of the Institute for Christian and Jewish Studies, Collegiate Directions, Inc., and IAU College in Aix-en-Provence, France. He is a member of the Council on Foreign Relations and a Congressionally-appointed member of the U.S. Public Interest Declassification Board. Ungar earned an AB in government from Harvard College and a master's degree in international history from the London School of Economics and Political Science.

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