



THE COUNCIL OF
INDEPENDENT COLLEGES

HEALTHY INSTITUTIONS, STRONG LEADERS

2020

**PRESIDENTS
INSTITUTE**

INSTITUTE PROGRAM

January 4–7, 2020

JW Marriott Marco Island • Marco Island, Florida

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CIC gratefully acknowledges the generous support by Credo and EAB of travel grants that make it possible for presidents of institutions with limited resources to participate in the Presidents Institute.

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

CIC appreciates the support of Santander Universidades and Universia Mexico for the participation of rectors of Mexican private universities.

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Table of Contents

Welcome.....	2
Stay Connected: Guidebook and Media Guidelines.....	4
Schedule-at-a-Glance.....	5
Thursday, January 2, and Friday, January 3.....	10
New Presidents Program (including Spouses and Partners of New Presidents).....	11
Presidents Governance Academy.....	16
CIC Board of Directors Meeting.....	19
Saturday, January 4.....	20
Sunday, January 5.....	25
Monday, January 6.....	42
Tuesday, January 7, and Post-Institute Associated Meetings.....	60
CIC Board of Directors and Advisory Committees.....	68
CIC Staff and Advisors.....	70
Hotel Map and Floor Plans.....	72
Save the Dates.....	77



HEALTHY INSTITUTIONS, STRONG LEADERS

Dear Colleagues:

Welcome to CIC's Presidents Institute—the largest annual meeting of college and university presidents in the country. This Institute provides a forum for candid discussion of mutual concerns, opportunities to learn from experts, and time to network with colleagues who face similar opportunities and challenges. Morning concurrent sessions address practical aspects of the presidency. Optional afternoon workshops provide hands-on opportunities to tackle strategic issues in greater depth. Daily plenary sessions establish a larger context for presidential leadership by drawing on the insights of distinguished experts and experienced colleagues. Over breakfast, meetings of affiliated organizations and roundtable discussions offer informal settings for frank conversation. Refreshment breaks and daily receptions provide occasions to network, renew friendships, and make new connections.

Successful presidents constantly synthesize their own creativity and that of other dedicated campus leaders to maintain healthy, vibrant institutions in the midst of formidable challenges. Over the years, the imaginative adaptations conceived and implemented by independent colleges and universities have been the hallmark of their success, often resulting in innovations in all of higher education. Today, college presidents are addressing new challenges: shifting demographics, eroding public support, increased emphasis on graduates' job readiness, and thinner operating margins. Under such pressures, what are the markers of healthy independent colleges and universities? What strategies can presidents deploy to lead their institutions—and their staff, faculties, and boards—with vision and courage? How can presidential leadership build strength and health? With the theme "Healthy Institutions, Strong Leaders," the Council of Independent Colleges' 2020 Presidents Institute addresses these and other essential questions as presidents consider how to lead their institutions with imagination, skill, and aplomb.

My CIC colleagues and I extend a special welcome to the many new presidents and their spouses or partners and those participating in this annual gathering for the first time. All of us hope you will find the Institute to be a richly rewarding experience. One distinctive feature of the Institute is the substantive programming for presidential spouses and partners, which offers useful support for those who serve in this fulfilling, while often also demanding, role. Another is the large number of sponsoring organizations that



have contributed financially to the Presidents Institute and whose names appear on the inside front cover and in the Guide to Institute Sponsors. Their support, for which CIC is immensely grateful, makes possible a more comprehensive program; and their expertise in various aspects of institutional management adds to the usefulness of conversations during the Institute. I encourage all presidents to confer with our sponsors; their guidance can be invaluable.

Please do not hesitate to call on any CIC staff member for assistance. In this beautiful setting of the freshly renovated JW Marriott, may the next few days provide rewarding opportunities to learn, converse with colleagues, and relax.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard Ekman', written in a cursive, flowing style.

Richard Ekman
President



Stay Connected

Wireless Internet Access

Complimentary Wi-Fi is available in all meeting rooms of the JW Marriott Marco Island hotel.

Network Name: **JWMarriott_Conference**

Password: **2020pi**

Follow the Institute on Twitter

Participants can follow the Presidents Institute on Twitter: **@CICNotes • #2020PI**

Need help?

If you need assistance, please ask at the CIC Registration Desk.

Media Guidelines

A key feature of the CIC Presidents Institute is an atmosphere of candor that allows presidents to speak freely with colleagues. The opportunities for frank and open discussion are possible in part because the Institute is a “presidents-only” event in which other campus leaders, such as vice presidents or trustees, are not included, differentiating this conference from others in which presidents participate. Personal and professional discretion and respect for the privacy of others sustain this key quality of confidentiality. Accordingly, CIC has established these guidelines to assure participants that they can engage in candid discussions of critical issues.

Media Policy: The CIC Presidents Institute is a closed meeting to which a few select members of the media may be invited as speakers and reporters. Invited journalists and media representatives are welcome to attend all plenary sessions and concurrent sessions except for those marked in the program “by invitation only” or “for presidents only,” which are closed to the media. Journalists are encouraged to write about sessions they attend and issues they hear being discussed but must clearly identify themselves as journalists and obtain explicit permission before quoting directly or publishing the images of Institute speakers or participants. Journalists are also welcome to interview any willing speakers, presenters, or conference participants during the course of the Institute.

Social Media Policy: Unless otherwise noted, plenary sessions are considered open to social media, including attributions of comments made by plenary speakers. All other sessions should be regarded as “not quotable” except when a speaker or presenter specifically indicates otherwise. Participants may post on the themes or issues discussed in a session without direct quotation or attribution, to Twitter, LinkedIn, and other social media platforms. In all cases, discretion should be used when sharing quotations, videos, or images from Institute sessions.

Follow the Institute on Twitter

Participants can follow the Presidents Institute on Twitter:

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Schedule-at-a-Glance

Thursday, January 2

6:00–9:00 p.m.
LECNA Fellows
Palms Ballroom Sentry 1 and 2

Friday, January 3

7:00 a.m.–6:00 p.m.
LECNA Fellows
Palms Ballroom Sentry 1 and 2

7:30–11:30 a.m.
Registration for New Presidents Program and Presidents Governance Academy
Calusa Foyer

7:45 a.m.–8:30 p.m.
New Presidents Program (including Spouses and Partners of New Presidents)
(See pages 11–15 for meeting rooms.)

8:00 a.m.–8:30 p.m.
Presidents Governance Academy
(See pages 16–18 for meeting rooms.)

Noon–9:00 p.m.
Lutheran Educational Conference of North America
Palms Ballroom Sentry 4, Sabal, and Royal

Saturday, January 4

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

7:00 a.m.–Noon
LECNA Fellows
Palms Ballroom Sentry 1 and 2

7:00 a.m.–3:00 p.m.
Lutheran Educational Conference of North America
Palms Ballroom Sabal

7:15 a.m.–3:15 p.m.
New Presidents Program (including Spouses and Partners of New Presidents)
(See pages 11–15 for meeting rooms.)

7:15 a.m.–2:00 p.m.
Presidents Governance Academy
(See pages 16–18 for meeting rooms.)

7:45 a.m.–3:00 p.m.
CIC Board of Directors Meeting
(See page 19 for meeting rooms.)

8:00 a.m.–4:00 p.m.
Mennonite Higher Education Association
Osprey 8

9:00 a.m.–3:00 p.m.
Association of Adventist Colleges and Universities
Calusa Ballroom 9

11:00 a.m.–3:00 p.m.
Evangelical Lutheran Church in America (ELCA) Network
Palms Ballroom Sentry 3 and 4

11:00 a.m.–4:00 p.m.
National Association of Schools and Colleges of the United Methodist Church
Calusa Ballroom 10–12

Noon–5:00 p.m.
INDIVIDUAL CONSULTATIONS
(See pages 21–22 for listings.)

2:00–4:00 p.m.
American Baptist Churches Colleges and Universities Presidents
Seagrape 1

2:00–4:00 p.m.
Lower Cost Models for Independent Colleges
Palms Ballroom Royal 1–3

3:30–4:15 p.m.
Presidents Institute Spouses and Partners Task Force Meeting
Osprey 2

4:00–4:30 p.m.
Roman Catholic Mass
Calusa Ballroom 5

PRESIDENTS INSTITUTE BEGINS

5:00–6:30 p.m.

WELCOME AND KEYNOTE ADDRESS

Demographics, Demand, and Destiny: Implications for the Health of Independent Institutions

Nathan D. Grawe

Calusa Ballroom

6:30–8:30 p.m.

WELCOMING DINNER

Banyan Ballroom

8:00–8:45 p.m.

Reception for Sponsors

Caxambas

Sunday, January 5

7:00–7:30 a.m.

Ecumenical Worship Service

Calusa Ballroom 5

7:00 a.m.–5:00 p.m.

Institute Registration

Calusa Foyer

7:15–8:15 a.m.

Breakfast

Banyan Ballroom 1 and 2

BREAKFAST ROUNDTABLE DISCUSSIONS

(See pages 25–27 for listings.)

7:15–8:15 a.m.

BREAKFAST MEETINGS

CIC Online Course Sharing Consortium Member Presidents

Caxambas 1

National Association of Intercollegiate Athletics

Osprey 9

Nonmember Presidents and Member Presidents Participating in the Institute for the First Time

Osprey 2

Presidential Vocation and Institutional Mission Program Past Participants

Calusa Ballroom 8

Presidents of International Colleges and Universities

Seagrape 1

Project Pericles Presidents

Osprey 8

8:00 a.m.–5:00 p.m.

INDIVIDUAL CONSULTATIONS

(See pages 21–22 for listings.)

8:30–9:45 a.m.

PLENARY SESSION International Education in an Age of Closing Borders: Why and How *Mariët Westermann*

Calusa Ballroom

10:15–11:30 a.m.

CONCURRENT SESSIONS

Focusing the Board on Strategic Priorities

Calusa Ballroom 1–3

Fostering Diversity and Civility in Liberal Arts Colleges

Calusa Ballroom 4 and 5

Improving Student Success through Technology Transformation

Calusa Ballroom 8 and 9

Navigating Troubling Waters: Economic Trends and Implications for Independent Higher Education

Calusa Ballroom 10–12

Perspectives from Journalists: What's on the Public's Mind? What's on Presidents' Minds?

Caxambas

Return on Athletics: Data on the Value of Sports at Smaller Colleges

Banyan Ballroom 2

What to Expect from Your Enrollment Management Team

Banyan Ballroom 3

10:15 a.m.–1:00 p.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM WELCOME, ADDRESS, AND LUNCHEON

Presidential Spouses and Partners: Evolving Expectations
L. Jay Lemons and Susan Resneck Pierce

Palms Ballroom Sabal and Coconut

11:45 a.m.–1:00 p.m.

CONCURRENT SESSIONS

(with boxed lunch)

Contending with Controversies: A Presidential Conversation

Calusa Ballroom 4 and 5

Helping Students Explore Their Vocations and Find Their Callings: The President's Role

Caxambas

Legal Nightmares That Keep Presidents Awake

Banyan Ballroom 3

Meeting the Mental Health and Wellness Needs of the Campus

Calusa Ballroom 1–3

Presidential Approaches to Advance Open Inquiry and Viewpoint Diversity

Banyan Ballroom 2

Strategies for Mergers, Acquisitions, and Teach-Outs

Calusa Ballroom 10–12

Using Data to Integrate Enrollment, Student Success, and Alumni Engagement

Calusa Ballroom 8 and 9

**1:00–2:00 p.m.
Executive Officers of CIC State Councils**

Osprey 9

**1:00–2:00 p.m.
Rural Higher Education Initiative**

Seagrape 1

**2:00–3:00 p.m.
2019 U.S.-Mexico Higher Education Summit Reunion**

Calusa Ballroom 11

WORKSHOPS

(Pre-registration required)

**2:00–3:30 p.m.
Understanding Compliance Risk—How to Protect Your Institution and Your Job**

Calusa Ballroom 5

**2:00–4:00 p.m.
Change, Risk, and Relevance—New Lessons from Thriving Institutions**

Calusa Ballroom 2 and 3

2:00–4:00 p.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM DISCUSSION SESSION

Palms Ballroom Sabal and Coconut

3:00–4:30 p.m.

CIC State Councils Advisory Committee Meeting

Calusa Ballroom 9

4:00–5:00 p.m.

Harvard Institute for Higher Education Alumni and Friends Reception

Caxambas 2

4:00–5:00 p.m.

Network for Vocation in Undergraduate Education (NetVUE) Reception

Kice, Keywadin, and Barrier Terrace (Fifth Floor)

5:00–6:30 p.m.

ALL-INSTITUTE RECEPTION

Calusa Foyer and Terrace

6:30 p.m.

Dinner on Your Own

6:30 p.m.

Associated Colleges of the South

Meet in the hotel lobby.

7:00 p.m.

The Annapolis Group Board of Directors

Ario Restaurant

Monday, January 6

7:00 a.m.–5:00 p.m.

Institute Registration

Calusa Foyer

7:15–8:15 a.m.

Breakfast

Banyan Ballroom 1 and 2

BREAKFAST ROUNDTABLE DISCUSSIONS

(See page 42–43 for listings.)



7:15–8:15 a.m.

BREAKFAST MEETINGS

Association of Catholic Colleges and Universities

Caxambas 1

Council for Christian Colleges & Universities

Calusa Ballroom 8

Presidents of Historically Black Colleges and Universities

Caxambas 2

Women's College Coalition Board of Directors

Osprey 9

7:15–8:15 a.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM

Breakfast Roundtable Discussions

(See page 45 for listings.)

Palms Ballroom Sabal, and Coconut

8:00 a.m.–5:00 p.m.

INDIVIDUAL CONSULTATIONS

(See pages 21–22 for listings.)

8:30–9:45 a.m.

PLENARY SESSION

The Future of Work: Preparing Graduates for Diverse, Purpose-Driven Workplaces

Jonathan McBride

Calusa Ballroom

10:15–11:30 a.m.

CONCURRENT SESSIONS

Creating Value: Improving Instruction and Student Outcomes with Career Guidance

Calusa Ballroom 8 and 9

Developing Binational Partnerships: Lessons and Examples from the U.S.-Mexico Summit

Caxambas

How to Protect Against the Pitfalls of the Presidency

Calusa Ballroom 10–12

Promoting Student Voter Engagement and Civic Participation

Banyan Ballroom 2

Setting the Pace: Presidential Strategies for Leading Fundamental Change

Banyan Ballroom 3

Trends in Philanthropy and Federal Grants

Calusa Ballroom 1–3

JOINT SESSION WITH PRESIDENTIAL SPOUSES AND PARTNERS

Working with the President's Staff

Calusa Ballroom 4 and 5

10:15–11:30 a.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSION

Promises, Promises:

The Sticky Wicket of Getting What You Need from Campus Dining Services

Palms Ballroom Royal

11:45 a.m.–1:00 p.m.

CONCURRENT SESSIONS

(with boxed lunch)

Approaches to Civic Engagement and Collaboration with the Local Community

Calusa Ballroom 4 and 5

Benchmarks for Institutional Health

Calusa Ballroom 1–3

Considerations for a Second Presidency

Calusa Ballroom 8 and 9

Documenting and Promoting the Labor Market Outcomes of the Liberal Arts

Calusa Ballroom 10–12

Preparing for the Unexpected: Natural Disasters and Other Campus Crises

Banyan Ballroom 3

Presidents “Open Mike”

(Open only to currently serving college and university presidents.)

Caxambas

11:45 a.m.–1:00 p.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSIONS

“Clean Eating” with Super Foods for Your Campus Dining Program

Palms Ballroom Coconut

The #MeToo Movement from the Presidential Spouse Perspective

Palms Ballroom Sabal

1:00–2:00 p.m.

**Meetings of CIC State Council
Member Organizations**

(See pages 55–56 for listings.)

1:30–3:30 p.m.

**PRESIDENTIAL SPOUSES
AND PARTNERS PROGRAM
Discussion Sessions**

(See pages 56–57 for listings.)

Palms Ballroom Sabal

2:00–4:00 p.m.

WORKSHOPS

(Pre-registration required)

**Owning Your Future—
Transforming Your Institution
by Playing to Strengths**

Calusa Ballroom 1 and 2

**Tuition Pricing Considerations—
Is a Reset Right for Your
Institution?**

Calusa Ballroom 4 and 5

4:00–5:00 p.m.

**Association of Presbyterian
Colleges and Universities**

Caxambas 2

4:00–5:00 p.m.

**Great Lakes Colleges
Association**

Osprey 8

4:00–5:00 p.m.

**Presidents Institute
Spouses and Partners
Task Force Meeting**

Osprey 9

6:00–6:45 p.m.

AWARDS RECEPTION

Calusa Foyer and Terrace

6:45–9:00 p.m.

AWARDS BANQUET

Calusa Ballroom

Tuesday, January 7

7:00–11:30 a.m.

Institute Registration

Calusa Foyer

7:30–8:30 a.m.

**CIC ANNUAL BUSINESS
MEETING**

Banyan Ballroom 3

7:30–8:30 a.m.

Breakfast

Banyan Ballroom 1 and 2

8:30–11:30 a.m.

INDIVIDUAL CONSULTATIONS

(See pages 21–22 for listings.)

8:45–9:45 a.m.

CONCURRENT SESSIONS

**Building an Effective Senior
Team: Stronger Leaders for
Stressed Institutions**

Calusa Ballroom 1 and 2

**Collaborating to Share
Curriculum and Cost**

Calusa Ballroom 8 and 9

**Support for Veterans'
Educational Aspirations**

Calusa Ballroom 11 and 12

**JOINT SESSION WITH
PRESIDENTIAL SPOUSES
AND PARTNERS**

**New Approaches to Personal
Wellness during Difficult Times**

Calusa Ballroom 4 and 5

8:45–9:45 a.m.

**PRESIDENTIAL SPOUSES
AND PARTNERS PROGRAM
CONCURRENT SESSION
Financial Health for Presidential
Spouses and Partners**

Caxambas

10:00–11:30 a.m.

**CLOSING PLENARY SESSION
Presidential Leadership
for Healthy Institutions**

*James M. Dennis, Mary Dana
Hinton, Lawrence M. Schall,
and Marjorie Hass*

Calusa Ballroom

PRESIDENTS INSTITUTE ENDS

Noon–3:00 p.m.

**The Sun Conference
Presidents Meeting**

Palms Ballroom Royal 1

4:30–6:00 p.m.

**American Academic Leadership
Institute Finance Committee
Meeting**

Osprey 9

6:00 p.m.

**American Academic Leadership
Institute and Academic Search
Board of Directors Dinner**

Meet in the hotel lobby.

Wednesday, January 8

7:30 a.m.–2:00 p.m.

**American Academic Leadership
Institute and Academic Search
Board of Directors Meeting**

Osprey 9

Thursday, January 2

6:00–9:00 p.m. **LECNA Fellows**

Palms Ballroom Sentry 1 and 2 Convener: **Thomas E. Cedel**, President Emeritus, Concordia University Texas

Friday, January 3

7:00 a.m.–6:00 p.m. **LECNA Fellows**

Palms Ballroom Sentry 1 and 2 Convener: **Thomas E. Cedel**, President Emeritus, Concordia University Texas

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

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

7:45 a.m.–8:30 p.m. **New Presidents Program
(including Spouses and Partners of New Presidents)**

See pages 11–15 for meeting rooms.

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

See pages 16–18 for meeting rooms.

Noon–9:00 p.m. **Lutheran Educational Conference of North America**

*Palms Ballroom Sentry 4,
Sabal, and Royal* Convener: **Michael C. Maxey**, President, Roanoke College

New Presidents Program

Including Spouses and Partners of New Presidents

(Sponsored by Ellucian)

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

Friday, January 3

7:30–9:00 a.m.

New Presidents Program Registration

Calusa Foyer

7:45–8:30 a.m.

Breakfast for New Presidents and Spouses and Partners

Banyan Ballroom 1

SESSIONS FOR NEW PRESIDENTS

8:45–9:00 a.m.

Welcoming Remarks

Calusa Ballroom 8 and 9

Mary Pat Seurkamp, Senior Advisor and Director, CIC New Presidents Program, and President Emerita, Notre Dame of Maryland University

9:00–10:00 a.m.

Making Connections

Calusa Ballroom 8 and 9

L. Jay Lemons, President Emeritus, Susquehanna University, and President, Academic Search

10:00–10:15 a.m.

Refreshment Break

Banyan Foyer

10:15–11:15 a.m.

The Changed Environment for Presidential Leadership: Innovation and Beyond

Banyan Ballroom 3

Paul Hennigan, President, Point Park University

Mary B. Marcy, President, Dominican University of California

11:15 a.m.–12:30 p.m.

Financial Fundamentals and Strategies for the New President

Banyan Ballroom 3

Julee Gard, Vice President for Administration and Finance, University of St. Francis (IL)

Arvid C. Johnson, President, University of St. Francis (IL)

SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

8:45–9:00 a.m.

Banyan Ballroom 2

Welcoming Remarks

Kerry E. Pannell, Vice President for Academic Programs, CIC

Facilitators: **Lynne C. Joyce**, Presidential Spouse, Brevard College, and
J. Lawrence Smith, Presidential Spouse, York College of Pennsylvania

9:00–10:00 a.m.

Banyan Ballroom 2

Making Connections

10:00–10:15 a.m.

Banyan Foyer

Refreshment Break

10:15–11:15 a.m.

Banyan Ballroom 2

Transitioning into the Presidential Spouse or Partner Role

11:15 a.m.–12:00 p.m.

Banyan Ballroom 2

Higher Ed 101

Noon–12:30 p.m.

Banyan Ballroom 2

Getting Off to a Great Start

12:30–1:45 p.m.

Banyan Ballroom 1

LUNCHEON FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

Welcome: **Carol A. Leary**, President, Bay Path University, and Chair,
CIC New Presidents Program Advisory Committee

Remarks: Creating an Engaged and Inclusive Environment for All

Mary Dana Hinton, President, College of Saint Benedict

SESSIONS FOR NEW PRESIDENTS

2:00–2:30 p.m.

Banyan Ballroom 3

Engaged and Inclusive Environment: Q&A and Discussion

Facilitator: *Mary Dana Hinton*

2:30–3:30 p.m.

Banyan Ballroom 3

Perspectives on Critical Leadership Issues

Colette Pierce Burnette, President, Huston-Tillotson University

Mary-Beth A. Cooper, President, Springfield College

Arvid C. Johnson, President, University of St. Francis (IL)

Moderator: *Mary Pat Seurkamp*

3:30–3:45 p.m.

Banyan Foyer

Refreshment Break

3:45–4:15 p.m.

Banyan Ballroom 3

Small-Group Discussions on Critical Leadership Issues

Facilitator: *Mary Pat Seurkamp*

4:15–5:00 p.m.

Banyan Ballroom 3

I Wish I Had Known What I Know Now

Lynn M. Morton, President, Warren Wilson College

Elfred Anthony Pinkard, President, Wilberforce University

SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

Facilitators: *Lynne C. Joyce* and *J. Lawrence Smith*

2:00–3:15 p.m.

Banyan Ballroom 2

Building Trust

3:15–3:30 p.m.

Banyan Foyer

Refreshment Break

3:30–4:30 p.m.

Banyan Ballroom 2

Building Resiliency

4:30–5:00 p.m.

Banyan Ballroom 2

“Open Mike”—Questions and Comments

Facilitator: *Kerry E. Pannell*

6:30–7:00 p.m.

Banyan Foyer

RECEPTION FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

7:00–8:30 p.m.

Banyan Ballroom 1

DINNER FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

Hosts: **Paul Hennigan**, President, Point Park University, and **Lynne C. Joyce**, Presidential Spouse, Brevard College

Remarks: **Richard Ekman**, President, CIC

Saturday, January 4

SESSIONS FOR NEW PRESIDENTS

7:15–8:00 a.m.

Banyan Ballroom 1

Breakfast

8:15–9:45 a.m.

Banyan Ballroom 3

Working with the Board—Basics and Beyond

Jeff Abernathy, President, Alma College

Mary Schmidt Campbell, President, Spelman College

Moderator: **Douglas M. Orr**, President Emeritus, Warren Wilson College, and Senior Fellow, Association of Governing Boards of Universities and Colleges

9:45–10:00 a.m.

Banyan Foyer

Refreshment Break

10:00–11:00 a.m.

Banyan Ballroom 3

**Enrollment, Marketing, and Today's Students:
Getting Them and Keeping Them**

Brian C. Ralph, President, William Peace University

11:00 a.m.–12:15 p.m.

Banyan Ballroom 3

The President and Institutional Advancement

David C. Joyce, President, Brevard College

Michele D. Perkins, President, New England College

SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

Facilitators: *Lynne C. Joyce* and *J. Lawrence Smith*

7:15–8:00 a.m.

Breakfast

Banyan Ballroom 2

8:15–9:45 a.m.

Making the Role Work for You

Banyan Ballroom 2

9:45–10:00 a.m.

Refreshment Break

Banyan Foyer

10:00–11:00 a.m.

Taking Charge of Your Role

Banyan Ballroom 2

11:00 a.m.–12:15 p.m.

The Presidential Spouse and Partner and Institutional Advancement

Banyan Ballroom 2

12:30–2:00 p.m.

LUNCHEON FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

Banyan Ballroom 1

You Got the Job, Now What?

Logan C. Hampton, President, Lane College

SESSION FOR NEW PRESIDENTS

2:15–3:15 p.m.

Closing Remarks, Questions, and Initial Evaluation

Banyan Ballroom 3

Mary Pat Seurkamp

SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

2:15–3:00 p.m.

Additional Perspectives: Panel of Presidents Institute Spouses and Partners Task Force Members

Banyan Ballroom 2

Moderator: *Kerry E. Pannell*

3:00–3:15 p.m.

Questions and Closing Remarks

Banyan Ballroom 2

Facilitators: *Lynne C. Joyce* and *J. Lawrence Smith*

Presidents Governance Academy

(Sponsored by the Henry Luce Foundation)

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

Facilitators:

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

Richard J. Cook, President Emeritus, Allegheny College

Friday, January 3

7:30–9:00 a.m.

Presidents Governance Academy Registration

Calusa Foyer

8:00–8:45 a.m.

Breakfast

Caxambas 1

9:00–9:45 a.m.

Welcome and Introductions

Caxambas 2

- Review of participant survey
- What are some of the most vexing challenges presidents face in working with their boards of trustees?

9:45–10:30 a.m.

Discussion Topics

Caxambas 2

- Review of key program themes, facilitator roles, ground rules, and agenda
- What distinguishes a high-performing governing board?

10:30–10:45 a.m.

Refreshment Break

Caxambas 2

10:45 a.m.–12:15 p.m.

Caxambas 2

Discussion Topics

- What levers, strategies, and resources are available to presidents to strengthen the board?
- What presidential relationships are particularly key—and sometimes problematic?
- “Shared” governance and relations with the faculty

12:30–1:30 p.m.

Caxambas 1

Lunch

1:30–3:00 p.m.

Caxambas 2

Discussion of Best Board Practices (Part 1)

- Membership: size, composition, terms and term limits, committee on trustees
- Organization: committees, especially executive, and reserved powers
- Meetings
- Trustee philanthropy

3:00–3:15 p.m.

Caxambas 2

Refreshment Break

3:15–4:45 p.m.

Caxambas 2

Discussion of Best Board Practices (Part 2)

- Retreats
- Trustee orientation programs
- In-service education
- Handbook and trustee information systems

4:45–5:15 p.m.

Caxambas 2

Bylaws Discussion

- Overview of facilitator critiques of participants’ bylaws

6:30–8:30 p.m.

Caxambas 1

Reception and Dinner

Spouses and partners are invited. Please stop by the CIC Registration Desk to purchase a guest ticket.

Saturday, January 4

7:15–7:45 a.m.

Breakfast

Caxambas 1

7:45–8:30 a.m.

Participant Role Play

Caxambas 1

8:45–9:30 a.m.

Reflections and Discussions

Caxambas 2

- On yesterday's conversations
- On a few articles in the Book of Readings that you find especially helpful or provocative

9:30–10:45 a.m.

Discussion Topics

Caxambas 2

- How does affiliation with your respective sponsor, founder, congregation, tradition, or other major influence directly affect, positively or negatively, how your governing board is constituted, is organized, or functions?
- What are best practices in performance assessment of the governing board, individual trustees, and the presidency?

10:45–11:00 a.m.

Refreshment Break

Caxambas 2

11:00–11:45 a.m.

One-on-One Bylaws Critique

Caxambas 1 and 2

(in teams of two)

11:45 a.m.–12:15 p.m.

Review of Bylaws Discussions

Caxambas 2

12:30–2:00 p.m.

Lunch and Discussion

Caxambas 1

- What are some effective approaches to in-service trustee education and board development initiatives that have worked for you? What approaches have not worked?
- What is your plan to strengthen governance policies and practices (explicit goals, strategy, and timetable)?
- Closing comments by facilitators and program assessment

CIC Board of Directors Meeting

Saturday, January 4

7:45–8:45 a.m.

EXECUTIVE COMMITTEE BREAKFAST MEETING

Osprey 2

8:00–8:45 a.m.

BREAKFAST FOR ALL BOARD MEMBERS

Calusa Ballroom 5

9:00–10:00 a.m.

BOARD OF DIRECTORS COMMITTEE MEETINGS

Osprey 9

Awards Committee

Osprey 3

Investment Committee

Osprey 4

Orientation for New Board Members

10:05–11:20 a.m.

BOARD OF DIRECTORS COMMITTEE MEETINGS

Osprey 2

Membership Committee

Osprey 3

Programs Committee

Osprey 4

Public Information Committee

Osprey 9

Resource Development Committee

11:30 a.m.–12:30 p.m.

LUNCH FOR ALL BOARD MEMBERS

Calusa Ballroom 5

12:40–3:00 p.m.

BOARD OF DIRECTORS MEETING

Calusa Ballroom 3 and 4

Saturday, January 4

7:00 a.m.–5:00 p.m.	Institute Registration
<i>Calusa Foyer</i>	Sign up for Individual Consultations and other events with space limitations.
7:00 a.m.–Noon	LECNA Fellows
<i>Palms Ballroom Sentry 1 and 2</i>	Convener: Thomas E. Cedel , President Emeritus, Concordia University Texas
7:00 a.m.–3:00 p.m.	Lutheran Educational Conference of North America
<i>Palms Ballroom Sabal</i>	Convener: Patrick T. Ferry , President, Concordia University Wisconsin
7:15 a.m.–3:15 p.m.	New Presidents Program (including Spouses and Partners of New Presidents)
<i>See pages 11–15 for meeting rooms.</i>	
7:15 a.m.–2:00 p.m.	Presidents Governance Academy
<i>See pages 16–18 for meeting rooms.</i>	
7:45 a.m.–3:00 p.m.	CIC Board of Directors Meeting
<i>See page 19 for meeting rooms.</i>	
8:00 a.m.–4:00 p.m.	Mennonite Higher Education Association
<i>Osprey 8</i>	Convener: Rebecca J. Stoltzfus , President, Goshen College
9:00 a.m.–3:00 p.m.	Association of Adventist Colleges and Universities
<i>Calusa Ballroom 9</i>	Convener: Gordon Bietz , Director for Higher Education, North American Division of Seventh-Day Adventists, and retired President, Southern Adventist University

11:00 a.m.–3:00 p.m.

Evangelical Lutheran Church in America (ELCA) Network*Palms Ballroom Sentry 3 and 4*

Convener: **Mark N. Wilhelm**, Executive Director, Network of ELCA Colleges and Universities, Evangelical Lutheran Church in America

11:00 a.m.–4:00 p.m.

National Association of Schools and Colleges of the United Methodist Church*Calusa Ballroom 10–12*

Convener: **Mark E. Hanshaw**, Associate General Secretary, Division of Higher Education, General Board of Higher Education and Ministry

Noon–5:00 p.m.

INDIVIDUAL CONSULTATIONS

Presidents have opportunities to schedule individual appointments with selected experts. Individual consultants' schedules vary. Please sign up in advance at the CIC Registration Desk.

Board Relations*Osprey 3*

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

Osprey 7

Douglas M. Orr, President Emeritus, Warren Wilson College, and Senior Fellow, Association of Governing Boards of Universities and Colleges

CIC Key Indicators Tool and Financial Indicators Tool Benchmarking Reports*Osprey 4*

Michael Williams, Senior Executive, Ruffalo Noel Levitz (RNL)

Financial and Retirement Planning for Presidents, Spouses, and Partners*Bald Eagle Boardroom*

TIAA Wealth Management Advisor

Leadership Issues*Seagrape 2*

Susan Resneck Pierce, President Emerita, University of Puget Sound

Legal Issues

Osprey 6

Jim Newberry, Attorney and Higher Education Practice Team Chair,
Steptoe & Johnson PLLC

Presidential Compensation and Benefits

Seagrape 4

Frank A. Casagrande, President, Casagrande Consulting, LLC

Seagrape 3

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

Presidential Contracts

Osprey 10

Raymond D. Cotton, Partner, Nelson Mullins Riley & Scarborough LLP

American Baptist Churches Colleges and Universities Presidents

2:00–4:00 p.m.

Seagrape 1

Convener: **James T. (Tim) Barry**, President, Alderson Broaddus University

2:00–4:00 p.m.

Lower Cost Models for Independent Colleges

Palms Ballroom Royal 1–3

Convener: **Michael B. Alexander**, President, Lasell University

3:30–4:15 p.m.

Presidents Institute Spouses and Partners Task Force Meeting

Osprey 2

Convener: **Jennifer Troha**, Chair, CIC Presidents Institute Spouses and
Partners Task Force, and Presidential Spouse, Juniata College

4:00–4:30 p.m.

Roman Catholic Mass

Calusa Ballroom 5

Presiding: **James J. Greenfield, OSFS**, President, DeSales University

*Please Note: An ecumenical worship service will be offered at 7:00 a.m. on
Sunday. Participants also have the opportunity to attend worship services
in the community. A list of local places of worship is provided in the Institute
Guidebook app and at the CIC Registration Desk.*

PRESIDENTS INSTITUTE BEGINS

5:00–6:30 p.m.

Welcome and Institute Overview

Calusa Ballroom

MaryAnn Baenninger, Chair, CIC Board of Directors, and President, Drew University

Richard Ekman, President, CIC

Jennifer Troha, Chair, CIC Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Juniata College

KEYNOTE ADDRESS

(Sponsored by Strada Education Network)

Demographics, Demand, and Destiny: Implications for the Health of Independent Institutions

Projections of the decline in the number of traditional college age students over the next ten years concern many college and university presidents, while at the same time additional demographic challenges loom on the horizon. The U.S. birth rate has plummeted since the Great Recession, resulting in a steep decline in the number of new high school graduates beginning in 2026. The decline, however, may not affect all institutional types equally. In his recent book, *Demographics and the Demand for Higher Education* (2018), Nathan Grawe projected that many non-elite colleges would face significant shortages of students. Grawe developed the Higher Education Demand Index (HEDI), which forecasts college demand by institutional type and rank. How might the approaching demographic shifts affect small and mid-sized independent colleges? What strategies can institutions implement now to ensure optimal student enrollment in the future? In the presentation, Grawe will also present fresh insights and updated projections drawn from his next book project, differentiating prospective markets for public vs. private higher education.



Nathan D. Grawe is Ada M. Harrison Distinguished Teaching Professor of the Social Sciences at Carleton College in Minnesota, where he has served as a faculty member since 1999. He participated in the leadership of Carleton's Quantitative Inquiry, Reasoning, and Knowledge (QulRK) initiative, and he served as associate dean of the college from 2009 to 2012. Grawe is a labor economist with particular interests in how family background—from family

income to number of siblings—shapes educational and employment choices and outcomes. His book, *Demographics and the Demand for Higher Education*, examines how recent demographic shifts are likely to affect demand for higher education and explores how colleges and policy makers may respond to meet institutional and national goals. Grawe has been a featured speaker at CIC's Institute for Chief Academic Officers and the Diversity, Civility, and the Liberal Arts Institutes. He earned a BA from St. Olaf College and an MA and PhD from the University of Chicago, all in economics.

Chair: **Lily D. McNair**, President, Tuskegee University

6:30–8:30 p.m.

WELCOMING DINNER

Banyan Ballroom

(Co-sponsored by Johnson, Grossnickle & Associates and Ruffalo Noel Levitz (RNL))

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

Please note: Dinner tickets for adult guests and unregistered spouses and partners may be purchased at the CIC Registration Desk.

8:00–8:45 p.m.

Reception for Sponsors

Caxambas

All sponsors of the Presidents Institute are welcome.

Host: **CIC Board of Directors**

Sunday, January 5

7:00–7:30 a.m.	Ecumenical Worship Service
Calusa Ballroom 5	<p>Presiding: Logan C. Hampton, President, Lane College</p> <p><i>Please Note: A Roman Catholic Mass is offered at 4:00 p.m. on Saturday. Participants also have the opportunity to attend worship services in the community. A list of local places of worship is provided in the Institute Guidebook app and at the CIC Registration Desk.</i></p>
7:00 a.m.–5:00 p.m.	Institute Registration
Calusa Foyer	<p>Sign up for Individual Consultations and other events with space limitations.</p>
7:15–8:15 a.m.	Breakfast
Banyan Ballroom 1 and 2	<p><i>(Sponsored by Yaffe & Company, Inc.)</i></p> <p>Breakfast is provided for all registered Institute participants. Several roundtables are designated for participants who wish to join colleagues to discuss specific topics.</p>
BREAKFAST ROUNDTABLE DISCUSSIONS	
Assessing Strategic and Financial Health	
<p>Session leaders will discuss how a new financial health metric can provide college and university leadership teams with visibility into the relative strategic health of their institutions and enable action before regulatory pressures potentially limit operational options. They will describe how this new financial health metric applies to private institutions of all sizes and will offer a range of actionable responses.</p> <p>Michael B. Alexander, President, Lasell University</p> <p>Susan D. Stuebner, President, Colby-Sawyer College</p>	

Developing Vocational Exploration on Campus

The Network for Vocation in Undergraduate Education (NetVUE) is a nationwide network of 256 colleges and universities administered by CIC with generous support from Lilly Endowment Inc. to foster the intellectual and theological exploration of vocation among college students. Learn about CIC's network and discuss the benefits of participation in NetVUE programs and services, including national conferences, regional gatherings, and a number of grant programs to support campus efforts.

David S. Cunningham, Director of NetVUE, CIC

Finishing Well: How to Prepare for a Presidential Transition

Most institutions today cannot afford a “long good-bye”: the hiatus created by a search, and then the year or two when a new president comes in to provide leadership for the next phase of institutional life. How can presidents and boards work together to design strategic plans that attract new leadership to the institution—rather than waiting for new leadership to provide vision—and that ensure ongoing institutional momentum through the transition? What can presidents do to leave their institutions smoothly and help prepare for an effective transition following their departure? The discussion will build on insights gathered from presidents who have recently made this transition or who are preparing for it.

Shirley A. Mullen, President, Houghton College

Private System Affiliations: A Better Approach for Collaboration

Private system affiliations represent a promising alternative to college and university consolidation, mergers, and closures. The roundtable will discuss an overview of private system affiliations as a new form of collaboration; why this approach may be preferable to other methods of collaboration or consolidation; how to become affiliation ready; and how to align merger or affiliation strategies with long-term institutional prosperity. Participants will consider why and how to become part of, or to lead, a private system affiliation.

Richard A. Beyer, Senior Fellow, AGB Consulting

Yes We Must Coalition: College Success for All

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

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

7:15–8:15 a.m.

BREAKFAST MEETINGS

CIC Online Course Sharing Consortium Member Presidents

Caxambas 1

Conveners: **Mary-Beth A. Cooper**, President, Springfield College, and **Carol M. Schuler**, Vice President for State Council Programs, CIC, and Director, CIC Online Course Sharing Consortium

National Association of Intercollegiate Athletics

Osprey 9

Convener: **Arvid C. Johnson**, President, University of St. Francis (IL)

Nonmember Presidents and Member Presidents Participating in the Institute for the First Time

Osprey 2

Convener: **MaryAnn Baenninger**, Chair, CIC Board of Directors, and President, Drew University

Presidential Vocation and Institutional Mission Program Past Participants

Calusa Ballroom 8

Convener: **Frederik Ohles**, Senior Advisor, CIC, and President Emeritus, Nebraska Wesleyan University

Presidents of International Colleges and Universities

Seagrape 1

Convener: **Celeste M. Schenck**, President, The American University of Paris

Project Pericles Presidents

Osprey 8

Conveners: **Jan Risë Liss**, Executive Director, Project Pericles, and **Lyle D. Roelofs**, President, Berea College

SUNDAY

Presidents have opportunities to schedule individual appointments with selected experts. See pages 21–22 for the full list of consultants. Individual consultants' schedules vary. Please sign up in advance at the CIC Registration Desk.

PLENARY SESSION

(Sponsored by Metz Culinary Management)

International Education in an Age of Closing Borders: Why and How

8:30–9:45 a.m.

Calusa Ballroom

Facilitating international education for students and faculty members remains a goal of most independent colleges and universities, but determining the most effective international strategy is complicated by declining international enrollments, mounting visa hurdles, increasing nationalist sentiments, intractable financial obstacles, and the understandable first-job orientation of students and parents. How can higher education institutions optimize opportunities for learning and research in global frameworks? Should they prioritize an international curriculum at home? How can a student's educational trajectory be sustained and enhanced during a semester or shorter stint abroad? What are the pros and cons of satellite campuses or programs? And how can opportunities beyond popular Western European destinations be scaled? Mariët Westermann, the head of a leading global campus of New York University that also is a university in its own right and a longtime champion of the humanities and the liberal arts, will offer guidance for presidents of independent colleges.



Mariët Westermann became vice chancellor and chief executive of New York University Abu Dhabi, where she oversees all academic, administrative, financial, and operational affairs of the university, in August 2019. She joined the Andrew W. Mellon Foundation in 2010 and served as the executive vice president for programs and research from 2016 to July 2019. In that role, she launched initiatives that study and promote the value of the humanities and

the liberal arts, encourage graduate education reform, renew preservation of cultural heritage around the world, and support scholars and artists at risk. Earlier, Westermann was the first provost of NYU Abu Dhabi, former director of

NYU's Institute of Fine Arts, and professor of art history. Before joining NYU in 2002, she was associate director of research at the Clark Art Institute. From 1995 to 2001, she was an assistant and associate professor of art history at Rutgers University. Her publications include *Rembrandt—Art and Ideas* (2000); *The Amusements of Jan Steen: Comic Painting in the 17th Century* (1997); and *A Worldly Art: The Dutch Republic 1585–1718* (1996). Westermann has worked extensively with museums, including serving as curator of *Art and Home: Dutch Interiors in the Age of Rembrandt* (Denver Art Museum and Newark Museum, 2001). She has been the recipient of fellowships, honors, and grants from the National Endowment for the Humanities, American Philosophical Society, Center for Advanced Study in the Visual Arts, Clark Art Institute, College Art Association, and Metropolitan Museum of Art. Westermann earned her undergraduate degree from Williams College, where she was elected to Phi Beta Kappa. She earned an MA and PhD from NYU's Institute of Fine Arts.

Chair: **Jorge G. Gonzalez**, President, Kalamazoo College

9:45–10:15 a.m.

Networking and Refreshment Break

Calusa Foyer

(Sponsored by Collegis Education)

10:15–11:30 a.m.

CONCURRENT SESSIONS

(Sponsored by Ziegler)

Focusing the Board on Strategic Priorities

Calusa Ballroom 1–3

What approaches can presidents use to help their boards resist the tendency to function in routinized ways—receiving reports, setting tuition, and approving budgets? In today's dynamic higher education environment, boards must be savvy about demographic and economic trends, cognizant of institutional strengths and areas of vulnerability, sensitive to market opportunities, and able to help the president make important strategic decisions about the future direction of the institution. Presidents who have helped their boards elevate their agendas to focus on strategic priorities will lead the discussion.

Gayle D. Beebe, President, Westmont College

Rock Jones, President, Ohio Wesleyan University

Elizabeth J. Stroble, Chancellor, Webster University

Chair: **Kathleen M. Murray**, President, Whitman College

Calusa Ballroom 4 and 5

Fostering Diversity and Civility in Liberal Arts Colleges

What is the president's role in fostering diversity and civility on a college campus? How can presidents help their institutions respect divergent viewpoints, support students from diverse backgrounds, acknowledge the multiple identities that students bring to campus, and promote inclusive pedagogy—often in the face of student dissatisfaction with and faculty concerns over the pace of change? CIC helped campus teams explore these challenges during two Diversity, Civility, and the Liberal Arts Institutes. The director of the Institute and presidents of three participating institutions will share insights and lessons learned from this initiative.

Susan S. Hasseler, President, Muskingum University

Beverly Daniel Tatum, President Emerita, Spelman College

Troy D. VanAken, President, Elmhurst College

Chair: **Charles W. Pollard**, President, John Brown University

Improving Student Success through Technology Transformation

Calusa Ballroom 8 and 9

How can technology help colleges and universities with limited resources create more sustainable operating models while better supporting student success? Three CIC presidents will discuss how they are maximizing the return on investment in technology purchases from two points of view: their business models and their commitment to student success. The presenters will describe effective approaches in both areas. Panelists also will discuss the importance of cybersecurity practices and policies.

David A. Armstrong, President, St. Thomas University (FL)

Paula Marie Buley, IHM, President, Rivier University

Robert S. Cominsky, Vice President of Managed Services, Ellucian

Kevin G. Quinn, President, Aquinas College (MI)

Chair: **Clarence D. Armbrister**, President, Johnson C. Smith University

Navigating Troubling Waters: Economic Trends and Implications for Independent Higher Education

Calusa Ballroom 10–12

As the public increasingly views college as an investment for a better life and career, the demand for a more meaningful return on its cost is growing. How do different stakeholders think about the return on an investment in higher education? Colleges and universities are susceptible to regional, national, and macroeconomic trends, so institutional leaders need to consider both public perceptions and economic trends in their strategic institutional planning. Presenters will discuss higher education's contributions to the economy and society and will highlight economic trends that are especially relevant to independent colleges and universities.

Amy McCormack, President, Calumet College of St. Joseph

David P. Richardson, Managing Director of Research, TIAA Institute

Chair: **Kenneth M. Macur**, President, Medaille College

Perspectives from Journalists: What's on the Public's Mind? What's on Presidents' Minds?

Caxambas

In the last year, several media stories have focused on aspects of admissions: The "Varsity Blues" scandal, the College Board's "adversity" score, and the Supreme Court case on affirmative action are three prominent examples. Journalists who cover higher education will offer their perspectives on why college admissions has been of such strong public interest recently, before opening a general discussion.

Anemona Hartocollis, National Higher Education Reporter, *New York Times*

Rick Seltzer, Projects Editor, *Inside Higher Ed*

Delece Smith-Barrow, Senior Editor for Higher Education, *Hechinger Report*

Moderator: **Nayef H. Samhat**, President, Wofford College

SUNDAY

Banyan Ballroom 2

Return on Athletics: Data on the Value of Sports at Smaller Colleges

One strategy to increase enrollment and improve retention is to establish or expand an athletics program. There is little empirical data, however, to assess institutional returns associated with investments in athletics. As a result, many presidents lack the information they need to understand how a strong athletics program could contribute to broader strategic priorities. One approach to closing the data gap is the Return on Athletics initiative of the NAIA, which uses analysis of student-level data to show the impact of athletics on enrollment, student success, and financial viability. Presenters will discuss critical factors and metrics to evaluate intercollegiate athletics and will offer insights from their experiences.

Jim Carr, President and CEO, National Association of Intercollegiate Athletics (NAIA)

Arvid C. Johnson, President, University of St. Francis (IL)

Amy C. Novak, President, Dakota Wesleyan University

Chair: **Fayneese Miller**, President, Hamline University

What to Expect from Your Enrollment Management Team

Banyan Ballroom 3

What is the president's role in working with the enrollment management team? What do presidents need to know? What questions should they ask? How should they assess the effectiveness of the admissions and financial aid offices? Presenters will offer insights based on their experience and will address audience members' questions.

Marc M. Camille, President, Albertus Magnus College

Panayiotis Kanelos, President, St. John's College (MD)

Chris Marett, President, Enrollment and Advancement Marketing Services, EAB

Michael C. Maxey, President, Roanoke College

Chair: **Mary Lou Retelle**, President, Anna Maria College

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM
WELCOME, ADDRESS, AND LUNCHEON

(Sponsored by TIAA)

10:15 a.m.–1:00 p.m.

*Palms Ballroom Sabal
and Coconut*

Presidential Spouses and Partners: Evolving Expectations

Independent colleges and universities face a changing landscape and evolving expectations from campus constituencies. How do these shifting expectations affect the role of presidential spouses or partners? In light of this shifting context, what do search committees and trustees look for in a potential president's personal relationship? Experienced independent college leaders Jay Lemons and Susan Resneck Pierce will discuss their perspectives on the evolving role of the president's spouse or partner. Their observations, based on conversations with boards of trustees and independent college leaders, provide the basis for a deeper discussion of the challenges confronting presidential spouses and partners in the current private higher education environment.



L. Jay Lemons became president of Academic Search in 2017. He is president emeritus of Susquehanna University in Pennsylvania, where he served for over 17 years. Previously, he was chancellor of the University of Virginia's College at Wise. He began his career as a student affairs officer at Nebraska Wesleyan University, served in admissions at the University of Nebraska, worked in student affairs at Texas A&M University, and was assistant to the president at the University of Virginia. Lemons served as vice chair of the NCAA board of governors and is a former member of the CIC Board of Directors. He is a member of the faculty for CIC's New Presidents Program. Lemons earned a bachelor's degree in philosophy and psychology from Nebraska Wesleyan University, a master's degree in educational psychology from the University of Nebraska, and a PhD from the University of Virginia in higher education administration.



Susan Resneck Pierce is president emerita of the University of Puget Sound in Washington, where she served from 1992 to 2003. Pierce earlier was chair of the English department at Ithaca College, visiting associate professor of English at Princeton University, assistant director of the division of education programs at the National Endowment for the Humanities, dean of the college of arts and science at the University of Tulsa, and vice president

SUNDAY

for academic affairs at Lewis & Clark College. She is author of *On Being Presidential: A Guide for College and University Leaders* (2011). Pierce earned a bachelor’s degree from Wellesley College, a master’s degree from the University of Chicago, and a PhD from the University of Wisconsin, all in English.

Chair: **Jennifer Troha**, Chair, CIC Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Juniata College

11:30–11:45 a.m.

Break and Boxed Lunches

Calusa and Banyan Foyers

(Sponsored by The Registry)

Boxed lunches are available for registered Institute participants. Please pick up a boxed lunch and proceed to one of the concurrent sessions.

11:45 a.m.–1:00 p.m.

CONCURRENT SESSIONS

(Sponsored by AGB Search, LLC)

Contending with Controversies: A Presidential Conversation

Calusa Ballroom 4 and 5

With the intensity of issues and emotions on and off campus and the velocity of social media, presidents increasingly are faced with controversies that commandeer their agenda and may threaten their presidency. How do presidents prepare themselves and their boards, cabinets, and campuses? What principles or protocols might support them when there is no decision they can make that will please or even appease all? This conversation will help further presidents’ thinking about their own circumstances and leadership.

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

Chair: **William N. Ruud**, President, Marietta College

Helping Students Explore Their Vocations and Find Their Callings: The President's Role

Caxambas

Many CIC institutions encourage students to explore questions of meaning, purpose, and vocation as a way of reflecting critically on their programs of study, career aspirations, and future directions in life. These pursuits, especially when connected to professional preparation and the development of specific competencies, can help bridge the perceived gap between the liberal arts and a student's career path. Programs that make discernment of vocation and calling central to the student experience are particularly effective when presidents demonstrate strong leadership, at a personal as well as professional level. Three presidents will describe their own involvement in such programs and will discuss how this work has contributed to the overall health of their institutions and enriched their professional lives.

J. Timothy Cloyd, President, Drury University

Kent L. Henning, President, Grand View University

Susan Traverso, President, Thiel College

Chair: **Jane M. Wood**, President, Bluffton University

Legal Nightmares That Keep Presidents Awake

Banyan Ballroom 3

Today's headlines routinely feature issues that weigh on campus leaders, including the "Varsity Blues" admissions scandal; institutional funding and enrollment challenges; new and confusing federal and state compliance mandates, including Title IX; increased litigation from student injuries and deaths; violent protests and controversial speakers; and demands for social justice. As a result, presidents need to navigate in a culture that is increasingly critical of higher education. A leading higher education attorney will offer insights on how presidents can address the many legal nightmares they face—and help them sleep a little better.

Peter F. Lake, Professor of Law, Charles A. Dana Chair, and Director, Center for Excellence in Higher Education Law and Policy, Stetson University, and Senior Higher Education Attorney, Steptoe & Johnson PLLC

Chair: **Jacquelyn S. Fetrow**, President, Albright College

SUNDAY

Calusa Ballroom 1–3

Meeting the Mental Health and Wellness Needs of the Campus

Presidents are well aware that there is a mental health crisis on college campuses. By some estimates, more than a third of college students report experiencing mental health condition symptoms, up from one in ten just a few decades ago. How can independent colleges and universities identify and support students who need help? What strategies can ensure that students have access to the counseling and other mental health services that they need—and how can these services best be funded? How can campuses move beyond addressing individual students in crisis to creating a campus-wide approach to health and wellness? What is the president's role in addressing this crisis?

Troy D. Hammond, President, North Central College

Diane E. Melby, President, Our Lady of the Lake University

Nance Roy, Chief Clinical Officer, The Jed Foundation

Chair: **Mary K. Surridge**, President, North Park University

Presidential Approaches to Advance Open Inquiry and Viewpoint Diversity

Banyan Ballroom 2

College presidents play a critical role in creating and maintaining campus cultures where open inquiry and diverse perspectives help learning and discovery thrive. Those who have sought to foster open-mindedness, viewpoint diversity, and constructive disagreement on campus will lead a discussion about three big questions: In what ways can presidents engage their campus communities in questions about and decisions regarding policies, practices, and programs related to open inquiry and diverse perspectives? What challenges have presidents faced and how have they overcome them? What strategies can help presidents be successful in their efforts to foster open inquiry and constructive disagreement on campus?

Pamela J. Gunter-Smith, President, York College of Pennsylvania

Debra Mashek, Executive Director, Heterodox Academy

Chair: **James F. Mellichamp**, President, Piedmont College

Strategies for Mergers, Acquisitions, and Teach-Outs

Calusa Ballroom 10–12

Presidents and others who have navigated the process of considering a merger, acquisition, or teach-out will share insights from their experiences. When is the right time to initiate internal conversations about the possibility of a major institutional realignment, and with whom should these conversations start? When and how should prospective partners be engaged? What if there is a need to change course midway? When and how should the public be informed of any of these deliberations? How do these considerations differ depending on whether the institution is looking to “acquire” another institution or looking for a partner institution that can provide financial stability?

David R. Evans, Interim President, American University in Bulgaria

Timothy L. Hall, President, Mercy College (NY)

Kasia Lundy, Managing Director, EY-Parthenon

Michele D. Perkins, President, New England College

Chair: **Kevin Rome, Sr.**, President, Fisk University

Using Data to Integrate Enrollment, Student Success, and Alumni Engagement

Calusa Ballroom 8 and 9

Enrollment volatility and demographic shifts on the horizon will require new ways to assess risk, measure performance, and identify opportunities across the marketplace. Recently developed data-analytic tools enable colleges to connect cross-campus datasets to track the entire student lifecycle—from first inquiry to final gift. Learn how CIC presidents use integrated data to measure institutional performance, understand the broader marketplace, and inform strategic planning.

Brian J. Bruess, President, St. Norbert College

James H. Day, Founding Principal, Farrell Day

Kent C. Trachte, President, Lycoming College

Chair: **Elizabeth Martin Meade**, President, Cedar Crest College

1:00–1:30 p.m.

Networking and Refreshment Break

Calusa Foyer

(Sponsored by AE7 Architects & Planners)

1:00–2:00 p.m.	Executive Officers of CIC State Councils
<i>Osprey 9</i>	Conveners: Ray Martinez III , President, Independent Colleges and Universities of Texas Foundation, and Carol M. Schuler , Vice President for State Council Programs, CIC
1:00–2:00 p.m.	Rural Higher Education Initiative
<i>Seagrape 1</i>	Convener: Amy C. Novak , President, Dakota Wesleyan University
2:00–3:00 p.m.	2019 U.S.-Mexico Higher Education Summit Reunion
<i>Calusa Ballroom 11</i>	Conveners: Arturo Cherbowski Lask , Executive Director, Santander Universidades, and General Director, Universia Mexico; Richard Ekman , President, CIC; and Rodrigo Guerra Botello , Secretary General, FIMPES
	WORKSHOPS
	<i>Please note: Pre-registration is required for these workshops. Inquire at the CIC Registration Desk.</i>
2:00–3:30 p.m.	Understanding Compliance Risk—How to Protect Your Institution and Your Job
<i>Calusa Ballroom 5</i>	<i>(Sponsored by Casagrande Consulting, LLC)</i> Failure to meet institutional compliance obligations can have devastating consequences for independent colleges and universities. Institutions have closed, and senior administrators have even been jailed, as a consequence of noncompliant behaviors on campus. Two experienced higher education attorneys and a seasoned college president will lead a discussion of the range of compliance risks confronting institutions, an overview of the contents of an effective institutional compliance policy, and suggested steps toward creating a culture of compliance on campus. Managing compliance risk is the single best way to make trustees happy, minimize legal fees, and protect your institution’s reputation. Thomas J. Botzman , President, Misericordia University

Susan Llewellyn Deniker, Attorney and Labor and Employment Practice Group Chair, Steptoe & Johnson PLLC

Jim Newberry, Attorney and Higher Education Practice Team Chair, Steptoe & Johnson PLLC

Chair: **Sandra S. Harper**, President, McMurry University

2:00–4:00 p.m.

Change, Risk, and Relevance—New Lessons from Thriving Institutions

Calusa Ballroom 2 and 3

(Sponsored by Asset Strategy Consultants)

Colleges and universities continue to be asked to respond to seismic shifts in our culture, society, and economy that bring into question many of higher education's long-standing practices. Leaders from across the institutional spectrum are taking a deep dive from positions of strength to positions of dire challenge into institutional re-investment and re-invention, building their futures around a set of mission-rooted commitments. How can these colleges and universities exceed expected measures of success and provide a transformational experience for students and employees? How are some campuses thriving in distinctive ways? Eight critical elements, identified through ongoing research and refined over time, contribute to institutional success. This session will draw on case studies of presidents who exercised bold vision in areas such as strategic thinking and action, partnerships and collaboration, teaching and learning, and leadership structure and engagement.

Mary Schmidt Campbell, President, Spelman College

Travis Feezell, President, Hastings College

Emma Jones, Chief Brand Officer and Owner, Credo

Joretta S. Nelson, Senior Vice President and Owner, Credo

Kim S. Phipps, President, Messiah College

Chair: **Miles K. Davis**, President, Linfield College

SUNDAY

PRESIDENTIAL SPOUSES AND PARTNERS
PROGRAM DISCUSSION SESSION

2:00–4:00 p.m.

Readers’ Theatre Reprise: Historical (and Hysterical?)
Presidential Spouse and Partner Roles

Palms Ballroom Sabal
and Coconut

(Sponsored by TIAA)

How does the historic role of the presidential spouse or partner compare with the modern view of the role? Spouses and partners will participate in a “readers’ theatre” presentation of advice from past decades and will reflect on how the role and the campus and societal cultural context have evolved. After the presentation, the conversation will continue during an informal reception with refreshments.

Robyn Allers, Presidential Spouse, McDaniel College

Randy Richardson, Presidential Spouse, Westminster College (PA)

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

Chair: **Christine Burns-DiBiasio**, Presidential Spouse, Ohio Northern University

3:00–4:30 p.m.

CIC State Councils Advisory Committee Meeting

Calusa Ballroom 9

Convener: **Carol M. Schuler**, Vice President for State Council Programs, CIC

4:00–5:00 p.m.

Harvard Institute for Higher Education Alumni and
Friends Reception

Caxambas 2

Convener: **Judith Block McLaughlin**, Director, Higher Education Program; Educational Chair, Harvard Seminar for New Presidents; and Senior Lecturer, Harvard University

4:00–5:00 p.m.

Network for Vocation in Undergraduate Education
(NetVUE) Reception

Kice, Keywadin, and Barrier
Terrace (Fifth Floor)

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

5:00–6:30 p.m.

ALL-INSTITUTE RECEPTION

Calusa Foyer and Terrace

(Co-sponsored by ACT | NRCCUA and Gonser Gerber LLP)

This is an opportunity—between afternoon workshops and dinner—to connect informally with colleagues. All Institute participants as well as family members and guests are welcome.

6:30 p.m.

Dinner on Your Own

This evening provides an opportunity for presidents, spouses and partners, speakers, and sponsors to join colleagues for dinner. Participants make their own arrangements.

6:30 p.m.

Associated Colleges of the South

Meet in the hotel lobby.

Convener: **Stephanie Fabritius**, President

7:00 p.m.

The Annapolis Group Board of Directors

Ario Restaurant

Convener: **Jeff Abernathy**, Chair, Annapolis Group Board of Directors, and President, Alma College

SUNDAY



Monday, January 6

7:00 a.m.–5:00 p.m.	Institute Registration
<i>Calusa Foyer</i>	Sign up for Individual Consultations and other events with space limitations.

7:15–8:15 a.m.	Breakfast
<i>Banyan Ballroom 1 and 2</i>	<i>(Sponsored by Derck & Edson, LLC)</i> Breakfast is provided for all registered Institute participants. Several roundtables are designated for participants who wish to join colleagues to discuss specific topics.

BREAKFAST ROUNDTABLE DISCUSSIONS

Course Sharing to Support Student Completion

An increasing number of private colleges and universities are engaging in consortial course sharing to support students’ timely progress. CIC’s Online Course Sharing Consortium allows participating colleges to use empty “seats” available in other CIC colleges’ online courses to help students catch up, replace poor grades, remain eligible for athletics and financial aid, and graduate on time. This discussion will address key features of the CIC Online Course Sharing Consortium.

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

Finding Interim Candidates for Senior Leadership Positions

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

- Bryan E. Carlson**, President, The Registry
- Jeffrey Senese**, President, Saint Leo University

How Colleges Can Benefit from Multiple Employer Retirement Plans

A multiple employer plan (MEP) allows two or more colleges or other unrelated employers to join together to create a single retirement plan. Under the right circumstances, the arrangement can help colleges achieve economies of scale through centralized support of administrative and fiduciary obligations, resulting in significant savings to institutions. Presidents will be provided with an overview and will have the opportunity to ask questions about MEPs.

Eva Lee, Senior Director, Institutional Client Services, TIAA

Preparing the Right Aspirants for the Right Presidencies

Learn how CIC's Presidential Vocation and Institutional Mission program, a yearlong seminar-based program supported by Lilly Endowment Inc., can help senior administrators who aspire to the presidency—and their spouses or partners—clarify their own sense of personal vocation in relationship to the missions of institutions they might one day lead as president. Discuss who on your senior team might be a suitable nominee.

Frederik Ohles, Senior Advisor, CIC, and President Emeritus, Nebraska Wesleyan University

Preparing Students for Success on the Global Stage

The United Nations Academic Impact and Millennium Campus Network have partnered to offer the Millennium Fellowship—a movement of undergraduates on college campuses across 16 nations advancing the United Nations Sustainable Development Goals. Discuss how this selective leadership development program can help students receive training, make connections, and achieve global recognition of their efforts, as well as how it can help CIC members elevate their social impact and prepare their students for success in the global economy.

Kevin M. Ross, President, Lynn University

Sam Vaghar, Executive Director, Millennium Campus Network

Association of Catholic Colleges and Universities

Caxambas 1

Convener: **Dennis H. Holtschneider, CM**, President and CEO

Council for Christian Colleges & Universities

Calusa Ballroom 8

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

Presidents of Historically Black Colleges and Universities

Caxambas 2

Convener: **Lester C. Newman**, President, Jarvis Christian College

Women's College Coalition Board of Directors

Osprey 9

Convener: **Ann McElaney-Johnson**, Chair, Women's College Coalition Board of Directors, and President, Mount Saint Mary's University (CA)



7:15–8:15 a.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM
BREAKFAST ROUNDTABLE DISCUSSIONS

*Palms Ballroom Sabal 1
and Coconut*

(Sponsored by TIAA)

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

Connecting with Community Organizations

Carole Campbell Williams, Presidential Spouse, Mount St. Joseph University

Developing Wellness and Community on Campus

Victoria Cech, Presidential Spouse, Carroll College (MT)

**Establishing a Presence on Campus as the New President's
Spouse or Partner**

George Roberts, Presidential Spouse, Tuskegee University

Supporting First-Generation Students

Laurie Roelofs, Presidential Spouse, Berea College

Transitioning to a Second Institution as Presidential Spouse

Rachel Rumble-Comerford, Presidential Spouse, Otterbein University

8:00 a.m.–5:00 p.m.

INDIVIDUAL CONSULTATIONS

Presidents have opportunities to schedule individual appointments with selected experts. See pages 21–22 for the full list of consultants. Individual consultants' schedules vary. Please sign up in advance at the CIC Registration Desk.

MONDAY

PLENARY SESSION

(Sponsored by Stevens Strategy, LLC)

The Future of Work: Preparing Graduates for Diverse, Purpose-Driven Workplaces

8:30–9:45 a.m.

Calusa Ballroom

How might an education rooted in the liberal arts provide effective preparation for employment in the new economy? What can independent colleges do to improve the career-readiness of their graduates? How can the role of mission in higher education align with a sense of purpose in today's workplace? And how can presidents cultivate diverse and inclusive campus communities and ensure that their students graduate with the capabilities to serve in wide-ranging workplaces and fulfill the leadership needs of the nation and the world? Drawing on his own liberal arts education and on keen insights from his experiences working in the White House and in the c-suites of a number of successful corporations, Jonathan McBride will guide college presidents in considering how to prepare graduates for diverse, purpose-driven workplaces.



Jonathan McBride is managing director and global head of inclusion and diversity at BlackRock, a global investment management corporation based in New York. McBride previously served as director of the Office of Presidential Personnel in the White House, a role he was appointed to in 2013. He joined the administration of Barack Obama as a special assistant to the president and deputy director of presidential personnel in 2009. Prior to

serving in the White House, McBride was the chief strategy officer at Universum, a global employer branding company, and served as the company's most senior consultant to companies and agencies looking to attract and recruit top talent. In 2000, he co-founded Jungle Media Group, which provides magazines, websites, and live events to inform a variety of audiences about career lifestyles and how best to navigate current and future career moves. McBride earned a BA in economics from Connecticut College and an MBA from the Wharton School of the University of Pennsylvania.

Chair: **Andrea E. Chapdelaine**, President, Hood College

MONDAY

9:45–10:15 a.m.

Networking and Refreshment Break

Calusa Foyer

(Sponsored by U3 Advisors)

10:15–11:30 a.m.

CONCURRENT SESSIONS

(Co-sponsored by Knack and GMB Architecture + Engineering)

Creating Value: Improving Instruction and Student Outcomes with Career Guidance

Calusa Ballroom 8 and 9

Addressing doubts about the value of a liberal arts education is an increasingly important part of the president's job. While studies consistently find that CIC institutions outperform national averages on student success measures, students and parents are demanding greater evidence that they produce well-prepared, career-ready graduates. The CIC Consortium for Instructional Excellence and Career Guidance, organized by the Association of College and University Educators (ACUE) with support from Strada Education Network, provides an effective approach to addressing these concerns by focusing on the improvement of student learning, degree completion, and career outcomes. Panelists will share lessons learned from a renewed focus on instructional excellence and career guidance and reflect on changing faculty attitudes about the relationship between a quality liberal arts education and career-readiness.

James T. (Tim) Barry, President, Alderson Broaddus University

Jonathan Gyurko, President and Co-Founder, Association of College and University Educators (ACUE)

Lillian B. Schumacher, President, Tiffin University

Chair: **Lewis Thayne**, President, Lebanon Valley College

Developing Binational Partnerships: Lessons and Examples from the U.S.-Mexico Summit

Caxambas

Developing binational partnerships with universities in Mexico is of critical importance in today's sociopolitical climate. Institutions on both sides of the U.S.-Mexico border have a relatively untapped opportunity to develop notable partnerships because of their proximity to one another, high quality of educational offerings, and rich cultural resources on campuses and in their surrounding communities. Three presidents who participated in the

April 2019 U.S.-Mexico Higher Education Summit will discuss partnerships that their institutions have created with colleagues on the other side of the border, including ways to mobilize both faculty members and students, short-term and semester-long programs, and online collaboration. The panelists also will cover financial and scheduling considerations, which often present challenges when developing binational partnerships.

Steven C. Bahls, President, Augustana College (IL)

Donna M. Carroll, President, Dominican University (IL)

José Antonio Esquivias Romero, Rector, Universidad Panamericana Guadalajara (Mexico)

Chair: **J. Bradley Creed**, President, Campbell University

How to Protect Against the Pitfalls of the Presidency

Calusa Ballroom 10–12

Presidents increasingly must contend with financial and enrollment challenges, public mistrust, tensions with the faculty, pressures from the board, and unexpected crises, any of which can derail a presidency without warning. What contractual and financial arrangements should presidents consider to protect their positions—and their sanity? An experienced higher education attorney and an experienced compensation consultant will offer guidance on how to manage the challenges of the presidency.

Frank A. Casagrande, President, Casagrande Consulting, LLC

Raymond D. Cotton, Partner, Nelson Mullins Riley & Scarborough LLP

Chair: **Marcia A. Hawkins**, President, Union College (KY)

Promoting Student Voter Engagement and Civic Participation

Banyan Ballroom 2

In 2018, college students' voting rates doubled to a record high of 40 percent, and all signs point to even greater levels of student enthusiasm and activism from now through the 2020 election. At the same time, the tenor and outcome of the 2016 election has left campus leaders concerned about extreme partisanship, divisive speech, misinformation, neutrality, and the overall campus climate. How can presidents promote student voter engagement and civic participation while transforming campus tensions into opportunities for political learning? Participants will be invited to share their

concerns, exchange promising practices, and learn strategies emerging from research at the Tufts University Institute for Democracy & Higher Education, which has been studying not just voting, but also robust campus climates for political learning, discourse, and participation.

Kathy Brittain Richardson, President, Westminster College (PA)

Nancy L. Thomas, Director, Institute for Democracy & Higher Education, Jonathan M. Tisch College of Civic Life, Tufts University

Wim Wiewel, President, Lewis & Clark College

Chair: **Michael Le Roy**, President, Calvin University

Setting the Pace: Presidential Strategies for Leading Fundamental Change

Banyan Ballroom 3

In the midst of demographic headwinds, challenges to the business model, and the expanding use of educational technology, many leaders of independent colleges are being asked by their boards to lead swift and often fundamental change. Presidents' own analyses may reinforce the notion that significant change is necessary to ensure institutional viability. At the same time, faculty and staff members may not be convinced that substantial change is necessary. How do presidents effectively communicate their vision for the future and the changes needed to implement it? How can presidents navigate rapidly shifting external dynamics and still honor shared governance? What can we learn from those who have led substantial change?

Daniel A. DiBiasio, President, Ohio Northern University

David Finegold, President, Chatham University

Mary B. Marcy, President, Dominican University of California

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

Calusa Ballroom 1–3

Trends in Philanthropy and Federal Grants

What are the recent trends in philanthropic support from foundations and grants from the federal government and what are their implications for independent colleges and universities? Three distinguished leaders will offer their insights and encourage presidents to consider external support for their initiatives that match the criteria for a wide range of funding sources—including individuals, corporations, foundations, and governmental agencies.

Jacque Carter, President, Doane University

John McAllister, Managing Partner, McAllister & Quinn

Michael J. Murray, President, The Arthur Vining Davis Foundations

Chair: **Barbara A. Farley**, President, Illinois College

JOINT SESSION WITH PRESIDENTIAL SPOUSES AND PARTNERS

Working with the President's Staff

Calusa Ballroom 4 and 5

Each college president's office has a culture of its own, with distinctive personalities and features, some established across multiple presidential administrations. How can presidential couples develop and sustain strong individual relationships with each member of the president's staff, while ensuring that the office functions well as a cohesive whole to implement the president's agenda? What does it take to change staff expectations, long-held practices, and office culture? How can presidential spouses or partners get the support and information they need from staff who have varying expectations of the spouse's or partner's role? Presidential couples from two institutions will offer strategies for working with staff members to maintain healthy communications and strong relationships.

Lynn Brandsma, Presidential Spouse, University of New England

James Herbert, President, University of New England

Annie Cook Miller, Presidential Spouse, Virginia Wesleyan University

Scott D. Miller, President, Virginia Wesleyan University

Chair: **Burton J. Webb**, President, University of Pikeville

**PRESIDENTIAL SPOUSES AND PARTNERS
PROGRAM CONCURRENT SESSION**

10:15–11:30 a.m.

**Promises, Promises: The Sticky Wicket of Getting What You
Need from Campus Dining Services**

Palms Ballroom Royal

(Sponsored by TIAA)

Whether dining services are run in-house or outsourced, campus food providers truly intend to please you as a key client. But sometimes the special occasion does not turn out how you envisioned. What are the main challenges that lead to disappointing food service? How can you prevent problems and ensure quality for your big events? This session will offer actionable techniques and an opportunity to ask specific questions about how to improve campus dining services.

Margaret Empie, President, Empie Advising, LLC

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

11:30–11:45 a.m.

Break and Boxed Lunches

Calusa and Banyan Foyers

(Sponsored by Ardeo Education Solutions)

Boxed lunches are available for registered Institute participants. Please pick up a boxed lunch and proceed to one of the concurrent sessions.

11:45 a.m.–1:00 p.m.

CONCURRENT SESSIONS

(Sponsored by Capture Higher Ed)

**Approaches to Civic Engagement and Collaboration
with the Local Community**

Calusa Ballroom 4 and 5

How can civic engagement programs strengthen students' academic skills and social responsibility while developing partnerships with the local community? This discussion will consider factors that maximize the impact of these programs, including how to build strong connections among the curriculum, the campus, and the local community and how to encourage students to connect knowledge with real-world responsibilities. Presenters will describe specific projects they have implemented that can be adapted to other settings, including programs that explore questions of citizenship in times of social crisis; that use multimedia storytelling to assist incarcerated

individuals with re-entry; and that engage local high school students in historical research that illuminates the connection between history and contemporary issues of social justice.

Constance Ledoux Book, President, Elon University

Marvin Krislov, President, Pace University

Jan Risë Liss, Executive Director, Project Pericles

David A. Thomas, President, Morehouse College

Chair: **Timothy E. Trainor**, President, Mount St. Mary's University (MD)

Benchmarks for Institutional Health

Calusa Ballroom 1–3

Institutional financial health and mission fulfillment go hand in hand. A good business model, monitored by the right financial metrics, produces sustainability for both. Many colleges and universities today are reviewing their current business models. This session will explore which financial metrics presidents should rely on to consider what their institutions need to achieve in order to be strong and sustainable. Presenters will discuss macro indicators, such as the CIC Financial Indicators Tool metrics, and micro indicators related to university operations, including instructional costs and co-curricular offerings.

Bobby L. Hall, President, Wayland Baptist University

Michael Williams, Senior Executive, Ruffalo Noel Levitz (RNL)

Chair: **Christine Plunkett**, President, Iowa Wesleyan University

Considerations for a Second Presidency

Calusa Ballroom 8 and 9

What factors should be weighed by presidents who are considering a second presidency? Three presidents will draw on their experiences of having made this transition successfully—from Florida Memorial University, Doane University, and Calvin University—to discuss such questions as: How do I know if the time is right for a move? What needs to be considered when leaving the first presidency? How can presidential experience at one institution be beneficial—or detrimental—to leading another? What may be different the second time around? How might trustees, faculty members, and staff view the experience of a leader from a different institution? What are the implications for the presidential family in considering a second presidency?

Roslyn Clark Artis, President and CEO, Benedict College

Jonathan Brand, President, Cornell College (IA)

John C. Knapp, President, Washington & Jefferson College

Chair: **Carol A. Moore**, President, Columbia College (SC)

Documenting and Promoting the Labor Market Outcomes of the Liberal Arts

Calusa Ballroom 10–12

A widely-held myth is that a liberal arts degree has little value in the labor market. Findings from a study on the labor market outcomes of a liberal arts education, conducted by Emsi and Strada Education Network, have debunked this myth. Panelists will discuss the study's outcomes and how colleges and universities can use data to increase appreciation for the value of a liberal arts education with students, parents, faculty members, policy makers, community members, and business leaders.

Gary Brahm, Chancellor and CEO, Brandman University

Ann McElaney-Johnson, President, Mount Saint Mary's University (CA)

Rob Sentz, Chief Innovation Officer, Emsi

Chair: **Colette Pierce Burnette**, President, Huston-Tillotson University

Preparing for the Unexpected: Natural Disasters and Other Campus Crises

Banyan Ballroom 3

Whether triggered by natural disasters, civil unrest, or even mass shootings, crises on campus and in the surrounding community can deeply affect the educational enterprise of the institution. What approaches can presidents use to lead their institutions in times of crisis? How can they be responsive to the urgent needs of their communities without losing sight of the academic priorities of their institutions? What learning opportunities for students do local crises present? Presidents who have weathered such crises and natural disasters will share insights from their experiences.

Joseph G. Joyner, President, Flagler College

Richard L. Ludwick, President, University of St. Thomas (TX)

Julie E. Wollman, President, Widener University

Chair: **Joseph R. Marbach**, President, Georgian Court University

Presidents “Open Mike”

Caxambas

(Open only to currently serving college and university presidents)

This forum is an opportunity to raise confidential and sensitive issues. The discussion is expected to be candid and broad ranging, from specific administrative matters to institutional structures and staffing, to dealings with the board, to the relationship between a president’s professional and personal lives. Advice will come from other participating presidents.

Moderator: **Paul C. Pribbenow**, President, Augsburg University

11:45 a.m.–1:00 p.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSIONS

(Sponsored by TIAA)

“Clean Eating” with Super Foods for Your Campus Dining Program

Palms Ballroom Coconut

Cutting processed foods from your diet and “eating clean” is a positive lifestyle change that has many health benefits. “Clean eating” is a great strategy to achieve lasting good health, without depriving yourself of flavorful food. “Super foods,” so-called because of their high nutrient content, also offer health benefits while enhancing foods or serving as stand-alone meals. Metz’s chefs and dietitians together have developed recipes that boast nutrient-packed dishes with artistic flair and universal appeal. Session participants will have a hands-on opportunity to create a lunch plate, and presenters will discuss how they can be incorporated into campus food services, including catering events. Participants will receive tips on what to look for (and avoid) when grocery shopping, insights into what is done to enhance flavor and nutrition, and answers to questions about ingredients, cooking, and nutrition.

Kim Brenkus, Director, Learning and Development, Metz Culinary Management

John E. Geronimo, Vice President for Sales, Metz Culinary Management

Jeffrey Metz, President and CEO, Metz Culinary Management

Kim Salahie, Director, Culinary Services, Metz Culinary Management

Chair: **Rachel Rumple-Comerford**, Presidential Spouse, Otterbein University

MONDAY

The #MeToo Movement from the Presidential Spouse Perspective

Palms Ballroom Sabal

The #MeToo Movement highlighted the extent of sexual misconduct and harassment across many industries and professions, including those on college campuses. Where does the role of the presidential spouse or partner fit into this conversation? Given that colleges are both a locus of identity development for students and an environment where gender-based bias and violence takes place, how can presidential spouses and partners support a healthy environment on campus? This session will provide an opportunity to share experiences and discuss positive steps taken to reduce gender bias and sexual misconduct.

Jennifer Troha, Presidential Spouse, Juniata College

Chair: **Mary Domes**, Presidential Spouse, Neumann University

1:00–1:30 p.m.

Networking and Refreshment Break

Calusa Foyer

(Sponsored by EIIA)

1:00–2:00 p.m.

MEETINGS OF CIC STATE COUNCIL MEMBER ORGANIZATIONS

Associated Colleges of Illinois

Osprey 2

Convener: **Jamel Santa Cruze Wright**, President, Eureka College

Association of Independent Kentucky Colleges and Universities

Seagrape 1

Convener: **OJ Oleka**, President

Independent Colleges and Universities of Texas Foundation

Palms Ballroom Royal 2

Convener: **Ray Martinez III**, President

Independent Colleges of Indiana

Palms Ballroom Royal 1

Convener: **David W. Wantz**, President and Chief Executive Officer

MONDAY

Palms Ballroom Royal 4

Independent Colleges of Washington

Convener: **Terri Standish-Kuon**, President and CEO

Osprey 8

Michigan Colleges Alliance

Convener: **Robert P. Bartlett**, President

Osprey 9

North Carolina Independent Colleges and Universities

Convener: **A. Hope Williams**, President

Palms Ballroom Royal 3

Ohio Foundation of Independent Colleges

Convener: **Bill Spiker**, President

Ario Restaurant

Wisconsin Association of Independent Colleges and Universities

Convener: **Rolf Wegenke**, President

1:30–3:30 p.m.

Palms Ballroom Sabal

PRESIDENTIAL SPOUSES AND PARTNERS
PROGRAM DISCUSSION SESSIONS

(Sponsored by TIAA)

1:30–2:25 p.m.

Joys and Pitfalls of Taking on the Role of Presidential
Spouse or Partner

Although the expectations of a presidential spouse are rarely clear, there are unwritten rules about presidential spouse or partner behavior that are learned through experience. An author and presidential spouse will share his insightful and often humorous take on being a college president’s spouse. This session will encourage discussion of the surprising aspects of being the spouse or partner of a college president and provide an opportunity to share approaches to dealing with unexpected challenges in the role.

Robert L. Williams, Presidential Spouse, College of Saint Benedict

2:35–3:30 p.m.

“Open Mike” for Presidential Spouses and Partners

(Open only to currently serving spouses and partners)

The confidential session allows spouses and partners to share issues and concerns, as well as tips and advice.

Jennifer Troha, Presidential Spouse, Juniata College

WORKSHOPS

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

2:00–4:00 p.m.

Owning Your Future—Transforming Your Institution by Playing to Strengths

Calusa Ballroom 1 and 2

(Sponsored by McAllister & Quinn)

Transformative change requires an intentional approach and creative thinking. This workshop will highlight successful initiatives, introduce effective tools and frameworks, and generate ideas to help presidents consider new approaches to transformative innovation at their institutions. Institutional case studies will provide examples of lessons learned and successful approaches. Workshop leaders will introduce strategic concepts that are designed to help institutions optimize their current strengths while establishing a structure for strategic actions that will enable the institutions to thrive in the future. In small groups, participants will work together to discuss their college or university in the context of future scenarios—such as shifting student demographics, emerging technologies, and changing regulatory and funding environments. Participants also will prepare for core activities—such as program offerings, operations, and market-positioning—to become more relevant, competitive, and efficient.

Martha A. Burger, President, Oklahoma City University

Helen G. Drinan, President, Simmons University

Dennis Hanno, President, Wheaton College (MA)

Peter Stokes, Managing Director, Higher Education, Huron

Chair: **Weymouth Spence**, President, Washington Adventist University

MONDAY

2:00–4:00 p.m.

Tuition Pricing Considerations—Is a Reset Right for Your Institution?

Calusa Ballroom 4 and 5

(Sponsored by Dynamic Campus)

This workshop will consider approaches to setting tuition, including a dramatic reset. Participants will explore data on more than 30 colleges that have lowered their undergraduate tuition and consider those that have just done a reset. The session will provide the theory behind a reset to guide presidents in considering what data they should review as well as two case examples from presidents who have undertaken resets. Presidents will have the opportunity to work in small groups with sample data to assess whether or not a reset makes sense. The workshop will include steps that need to be taken and the appropriate timeframe to make the reset successful. Presenters will discuss successful marketing campaigns, assessment of the risks and rewards of a price reset, and other strategies to consider.

Laura Casamento, President, Utica College

Sharon Latchaw Hirsh, President, Rosemont College

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

Chair: **Dennis R. DePerro**, President, St. Bonaventure University

4:00–5:00 p.m.

Association of Presbyterian Colleges and Universities

Caxambas 2

Convener: **Burton J. Webb**, President, University of Pikeville

4:00–5:00 p.m.

Great Lakes Colleges Association

Osprey 8

Convener: **Michael A. McDonald**, President

4:00–5:00 p.m.

Presidents Institute Spouses and Partners Task Force Meeting

Osprey 9

Convener: **Jennifer Troha**, Chair, CIC Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Juniata College

AWARDS RECEPTION AND BANQUET

All registered Institute participants are invited to join CIC for a festive evening to celebrate independent higher education and its supporters.

6:00–6:45 p.m.

Awards Reception

Calusa Foyer and Terrace

(Sponsored by Academic Search)

6:45–9:00 p.m.

Awards Banquet

Calusa Ballroom

(Co-sponsored by National Management Resources Corporation and Sodexo)

CIC Lifetime Distinguished Achievement Award

Eugene M. Tobin

Award for Philanthropy (Individual)

Timothy H. Ubben and Sharon Williams Ubben

Award for Philanthropy (Organization)

Raskob Foundation for Catholic Activities, Inc.

Allen P. Splete Award for Outstanding Service

(Sponsored by Jenzabar)

Peter T. Ewell

Please note: Admission to the Awards Reception and Banquet is included in the Presidents Institute registration fee. All presidents, presidential spouses, sponsors, speakers, and other participants are encouraged to attend. Registered participants who would like to include special guests—such as trustees, donors, alumni, or other friends—are asked to inquire at the CIC Registration Desk about the purchase of tickets.

MONDAY

Tuesday, January 7

7:00–11:30 a.m.

Institute Registration

Calusa Foyer

Sign up for Individual Consultations and other events with space limitations.

7:30–8:30 a.m.

CIC ANNUAL BUSINESS MEETING

Banyan Ballroom 3

The Annual Business Meeting is open to all CIC member presidents. Breakfast will be provided.

Chair's Report

Report on the State of CIC

Treasurer's Report

2020–2021 Dues

Recognition of Retiring Members of the Board of Directors

Introduction of Newly Elected Board and Executive Committee Members

Special Reports:

- **Talking about Private Colleges: Busting the Myths Workshops**
S. Georgia Nugent, President, Illinois Wesleyan University, and Senior Fellow, CIC
- **Federal Legislative and Regulatory Update**
Barbara K. Mistick, President, National Association of Independent Colleges and Universities

7:30–8:30 a.m.

Breakfast

Banyan Ballroom 1 and 2

(Sponsored by Aramark)

Breakfast will be provided for those not participating in the CIC Annual Business Meeting.

8:30–11:30 a.m.

INDIVIDUAL CONSULTATIONS

Presidents have opportunities to schedule individual appointments with selected experts. See pages 21–22 for the full list of consultants. Individual consultants' schedules vary. Please sign up in advance at the CIC Registration Desk.

8:45–9:45 a.m.

CONCURRENT SESSIONS

(Sponsored by Hanover Research)

Building an Effective Senior Team: Stronger Leaders for Stressed Institutions

Calusa Ballroom 1 and 2

How can presidents cultivate leadership team members who understand environmental challenges, support the president's vision, and maximize institutional opportunities? Panelists will consider how to orchestrate changes in the leadership team with grace and dignity, address hiring with an eye for team functioning, and discuss innovation and problem solving that maintains an institutional focus. Other topics include achieving work/life balance, fostering interpersonal and institutional trust and hope, assessing annual operational priorities vs. long-term development, and managing risk.

Mary Ann Gawelek, President, Lourdes University

Ronald A. Matthews, President, Eastern University

James A. Troha, President, Juniata College

Chair: **Andrea Luxton**, President, Andrews University

TUESDAY

Collaborating to Share Curriculum and Cost

Calusa Ballroom 8 and 9

How can liberal arts colleges work together to address questions of affordability, accessibility, and adequacy of preparation for students to enter today's job market? What cross-institutional collaborations can lower costs, maintain academic quality, and address institutional sustainability in the face of market challenges in higher education? What is the role of the president in facilitating this collaboration? One group of 19 independent colleges and universities, the Lower Cost Models Consortium, is developing multiple forms of collaboration, including shared curricular opportunities such as certified financial planning and applied computer science. Presidents will describe successful strategies of the consortium to achieve voluntary institutional cost sharing and buy-in from both administrative and faculty teams to offer jointly curricula that institutions would find difficult to maintain individually. Learn how participating institutions have cultivated the openness and trust to develop new opportunities and share responsibility.

Jeffrey R. Docking, President, Adrian College

Charles L. Flynn, President, College of Mount Saint Vincent

Antoinette M. Hays, President, Regis College (MA)

Chair: **Michael L. Frandsen**, President, Wittenberg University

Support for Veterans' Educational Aspirations

Calusa Ballroom 11 and 12

Veterans and military students often take a less traditional path to college, and many face formidable challenges in finishing a college degree. Presenters will discuss ways their institutions help veterans and their dependents meet these challenges and succeed as undergraduate students. The session also will highlight results from a survey of veterans support services at CIC institutions.

Greg Gunderson, President, Park University

Chris Howard, President, Robert Morris University (PA)

Lesley McBain, Director of Research Projects, CIC

Chair: **Deana L. Porterfield**, President, Roberts Wesleyan College

JOINT SESSION WITH PRESIDENTIAL SPOUSES AND PARTNERS

New Approaches to Personal Wellness during Difficult Times

Calusa Ballroom 4 and 5

The job of a college president has always been challenging, but recent developments in higher education can mean even more stress for presidents and their spouses or partners. Tried-and-true strategies for professional wellness include carving out personal time and establishing boundaries with sufficient space for family needs. But in these difficult times, given the dynamic nature of presidential careers, greater flexibility and stamina is required. What are some approaches that presidential couples can use to adapt to new challenges, to maintain healthy relationships, and to thrive in uncertain times? Two presidential couples will share their stories of how they overcame hurdles to achieving their wellness goals.

Cindy Gnadinger, President, Carroll University (WI)

John Gnadinger, Presidential Spouse, Carroll University (WI)

D. Mark McCoy, President, DePauw University

Lisa McCoy, Presidential Spouse, DePauw University

Chair: **Anne Craft**, Presidential Spouse, Concordia College (MN)

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSION

(Sponsored by TIAA)

8:45–9:45 a.m.

Financial Health for Presidential Spouses and Partners

Caxambas

Presidential spouses and partners often have special circumstances when it comes to retirement planning. What is the best way to plan for transitions? How should spouses and partners think about such issues as taking social security, buying a second home, and financially assisting adult children? Experts from TIAA will explain essential elements of financial wellness and provide a framework for thinking about life's big decisions and transitions.

Christina R. Cutlip, Senior Managing Director, Head of Client Engagement and National Advocacy, TIAA

Jonathan R. Fishburn, Director of Wealth Planning Strategies, TIAA

Chair: **Kevin Miller**, Presidential Spouse, Goshen College

TUESDAY

9:45–10:00 a.m.

Networking and Refreshment Break

Calusa Foyer

(Sponsored by Blue Moon Consulting Group)

CLOSING PLENARY SESSION

(Sponsored by EY-Parthenon)

10:00–11:30 a.m.

Presidential Leadership for Healthy Institutions

Calusa Ballroom

Maintaining healthy, vibrant institutions has long been a trait of effective presidential leadership. Small and mid-sized independent colleges and universities are places where transformational change of the institution is genuinely possible. Maintaining enrollment in the midst of dramatic demographic shifts, preparing students with the skills for employment success in the 21st-century economy, and adapting college business models to new realities are just some of the challenges presidents face today. How can presidents lead institutions along sustainable paths amid these unprecedented challenges? What are the characteristics of institutional health and effective presidential leadership? A distinguished panel of experienced CIC presidents will candidly discuss their approaches to leading healthy institutions—including what has worked and what has not. This moderated conversation will provide an opportunity for other presidential colleagues to offer their insights and raise additional questions for consideration.



James M. Dennis has served for 26 years as the president of McKendree University in Lebanon, Illinois. Dennis has led McKendree to record growth in enrollment, academic programs (including in new master’s and doctoral programs), on-campus residence, campus construction and renovation, and the academic strength of students. The number of faculty and staff members has nearly tripled, and fundraising has increased dramatically. He has

promoted initiatives to diversify the campus community and beautify the campus landscape, including the development of the Hettenhausen Center for the Arts. Prior to his service at McKendree, Dennis spent 27 years at the University of Southern California, first as assistant professor in the athletics and recreation department and later as vice president for student affairs. He is a former member of the CIC Board of Directors. Dennis is the president of Leadership Council Southwestern Illinois, a nonprofit economic development corporation. He served on the boards of the Higher Education Consortium of

Metropolitan St. Louis, the Associated Colleges of Illinois, and the Federation of Independent Illinois Colleges and Universities, and he is past president of Illinois Campus Compact. Dennis earned a BA from Occidental College and a PhD in management from the University of Southern California; he also attended the Claremont Graduate School Institute on Higher Education. He studied in Germany on a Fulbright Fellowship to examine the German system of higher education.



Mary Dana Hinton began her tenure as the 15th president of the College of Saint Benedict in Saint Joseph, Minnesota, in 2014. Under Hinton's leadership, the College of Saint Benedict developed a collaborative strategic plan and dynamic vision to guide the college through 2020. In alignment with the strategic plan and her leadership, the college is successfully undertaking a \$100 million comprehensive fundraising campaign. She also has led the process to implement a \$43 million campus facilities update, enabling Saint Ben's to provide premier facilities for teaching, learning, and women's leadership development. Hinton is a member of the CIC Board of Directors. She also serves as chair of the Minnesota Private College Council and is a member of the boards of the Association of American Colleges & Universities, Association of Catholic Colleges and Universities, Interfaith Youth Core, and University Leadership Council. She teaches in the University of Pennsylvania Graduate School of Education doctoral program in higher education management and at the Institute for Administrators in Catholic Higher Education, and she is a faculty member in CIC's New Presidents Program. Her scholarship focuses on African American religious history as well as on leadership, strategic planning, and inclusion in higher education. Hinton earned a BA in psychology from Williams College, an MA in clinical child psychology from the University of Kansas, and a PhD in religion and religious education from Fordham University.



Lawrence M. Schall has served since 2005 as the president of Oglethorpe University in Atlanta, Georgia. Under his leadership, the university has increased net assets three-fold while reducing total debt in half; doubled net tuition revenue; increased the endowment by 50 percent; expanded enrollment by over 50 percent; established strategic entrepreneurial partnerships; and experienced historic levels of philanthropic giving. In addition,

Schall has developed deeper connections between the university and the city of Atlanta. In 2017, he secured a \$50 million gift from an alumnus to establish the Hammack School of Business, the largest gift to a liberal arts college to establish a school of business. In 2018, Oglethorpe launched Flagship 50, a merit scholarship program that matches all 50 states' flagship universities' tuition for qualified students. Previously, Schall served for 15 years at Swarthmore College, concluding as vice president for administration. Early in his career, he was a trial attorney specializing in civil rights litigation. He serves on the executive committees of the Georgia Independent College Association, Atlanta Regional Council for Higher Education, and Council on International Educational Exchange. Schall earned a bachelor's degree from Swarthmore College, a JD from the University of Pennsylvania Law School, and an EdD from the University of Pennsylvania, where he also served as director of the executive doctorate program in higher education and adjunct faculty member in the Graduate School of Education.



Moderator: **Marjorie Hass** began her tenure as the 20th president of Rhodes College in Memphis, Tennessee, in 2017. Under her leadership, Rhodes launched a new master's degree in urban education, began an inclusive strategic planning process, and has been recognized for its academic rigor and the career success of its graduates. Hass has worked to strengthen the bond between the college and the city of Memphis, securing a transformational gift to

the Lynn and Henry Turley Memphis Center that more than doubled the college's investment in community partnerships. Previously, Hass served for eight years as president of Austin College, where she oversaw considerable growth in the size and strength of the college's applicant pool as well as increased retention; major improvements in the environmental sustainability of the institution; and strengthening of the college's financial position. Earlier, Hass was provost of Muhlenberg College, where she spent more than 16 years as a member of the faculty. She began her career as a philosophy professor, publishing in the areas of philosophy of logic, philosophy of language, and feminist philosophy. Hass serves as a board member of the Association of American Colleges & Universities, is former chair of the board of directors of the National Association of Independent Colleges and Universities, and is a former member of the CIC Board of Directors. She earned bachelor's, master's, and doctoral degrees in philosophy from the University of Illinois at Urbana-Champaign.

Chair: **Elizabeth Davis**, President, Furman University

PRESIDENTS INSTITUTE ENDS

POST-INSTITUTE MEETINGS

Noon–3:00 p.m.

The Sun Conference Presidents Meeting

Palms Ballroom Royal 1

Convener: **David A. Armstrong**, President, St. Thomas University (FL)

4:30–6:00 p.m.

American Academic Leadership Institute
Finance Committee Meeting

Osprey 9

Convener: **Linda M. Bleicken**, President, AALI

6:00 p.m.

American Academic Leadership Institute and Academic
Search Board of Directors Dinner

Meet in the hotel lobby.

Conveners: **Linda M. Bleicken**, President, AALI, and **L. Jay Lemons**, President, Academic Search

Wednesday, January 8

7:30 a.m.–2:00 p.m.

American Academic Leadership Institute and Academic
Search Board of Directors Meeting

Osprey 9

Conveners: **Linda M. Bleicken**, President, AALI, and **L. Jay Lemons**, President, Academic Search



TUESDAY

CIC Board of Directors and Advisory Committees

(as of December 15, 2019)

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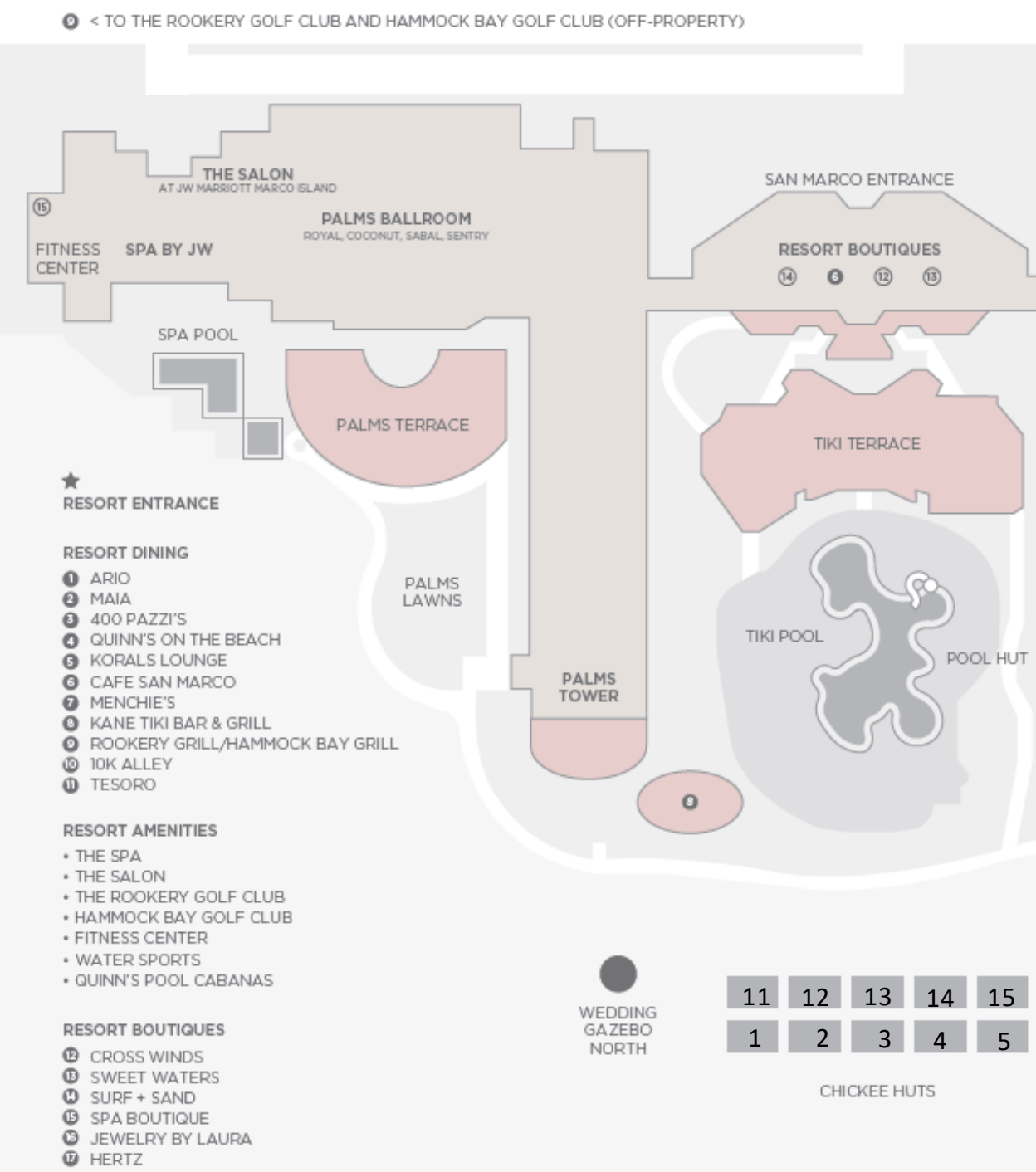
Senior Advisor and Director,
Consortium on Digital Resources
for Teaching and Research

Laura Wilcox

Senior Advisor, Communications



Hotel Maps and Floor Plans





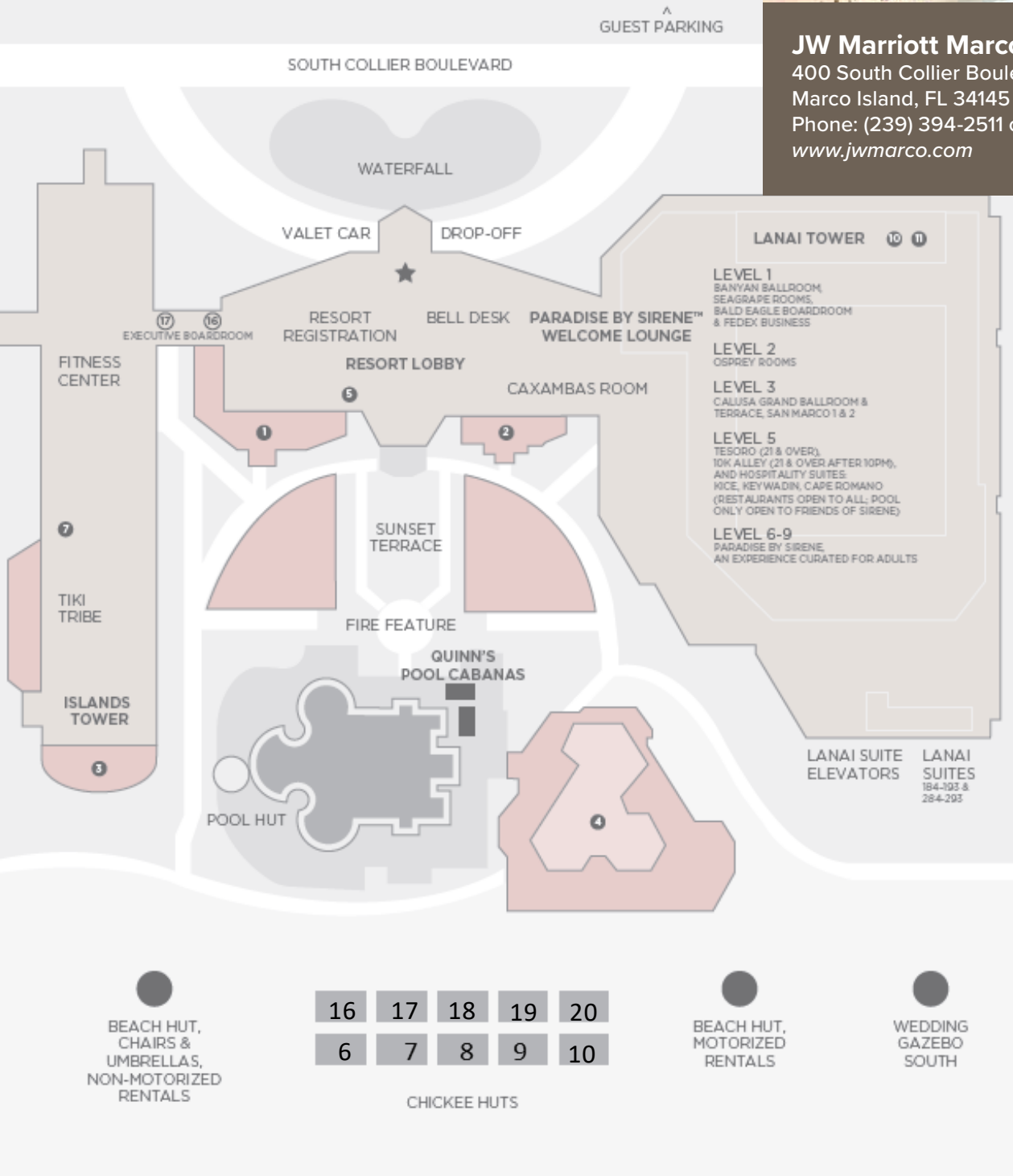
JW Marriott Marco Island

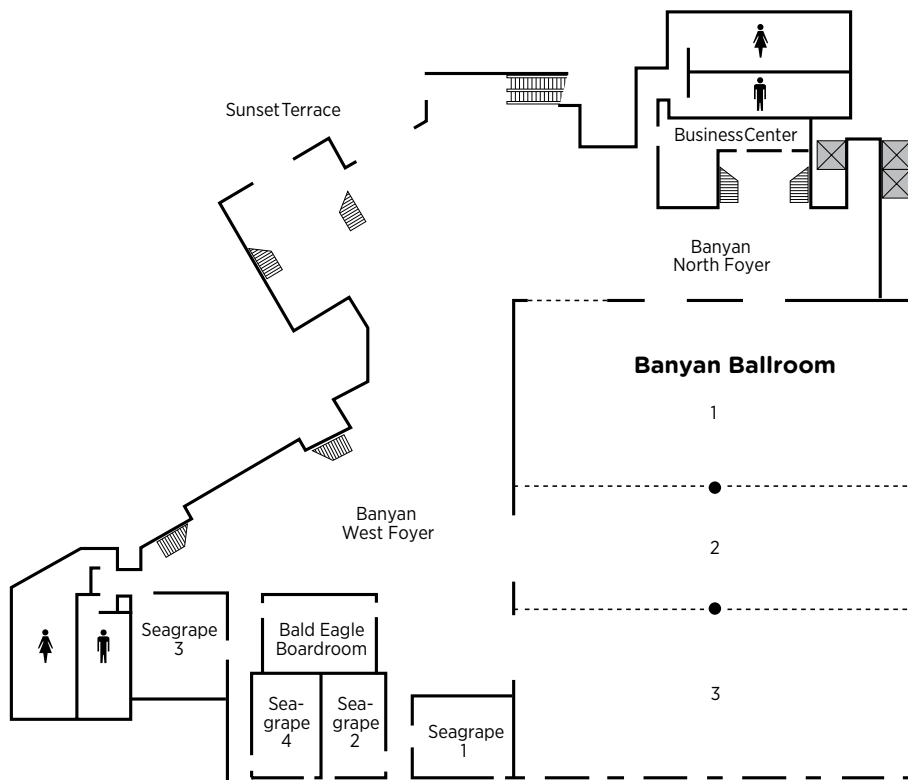
400 South Collier Boulevard

Marco Island, FL 34145

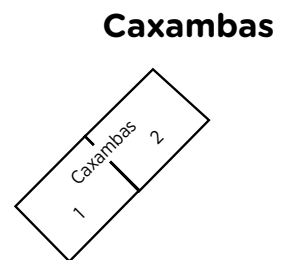
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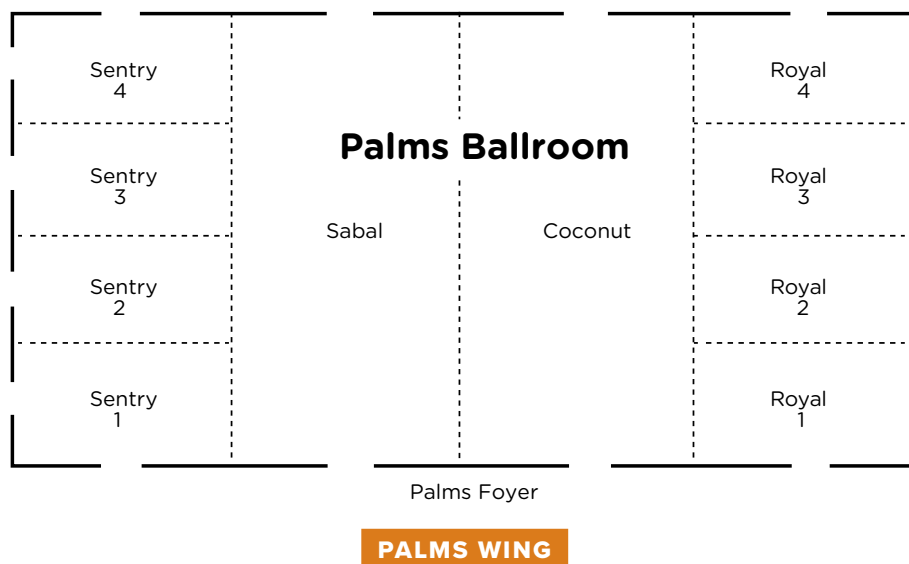
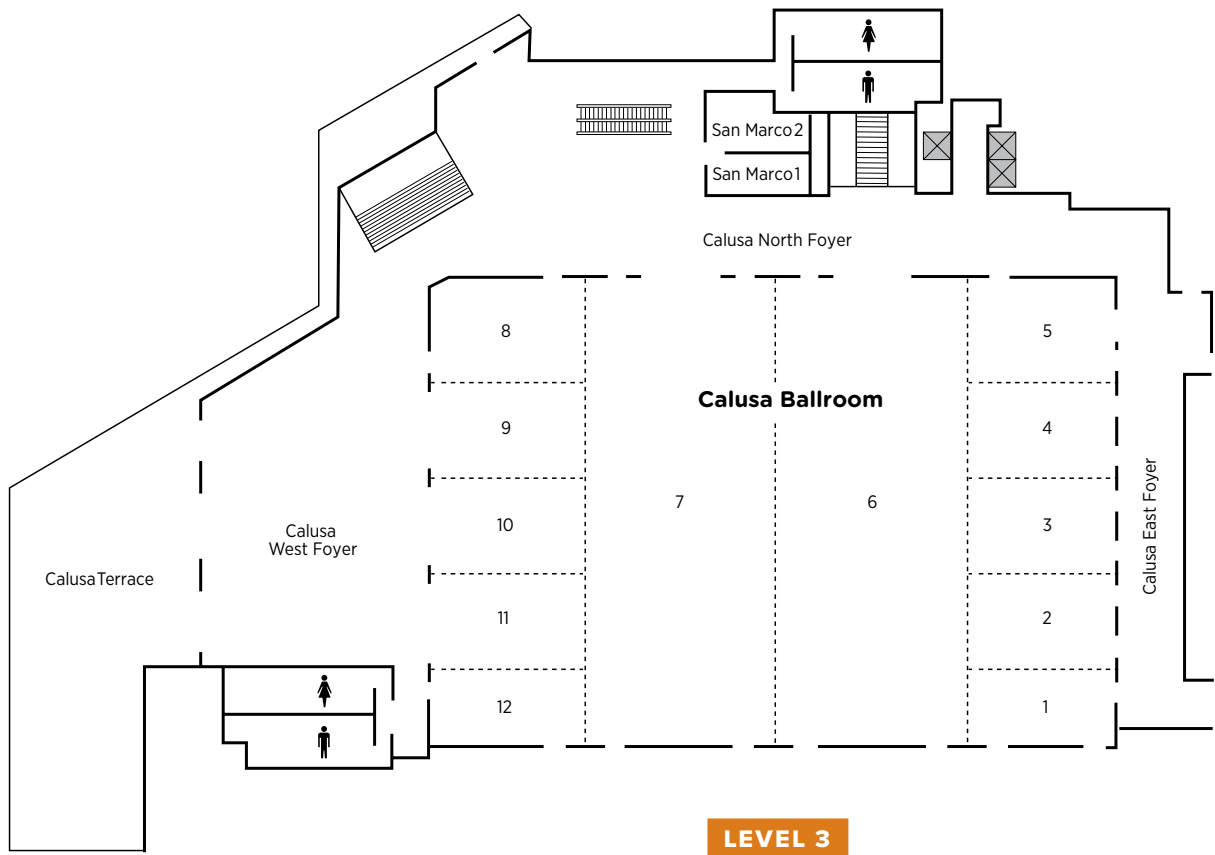




LEVEL 1



LEVEL 2



Notes



Save the Dates



2021 Presidents Institute
January 4–7, 2021
Boca Raton Resort
Boca Raton, Florida



2022 Presidents Institute
January 4–7, 2022
JW Marriott Marco Island
Marco Island, Florida



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