

**CONSTRUCTING
THE FUTURE
COLLABORATING
FOR SUCCESS**

**2021 INSTITUTE FOR
CHIEF ACADEMIC OFFICERS
WITH CHIEF STUDENT AFFAIRS AND
CHIEF DIVERSITY OFFICERS**

November 6–9, 2021
Galt House Hotel, Louisville, KY



**The Council of
Independent Colleges**

In cooperation with NASPA–
Student Affairs Administrators
in Higher Education

In cooperation with



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CIC is grateful for the substantial and continuing support of the American Academic Leadership Institute (AALI).

2021 Institute for Chief Academic Officers with Chief Student Affairs and Chief Diversity Officers

WELCOME

Welcome to all chief academic officers, chief student affairs officers, chief diversity officers, other academic officers, spouses and partners, representatives of sponsoring organizations, and friends of CIC.

I could not be more pleased that this Institute is the first of my presidency. One reason, of course, is that it will be a celebration of community after a year in which we very much missed being together. Another is the essential and timely nature of the program.

The last 18 months have taught us a great deal about what matters in higher education. We have learned that colleges and universities can marshal enormous creativity and flexibility to keep students safe and academically engaged in the face of unforeseen challenges. We have been reminded that racial equity and social justice demand unceasing vigilance and that economic inequality threatens the dream of truly accessible higher education. We are facing the future rededicated to our core values and confident in the importance of our mission.

This Institute calls together leaders who collaborate in shared commitment to academic success and personal well-being for all students. CIC member colleges and universities excel at education of the whole person, developing academic, professional, civic, and personal strengths through experiences in and beyond the classroom. Effective partnership among academic affairs professionals and their colleagues in student life and diversity roles is at the heart of this holistic educational vision.

In this program you will find sessions on topics such as student mental health, the role of athletics in student success, strategic planning for increased equity, the impact of civic engagement, the future of the faculty, and many more. You also will find opportunities to gather informally with colleagues to share ideas, experiences, and inspiration.

After too long an interregnum, we are together again—with appropriate safety protocols in place—as an educational community dedicated to constructing a future in which our students and our institutions flourish.

I am delighted to be with you.



Marjorie Hass
President, CIC



HEALTH AND SAFETY

CIC is committed to the health and safety of its members and their communities. Like member campuses, CIC is balancing the benefits of gathering in-person with taking appropriate health and safety precautions. The following measures are in place to bring colleagues together with thoughtful care for health and well-being.

VACCINE—All participants are expected to be fully vaccinated. Verify your vaccination status on CrowdPass before you arrive.

MASKS—Participants should wear masks throughout the Institute meeting space, except when speaking from a stage or when eating or drinking in designated areas. Presenters may choose to remove their masks while speaking, so long as appropriate distancing is maintained.

SOCIAL DISTANCE—Participants will be expected to practice social distancing in Institute spaces. Session rooms will be set up to create ample physical distance between participants. Additional time has been allotted between sessions to minimize congestion in shared spaces.

FOOD AND BEVERAGE—All break and meal spaces will allow for social distancing. Masks and gloves are required of all food and beverage staff. All participants should wear masks when not actively eating or drinking.

HAND HYGIENE—Hand sanitizer stations will be available in high-traffic areas, such as meeting room corridors and near food and beverage stations.

CLEANING AND SANITIZATION—Additional time between sessions will allow for enhanced cleaning protocols, with particular attention given to high touch areas during Institute hours and deep cleaning and disinfecting at the end of each day.

ILLNESS—Participants experiencing any signs of illness, including cold or flu-like symptoms, should self-isolate in their hotel sleeping room. Participants experiencing any symptoms typical of COVID-19 infection should be tested. CIC has arranged for a physician to be on-site during specific hours; see Guidebook for information about this service as well as local medical providers and testing resources. Report any suspected or confirmed cases of COVID-19 to (202) 773-0770. And in a true medical emergency, call 911.

Updated Health and Safety Information
will be available on-site and in Guidebook.

STAY CONNECTED



Guidebook Institute App

Guidebook, CIC's free Institute mobile app, is available now for download. The main feature of Guidebook is mobile access to the entire Institute schedule. Other features include:

- A private social feed to share thoughts, photos, and more with fellow participants;
- The ability to send messages and schedule meetings with other participants and Institute sponsors;
- Easy access to session materials; and
- A personalized "My Schedule" that will already include any sessions you pre-registered to attend and allow you to mark sessions of interest.

Guidebook is compatible with most devices, including mobile phones, tablets, and computers. To obtain the Institute for Chief Academic Officers guide, follow these simple steps:

1. **Download Guidebook** from the Apple App Store or Google Play Store.
2. Check your **email for the personalized invitation** to CIC's Institute for Chief Academic Officers Guidebook. If you cannot find the email, please ask for assistance at the registration desk.
3. Follow the instructions in the email to **access the private Institute guide**.



Wireless Internet Access

Wireless internet is available to all Institute participants on the open **GH Conference** network.

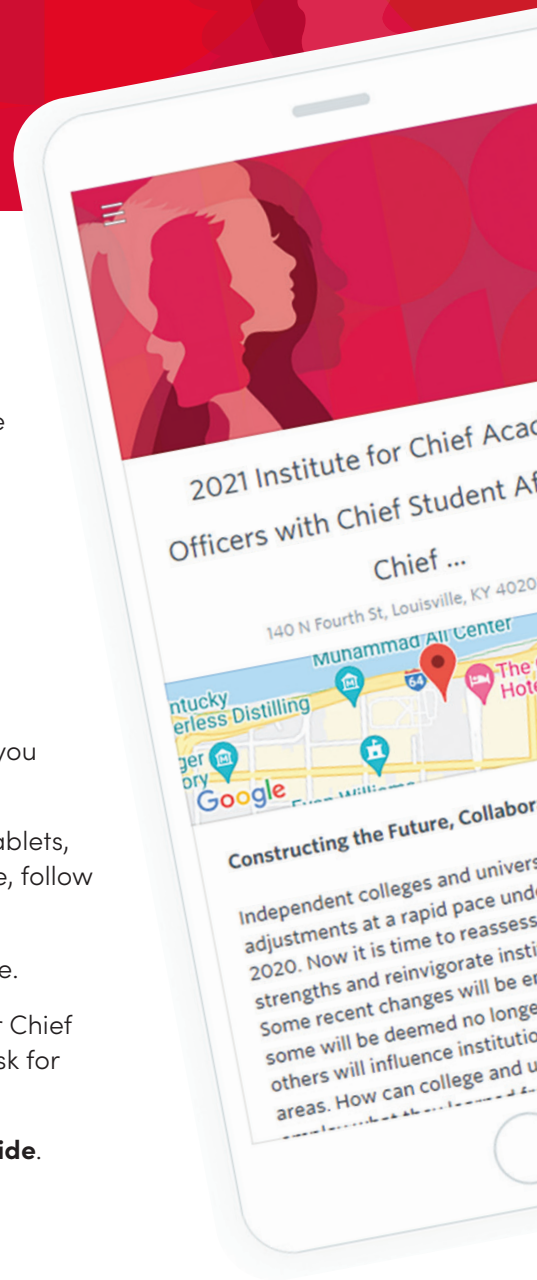


Follow the Institute on Twitter

#2021CAOI • @CICNotes



The blue Guidebook icon indicates that supplementary resources are available on Guidebook.





Media Guidelines

A key feature of the Institute for Chief Academic Officers is an atmosphere of candor that allows participants to speak freely with their colleagues. Although the Institute is a “closed” event, CIC invites select members of the media as speakers and reporters. Registered journalists are welcome to attend plenary and concurrent sessions except for those marked “By invitation only” or “Open only to currently-serving CAOs, CSAOs, and CDOs,” which are closed to the media. Journalists are encouraged to write about Institute sessions and issues, and are free to interview any willing speaker, presenter, or participant. Journalists are expected to clearly identify themselves as journalists and to obtain permission before identifying or attributing quotes to any speakers or participants, except for presenters in plenary sessions, whose prepared remarks may be quoted with attribution.

Social Media Policy

Use of social media is encouraged as a way of sharing the energy and excitement of the Institute for Chief Academic Officers. Please use the hashtag **#2021CAOI**.

Confidentiality is essential to the dynamic of the Institute for Chief Academic Officers. For that reason, social media users are asked to follow these guidelines.

- Images of session speakers/presenters and quotes from their remarks may be live-blogged or tweeted, unless the speaker requests otherwise.
- Sessions labelled “Open only to currently-serving CAOs, CSAOs, and CDOs” are assumed to be confidential; images and quotes from these sessions should not be posted on social media or on the Guidebook Interact stream.
- Do not take or post recordings, either video or audio.
- Do obtain explicit permission to identify a fellow participant by name in an image or quote posted online.
- Camera flashes can present health challenges for some people; please do not use flashes when taking selfies or images of others.
- When in doubt about the appropriateness of posting an image or quote, ask.
- Comply with any request from a fellow participant or CIC staff member to remove or edit a particular post or tweet.

SCHEDULE AT A GLANCE

PRE-INSTITUTE EVENTS

Friday, November 5

Noon–8:00 p.m.
Senior Leadership Academy
(By invitation only)
Willis and Clements

2:00–6:00 p.m.
**Network of Evangelical
Lutheran Church in America
(ELCA) College and University
Chief Academic Officers**
Breathitt

6:00–8:00 p.m.
**Lutheran Colleges and
Universities Chief Academic
Officers**
Nunn

Saturday, November 6

7:00 a.m.–5:00 p.m.
Institute Registration
Second Floor Registration Desk

7:15 a.m.–4:00 p.m.
**Workshop for New Chief
Academic Officers**
(Pre-registration required)
Breathitt

7:15 a.m.–4:00 p.m.
**Workshop for Chief Academic
Officers in Their Third or
Fourth Year of Service**
(Pre-registration required)
French

8:00 a.m.–8:00 p.m.
Senior Leadership Academy
(By invitation only)
Willis and Clements

9:00 a.m.–4:00 p.m.
**Marpeck Mennonite Chief
Academic Officers**
Taylor

2:30–4:30 p.m.
**Catholic Colleges and
Universities Chief Academic,
Chief Student Affairs, and
Chief Diversity Officers**
McCreary

3:00–3:30 p.m.
**Workshop for New Chief
Academic Officers Mentors
Orientation Meeting**
(By invitation only)
Brown

4:00–4:30 p.m.
**CIC Chief Academic Affairs
and Chief Student Affairs
Officers Task Force Meeting**
Morrow

INSTITUTE BEGINS

5:00–6:30 p.m.
**WELCOME, PRESENTATION
OF AWARDS, AND KEYNOTE
ADDRESS**
Dan-el Padilla Peralta
Grand Ballrooms A and B

6:30–8:30 p.m.
Welcome Dinner
Grand Ballroom Foyer and
Exhibit Hall

8:15–9:00 p.m.
Reception for Sponsors
Carroll Ford

Sunday, November 7

7:00 a.m.–5:00 p.m.
Institute Registration
Second Floor Registration Desk

7:00–8:30 a.m.
**Breakfast for Conference
for Mercy Higher Education
Chief Academic, Chief Student
Affairs, and Chief Diversity
Officers**
Morrow

7:00–8:30 a.m.
Breakfast
Exhibit Hall

7:30–8:15 a.m.
Roundtable Discussions
Grand Ballroom C

7:30 a.m.–Noon
Senior Leadership Academy
(By invitation only)
Willis and Clements

7:30 a.m.–5:00 p.m.
Connect with Institute Sponsors
Grand Ballroom Foyer and Guidebook

Individual Consultations
(See page 21 for more information.)

9:00–10:15 a.m.

CONCURRENT SESSIONS

Free College Future?
Breathitt

Recent and Anticipated Changes to Title IX
Combs Chandler

Strengthening Humanities for a New Majority
Grand Ballrooms A and B

Student Mental Health
French

10:15–11:00 a.m.
Networking Break with Sponsors
Grand Ballroom Foyer

11:00 a.m. –12:15 p.m.
PLENARY ADDRESS
Lindsay Till Hoyt
Grand Ballrooms A and B

12:15–1:15 p.m.
Boxed Lunches
Grand Ballroom Foyer

12:30–2:00 p.m.
Luncheon and Discussion Groups for Women Administrators
(Pre-registration required)
Grand Ballroom C

1:15–2:15 p.m.

CONCURRENT SESSIONS

Career Readiness and Curricular Integration
Combs Chandler

Constructing a Fair Faculty Compensation System
Carroll Ford

Expanding Esports at Independent Colleges
French

2:30–3:45 p.m.

CONCURRENT SESSIONS

Adapting Living-Learning Communities to Post-COVID-19 Realities
French

College after COVID: Managing Demographic Trends
Combs Chandler

Promoting Students' Civic Engagement
Breathitt

Strategic Academic Review and Realignment: An Iterative Process
Carroll Ford

Strategies for Difficult Campus Conversations
Segell

3:45–4:15 p.m.
Networking Break with Sponsors
Grand Ballroom Foyer

4:15–5:30 p.m.

CONCURRENT SESSIONS

Athletics and Academics: Academic and Student Affairs as Team Sport
Combs Chandler

Maximizing Student Achievement and Retention
French

Open Mic for Chief Academic, Chief Student Affairs, and Chief Diversity Officers
(Open only to currently-serving CAOs, CSAOs, and CDOs.)
Breathitt

Promoting Anti-Racism on Campus
Carroll Ford

5:45–6:30 p.m.
Reception for Alumni of CIC's Executive Leadership Academy and Senior Leadership Academy Programs
Clements

Reception for Chief Student Affairs Officers
Jones

Reception for NetVUE Members
Nunn

6:30 p.m.
Free Time for Dinner

Monday, November 8

7:00 a.m.–5:00 p.m.
Institute Registration
Second Floor Registration Desk

7:00–8:30 a.m.
Breakfast
Exhibit Hall

7:30–8:15 a.m.
Roundtable Discussions
Grand Ballroom C

7:30–8:30 a.m.
**Breakfast for Annapolis
Group Chief Academic, Chief
Student Affairs, and Chief
Diversity Officers**
Willis

**Breakfast for Association of
Colleges of Sisters of Saint
Joseph Chief Academic, Chief
Student Affairs, and Chief
Diversity Officers**
Morrow

**Breakfast for Historically
Black Colleges and
Universities (HBCUs) Chief
Academic, Chief Student
Affairs, and Chief Diversity
Officers**
Clements

7:30–5:00 p.m.
**Connect with Institute
Sponsors**
Grand Ballroom Foyer and
Guidebook

Individual Consultations
(See page 21 for more
information.)

9:00–10:15 a.m.
PLENARY ADDRESS
Jillian Kinzie
Grand Ballrooms A and B

10:15–11:00 a.m.
**Networking Break with
Sponsors**
Grand Ballroom Foyer

11:00 a.m.–12:15 p.m.
CONCURRENT SESSIONS

**Authentic Community:
Creating Lives of
Consequence, Inquiry,
and Accomplishment**
French

**“Calling” across the (Co-)
Curriculum: Academic and
Student Affairs Collaborate to
Foster Vocational Exploration**
Combs Chandler

**Innovative Strategies for
First-Generation Student
Success**
Carroll Ford

**Institution-Wide Open
Educational Resources
Initiatives**
Breathitt

**Leveraging Consortial
Collaboration: The
Perspectives of Association
Leaders**
Segell

12:15–1:15 p.m.
Boxed Lunches
Grand Ballroom Foyer

12:30–1:30 p.m.
**Luncheon for Members of the
CIC Online Course Sharing
Consortium**
(By invitation only)
Nunn

1:00–2:00 p.m.
Roundtable Discussions
Grand Ballroom C

2:00–5:00 p.m.

WORKSHOPS

(Pre-registration required)

**Dispute Resolution for
Administrators**
French

**How to Design a Campus
Diversity Education Plan**
Jones

**Leveraging Technology
for Student Success**
Stopher

**The Future of Work in
Higher Education**
Segell

4:30–5:30 p.m.
**A Conversation with
the New President of CIC**
Willis

5:30–6:30 p.m.
All-Institute Reception
Grand Ballroom Foyer
and Exhibit Hall

6:30 p.m.
Free Time for Dinner

6:30 p.m.
**American Benedictine
Colleges Chief Academic,
Chief Student Affairs, and
Chief Diversity Officers
Dinner and Discussions**
Meet in hotel lobby

**Association of Presbyterian
Colleges and Universities
Chief Academic, Chief
Student Affairs, and Chief
Diversity Officers Dinner
and Discussions**
Meet in hotel lobby

**Council for Christian Colleges
& Universities Chief Academic,
Chief Student Affairs, and
Chief Diversity Officers Dinner
and Discussions**
Meet in hotel lobby

Tuesday, November 9

7:30 a.m.–Noon
Institute Registration
Second Floor Registration Desk

7:30–Noon
Connect with Institute Sponsors
Grand Ballroom Foyer and Guidebook

Individual Consultations
(See page 21 for more information.)

7:30–8:30 a.m.
Breakfast
Exhibit Hall

Breakfast for Alumni of CIC's Presidential Vocation and Institutional Mission Program
Nunn

Breakfast for Hispanic Serving Institutions (HSIs) Chief Academic, Chief Student Affairs, and Chief Diversity Officers
Taylor

Breakfast for Participants in the Ohio Consortium for Transfer Pathways to the Liberal Arts
(By invitation only)
Brown

9:00–10:15 a.m.

CONCURRENT SESSIONS

Building Processes to Support Underprepared Students' Success
Combs Chandler

Current Legal Issues in Higher Education
Carroll Ford

New Academic Programs and Partnerships to Enhance Enrollment
Breathitt

10:15–10:45 a.m.
Networking Break with Sponsors
Grand Ballroom Foyer

10:45 a.m.–Noon
CLOSING PLENARY PANEL
Eva Chatterjee-Sutton, Leanne M. Neilson, Monica M. Smith, Kevin Kruger, and Marjorie Hass
Grand Ballrooms A and B

INSTITUTE ADJOURNS

12:15–2:15 p.m.
CIC Chief Academic Affairs and Chief Student Affairs Officers Task Force Meeting
Brown

12:15–5:00 p.m.
Christian College Consortium Chief Academic Officers and Spouses
Taylor

Wednesday, November 10

8:00 a.m.–Noon
Christian College Consortium Chief Academic Officers and Spouses
Taylor

PRE-INSTITUTE EVENTS

Friday, November 5

- | | |
|---------------------|---|
| Noon–8:00 p.m. | Senior Leadership Academy |
| Willis and Clements | <i>(By invitation only)</i> |
| | Coordinator: Linda M. Bleicken , President, American Academic Leadership Institute (AALI) |
| | |
| 2:00–6:00 p.m. | Network of Evangelical Lutheran Church in America (ELCA) |
| Breathitt | College and University Chief Academic Officers |
| | Coordinator: Mark Wilhelm , Executive Director, Network of Colleges and Universities, Evangelical Lutheran Church in America |
| | |
| 6:00–8:00 p.m. | Lutheran Colleges and Universities Chief Academic Officers |
| Nunn | Coordinator: Mark Wilhelm , Executive Director, Network of Colleges and Universities, Evangelical Lutheran Church in America |

Saturday, November 6

- | | |
|--------------------------------|---|
| 7:00 a.m.–5:00 p.m. | Institute Registration |
| Second Floor Registration Desk | |
| | |
| 7:15 a.m.–4:00 p.m. | Workshop for New Chief Academic Officers |
| Breathitt | <i>(See page 11 for details.)</i> |

7:15 a.m.–4:00 p.m.
French

Workshop for Chief Academic Officers in Their Third or Fourth Year of Service

(See page 15 for details.)

8:00 a.m.–8:00 p.m.
Willis and Clements

Senior Leadership Academy

(By invitation only)

Coordinator: **Linda M. Bleicken**, President, American Academic Leadership Institute (AALI)

9:00 a.m.–4:00 p.m.
Taylor

Marpeck Mennonite Chief Academic Officers

Coordinator: **Ann Vendrely**, Vice President for Academic Affairs and Academic Dean, Goshen College

2:30–4:30 p.m.
McCreary

Catholic Colleges and Universities Chief Academic, Chief Student Affairs, and Chief Diversity Officers

Coordinator: **Brian Schmisek**, Provost and Dean of Facilities, Saint Mary's University of Minnesota

3:00–3:30 p.m.
Brown

Workshop for New Chief Academic Officers Mentors Orientation Meeting

9

(By invitation only)

Mentor Coordinators:

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

Stephen D. Stahl, Provost, Baldwin Wallace University

4:00–4:30 p.m.
Morrow

CIC Chief Academic Affairs and Chief Student Affairs Officers Task Force Meeting

WORKSHOP FOR NEW CHIEF ACADEMIC OFFICERS

Sponsored by Academic Search

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

Workshop Coordinators:

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

Lori Werth, Provost, University of Pikeville

Saturday, November 6

7:15 a.m.

Breakfast

Breathitt

8:00–8:05 a.m.

Welcome

Breathitt

Katherine M. Whatley, Senior Advisor for Academic Programs, CIC

8:05–8:45 a.m.

Introductions

Breathitt

Kerry D. Fulcher and **Lori Werth**

8:45–10:00 a.m.

Developing Professional Relationships to Meet New Expectations

Breathitt

Burton J. Webb, President, University of Pikeville

Moderator: **Lori Werth**

10:00–10:15 a.m.

Reflection and Break

Breathitt

10:15 a.m.–Noon

Breathitt

CASE STUDIES

Groups of five participants will meet with one of the designated leaders, listed below.

Moderator: **Lori Werth**

Barbara Aranda-Naranjo, Chief Academic Officer and Provost, University of the Incarnate Word

Dana Cook Baer, Provost, Waynesburg University

Janet Clark, Vice President for Academic and Student Affairs, Saint Mary-of-the-Woods College

Brian Ernsting, Vice President for Academic Affairs, Rivier University

Travis L. Frampton, Provost and Vice President for Academic Affairs, Schreiner University

Jeffrey A. Frick, Vice President for Academic Affairs and Dean of The College, Washington & Jefferson College

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

Glenell M. Lee-Pruitt, Provost and Vice President for Academic Affairs, Jarvis Christian College

Janet B. Sommers, Provost and Senior Vice President for Academic Affairs, University of Northwestern–St. Paul

Lori Werth, Provost, University of Pikeville

Noon–1:00 p.m.

Combs Chandler

Reflection and Lunch

1:00–1:05 p.m.

Nunn

Afternoon Welcome

Marjorie Hass, President, CIC

1:05–2:50 p.m.

Nunn

ROUNDTABLE DISCUSSIONS

Participants have the opportunity to choose a topic in two cycles of discussion groups. Discussion groups are limited in size.

Moderator: **Kerry D. Fulcher**

Accreditation, Assessment, and Institutional Effectiveness

Janet Clark

Board Relations

Jeffrey A. Frick

Crisis Management: After COVID and Beyond

Janet B. Sommers

Diversity and Inclusion on Campus: Faculty, Curriculum, and Student Life

Glenell M. Lee-Pruitt

Faculty Governance and Faculty Leadership

Kerry D. Fulcher

Risk Management

Dana Cook Baer

Student Retention and Success

Travis L. Frampton

Wellness: Mind, Body, Spirit

Lori Werth

Working with the Cabinet

Brian Ernsting

Work-Life Integration

Barbara Aranda-Naranjo

2:50–3:00 p.m.

Nunn

Reflection and Break

3:00–3:45 p.m.

Nunn

What Am I Learning about Myself? What Will I Take Back to Campus?

Moderators: **Kerry D. Fulcher** and **Lori Werth**

3:45–4:00 p.m.

Nunn

Mentors Meet New Chief Academic Officers

Participants have the opportunity to meet their pre-assigned mentor. Mentors will communicate with mentees to set up a time to meet at the Institute. It is suggested that mentors offer to sit with mentees during the dinner on Saturday evening. Please see Guidebook for the list of assignments.

Mentor Coordinators:

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

Stephen D. Stahl, Provost, Baldwin Wallace University

4:00 p.m.

Workshop for New Chief Academic Officers Adjourns

WORKSHOP FOR CHIEF ACADEMIC OFFICERS IN THEIR THIRD OR FOURTH YEAR OF SERVICE

Sponsored by Anthology

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

Workshop Coordinators:

Kimberly A. Coplin, Provost, Denison University

John Kolander, Provost, Wisconsin Lutheran College

Discussion Facilitators:

Lauren Bowen, Provost, Juniata College

Ron Cole, Provost and Dean of the College, Allegheny College

Richard Ice, Provost, College of Saint Benedict/Saint John's University

Lisa Long, Acting President, Provost and Executive Vice President, and Vice President for Academic Affairs, Talladega College

Michael W. Markowitz, Advisor, CIC and former Provost and Vice President for Academic Affairs, Holy Family University

Catharine E. (Kate) O'Connell, Dean of the College and Provost, Illinois College

Beth M. Schwartz, Provost, Endicott College

Saturday, November 6

7:15 a.m.

Breakfast

French

8:00–8:10 a.m.

Welcome

French

Jonnie G. Guerra, Senior Advisor, CIC

8:10–9:15 a.m.

French

Introductions and Framing the Day**Kim Coplin** and **John Kolander**

9:15–10:15 a.m.

French

Reflecting on the Moment and Assessing the Challenges**Kim Coplin**

10:15–10:30 a.m.

French

Break

10:30–11:30 a.m.

French

The CAO as Cultural Architect: Opportunities in Leadership**John Kolander**

11:30 a.m.–12:30 p.m.

Segell

Lunch

12:30–1:45 p.m.

French

Vision and Strategy in Times of Change**Kim Coplin**

1:45– 2:00 p.m.

French

Break

2:00–3:15 p.m.

French

“It’s All Right”: Finding Fulfillment as a CAO**John Kolander**

3:15–4:00 p.m.

French

What Did We Miss? What’s Keeping You Up at Night?

A discussion with all participants and facilitators around pressing issues.

4:00 p.m.

Workshop for Chief Academic Officers in Their Third or Fourth Year of Service Adjourns

SATURDAY, NOVEMBER 6

CIC gratefully recognizes Academic Search as the premier sponsor and TIAA as the signature sponsor of the Institute.

2021 INSTITUTE FOR CHIEF ACADEMIC OFFICERS BEGINS

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

Second Floor Registration Desk

5:00–6:30 p.m.

OPENING SESSION

Grand Ballrooms
A and B

Sponsored by McAllister & Quinn

Chair: **J. Andrew Prall**, Vice President for Academic Affairs, Aurora University,
and Chair, CIC CAO–CSAO Task Force

Welcome and Presentation of Awards

Marjorie Hass, President, CIC

Awards for Service to the CIC Chief Academic Officers Task Force

Yolanda Williams Page, Vice President for Academic Affairs, Dillard University

Dean A. Pribbenow, Vice President for Academic Affairs and Dean of Faculty,
Elmhurst University

Aimee Sapp, Vice President and Dean for Academic Affairs, William Woods
University

2021 CIC Chief Academic Officer Award



Ron Cole, provost and dean of the college of Allegheny College, is the recipient of the 2021 CIC Chief Academic Officer Award in recognition of his significant support of colleagues at independent colleges and universities. He has participated as a presenter at nearly every CIC Institute for CAOs since 2016, led the Mentor Program for New CAOs in 2018 and 2019, and served as a mentor to many of his colleagues as they began their tenure as CAOs. Since 2017, Cole also has shared his knowledge

and advice as a presenter for the CIC Workshops for Department and Division Chairs on chairs' multiple roles and responsibilities, advising new chairs that "leadership can be messy," "leadership is about people," and to "lead with empathy, lead to serve, and lead for purpose."

After working in the environmental consulting industry, Cole joined the Allegheny College faculty in 1994, holding many leadership positions, including chair of the Department of Geology; faculty moderator; and chair of the finance and facilities committee, the faculty review committee, and the faculty council. He also served on the trustee diversity task force. He has served as CAO since 2015. During Cole's tenure, he has promoted data-informed change to improve student access and success, leading to curricular revisions in STEM and humanities fields and increased first-year student retention. He led strategic work to achieve operational savings while investing in new academic programs and he advanced diversity of faculty and the curriculum with an interdisciplinary cohort program in race, gender, and social justice. Cole serves on the Meadville Medical Center Corporate Board and as treasurer of the Dr. Martin Luther King, Jr. Scholarship Foundation Board of Meadville, Pennsylvania. He is chair of the Deans Council for the Great Lakes Colleges Association.

Cole's scholarship includes student-centered research on tectonics and volcanism (field and geochemical studies) in south-central Alaska, California, and Costa Rica and sandstone petrology in the Appalachian Basin, with funding from the National Science Foundation, National Geographic Society, and the American Chemical Society. He has taught at all levels of the curriculum, including interdisciplinary courses and travel seminars to Turkey, South Africa, and Alaska that integrate science and humanities. He earned a BS in geology from Allegheny College, and an MS and PhD in geological sciences from the University of Rochester. In 2004 he was the recipient of the Thoburn Foundation Award for Excellence in Teaching at Allegheny College.

KEYNOTE ADDRESS

Revitalizing the Humanities for Social Justice and Civic Engagement

Dan-el Padilla Peralta's trajectory from childhood as an undocumented immigrant in New York City to a professorship in classics at a major research university demonstrates the dynamic power of a liberal arts education. His much-published views on how to revitalize the humanities have sparked both academic and popular discussion and spurred debate about how classic texts and humanistic learning can best engage the full range of today's students, preparing them for lives and careers in the years to come. He argues that to reverse a decades-long decline in enrollments, programs in the humanities should focus on pressing problems such as xenophobia and racism and on

promoting social justice and civic engagement. This keynote address, offered in the spirit of critical reform that is itself an essential legacy of the liberal arts, will take a deep dive into one core humanistic field—classics—to offer insights of interest to all academic, student life, and diversity officers who work to keep these foundational disciplines strong and vital on their campuses.



Dan-el Padilla Peralta, author of *Undocumented: A Dominican Boy's Odyssey from a Homeless Shelter to the Ivy League* (2015), is associate professor of classics at Princeton University, where he is also affiliated with the program in Latino studies. His teaching and research interests focus on the Roman Republic and early Empire. His recent book, *Divine Institutions* (2020), examines how temples and pilgrimage sites held the "Imperial Republic" together at a time of rapid expansion. His

research agenda also includes the reception of classical texts and culture in the Americas; his recent essay in *The Oxford Handbook of Comparative Political Theory* explores the reception of the classics in Santo Domingo. Peralta says that his scholarship in both fields reflects "an enduring concern with patterns of cultural and intellectual exchange." In addition, Peralta writes for popular audiences. His work has appeared in *Newsweek*, the *Guardian*, *Vox*, and the *New York Times*. He says that he loves "to proselytize for classics and the humanities." Peralta earned a BA *summa cum laude* from Princeton University, an MPhil in Greek and Roman history from the University of Oxford, and a PhD in classics from Stanford University.

6:30–8:30 p.m.

Grand Ballroom
Foyer and Exhibit Hall

Welcome Dinner (Admission by Institute badge)

Sponsored by Academic Search

Immediately following the keynote address, greet old friends and meet new colleagues. Dinner will be safely served by hotel staff, buffet style. Eat with colleagues in a low-density seating area or take your meal to go.

8:15–9:00 p.m.

Carroll Ford

Reception for Sponsors

CIC greatly values its partnerships with sponsoring companies and organizations that serve small and mid-sized independent colleges and universities. As an expression of gratitude for their generous support, all sponsors of the Institute are invited to gather for celebration and conversation. Drinks and dessert will be available.

Hosts: **Marjorie Hass**, President, CIC and the **CIC Chief Academic Affairs and Chief Student Affairs Officers Task Force**

SUNDAY, NOVEMBER 7

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

Second Floor Registration Desk

7:00–8:30 a.m.

Morrow

Breakfast for Conference for Mercy Higher Education Chief Academic, Chief Student Affairs, and Chief Diversity Officers

Coordinator: **Mary-Paula Cancienne, RSM**, Associate Director of Mission, Conference for Mercy Higher Education

7:00–8:30 a.m.

Exhibit Hall

Breakfast

Sponsored by Capital Education

Breakfast is provided for all Institute participants. If you would like to participate in a Roundtable Discussion in Grand Ballroom C, please enjoy your breakfast in the Exhibit Hall before or after.

7:30–8:15 a.m.

Grand Ballroom C

Roundtable Discussions

Roundtable discussions offer informal opportunities for participants with similar interests to share information and ideas. Many of the discussions on Sunday focus on topics related to resilience and recovery. Leaders will welcome participants and open the discussion; participants will carry the conversation.

(See list of discussion topics in the Appendix, page 46.)

7:30 a.m.–Noon

Willis and Clements

Senior Leadership Academy

(By invitation only)

7:30 a.m.–5:00 p.m. **Connect with Institute Sponsors** 

Grand Ballroom Foyer Speak with industry-leading experts in a casual and collegial atmosphere face-to-face or via Guidebook. Representatives from sponsoring organizations at the Contributor level and above are available for conversations at their organizations' display tables in the Grand Ballroom Foyer.

7:30 a.m.–5:00 p.m. **INDIVIDUAL CONSULTATIONS**

Schedule individual appointments with selected experts. Individual consultants' schedules vary. Please sign up in advance at the Registration Desk.

Bradley **Executive Search Consultations**

Senior consultants from Academic Search are available for one-on-one consultations with Institute participants to discuss institutional or individual needs.

Fields **Faculty and Presidential Compensation Consultations**

Frank Casagrande, president of Casagrande Consulting, LLC, is available for one-on-one discussions of negotiating administrative or faculty compensation and benefits models.

Stanley **Retirement Consultations**

TIAA counselors are available for one-hour personal consultations with Institute participants.

9:00–10:15 a.m. **CONCURRENT SESSIONS**

Sponsored by The Virtual Care Group

Breathitt **Free College Future?**

The "free college" movement has gained momentum over the past few years and President Biden is under pressure to act. The latest proposal is to provide all students with tuition benefits for community colleges in their home states. To date, several states have already implemented similar programs; several of these approaches were studied in CIC's State *"Free College" Programs: Implications for States and Independent Higher Education and Alternative Policy Approaches* (2020). In this moderated conversation, CAOs from states that have experimented with free college will share their experiences. They will discuss how

state-level changes affected their institutions in order to help session participants anticipate the potential impact of a nationwide “free college” plan. Participants will share ideas about how an institution might thrive in a “free college” future.

Nancy Berner, Senior Vice President and Provost, Sewanee: The University of the South

Junius J. Gonzales, Provost and Vice President for Academic Affairs, New York Institute of Technology

Gregor Thuswaldner, Provost and Executive Vice President, Whitworth University

Chair: **D. Nathan Phinney**, Vice President for Academic Affairs, Northwestern College

Combs Chandler

Recent and Anticipated Changes to Title IX

Title IX requirements have undergone revisions in recent years, creating the need to adjust administrative practices at independent colleges and universities. What are the most important changes to guidelines and requirements that institutions need to be aware of in the current regulatory environment? What practices and campus policies are best suited to an equitable process? An experienced higher education attorney will provide timely and practical advice on Title IX compliance and risk management.

Susan Llewellyn Deniker, Member and Labor and Employment Department Chair, Steptoe & Johnson PLLC

Chair: **Paul Gore**, Vice President for Academic Affairs and Provost, Bellarmine University

Grand Ballrooms
A and B

Strengthening Humanities for a New Majority

This session will engage and develop the themes of the opening plenary, “Revitalizing the Humanities for Social Justice and Civic Engagement.” Three chief academic officers, all distinguished humanists, will share their perspectives on how to revive broad student interest in humanistic learning. Sarah Fatherly will discuss how initiatives in the digital humanities, including digital portfolios and community-based research, give the humanities fresh relevance in the eyes of both students and the public. In her view, digital innovation and public engagement are central to a vital future for the humanities. Aaron J. Kuecker will discuss how the study of the humanities can co-exist with, and even support, a campus religious tradition or affiliation. Using the concept of “vocation,” Kuecker will show how the humanities, religious tradition, and career preparation can be interwoven to help students plan their futures. Sean P. O’Connell will describe how the humanities play a central role in creating personalized, interdisciplinary

majors and provide the impetus for successful master's degree programs by embracing new modes of experiential learning and framing the core axioms of humanistic study in new contexts.

Sarah Fatherly, Provost and Vice President for Academic Affairs, Queens University of Charlotte

Aaron J. Kuecker, Provost, Trinity Christian College

Sean P. O'Connell, Vice President for Academic Affairs and Dean of the Faculty, Albertus Magnus College

Moderator: **S. Georgia Nugent**, President, Illinois Wesleyan University and former President, Society for Classical Studies

French

Student Mental Health

Mental health plays a critical role in student success, and supporting mental well-being is an important area of collaboration for academic and student affairs professionals. Stresses related to a pandemic, social unrest, and economic turmoil intensified student mental health issues; at the same time the shift to a primarily virtual student experience posed new challenges to the identification of need and delivery of services. What effective strategies have institutions employed to reach students, to monitor their mental health, and to offer help and support? And which of these interim strategies suggest opportunities to serve students effectively in the long run? Senior administrators will lead a discussion of lessons learned and strategies for the future.

Deanne W. Hurley, Vice President for Student Affairs, Ursuline College

Kathryn M. LaFontana, Vice President for Academic Affairs, Ursuline College

Alexander Miller, Vice President for Student Life, Denison University

Chair: **Karen Soul**, Provost and Dean of the College, Centenary College of Louisiana

10:15–11:00 a.m.

Networking Break with Sponsors

Grand Ballroom Foyer Connect with representatives from sponsor organizations to learn more about their services and areas of expertise.

11:00 a.m.–12:15 p.m.

Grand Ballrooms
A and B

PLENARY ADDRESS

*Sponsored by Wiley Education Services***Civic Engagement and Student Well-being**

Mental health is fundamental to student achievement and academic success. Support for student mental health is important at the best of times, and especially so when recent events—a divisive presidential election, graphic depictions of police brutality, a global pandemic, and prolonged isolation—have traumatized affected populations, contributed to general anxiety, and negatively influenced student achievement. Intentional mental health support can help all students maintain their academic progress and personal development. New research by Lindsay Till Hoyt has found that volunteering, voting, and activism—key elements of civic engagement—tend to be positively related to mental well-being and student success, with some important nuances. A noted scholar and researcher who studies the social determinants of health, Hoyt will share recent findings and discuss how they can help campus leaders create thriving communities of learning that simultaneously support students' mental well-being and prepare them for active and meaningful civic engagement.



Lindsay Till Hoyt is an assistant professor of applied developmental psychology at Fordham University in New York. Her research integrates developmental science and population health, investigating how physiological processes, psychosocial experiences, and environmental contexts interact during adolescence and young adulthood to influence health and health disparities. In particular, she is interested in learning how macro-level stressful events can “get under the skin” to influence

developmental trajectories and play a critical role in producing long-term social, academic, and economic inequalities. Hoyt has co-led projects studying adolescent and young adult stress and civic engagement during the 2016 and 2020 U.S. federal elections and the COVID-19 pandemic. Through this research, she seeks not only to understand how macro-level stressors differentially affect young people's physiological and psychological functioning but also to identify protective factors that help young adults cope with stress. She serves as primary investigator on projects with the National Science Foundation, the National Institutes of Health, and the Maternal and Child Health Bureau-funded Adolescent and Young Adult Health Research Network. Hoyt holds a BA in psychology and peace studies from the University of Notre Dame and a PhD in human development and social policy from Northwestern University and did postdoctoral work at the University of California, San Francisco and Berkeley as a Robert Wood Johnson Foundation Health & Society Scholar.

Chair: **Lisa Long**, Acting President, Provost and Executive Vice President, and Vice President for Academic Affairs, Talladega College

12:15–1:15 p.m.

Boxed Lunches

Grand Ballroom Foyer Complimentary boxed lunches will be available for pickup in the Grand Ballroom Foyer. Socially distanced seating is available in the Exhibit Hall. Find a comfortable space to eat on your own or with a colleague. Or, if you prefer, visit a local restaurant. See Guidebook for a list of nearby options.

12:30–2:00 p.m.

LUNCHEON AND DISCUSSION GROUPS FOR WOMEN ADMINISTRATORS

Grand Ballroom C

Sponsored by TIAA

(Pre-registration is required. Inquire at the Registration Desk. For a complete list of discussion topics and leaders, see the Appendix, page 49).

Featured Address: “If Not Me, Then Who?”

Susan M. Donovan has served as president of Bellarmine University in Kentucky since 2017. Previously, she served for 32 years at Loyola University Maryland including as dean of residence life, chief student development officer, executive vice president, and interim president. At Bellarmine, Donovan’s early initiatives included the launch of a strategic plan that focuses on student success, inclusion, and academic innovation and efforts to increase institutional transparency and strengthen shared governance. She serves on the boards of the Muhammad Ali Center, a nonprofit museum and cultural center dedicated to the life and legacy of Muhammad Ali, and Impetus, a business-led coalition of Louisville leaders focused on improving education and public safety in the city. Donovan earned her PhD in higher education from St. Louis University, an MS degree in higher education from Florida State University, and a BA in communications from Buena Vista University.

Welcome: **Marjorie Hass**, President, CIC

Coordinator: **Patricia Parrish**, Vice President for Academic Affairs, Lindsey Wilson College

1:15–2:15 p.m.

CONCURRENT SESSIONS

Combs Chandler

*Sponsored by Casagrande Consulting, LLC***Career Readiness and Curricular Integration**

Given public skepticism of the value of college as career preparation, how can institutions ensure that students benefit from their distinctive educational missions while also gaining the skills and attitudes necessary for professional success? Two academic leaders will share how they integrate career readiness training across a range of programs, including general education, to ensure that students

make a smooth transition into valuable work opportunities and successful career trajectories.

Celia Cook-Huffman, Vice President for Academic Affairs, Manchester University

Nancy J. Evangelista, Provost, Muskingum University

Chair: **Peter M. Frank**, Provost and Vice President of Academic Affairs, Grove City College

Carroll Ford

Constructing a Fair Faculty Compensation System

Faculty morale depends in part on a structure of compensation that reflects an institution's values. One way to build a compensation system considered fair by employees of the institution is to engage campus constituencies in discussions with a goal of creating a coherent and comprehensive plan. An appropriately constituted task force can determine a compensation philosophy, develop a valid and reliable peer group endorsed by the faculty and administration, and then design a compensation structure based on the current economic realities of the institution. Chief academic officers at different stages of constructing a compensation system will describe lessons learned from managing and implementing this process.

Paul Hought, Vice President for Academics, Christian Brothers University

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

Tracy Parkinson, Provost and Vice President for Enrollment Management, Mars Hill University

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

French

Expanding Esports at Independent Colleges

CIC's report *Esports and Independent Colleges* (2020) found that five out of six CIC member institutions had recently established some form of esports on campus. Many colleges and universities are finding that the rapid expansion of esports programs, meant to attract and engage students, can lead to internal growing pains in the context of a dynamic external environment. What are the strategic issues that college leaders should consider as they initiate and expand esports programs? Leaders from institutions that have developed successful initiatives will outline promising approaches and describe challenges they faced as they launched or developed esports programs.

Travis L. Frampton, Provost and Vice President for Academic Affairs, Schreiner University

David L. Haywood, Vice President for Student Affairs, Johnson C. Smith University

Charles M. Hueber, Dean of Students, Schreiner University

Karen D. Morgan, Senior Vice President for Academic Affairs, Johnson C. Smith University

Chair: **Colin Irvine**, Provost and Executive Vice President, Augustana University (SD)

2:15–2:30 p.m.

Break

2:30–3:45 p.m.

CONCURRENT SESSIONS

Sponsored by EAB

French

Adapting Living-Learning Communities to Post-COVID-19 Realities

For more than a decade, living-learning communities have been an effective and popular student success strategy, one that CIC colleges and universities highlight as an example of integrated learning on their campuses. How are CIC institutions revisiting this popular and successful practice post-pandemic? Two teams of academic and student life officers will discuss how their living-learning community programs are evolving and what innovations are being planned.

Jon Dooley, Vice President for Student Life, Elon University

Marlin Nabors, Assistant Vice President and Dean of Students, Endicott College

Beth M. Schwartz, Provost, Endicott College

Aswani K. Volety, Provost and Vice President for Academic Affairs, Elon University

Chair: **John Shannon**, Vice President for Academic Affairs, Trine University

Combs Chandler

College after COVID: Managing Demographic Trends

Many colleges and universities have been concerned about looming demographic trends that indicate a declining number of traditional college-age students. Has the pandemic shifted those trends? Are there new practices, developed during the COVID crisis, that will help institutions attract different groups of students? What key factors are important to identify the best strategic enrollment focus for an institution? Panelists will discuss effective practices for using the challenges of the last two years to chart new recruiting and enrollment directions for your institution.

John Barnshaw, Vice President for Research and Data Science, Ad Astra and co-editor, *College after COVID* (forthcoming)

Bradley Fuster, Provost and Vice President for Academic Affairs, Keuka College

Nathan D. Grawe, Ada M. Harrison Distinguished Teaching Professor of the Social Sciences and Professor of Economics, Carleton College

Chair: **Jason Rivera**, Director of Strategic Research, CIC

Breathitt

Promoting Students' Civic Engagement

New research by plenary speaker Lindsay Till Hoyt has found that key elements of civic engagement tend to be positively related to mental well-being and student success. How are colleges and universities promoting and supporting civic engagement through both the curriculum and co-curricular programming? Following Hoyt's plenary address, senior leaders will discuss how their campuses encourage civic engagement.

Heather M. Black, Vice President for Student Success, Buena Vista University

Ryan Flynn, Director of Community-Engaged Learning, Illinois College

Catharine E. (Kate) O'Connell, Dean of the College and Provost, Illinois College

Jenna Templeton, Vice President for Academic Affairs, Chatham University

Chair: **Scott Steele**, Provost, Berea College

Carroll Ford

Strategic Academic Review and Realignment: An Iterative Process

What do students need now for a 21st-century education? And what programs will attract students to your institution? Changing student demographics, emerging enrollment trends, and increasing societal expectations for direct outcomes-based learning lead many campuses to engage in academic restructuring and innovative program realignment. What is the right way to pace and structure these important but charged changes? Three chief academic officers will present case studies of the processes their institutions used to prioritize and restructure programs, the obstacles they faced, the results they achieved, and the strategies they employed to maintain campus morale. Participants will have an opportunity to discuss their own campus situations and to seek advice about how to gain support for necessary changes.

Ron Cole, Provost and Dean of the College, Allegheny College

Karlyn Crowley, Provost, Ohio Wesleyan University

Mary H. Van Brunt, Provost and Vice President for Academic Affairs, Gwynedd Mercy University

Chair: **Wendy Sherman Heckler**, Provost and Senior Vice President, Otterbein University

Segell

Strategies for Difficult Campus Conversations

Important and sensitive communication among institutional constituencies about the need for greater racial and gender justice became even more challenging under pandemic campus protocols. How can campus leaders address the

sense of an urgent need for action on issues of social justice while managing external relations and helping reduce the trauma students and employees feel after a difficult year? Campus leaders will describe how their institutions have approached difficult conversations and offer lessons learned.

Yolanda Barbier Gibson, Vice President for Student Affairs, Shenandoah University

Cameron J. McCoy, Provost, Shenandoah University

Ryan Sandefer, Vice President for Academic Affairs, The College of St. Scholastica

Linda Strong-Leek, Provost, Haverford College

Chair: **Wendy Hilton-Morrow**, Vice President for Academic Affairs, Provost, and Dean of the College, Augustana College (IL)

3:45–4:15 p.m.

Networking Break with Sponsors

Grand Ballroom Foyer Connect with representatives from sponsor organizations to learn more about their services and areas of expertise.

4:15–5:30 p.m.

CONCURRENT SESSIONS

Sponsored by Gray Associates

Combs Chandler

Athletics and Academics: Academic and Student Affairs as Team Sport

Athletics are an important element of the student experience at many CIC institutions. Effective collaboration between academic and student affairs professionals is key to student athletes' academic success. Athletics departments have had to adapt in response to new public health requirements and dramatically different schedules for competition. How will these challenges shape ongoing collaboration between academic and student affairs departments? How can CAOs and CSAOs together help student athletes excel both in the classroom and on the playing field? Chief officers of three institutions will describe how campus colleagues have planned for future athletic and academic success.

Jeffrey R. Breese, Provost, University of Mount Union

Debora D'Anna, Vice President for Student Success and Dean of Students, Brevard College

William (Rusty) Kennedy, Vice President of Admissions and Athletics, Midway University

Chair: **Elizabeth Ann Gill**, Vice President for Academic Affairs and Dean of the Faculty, Austin College

French

Maximizing Student Achievement and Retention

Initiatives to enhance student academic achievement and personal development are important points of collaboration between academic and student affairs divisions. What strategies effectively maximize the persistence to graduation, academic success, and personal growth of students? Through intentional cooperation and innovative student support models, campuses can implement a comprehensive program to promote student success. Academic and student development officers will share approaches that have boosted both student achievement and retention on their campus.

Katherine Clay Bassard, Provost and Vice President for Academic Affairs, Rhodes College

Meghan Harte Weyant, Vice President for Student Life, Rhodes College

Sherry L. Turner, Vice President for Strategic Initiatives and Chief Diversity Officer, Rhodes College

Chair: **Andy Chambers**, Provost and Senior Vice President for Academic Affairs, Missouri Baptist University

Breathitt

Open Mic for Chief Academic, Chief Student Affairs, and Chief Diversity Officers

(Open only to currently-serving CAOs, CSAOs, and CDOs.)

Participants have the opportunity to seek practical advice from colleagues on pressing issues and to share information about emerging trends and practices in independent higher education.

Moderator: **J. Andrew Prall**, Vice President for Academic Affairs, Aurora University, and Chair, CIC CAO-CSAO Task Force

Carroll Ford

Promoting Anti-Racism on Campus

In light of goals for greater educational equity and social justice for students of color, campuses have stepped up efforts to incorporate anti-racism into their curricular and co-curricular offerings. Effective strategies are emerging: Some institutions have developed new organizational structures and created new initiatives to attain greater equity in learning outcomes and a more inclusive environment for students and employees. Leadership teams from two innovative institutions will describe their approaches to promoting anti-racism on their campuses.

Jennifer Bonds-Raacke, Provost and Vice President for Academic Affairs,
St. Norbert College

Leanna Fenneberg, Vice President for Student Affairs, Rider University

DonnaJean Fredeen, Provost and Vice President for Academic Affairs,
Rider University

John W. Miller Jr., Dean of Curriculum and Senior Diversity Officer, St. Norbert
College

Chair: **Mojgan Behmand**, Vice President for Academic Affairs and Dean of the
Faculty, Dominican University of California

5:45–6:30 p.m.
Clements

Reception for Alumni of CIC's Executive Leadership Academy and Senior Leadership Academy Programs

Alumni of CIC's Executive Leadership Academy and Senior Leadership Academy programs are invited to gather for conversation. Light refreshments will be available for pick up as you leave to enjoy at your convenience.

Convener: **Linda M. Bleicken**, President, American Academic Leadership Institute (AALI)

5:45–6:30 p.m.
Jones

Reception for Chief Student Affairs Officers

All Chief Student Affairs Officers who are Institute participants are warmly invited to a reception hosted by NASPA President **Kevin Kruger**.

5:45–6:30 p.m.
Nunn

Reception for NetVUE Members

Representatives of institutions that are members of CIC's Network for Vocation in Undergraduate Education (NetVUE) are invited to learn about recent NetVUE activities and to share lessons learned from their campus programs with colleagues. Refreshments will be available for pick up as you leave to enjoy at your convenience.

Conveners: **David S. Cunningham**, Director of NetVUE, CIC, and **Harold V. Hartley III**, Senior Vice President, CIC

6:30 p.m.

Free Time for Dinner

MONDAY, NOVEMBER 8

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

Second Floor Registration Desk

7:00–8:30 a.m. **Breakfast**

Exhibit Hall

Sponsored by Nearpeer

Breakfast is provided for all Institute participants. If you would like to participate in a Roundtable Discussion in Grand Ballroom C, please enjoy your breakfast in the Exhibit Hall before or after.

7:30–8:15 a.m.

Roundtable Discussions

Grand Ballroom C

Roundtable discussions offer informal opportunities for participants with similar interests to share information and ideas. Many of the discussions on Monday focus on topics related to diversity, equity, and inclusion and student success. Leaders will welcome participants and open the discussion; participants will carry the conversation.

(See list of discussion topics in the Appendix, page 53.)

7:30–8:30 a.m.

Willis

Breakfast for Annapolis Group Chief Academic, Chief Student Affairs, and Chief Diversity Officers

Coordinator: **Jeffrey A. Frick**, Vice President for Academic Affairs and Dean of the College, Washington & Jefferson College

Morrow

Breakfast for Association of Colleges of Sisters of Saint Joseph Chief Academic, Chief Student Affairs, and Chief Diversity Officers

Coordinator: **Christopher Dougherty**, Vice President for Academic Affairs and Dean of the Faculty, Chestnut Hill College

Clements

Breakfast for Historically Black Colleges and Universities (HBCUs) Chief Academic, Chief Student Affairs, and Chief Diversity Officers

All administrators at HBCUs are invited for discussion of current issues on their campuses. Breakfast will be available during the event or may be taken to go.

Convener: **Yolanda Williams Page**, Vice President for Academic Affairs, Dillard University

7:30 a.m.–5:00 p.m.

Connect with Institute Sponsors

Grand Ballroom Foyer Speak with industry-leading experts in a casual and collegial atmosphere face-to-face or via Guidebook. Representatives from sponsoring organizations at the Contributor level and above are available for conversations at their organizations' display tables in the Grand Ballroom Foyer.

7:30 a.m.–5:00 p.m.

INDIVIDUAL CONSULTATIONS

Schedule individual appointments with selected experts. See page 21 for the full list of consultants. Individual consultants' schedules vary. Please sign up in advance at the Registration Desk.

9:00–10:15 a.m.

PLENARY ADDRESS

**Grand Ballrooms
A and B**

Sponsored by Credo

Promoting Equity and Quality in Student Engagement and Success

The twin goals of quality and equity are the foundation for excellence in undergraduate education and must be addressed directly to help all students thrive in college, complete their degrees, and attain fulfilling careers. The best education that colleges can design is one in which more students are engaged at high levels in practices that matter for their development and learning, including collaborative learning, effective advising, engagement across difference, and high-impact practices (HIPs). It is also one in which students have a healthy sense of belonging and feel supported in their educational journeys. Yet, evidence shows that inequities exist in these dimensions, particularly for traditionally underserved students. What should colleges and universities focus on to achieve student success for all?

Jillian Kinzie, associate director of the Indiana University Center for Postsecondary Research and National Survey of Student Engagement, will draw on foundational results from the National Survey of Student Engagement (NSSE), as well as new evidence about advising, sense of belonging, and career and workplace preparation, to explore the importance of HIPs for

MONDAY

racial identity groups and to encourage data-informed strategies and greater connection between data and action. She will discuss the effective use of student engagement data to design experiences in and out of the classroom for increased equity and to improve educational quality for all students.



Jillian Kinzie is associate director of the Center for Postsecondary Research and the NSSE Institute at the Indiana University School of Education. She conducts research and leads project activities on the effective use of student engagement data to improve educational quality and serves as senior scholar with the National Institute for Learning Outcomes Assessment (NILOA) project. Kinzie is co-author of *Assessment in Student Affairs* (2016), *Using Evidence of Student Learning to Improve Higher Education* (2015), *Student Success in College* (2005/2010), and *One Size Does Not Fit All: Traditional and Innovative Models of Student Affairs Practice* (2008/2014). She is co-editor of *New Directions in Higher Education* and serves on the boards of the Washington Internship Institute and the Gardner Institute for Excellence in Undergraduate Education. She received the Robert J. Menges Honored Presentation Award by the Professional Organizational Development (POD) Network in 2005 and 2011. Previously, she served on the faculty of Indiana University and coordinated the master's program in higher education and student affairs. She also held academic and student affairs positions at Miami University and Case Western Reserve University. Kinzie earned a BA in psychology with a concentration in health science and an MEd in postsecondary education and administration from Cleveland State University; she earned her PhD from Indiana University in higher education with a minor in women's studies.

Chair: **Christon G. Arthur**, Provost, Andrews University

10:15–11:00 a.m.

Networking Break with Sponsors

Grand Ballroom Foyer Connect with representatives from sponsor organizations to learn more about their services and areas of expertise.

11:00 a.m.–12:15 p.m.

CONCURRENT SESSIONS

Sponsored by Synergis Education

French

Authentic Community: Creating Lives of Consequence, Inquiry, and Accomplishment

Through more than 1,000 interviews with 25- to 65-year-old college graduates, social psychologist Richard Detweiler gathered powerful evidence that a liberal arts education experienced in “authentic community” leads to the most positive long-term outcomes. In *The Evidence Liberal Arts Needs* (2021) he provides the

data to back up many often-repeated claims about the impact of the liberal arts on adult lives of leadership, altruism, continued learning, cultural involvement, fulfillment, and success. In conversation with provost Lauren Bowen of Juniata College, and in response to questions from session participants, Detweiler will explore the implications of his research for the work of academic, student affairs, and diversity officers.

Lauren Bowen, Provost, Juniata College

Richard A. Detweiler, President Emeritus, Great Lakes College Association, and author of *The Evidence Liberal Arts Needs* (November 2021)

Chair: **Sharon Dettmer**, Vice President for Academic Affairs and Dean of the Faculty, Cazenovia College

Combs Chandler

“Calling” across the (Co-) Curriculum: Academic and Student Affairs Collaborate to Foster Vocational Exploration

CIC institutions are finding new ways to help undergraduate students examine questions of meaning, purpose, and identity. One approach employs the venerable concept of “finding one’s calling” to encourage students to integrate academic study in professional and liberal arts disciplines with non-academic career preparation. In this panel, two pairs of administrative colleagues will describe how academic affairs and student affairs offices can collaborate to make vocational exploration and discernment a powerful aspect of student experience through programming for students and professional development for staff and faculty members.

Connie Carson, Vice President for Student Life, Furman University

Michael (Mike) Hayes, Vice President for Student Development, Lee University

Deborah Murray, Provost and Vice President for Academic Affairs, Lee University

Ken Peterson, Vice President for Academic Affairs and Provost, Furman University

Chair: **Anita J. Thomas**, Executive Vice President and Provost, St. Catherine University

Carroll Ford

Innovative Strategies for First-Generation Student Success

First-generation college students are encountering new challenges as campuses re-open after a year of remote learning, finding it more difficult to become accustomed to the routine of college life and acclimate to the anxieties of institutional culture. Senior administrators from institutions with innovative strategies to help students overcome these obstacles will share their approaches and lead a discussion of similarly successful efforts at other CIC member colleges and universities.

Keri Alioto, Vice President for Student Affairs, Mount Mary University (WI)

Karen Friedlen, Vice President for Academic Affairs, Mount Mary University (WI)

Elisabeth Mermann-Jozwiak, Provost, Bucknell University

Nikki Young, Associate Provost of Equity and Inclusive Excellence, Bucknell University

Chair: **Michael A. Perry**, Provost and Vice President for Academic Affairs, Rockford University

Breathitt

Institution-Wide Open Educational Resources Initiatives

With support from the William and Flora Hewlett Foundation, CIC is developing *Affordable Access: OER at CIC*, a research report on the impact of open educational resources (OER) on teaching and learning at CIC's minority-serving institutions. This report builds on the growing interest and innovation in OER on CIC campuses to lower costs for students, especially amidst the transition to virtual and hybrid learning formats during the last year, and on previous CIC initiatives to build and use digital collections at member institutions. Member institutions designing their own OER initiatives may be unaware of the many projects that have already been launched by other member colleges and universities, which can offer best practices for implementation and potential pitfalls to avoid. Chief officers from three institutions with successful, institution-wide OER initiatives will discuss the creation of their programs and the impact of these initiatives on librarians, faculty members, and students.

Edna Fugate, Director of Library Services, University of Pikeville

Laura Lowe Furge, Provost, Muhlenberg College

Andrea Scott, Provost, George Fox University

Luke Vilelle, University Librarian, Hollins University and Association of College and Research Libraries (ACRL) Liaison to CIC

Chair: **Terry M. Keller**, Provost, Lourdes University

Segell

Leveraging Consortial Collaboration: The Perspectives of Association Leaders

With accelerating change across higher education, inter-institutional collaboration is more important than ever. In this session, leaders of consortial organizations will explore the implications of a variety of models and initiatives for chief academic, student affairs, and diversity officers. They will highlight strategies for building a culture of collaboration both across—and within—

institutions. Participants will develop and share ways they can further leverage the various consortia to which their institutions belong to increase the institutional benefits of inter-institutional collaboration.

Jeffrey E. Arnold, Executive Director, Association of Presbyterian Colleges and Universities

Stephanie L. Fabritius, President, Associated Colleges of the South

Michael E. Hodge, Executive Director, Atlanta University Center Consortium

Michael A. (Mickey) McDonald, President, Great Lakes Colleges Association

Chair: **Jeffrey Barnette**, Vice President for Academic Affairs and Academic Dean, Brescia University

12:15–1:15 p.m.

Boxed Lunches

Grand Ballroom Foyer Complimentary boxed lunches will be available for pickup in the Grand Ballroom Foyer. Socially distanced seating is available in the Exhibit Hall. Find a comfortable space to eat on your own or with a colleague. Or, if you prefer, visit a local restaurant. See Guidebook for a list of nearby options.

12:30–1:30 p.m.

Nunn

Luncheon for Members of the CIC Online Course Sharing Consortium

(By invitation only)

Representatives of institutions that are members of the CIC Online Course Sharing Consortium (CIC-OCSC) are invited to gather to learn about the growth of the Consortium and to share institutional strategies to support student progress. Lunch will be available during the event or may be taken to go.

Conveners: **Robert Manzer**, Chief Academic Officer and Co-Founder, Acadeum, and **Carol M. Schuler**, Vice President for State Council Programs and the Online Course Sharing Consortium, CIC

1:00–2:00 p.m.

Grand Ballroom C

ROUNDTABLE DISCUSSIONS

These roundtable discussions offer informal opportunities for participants to gather with and learn from industry-leading experts and each other. Leaders will welcome participants and open the discussion; participants will carry the conversation. Light refreshments will be available to enjoy at your convenience. *(See list of discussion topics in the Appendix, page 50.)*

2:00–5:00 p.m.

WORKSHOPS

Sponsored by Campus Prevention Network by Vector Solutions

(Pre-registration is required for all workshops. Inquire at the Registration Desk.)

French

Dispute Resolution for Administrators

Led by an experienced higher education attorney who also has served as an independent college president, this workshop will feature practical and accessible dispute resolution tools that can be used to identify, manage, and resolve the conflicts encountered by campus leaders, including those related to pandemic, personnel, and human resources issues.

Kathleen A. Rinehart, Principal, Conflict Consultants Network LLC

Chair: **Chioma Ugochukwu**, Provost and Senior Vice President for Academic Affairs, Cabrini University

Jones

How to Design a Campus Diversity Education Plan

Independent college and university leaders increasingly want to offer diversity and equity training programs for students and employees as part of their mission to promote a healthy, vibrant learning environment. Institutions strive to promote anti-racist and inclusive thinking while remaining sensitive to the distress that can be generated by focusing attention on traumatic internal or external events. This session will encourage teams of institutional colleagues to develop concrete and practical implementation plans for training campus constituencies on a range of topics under the umbrella of diversity education.

Donnesha A. Blake, Director of Diversity and Inclusion, Alma College

Danyelle Gregory, Director of Multicultural Student Services, Ferris State University

Chair: **Nicholas Hunt-Bull**, Provost, Paul Smith's College

Stopher

Leveraging Technology for Student Success

Technology is now fundamental to how we learn, connect, communicate, and create. This became even more apparent at CIC institutions when, for many, the pandemic accelerated the move to hybrid and online learning environments. Providing equitable access to essential tools and resources is critical to the success of all students. How can institutions design and implement campus technology projects that center on student success? How can technology support diverse learning styles? What is the place for campus technology tools in the student experience outside the classroom?

Two institutions that have recently worked with Apple's education division to explore these and other questions will share their experience designing and implementing campus technology projects to create meaningful and equitable student outcomes.

Paul D'Ascoli, Market Segment Executive, Higher Education, Apple Inc.

Dominic N. Lacy, Chief Operating Officer, Gallaudet University

Jeffrey W. Lewis, Interim Provost, Gallaudet University

Eileen Lynd-Balta, Associate Provost, St. John Fisher College

Lisa Hopkins Newell, Education Leadership Executive, Apple Inc.

Kevin Railey, Provost and Vice President for Academic Affairs, St. John Fisher College

Chair: **Tynisha D. Willingham**, Interim Provost and Chief Academic Officer, Mary Baldwin University

Segell

The Future of Work in Higher Education

Organizations of all kinds responded quickly to the health and risk management needs of the pandemic workplace. By adopting new job schedules, workplace conditions, and modes of work, colleges and universities demonstrated that they have the flexibility to design the higher education jobs and workplaces of the future. This workshop will outline research undertaken by TIAA that provides the impetus for thinking about distributed and decentralized work arrangements for faculty and staff members. Two academic leaders of CIC institutions will share the ways their campuses have adapted to remote work expectations while maintaining vibrant learning communities. Participants will have the opportunity to develop action plans to adapt their campus workplace to post-pandemic higher education realities.

Mark Golden, Managing Director, Institutional Services, TIAA

Vanya Quiñones, Provost, Pace University

Marci Sortor, Provost and Dean of the College, St. Olaf College

Anup Vidwans, Senior Managing Director, Strategic Relationships, TIAA

Chair: **Susan Larson**, Provost and Dean of the College, Concordia College (MN)

4:30–5:30 p.m.

Willis

A Conversation with the New President of CIC

Join a conversation with Marjorie Hass, the new president of CIC. Hear her vision for CIC and her aspirations for independent higher education. Share your own insights about the most pressing issues member institutions and their leaders face and discuss how CIC programming might respond to those needs.

Marjorie Hass, President, CIC

Chair: **J. Andrew Prall**, Vice President for Academic Affairs, Aurora University, and Chair, CIC CAO-CSAO Task Force

5:30–6:30 p.m.

Grand Ballroom Foyer
and Exhibit Hall

All-Institute Reception

Sponsored by TIAA

After an afternoon of workshops and sessions, it is time to reconnect and enjoy each other's company. All Institute participants—including spouses, sponsors, and guests—are invited to gather for (masked) conversation and (distanced) drinks. Light refreshments will be available and may be enjoyed in a low-density seating area or taken to go.

6:30 p.m.

Free Time for Dinner

6:30 p.m.

Meet in hotel lobby

American Benedictine Colleges Chief Academic, Chief Student Affairs, and Chief Diversity Officers Dinner and Discussions

Coordinator: **Richard Ice**, Provost, College of Saint Benedict/Saint John's University

Meet in hotel lobby

Association of Presbyterian Colleges and Universities Chief Academic, Chief Student Affairs, and Chief Diversity Officers Dinner and Discussions

Coordinator: **Jeffrey E. Arnold**, Executive Director, Association of Presbyterian Colleges and Universities

Meet in hotel lobby

Council for Christian Colleges & Universities Chief Academic, Chief Student Affairs, and Chief Diversity Officers Dinner and Discussions

Coordinator: **Stan Rosenberg**, Vice President for Research and Scholarship, Council for Christian Colleges & Universities

TUESDAY, NOVEMBER 9

7:30 a.m.–Noon **Institute Registration**

Second Floor Registration Desk

Connect with Institute Sponsors 9

Grand Ballroom Foyer Speak with industry-leading experts in a casual and collegial atmosphere face-to-face or via Guidebook. Representatives from sponsoring organizations at the Contributor level and above are available for conversations at their organizations' display tables in the Grand Ballroom Foyer.

INDIVIDUAL CONSULTATIONS

Schedule individual appointments with selected experts. See page 21 for the full list of consultants. Individual consultants' schedules vary. Please sign up in advance at the Registration Desk.

7:30–8:30 a.m. **Breakfast**

Exhibit Hall

Sponsored by Association of College and University Educators (ACUE)

Breakfast is provided for all Institute participants.

Nunn

Breakfast for Alumni of CIC's Presidential Vocation and Institutional Mission Program

Alumni of and current participants in CIC's Presidential Vocation and Institutional Mission program are invited to gather for conversation. Breakfast will be available during the event or may be taken to go.

Convener: **Harold V. Hartley III**, Senior Vice President, CIC

Taylor

Breakfast for Hispanic Serving Institutions (HSIs) Chief Academic, Chief Student Affairs, and Chief Diversity Officers

All administrators at HSIs are invited for discussion of current issues on their campuses. Breakfast will be available during the event.

Convener: **Barbara Aranda-Naranjo**, Chief Academic Officer and Provost, University of the Incarnate Word

Brown

Breakfast for Participants in the Ohio Consortium for Transfer Pathways to the Liberal Arts

(By invitation only)

CAOs from consortium institutions will share updates from their campuses and hear about next steps in project implementation. Breakfast will be available during the event or may be taken to go.

Conveners: **Winnie Gerhardt**, Project Director, Ohio Consortium for Transfer Pathways to the Liberal Arts, and **Jonnie G. Guerra**, Senior Advisor, CIC

9:00–10:15 a.m.

CONCURRENT SESSIONS

Sponsored by The Registry

Combs Chandler

Building Processes to Support Underprepared Students' Success

Student success depends on supporting timely degree completion. This session will highlight a proven approach to increasing degree completion by strengthening readiness and retention at all stages of a student's undergraduate career. The CIC Online Course Sharing Consortium (CIC-OCSC) has succeeded on dozens of participating campuses by increasing opportunities for students to stay on track with their academic programs or even to get ahead. Panelists will discuss how the CIC-OCSC has helped students on their campuses overcome challenges and move toward completion of their academic programs.

Cynthia K. Kosso, Provost and Dean of the Faculty, Moravian University

Jamila S. Lyn, Senior Fellow, Acadeum's Center of Excellence, and Director of Specialized Programming, Benedict College

Yolanda Williams Page, Vice President for Academic Affairs, Dillard University

Chair: **Kendrick T. Brown**, Provost and Vice President for Academic Affairs, Morehouse College

Carroll Ford

Current Legal Issues in Higher Education

It is critical, especially in the current regulatory and political environment, for senior campus leaders to be up-to-date in their understanding of key legal issues in higher education. An experienced higher education attorney will offer an update on the most important legal issues likely to affect independent colleges and universities in the near future.

Natasha J. Baker, Managing Attorney, Novus Law Firm, Inc.

Chair: **Christina A. Clark**, Provost, Marywood University

Breathitt

New Academic Programs and Partnerships to Enhance Enrollment

Independent colleges often develop new initiatives to attract student interest and provide additional value to students in terms of their careers and personal growth. Leaders from campuses with innovative programs and partnerships will share their experiences and outline lessons learned in the process of developing ideas and creating plans for new academic programs.

Brenda Kelly, Provost and Dean of the College, Gustavus Adolphus College

Susan Kruml, Vice President for Academic Affairs, Midland University

JoNes R. VanHecke, Vice President for Student Life and Dean of Students, Gustavus Adolphus College

Chair: **Anne McCall**, Provost and Senior Vice President for Academic Affairs, Xavier University of Louisiana

10:15–10:45 a.m.

Networking Break with Sponsors

Grand Ballroom Foyer

Connect with representatives from sponsor organizations to learn more about their services and areas of expertise.

TUESDAY

10:45 a.m.–Noon

Grand Ballrooms
A and B

CLOSING PLENARY PANEL

Sponsored by RNL

Collaborating to Build the Future Campus

Significant pressure creates significant opportunity. Independent colleges and universities made major adjustments at a rapid pace under the pressures of 2020—including large-scale changes to course delivery and student services in response to the global health pandemic and urgent calls for racial justice. The last year and a half has shown that higher education is capable of shifting more rapidly than many thought possible to meet the evolving needs of students and the nation. Some recent changes will be embraced permanently, some will be deemed no longer necessary, and others will influence institutional strategy across divisions for the foreseeable future. What decisions do campuses face today that will most significantly shape their futures? Distinguished panelists—senior campus leaders with experience working collaboratively to drive strategic change—will share ways that institutional leadership teams can collaborate to build a future focused on both student and institutional success.



Eva Chatterjee-Sutton has served as vice president of student life and dean of students at Washington & Jefferson College in Pennsylvania since 2013. In this role she oversees all aspects of campus management that support students in their campus experience, including residence life, student engagement, health services, athletics, campus safety, career services, and campus dining. Chatterjee-Sutton previously served as dean of students at Bennington College and as residence hall director at University of Maryland Baltimore County. Committed to the success of the whole student, she collaborates closely with her colleagues in academic affairs to craft a robust student experience. Chatterjee-Sutton serves as a member of the boards of the NASPA James E. Scott Academy and Legal Issues in Higher Education Conference, and as a facilitator of the NCAA Athletic Direct Report Institute. She holds a BAsC in sociology and political science from Kansas State University and an MA in college student counseling and organizational development from the University of Iowa College of Education.



Leanne M. Neilson has served as provost and vice president for academic affairs of California Lutheran University since 2009, having served the university since 1993 in many other capacities, including as associate provost for graduate programs and accreditation, director of the graduate psychology program, and as a psychology faculty member. As provost, she led the development of a new strategic plan, was engaged in Cal Lutheran's merger with a seminary and in the university's recognition as a Hispanic-serving institution, and championed

significant growth in faculty diversity. Neilson has led organizational change efforts, and recently was involved in extensive revisions to shared governance. Previously, she worked as staff research associate at the UCLA Neuropsychiatric Institute in the Clinical Research Center for Schizophrenia at Camarillo State Hospital. Neilson received a BA in organizational psychology, an MA in psychology, and a PhD in clinical psychology, all from Pepperdine University.



Monica M. Smith is the first vice president of diversity, equity, and inclusion at Augustana College in Illinois. Prior to joining Augustana in 2017, she served as chief diversity officer at Elizabethtown College, director of the office of inclusion and diversity at Saint Joseph's University (PA), and assistant to the dean for faculty development and student concerns and assistant to the provost for multicultural concerns at Eastern University. Smith has taught courses at the University

of Pennsylvania and Eastern University. She holds an MS and PhD in social work from the University of Pennsylvania. She also received a certificate of achievement from the National Association of Diversity Officers in Higher Education.

Moderator: **Kevin Kruger**, President, NASPA–Student Affairs Administrators in Higher Education

Chair: **Marjorie Hass**, President, CIC

INSTITUTE ADJOURNS

Post-Institute Events

12:15–2:15 p.m.

Brown

Chief Academic Affairs and Chief Student Affairs Officers Task Force Meeting

12:15–5:00 p.m.

Taylor

Christian College Consortium Chief Academic Officers and Spouses

Coordinator: **James H. (Jay) Barnes III**, President, Christian College Consortium

Wednesday, November 10

8:00 a.m.–Noon

Taylor

Christian College Consortium Chief Academic Officers and Spouses

Coordinator: **James H. (Jay) Barnes III**

TUESDAY

APPENDIX

SUNDAY, NOVEMBER 7

Roundtable Discussion Topics

7:30–8:15 a.m. • Grand Ballroom C

Roundtable discussions offer informal opportunities for participants with similar interests to share information and ideas. Many of the discussions on Sunday focus on topics related to resilience and recovery. Leaders will welcome participants and open the discussion; participants will carry the conversation.

Best Practices for Faculty Handbook Revision

What are best practices for updating and revising faculty handbooks? What is the CAO's role in the process? Senior officers are invited to share successes and challenges and to offer advice to those who are planning a handbook revision.

Andy Chambers, Provost and Senior Vice President for Academic Affairs, Missouri Baptist University

CIC's Presidential Vocation and Institutional Mission Program

CIC's Presidential Vocation and Institutional Mission program is designed for senior administrators—and their spouses or partners—who are considering whether to seek a presidency. The program helps participants clarify their own sense of calling, the significance of the mission of the institution they might lead, and how alignment between personal vocation and the institutional mission fosters effective presidential leadership. Participants will learn about the structure of the year-long program and the nomination process for the 2022–2023 cohort, and will have ample time to ask questions.

Harold V. Hartley III, Senior Vice President, CIC

Emerging from the Pandemic Stronger and Better

The pandemic forced many changes across higher education at a record pace. Which changes will be permanent, and which will fade? What does the "next" normal look like for CIC institutions? Participants are invited to discuss their best campus practices for resilience, recovery, and future success.

Jeffrey Gingerich, Provost and Senior Vice President for Academic Affairs, University of Scranton

Faculty Exhaustion: From Burnout to Thriving

Even before COVID-19, faculty members often felt on the brink of burnout. How can academic leaders help faculty members thrive as teachers, scholars, and positive role models for students? Participants are invited to share approaches for dealing with post-pandemic faculty exhaustion and ideas for supporting faculty members in achieving balanced professional and personal lives.

Teresa A. Garrett, Vice President for Academic Affairs and Dean of the College, Sweet Briar College

The Future of Global Education and Study Abroad

How will global education and study abroad programs change as the world eventually emerges from the COVID-19 pandemic? How will aspirations and worries of students and their parents influence program plans? The chief academic officer of Campbell University invites participants to join him in a conversation about opportunities and challenges.

Mark L. Hammond, Vice President for Academic Affairs and Provost, Campbell University

Helping Students Readjust to In-Person Instruction

How are CIC colleges and universities helping students to readjust to in-person classes and less flexible policies about attendance, deadlines, and grading than were in place during the pandemic? What strategies are proving effective in restoring students' classroom engagement and reinvigorating their commitment to completing their undergraduate degrees on time? Participants in this conversation will share best practices to bolster student resilience.

Janet R. Clark, Vice President for Academic and Student Affairs, Saint Mary-of-the-Woods College

How Libraries Can Be Centers for Strengthening Student Resilience

How are libraries helping students develop a sense of belonging and community that fosters resilience and retention? The facilitator will share best practices to ensure library resources, services, and spaces all help all students feel like they belong. Participants are invited to contribute strategies and insights from their campuses.

Luke Vilelle, University Librarian, Hollins University, and Association of College and Research Libraries Liaison to CIC

Key Indicators Tool and Financial Indicators Tool Benchmarking Reports

CIC's Key Indicators Tool (KIT) and Financial Indicators Tool (FIT) benchmarking reports, provided free to members, calculate metrics that allow colleges and universities to set goals and measure progress across a range of institutional information in a streamlined way. The reports thereby provide a way for institutions to understand and strategically engage a complex set of data in the context of what peer institutions are doing. This discussion will answer questions regarding how KIT and FIT can be used effectively as well as what the reports say about the health of the institution.

Michael Williams, Founder and former President, The Austen Group, a division of RNL

Long-Term Effects of the Online Pivot on CIC Campuses

In response to the pandemic, Mount St. Joseph University (MSJU) developed the In*Sync format for virtual teaching. MSJU's provost will share results of an institutional survey of students about their course format preferences as a starting point for a conversation with colleagues about how the online pivot impacted campuses and plans for the future.

Diana J. Davis, Provost, Mount St. Joseph University

Mentoring Your Leadership Team

What types of mentoring programs and practices are chief officers at CIC colleges and universities using to develop and strengthen their leadership teams? Participants will share mentoring tips and discuss successful strategies that encourage individual professional growth and help team members work together effectively to achieve institutional goals.

Kathleen Poorman Dougherty, Provost and Senior Vice President for Academic Affairs, Alma College

Practicing Agile Shared Governance

The COVID-19 pandemic forced many CIC institutions to make rapid and consequential decisions about such matters as academic program closures, faculty terminations, and reorganizations. The provost of Ashland University will discuss how shared governance stayed agile on his campus amid the crisis. Participants are encouraged to reflect on the agility of shared governance on their own campuses and to exchange advice on current challenges.

Amiel Jarstfer, Provost, Ashland University

Remote Work Policies for 2021 and Beyond

How have CIC colleges and universities adapted their remote work policies for 2021 and beyond? How is eligibility for flexible work being determined? Participants are invited to discuss benefits and challenges encountered on their campus's remote work procedures and to share information about how to develop policies that aim to square the interests and needs of faculty, staff members, and most importantly the students they serve.

Jason Lowrey, Vice President for Academic Affairs, Bethany Lutheran College (MN)

Shared Governance Takeaways from COVID

Many routine operating procedures and governance policies went out the window as CIC campuses adapted to the immediate challenges of the pandemic. What were the lessons learned—good and bad—about shared governance during a time of crisis? How might chief academic officers use these lessons to strengthen shared governance on their campuses permanently? Participants will share their experiences and recommendations.

Wendy Hilton-Morrow, Vice President for Academic Affairs, Provost, and Dean of the College, Augustana College (IL)

Vocation and Calling as Differentiators for Retention and Recruitment

Given the critical importance of retention and recruitment, colleges and universities find themselves needing to employ every available tool. The recent focus on the concepts of *vocation* and *calling* in higher education affords independent institutions an opportunity to provide something that is often missing in public higher education: greater individualized attention to questions of meaning and purpose among undergraduates. This session provides information on CIC's Network for Vocation in Undergraduate Education (NetVUE), which offers programmatic and financial support to CIC institutions that are making use of these concepts in their recruitment and retention efforts.

David S. Cunningham, Director of NetVUE, CIC

Lynne M. Spoelhof, NetVUE Program Manager, CIC

What We Learned about Our Students during the Pandemic

Join the CAO from Schreiner University in reflection and discussion about what chief officers learned about their students during the pandemic and how these lessons are helping to shape future programs, policies, and initiatives at CIC colleges and universities.

Travis L. Frampton, Provost and Vice President for Academic Affairs, Schreiner University

SUNDAY, NOVEMBER 7

Discussion Topics and Leaders for the Luncheon for Women Administrators *Sponsored by TIAA*

12:30–2:00 p.m. • Grand Ballroom C

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

Coordinator: **Patricia Parrish**, Vice President for Academic Affairs, Lindsey Wilson College

Advancing to a Presidency

Marylouise Fennell, RSM, Senior Counsel, CIC, and former President, Carlow University

Jo Ellen Parker, Senior Vice President, CIC, and former President, Sweet Briar College

Developing Leaders Among Faculty and Staff

Katrina Carter-Tellison, Vice President for Academic Affairs, Lynn University

Lisa Long, Acting President, Provost and Executive Vice President, and Vice President for Academic Affairs, Talladega College

Judith A. Muyskens, Dean of the College and Vice President for Academic Affairs, Hiram College

Mary Spoto, Vice President of Academic Affairs, St. Leo University

Gender Dynamics in the Cabinet

Sarah M. Ferguson, Vice President for Academic Affairs, Texas Lutheran University

Susan Larson, Provost and Dean of the College, Concordia College (MN)

Aimee Sapp, Vice President and Dean for Academic Affairs, William Woods University

Chioma Ugochukwu, Provost and Senior Vice President for Academic Affairs, Cabrini University

How to Become an Inclusive Leader

Mary Boyd, Provost, Berry College

Graciela Caneiro-Livingston, Provost, Nebraska Wesleyan University

Ellen Goldey, Vice President for Academic Affairs and Dean of the College, Centre College

Anita Thomas, Executive Vice President and Provost, St. Catherine's University

Women's Leadership Challenges

Laura Behling, Provost, University of Puget Sound

Jonnie G. Guerra, Senior Advisor, CIC

Donna R. Hedgepath, Provost and Vice President for Academic Affairs, Campbellsville University

Tynisha D. Willingham, Interim Provost and Chief Academic Officer, Mary Baldwin University

Roundtable Discussion Topics

7:30–8:15 a.m. • Grand Ballroom C

Roundtable discussions offer informal opportunities for participants with similar interests to share information and ideas. Many of the discussions on Monday will focus on topics related to diversity, equity, and inclusion and student success. Leaders will welcome participants and open the discussion; participants will carry the conversation.

Advising Partnerships for Student Success

What types of advising partnerships between academic affairs and student affairs are promoting student persistence and success at CIC institutions? Participants are invited to discuss cross-divisional collaborations to strengthen advising and to share advice about tools and strategies that enhance the likelihood of students' success during and after college.

Joseph Lane, Provost and Dean of the Faculty, Bethany College

Assessing Campus Climate

What kinds of quantitative and qualitative assessments of campus climate for diversity and inclusion are being utilized by CIC colleges and universities? Who conducts the assessments? How and with whom are the results shared? Participants are invited to exchange information about their institutional practices and lessons learned.

Peter J. Holbrook, Provost and Chief Academic Officer, Tiffin University

Campus Policing

Providing oversight for campus security or a campus police force is typically not a skill honed during academic preparation programs. It also is not an area in which most college administrators have experience. During our time together, we will have a collaborative conversation about how to approach that work in a way that keeps your campus safe, acknowledges authentic national

and perhaps local concerns about policing, and supports the professionalism of campus security or police forces.

Helen-Grace Ryan, Vice President for Student Affairs and Dean of Students, Bellarmine University

Collaborative Approaches to Setting Diversity, Equity, and Inclusion Goals

What collaborative strategies—including focus groups, town halls, and campus surveys—have proven useful to setting institutional diversity, equity, and inclusion goals? The facilitator will share best practices and participants are invited to discuss their own successful approaches and to seek advice.

Nakeshia N. Williams, Vice President for Diversity, Equity, and Inclusion, Hollins University

Defining the Chief Diversity, Equity, and Inclusion Officer Role

Many CIC colleges and universities have created chief officer positions to guide diversity, equity, and inclusion (DEI) agendas. How is the chief DEI officer role defined, to whom does it report, and how do institutions avoid placing the full burden of DEI plans and progress on the shoulders of a single leader? The conversation will explore these and related questions about this essential campus role.

Daniel K. Silber, Senior Vice President for Academic Affairs and Provost, Piedmont University

Executive Leadership Academy and Senior Leadership Academy

Learn about CIC's yearlong leadership development programs offered in collaboration with the American Academic Leadership Institute: Executive Leadership Academy (ELA) and Senior Leadership Academy (SLA). The ELA prepares college and university vice presidents for presidencies, while the SLA prepares mid-level administrators for vice presidencies in independent higher education.

Linda M. Bleicken, President, American Academic Leadership Institute (AALI)

Alana K. Cassidy, Director of Sponsorships, CIC

Exploring the Legacies of American Slavery

CIC's "Legacies of American Slavery" initiative is designed to help member institutions address the continuing impact of slavery on American life through research, teaching, and public engagement. The national network was launched in 2021 with seven institutions that serve as regional collaboration hubs. Join the CIC project director and the CAO of one regional partner (Lewis University) to learn more about the structure and goals of the project—including opportunities for other colleges and communities to participate—as well as Lewis University's specific activities to explore the post-emancipation themes of migration and mass incarceration.

Philip M. Katz, Director of Projects, CIC

Christopher Sindt, Provost, Lewis University

Forging an Identity as a Hispanic-Serving Institution

What does it mean to serve Latinx students, not just enroll them? Texas Lutheran's chief diversity, equity, and inclusion officer will share best practices for helping Latinx students persist and complete college. Participants are invited to seek feedback about their programs in the planning stages.

David A. Ortiz, Vice President for Diversity, Equity, and Inclusion, Texas Lutheran University

From Student Wellness to Student Success

How can chief officers of independent colleges collaborate to design and implement wellness programs that promote student success? Participants will share practices and initiatives that have been effective on their campuses and exchange advice about how to encourage student participation.

Barbara L. LoMonaco, Vice President for Student Life, Centre College

How CIC Colleges and Universities Are Changing to Eradicate Systemic Racism on Campus

How are CIC colleges and universities transitioning from statements denouncing racism to actions that eliminate racist structures, policies, and practices? Participants are invited to discuss institutional changes already implemented or in the planning stages and to strategize with colleagues about overcoming obstacles.

Rebecca Hernandez, Associate Provost for Academic Success and Chief Diversity Officer, George Fox University

Identifying and Developing Faculty Leaders for Equity

Ohio Wesleyan University is advancing its equity agenda with an innovative Equity Fellows Program for faculty members. The facilitator will discuss the program's design and benefits to date. Participants are invited to share their own campus strategies for developing inclusive leaders.

Karlyn Crowley, Provost, Ohio Wesleyan University

Inclusive Student Engagement

How are CIC institutions fostering inclusive student engagement? How are academic and student affairs leaders collaborating in these efforts to improve inclusivity? Participants are invited to discuss successful programs and practices and to seek advice about their campus challenges.

Timeka Rashid, Vice President for Student Affairs, Baldwin Wallace University

Meaning, Purpose, and Identity: Vocation and Minoritized Students

Academic programs focused on questions of meaning and purpose have had a significant impact on the undergraduate experience, but many institutions have found it difficult to fully bring students from minoritized groups into these conversations. Obstacles include structural inequities, well-intentioned but misplaced pedagogies, and demotivating messages that some students receive long before arriving on campus. Programming focused on the concepts of *vocation* and *calling* can be particularly valuable for minoritized students—allowing institutions to avoid a culture of mainstream and margins, and instead providing a “free and ordered space” in which all students can participate.

David S. Cunningham, Director of NetVUE, CIC

Lynne M. Spoelhof, NetVUE Program Manager, CIC

New Approaches to Student Orientation Programs

For fall 2021, Goshen College extended its new student orientation program from two days to a full week to assist first-year students with their transition to college following two pandemic-disrupted high school years. Goshen’s CAO will detail her institution’s new approach and share how well it worked. Participants are invited to share new orientation designs and effective practices in play at their campuses.

Ann Vendrely, Vice President for Academic Affairs and Academic Dean, Goshen College

Setting Diversity, Equity, and Inclusion Goals: What’s Realistic?

What makes a diversity, equity, and inclusion goal realistic? How do such factors as institutional mission, location, finances, and stakeholders’ expectations for change influence the setting of DEI goals? Join the chief student life officer from Hanover College in a conversation about how to be successful in setting DEI goals.

Dewain Lee, Vice President for Student Life and Dean of Students, Hanover College

Using CIC Course Sharing to Achieve DEI Goals

Participants are invited to share how utilizing CIC’s Online Course Sharing Consortium (CIC-OCSC) opportunities help achieve diversity, equity, and inclusion goals through enhanced student support, diversifying faculty, and sharing courses in key areas. Participants will explore how collaborations within the CIC Consortium can support an institution’s overall DEI plan.

Rob Manzer, Chief Academic Officer and Co-Founder, Acadeum

Carol M. Schuler, Vice President for State Council Programs and the Online Course Sharing Consortium, CIC

Roundtable Discussion Topics

1:00–2:00 p.m. • Grand Ballroom C

These roundtable discussions offer informal opportunities for participants to gather with and learn from industry-leading experts and each other. Leaders will welcome participants and open the discussion; participants will then carry the conversation.

Bridging the Gap Between Higher Education and Employers: Developing Curriculum Pathways

What does a higher education credential represent? It is the responsibility of colleges and universities to prepare graduates for the workforce. Yet research makes clear the lack of preparedness of too many graduates for employment, especially in the development of soft skills. This session will address ways that colleges can partner with employers in designing course and program outcomes to enhance graduates' soft skills.

Tammy Shelton, Vice President for Business Development, Capital Education

Building and Managing a Sustainable Academic Program Portfolio

Participants are invited to a conversation about how to balance mission, markets, and money when evaluating an academic program portfolio. What data should be examined? How often should programs be reviewed? How can the evaluation process become easier and less time consuming? Where should CAOs look for growth: the development of new programs or the expansion of existing ones?

Lisa Piatek, Vice President for Business Development, Gray Associates

Fair and Affordable Faculty Compensation

Following a concurrent session on the same topic, this discussion will further explore how to engage faculty in conversation about fair faculty compensation that carefully balances

consideration of institutional resources with external competitiveness and internal equity resulting in a valid, reliable, and stakeholder-owned pay structure.

Frank A. Casagrande, President, Casagrande Consulting, LLC

Institutional DEI Planning: Moving from Vision to Action to Results

As institutions grapple with racism on their campuses and their institution's complicity, they are creating institutional plans that focus on diversity, equity, inclusion, and justice (DEIJ). In this session, participants will discuss how to focus their DEI plans toward action and the metrics to measure success. The discussion leader will engage participants in determining next steps for building a comprehensive and clear strategy for their institution, how to identify areas of improvement, and why specific and measurable metrics are critical to institutional success on DEI initiatives.

Angela Street, Director, EAB

New Sources of Federal Funding for Colleges and Universities

This discussion considers the latest developments in federal funding for colleges and universities, including appropriations increases to federal agencies, new developments in congressionally directed spending (such as community projects, formerly known as earmarks), COVID-19 stimulus funding, and new federal funding priorities.

Sally White, Senior Vice President and Advisor for Firm Wide Strategic Initiatives, McAllister & Quinn

Preparing an Institution for Significant and Meaningful DEI Success

Before launching diversity, equity, and inclusion initiatives, campus leadership must engage in activities to prepare their institution for this important work. Linking DEI work to the core values of the institution and to its strategic purposes are essential first steps. It's also imperative that leaders gain the commitment of important stakeholders, including trustees, faculty, staff, and students, so that a coherent planning process and implementation can produce significant and meaningful results.

Robert L. Head, Associate Consultant, Hyatt-Fennell Executive Search

Shared Equity Leadership: Who, What, and How?

Who are, or should be, the drivers of equity at colleges and universities? What is shared equity leadership? How do campuses implement, integrate, and invest in equity-minded leadership? Inclusive, equitable, effective instruction is essential to delivering higher education's goal of ensuring that every student has the opportunity to succeed. This roundtable discussion will explore the collective responsibility to create a more equitable and just learning environment for all students.

Penny MacCormack, Chief Academic Officer, Association of College and University Educators (ACUE)

Sustaining Executives and Institutions through Executive Coaching

How can executive coaching help expand the adaptive capacity and resilience of both leaders and institutions? How can it enhance team effectiveness to set and accomplish institutional priorities efficiently? How can executive coaching facilitate intentional and strategic transitions and onboarding for new leaders?

Steven E. Titus, Executive Coaching Practice Leader and Senior Executive Coach, Academic Search

Tenure on the Post-Pandemic Campus

An experienced consultant will lead a discussion of how both the current pandemic and longer-term enrollment trends may affect tenure practices on higher education campuses. Participants are invited to explore shifts that are already emerging on campuses as well as those to come. The discussion will also explore legal best practices related to program changes and faculty right-sizing.

Mark E. Hanshaw, Of Counsel, Steptoe & Johnson PLLC

Understanding Today's Graduate and Online Student: Seizing Opportunities for Enrollment and Revenue Growth

As the graduate and online markets evolve, campuses face new challenges and complexities. How do campuses establish new programs? What are ideal onboarding processes for integrating new technologies? How can ROI from marketing and admissions investments be documented? In this session, RNL will lead a discussion of the latest research, strategies, and technology to power enterprise enrollment growth and shape the student lifecycle.

Cherron Hoppes, Chief Academic Officer, RNL

CHIEF ACADEMIC AFFAIRS AND CHIEF STUDENT AFFAIRS OFFICERS TASK FORCE

as of October 8, 2021

The program of the 2021 Institute for Chief Academic Officers, with Chief Student Affairs and Chief Diversity Officers, was planned with the assistance of CIC's Chief Academic Affairs and Chief Student Affairs Officers Task Force:

Barbara Aranda-Naranjo, Chief Academic Officer and Provost, University of the Incarnate World

Christon Arthur, Provost, Andrews University

Roland N. Bullard, Vice President for Student Success, Dillard University

Leanna Fenneberg, Vice President for Student Affairs, Rider University

Jeffrey A. Frick, Provost and Vice President for Academic Affairs and Dean of the College, Washington & Jefferson College

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

Glenell M. Lee-Pruitt, Provost and Vice President for Academic Affairs, Jarvis Christian College

Lisa Long, Acting President, Provost and Executive Vice President, and Vice President for Academic Affairs, Talladega College

J. Andrew Prall, Vice President for Academic Affairs, Aurora University (Chair)

Beth M. Schwartz, Provost, Endicott College

JoNes R. VanHecke, Vice President for Student Life and Dean of Students, Gustavus Adolphus College

Lori Werth, Provost, University of Pikeville

Association Representatives

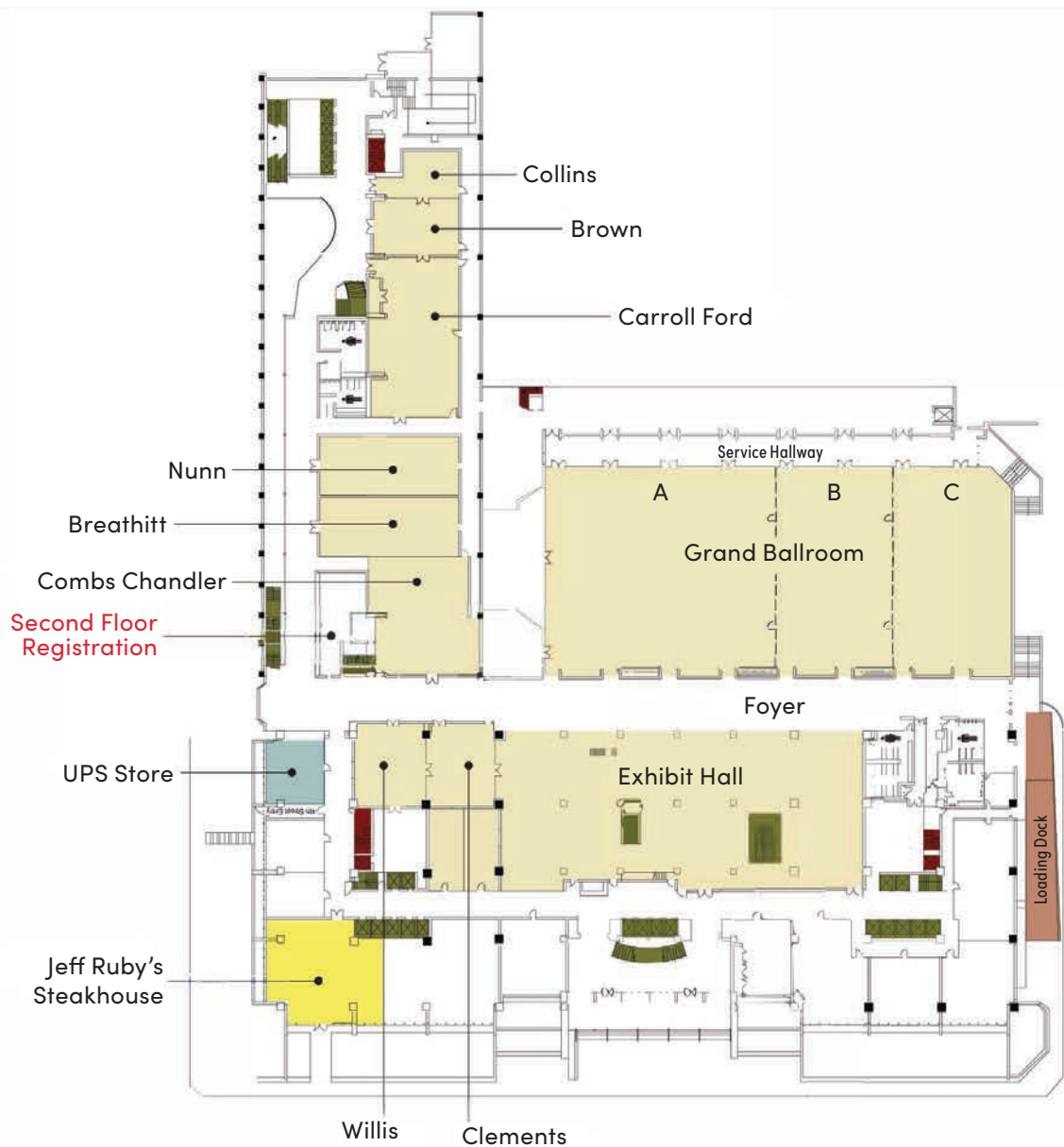
James Stascavage, Senior Director of Leadership and Senior Student Affairs Officers Initiatives, NASPA–Student Affairs Administrators in Higher Education

Kathy Whatley, Senior Advisor for Academic Programs, CIC

Michelle Friedman, Senior Director of Programs, CIC

HOTEL INFORMATION AND FLOOR PLAN

EAST TOWER SECOND FLOOR (BALLROOM LEVEL)





The Galt House Hotel

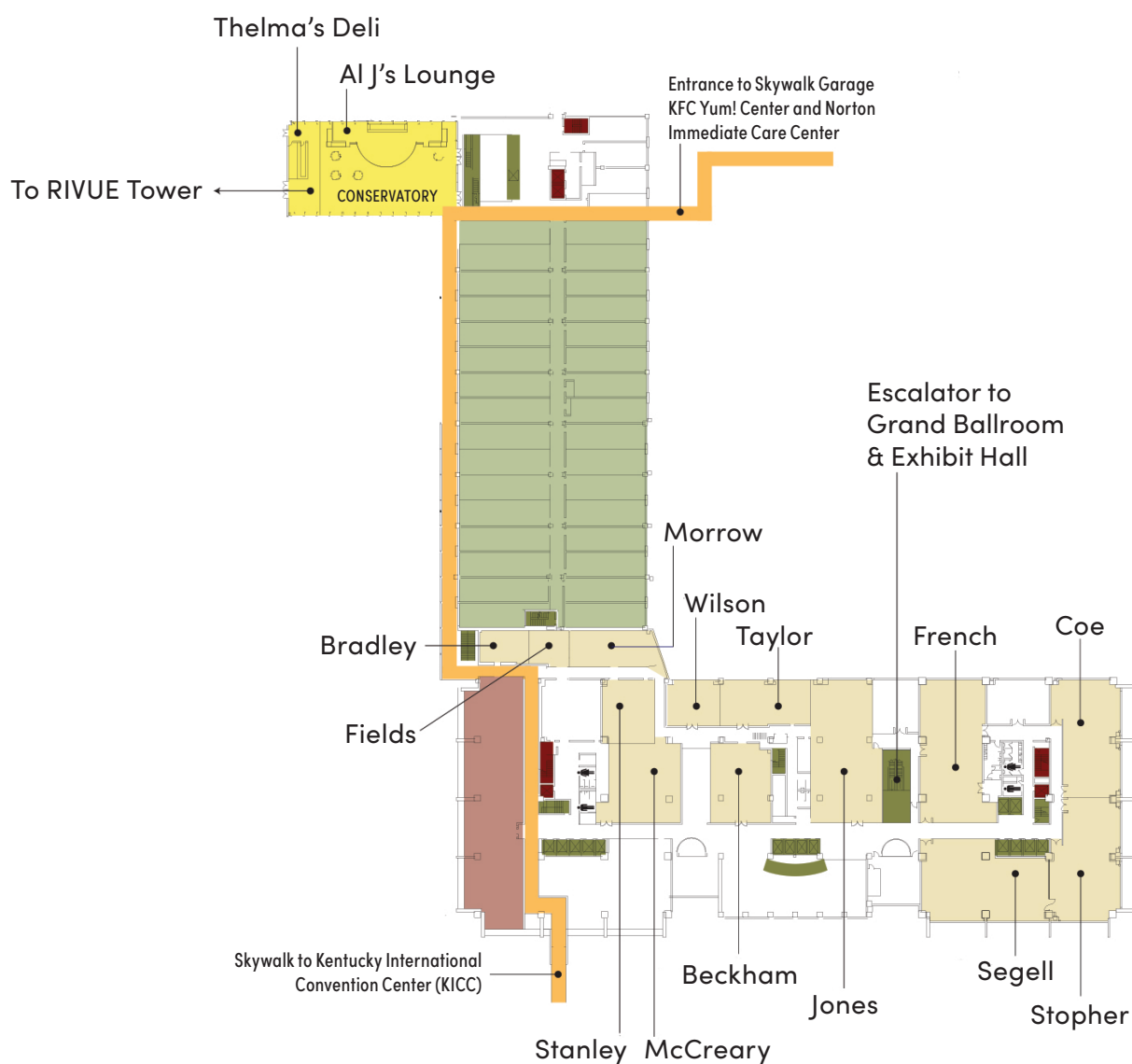
140 North Fourth Street

Louisville, KY 40202

(502) 589-5200

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EAST TOWER THIRD FLOOR (CONSERVATORY/SKYWALK LEVEL)



Mark Your Calendars!



2022 Institute for Chief Academic Officers with Chief Financial and Chief Enrollment Management Officers

November 5–8, 2022
Sheraton Dallas Hotel, Dallas, TX



2023 Institute for Chief Academic Officers with Chief Advancement and Chief Public Relations Officers

November 4–7, 2023
Marriott Tampa Water Street
Hotel and Marina, Tampa, FL



**The Council of
Independent Colleges**

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