

2022
PRESIDENTS INSTITUTE

**INSTITUTE PROGRAM** 

# Recovery Reckoning Reinvention

JANUARY 4–7, 2022 JW MARRIOTT MARCO ISLAND MARCO ISLAND, FL

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CIC gratefully acknowledges the generous support by Aramark, EY-Parthenon, and The Registry for 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).

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# 2022 Recovery Reckoning Reinvention

CIC welcomes all presidents, spouses and partners, representatives of sponsoring organizations, and friends of independent higher education to the 2022 Presidents Institute.

I could not be more excited to convene my first Presidents Institute as CIC president. One reason, of course, is that it will be a celebration of community after a year in which we very much missed being together. Another is the essential and timely nature of the program.

In responses to the global pandemic and economic collapse in early 2020, campus leaders swiftly implemented changes and innovations to safeguard their institutions against immediate threats. Which of these new approaches are essential building blocks for a strong and sustainable future? And which were necessary at a moment in time, but can now be set aside?

As our country faces a profound racial reckoning, what do presidents need in order to lead their institutions toward greater diversity, equity, and inclusion? And how can independent higher education become a more influential voice for greater social justice across America? Will fears about the durability of American democracy undermine our efforts to reckon with inequality and prepare students for engaged citizenship?

In this program you will find sessions on topics such as shared governance, the financial outlook for private colleges, strategies for diversity and inclusion, higher education and democracy, and new models for institutional sustainability. You also will find opportunities to gather informally with colleagues to share ideas, experiences, and inspiration.

The last two years have taught us a great deal about what matters in higher education. Wise, courageous, and effective presidential leadership has never been more important.

The Presidents Institute has long been a place I come to learn from colleagues and to refresh my sense of purpose in this difficult but important work. I am so excited that after too long an interruption, we are together again—with appropriate safety protocols in place—as an educational community dedicated to "Recovery, Reckoning, Reinvention."

I am delighted to be with you.

Marjorie Hass

Marjorie Hass President, CIC



### **Health and Safety**

CIC is committed to the health and safety of its members and their communities. The following measures are in place to bring colleagues together with thoughtful care for health and well-being.

**VACCINE**—All participants are expected to be fully vaccinated and to verify their vaccination status on CrowdPass before arrival.

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

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

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

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

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

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

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





### **Stay Connected**

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

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

Guidebook is compatible with most devices, including mobile phones and tablets. To obtain the Presidents Institute guide, follow these simple steps:

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

#### **NEED HELP?**

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



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



#### **WIRELESS INTERNET ACCESS**



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

NETWORK NAME: **JWMarriott\_Conference** PASSWORD: **2022pi** 

The free Guidebook app provides mobile access to the entire Institute schedule.

### Schedule at a Glance

#### **MONDAY, JANUARY 3**

7:30-11:30 a.m.

Registration for New Presidents Program (including Spouses and Partners of New Presidents Program) and Presidents Governance Academy Participants Calusa Foyer

7:45 a.m.-8:30 p.m.

New Presidents Program (including Spouses and Partners of New Presidents Program)

(See pages 10-12 for meeting rooms.)

**Presidents Governance Academy** 

(See pages 14–15 for meeting rooms.)

8:00 a.m.-4:30 p.m.

CIC Medical Office Open Hours
San Marco 1

Noon-9:00 p.m.

Lutheran Educational Conference of North America

Palms Ballroom Sentry 1 and Palms Ballroom Sabal

#### **TUESDAY, JANUARY 4**

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

Calusa Foyer

7:00 a.m.-3:15 p.m.

New Presidents Program (including Spouses and Partners of New Presidents Program)

(See pages 12–13 for meeting rooms.)

7:30 a.m.-3:00 p.m.

**CIC Board of Directors Meeting** (See page 16 for meeting rooms.)

Lutheran Educational Conference of North America

Palms Ballroom Sabal

8:00 a.m.-2:00 p.m.

**Presidents Governance Academy** (See page 15 for meeting rooms.)

8:30 a.m.-4:30 p.m.

CIC Medical Office Open Hours
San Marco 1

9:00 a.m.-Noon

Mennonite Higher Education Association

Osprey 8

10:15 a.m.–1:00 p.m.

Evangelical Lutheran Church in America (ELCA) Network

Palms Ballroom Sentry 1 and 2

Noon-3:00 p.m.

Association of Adventist Colleges and Universities

Calusa Ballroom 9

Noon-5:00 p.m.

INDIVIDUAL CONSULTATIONS

(See page 18 for listings.)

CONNECT WITH INSTITUTE SPONSORS

Calusa Foyer

3:30-4:30 p.m.

Association of Presbyterian Colleges and Universities

Caxambas 1

Climate Leadership Network

Osprey 4

National Collegiate Athletic Association (NCAA)

Calusa Ballroom 1

3:45-4:30 p.m.

Presidents Institute Spouses and Partners Task Force Meeting

Osprey 3

#### PRESIDENTS INSTITUTE BEGINS

5:00-6:30 p.m.

WELCOME AND KEYNOTE ADDRESS

Jelani Cobb

Calusa Ballroom

6:30-8:30 p.m.

WELCOMING DINNER

Sunset Terrace

8:00-8:45 p.m.

**Reception for Sponsors** 

Calusa Terrace

#### **WEDNESDAY, JANUARY 5**

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

7:15-8:30 a.m.

#### **Breakfast**

Banyan Ballroom 1 and 2 and Osprey Foyer

7:30-8:30 a m

#### **ROUNDTABLE DISCUSSIONS**

(See pages 21–23 for listings.)

7:45 a.m.-4:00 p.m.

CIC Medical Office Open Hours

San Marco 1

8:00 a.m.-5:00 p.m.

#### INDIVIDUAL CONSULTATIONS

(See page 23 for listings.)

### CONNECT WITH INSTITUTE SPONSORS

Calusa Foyer

8:45-10:00 a.m.

#### INAUGURAL RICHARD EKMAN KEYNOTE ADDRESS IN HIGHER EDUCATION

Ronald J. Daniels

Calusa Ballroom

10:00-10:45 a.m.

Reception in Honor of Richard Ekman

Calusa Foyer

10:45-11:45 a.m.

#### **CONCURRENT SESSIONS**

Campus Strategies for Responding to Climate Change

Calusa Ballroom 4 and 5

Shared Governance: Rebuilding Trust and Important Relationships

Calusa Ballroom 8 and 9

Strategies for Diversity and Inclusion at Predominantly White Institutions

Calusa Ballroom 10–12

Student Mental Health and Well-being: Considerations for Presidents

Banyan Ballroom 3

The Financial and Strategic Outlook for Private Colleges

Calusa Ballroom 1–3

11:00 a.m.-1:00 p.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM WELCOME, PANEL, AND LUNCHEON

Victoria Dowling, Cindy Gnadinger, and John D. Gnadinger

Palms Ballroom Royal and Coconut

Noon-1:00 p.m.

**Boxed Lunches and Networking** 

Banyan and Calusa Ballroom Foyers

CIC Online Course Sharing Consortium Members Meeting

Ario Restaurant

Noon-1:00 p.m.

#### MEETINGS OF CIC STATE COUNCIL MEMBER ORGANIZATIONS

(See page 29 for listings.)

1:15-2:15 p.m.

#### **CONCURRENT SESSIONS**

Compelling Evidence Liberal Arts Leaders Need

Calusa Ballroom 8 and 9

Essential Metrics for Program
Efficiency and Effectiveness—
And How to Use Them

Calusa Ballroom 1–3

Legal Issues That Keep Presidents Up at Night

Calusa Ballroom 10-12

Mitigating Cybersecurity Risk: Prevention and Recovery

Banyan Ballroom 3

Shaping the Story: What Gets Covered and Why

Calusa Ballroom 4 and 5

1:15-2:15 p.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSIONS

Pursuing Purpose: Defining Your Career as Presidential Spouse

Palms Ballroom Royal and Coconut

Re-engaging Your Role with Energy: Coming Back from COVID-19

Palms Ballroom Sentry

2:15-2:30 p.m.

Networking and Refreshment Break

Calusa Foyer

2:30-3:30 p.m.

A CONVERSATION WITH THE NEW PRESIDENT OF CIC

Marjorie Hass

Caxambas

3:45-4:45 p.m.

CIC State Councils Advisory Committee Meeting

Osprey 7

Presidential Vocation and Institutional Mission Program Past Participants

Calusa Ballroom 8 and 9

3:45-5:15 p.m.

New American Colleges and Universities

Osprey 5

4:00-5:30 p.m.

Reunion Meeting and Reception for 2021 New Presidents Program Participants Including Spouses and Partners

Calusa Ballroom 1, 4, and 5

4:30-5:30 p.m.

Network for Vocation in Undergraduate Education (NetVUE) Reception

Kice, Keeywadin, and Barrier Terrace (Fifth Floor) Lower Cost Models for Independent Colleges

Palms Ballroom Sentry 3 and 4

National Association of Intercollegiate Athletics (NAIA)

Calusa Ballroom 10 and 11

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

Osprey 9

**Project Pericles Presidents** 

Seagrape 3

5:30–6:15 p.m.

**ALL-INSTITUTE RECEPTION** 

Sunset Terrace

6:15 p.m.

Dinner on Your Own

6:15 p.m.

Women's College Coalition Presidents

Palms Ballroom Sentry 1

7:00 p.m.

The Annapolis Group Board of Directors

Ario Restaurant

#### **THURSDAY, JANUARY 6**

7:00 a.m.-5:00 p.m.

Institute Registration
Calusa Fover

7:30-8:45 a.m.

Breakfast

Banyan Ballroom 1 and 2 and

Osprey Foyer

7:45-8:45 a.m.

**ROUNDTABLE DISCUSSIONS** 

(See pages 34–36 for listings.)

7:30-8:45 a.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM

Breakfast and Roundtable

**Discussions** 

Palms Ballroom Royal and Coconut

7:45 a.m.-4:00 p.m.

**CIC Medical Office Open Hours** 

San Marco 1

8:00 a.m.-5:00 p.m.

INDIVIDUAL CONSULTATIONS

(See page 37 for listings.)

CONNECT WITH INSTITUTE SPONSORS

Calusa Foyer

9:00-10:15 a.m.

**PLENARY SESSION** 

Thasunda Brown Duckett and Linda A. Livingstone

Calusa Ballroom

10:15-10:45 a.m.

Networking and Refreshment Break

Calusa Foyer

10:45-11:45 a.m.

#### **CONCURRENT SESSIONS**

Alternatives to Merger: New Models for Sustainability and Growth

Calusa Ballroom 1–3

**Bold Fundraising Goals and Strategies to Achieve Them** 

Calusa Ballroom 4 and 5

Sharing Online Courses to Increase Equity, Retention, and Revenue

Calusa Ballroom 8 and 9

What's New in Title IX: A President's Guide to Ensuring Compliance and Avoiding Pitfalls

Calusa Ballroom 10-12

# JOINT SESSION WITH PRESIDENTIAL SPOUSES AND PARTNERS

Living in the Sandwich Generation

Banyan Ballroom 3

10:45–11:45 a.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSION

Campus Initiatives Begun by Presidential Spouses and Partners

Palms Ballroom Royal

Noon-1:00 p.m.

**Boxed Lunches and Networking** 

Calusa, Banyan, and Palms Ballroom Foyers

Association of Adventist Colleges and Universities Osprev 3

Association of Catholic Colleges and Universities

Palms Ballroom Sentry 1 and 2

Council for Christian Colleges & Universities

Palms Ballroom Sentry 3 and 4

Executive Officers of CIC State Councils

Osprey 2

Great Lakes Colleges Association

Osprey 4

North American Association of Methodist Schools, Colleges and Universities (NAAMSCU)

Caxambas 1

Presidents of Historically Black Colleges and Universities

Osprey 9

Presidents of International Colleges and Universities

Osprey 7

1:15-2:15 p.m.

**ROUNDTABLE DISCUSSIONS** 

(See pages 42–44 for listings.)

1:15-3:45 p.m.

PRESIDENTIAL SPOUSES
AND PARTNERS PROGRAM
NETWORKING SESSIONS
AND RECEPTION

1:15-2:00 p.m.

Lessons Learned from Hosting a U.S. Presidential Visit

Palms Ballroom Coconut

2:15-3:00 p.m.

What I Wish I Had Known My First Year

Palms Ballroom Coconut

3:00-3:45 p.m.

Reception

Palms Ballroom Foyer

2:15-2:30 p.m.

Networking and Refreshment Break

Calusa Foyer

2:30-4:30 p.m.

**WORKSHOPS** 

(Pre-registration required)

Becoming Antiracist Leaders of Antiracist Colleges and Universities

Calusa Ballroom 4 and 5

Design for Equity in Higher Education: An Adapted Design Thinking Model for Presidents Caxambas

No Margin, No Mission: Presidential Strategies for Performance and Financial Health

Calusa Ballroom 1–3

4:15-5:15 p.m.

Presidents Institute Spouses and Partners Task Force Meeting Osprey 9

6:30-8:30 p.m.

## A CELEBRATION OF INDEPENDENT HIGHER EDUCATION

Sunset Terrace

#### **FRIDAY, JANUARY 7**

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

7:00-8:30 a.m.

#### Breakfast

Banyan Ballroom 1 and 2

7:30-8:30 a.m.

#### CIC ANNUAL BUSINESS MEETING

Banyan Ballroom 3

7:30-8:45 a.m.

#### PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM BREAKFAST AND ROUNDTABLE DISCUSSIONS

Palms Ballroom Coconut and Sabal (See page 48 for listings.)

8:30-11:30 a.m.

#### INDIVIDUAL CONSULTATIONS

(See page 49 for listings.)

### CONNECT WITH INSTITUTE SPONSORS

Calusa Foyer

8:45-9:45 a.m.

#### **CONCURRENT SESSIONS**

Guiding Board Decision-Making in an Era of Constant Change

Calusa Ballroom 4 and 5

New Standards for Fundraising Reporting: Why Presidents Need to Know

Calusa Ballroom 8 and 9

### Preparing for the Coming Demographic Shift

Calusa Ballroom 10–12

## JOINT SESSION WITH PRESIDENTIAL SPOUSES AND PARTNERS

You and Your Partner: Thriving through the Pandemic and Beyond

Calusa Ballroom 1–3

8:45-9:45 a.m.

PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSION

Nurturing New and Old Rituals on Campus

Caxambas

10:00-11:30 a.m.

#### **CLOSING PLENARY SESSION**

Debbie Cottrell, Isiaah Crawford, Charles W. "Chip" Pollard, and Marjorie Hass

Calusa Ballroom

PRESIDENTS INSTITUTE ENDS

Noon-5:00 p.m.

**Associated Colleges of the South** *Executive Boardroom* 

4:30-6:00 p.m.

American Academic Leadership Institute (AALI) 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.

#### **SATURDAY, JANUARY 8**

7:30 a.m.-2:00 p.m.

American Academic Leadership Institute and Academic Search Board of Directors Meeting Osprey 9

7:30 a.m.-5:00 p.m.

**Associated Colleges of the South** *Executive Boardroom* 

#### **SUNDAY, JANUARY 9**

7:30-10:00 a.m.

Associated Colleges of the South

Executive Boardroom

### **Monday, January 3**

7:30–11:30 a.m. Calusa Foyer Registration for New Presidents Program (including Spouses and Partners of New Presidents Program) and Presidents Governance Academy Participants

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

Program)

See pages 10-12 for meeting rooms.

8:00 a.m.-8:30 p.m.

**Presidents Governance Academy** 

See pages 14–15 for meeting rooms

8:00 a.m.-4:30 p.m. San Marco 1 **CIC Medical Office Open Hours** 

A medical provider is available for basic medical needs and can administer COVID-19 rapid tests. Participants may walk-in during office hours. Please call (954) 470-9732 with questions or to schedule an appointment. See Guidebook for information about after-hours medical providers in the area and other COVID-19

testing resources.

Noon-9:00 p.m. Palms Ballroom Sentry 1 and Palms Ballroom Sabal **Lutheran Educational Conference of North America** 

Convener: William J. Craft, President, Concordia College (MN)



# 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.

#### **MONDAY, JANUARY 3**

7:30–8:45 a.m. Calusa Foyer **New Presidents Program Registration** 

7:45–8:45 a.m. Banyan Ballroom 1 BREAKFAST FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

#### SESSIONS FOR NEW PRESIDENTS

8:45–9:00 a.m. Welcoming Remarks

Banyan Ballroom 3 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** 

Banyan Ballroom 3 Mary-Beth A. Cooper, President, Springfield College

10:00–10:15 a.m. *Banyan Foyer* 

Refreshment Break

10:15–11:15 a.m. Innovative and Strategic Leadership for the Current Environment

Banyan Ballroom 3 Paul Hennigan, President Emeritus, Point Park University

*Martin Roth*, President, University of Charleston

11:15 a.m.–12:20 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. Welcoming Remarks

Banyan Ballroom 2 Katherine M. Whatley, Senior Advisor, Academic Programs, CIC

Session Facilitators: Lynne C. Joyce, Retired 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

10:15–11:45 a.m.

Banyan Ballroom 2

Transitioning with Resilience

11:45 a.m.–12:20 p.m. *Banyan Ballroom 2* 

**Hot Topics in Higher Education** 

12:30-1:45 p.m. Banyan Ballroom 1 LUNCHEON FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

Welcome: Arvid C. Johnson, President, University of St. Francis (IL), and Chair,

CIC New Presidents Program Advisory Committee

Remarks: Creating an Engaged and Inclusive Environment for All

Mary Dana Hinton, President, Hollins University

#### SESSIONS FOR NEW PRESIDENTS

2:00–2:30 p.m. Engaged and Inclusive Environment: Q&A and Discussion

Banyan Ballroom 3 Facilitator: Mary Dana Hinton

2:30–3:45 p.m. Working with the Board—Basics and Beyond Banyan Ballroom 3 Jeff Abernathy, President, Alma College

Elizabeth J. Stroble, Chancellor, Webster University

Moderator: *Mary Pat Seurkamp* 

3:45–4:15 p.m. Banyan Foyer Refreshment Break

4:15–5:00 p.m.

Banyan Ballroom 3

I Wish I Had Known What I Know Now

Hilary L. Link, President, Allegheny College

Carmen J. Walters, President, Tougaloo College

#### SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

2:00–2:30 p.m. Building Relationships: Keys to Becoming a Stronger Partner

Banyan Ballroom 2 Facilitators: Lynne C. Joyce and J. Lawrence Smith

2:30–3:45 p.m. Building Trusting Relationships on Campus and in the Community

Banyan Ballroom 2 Facilitators: Lynne C. Joyce and J. Lawrence Smith

4:15–5:00 p.m. Banyan Ballroom 2	Open Mic—Questions and Comments Facilitator: Katherine M. Whatley
6:30–7:00 p.m. Calusa Terrace	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: Colette Pierce Burnette, President and CEO, Huston-Tillotson University, and J. Lawrence Smith, Presidential Spouse, York College of Pennsylvania Remarks: Marjorie Hass, President, Council of Independent Colleges

#### **TUESDAY, JANUARY 4**

#### **SESSIONS FOR NEW PRESIDENTS**

7:00–7:45 a.m. Banyan Ballroom 1	Breakfast
8:00–9:00 a.m. Banyan Ballroom 3	The President and Institutional Advancement  Carmen Twillie Ambar, President, Oberlin College  Paul C. Pribbenow, President, Augsburg University  Moderator: Mary Pat Seurkamp
9:00–10:15 a.m. Banyan Ballroom 3	Enrollment, Marketing, and Today's Students: Getting Them and Keeping Them Chris E. Domes, President, Neumann University
10:15–10:45 a.m. Banyon Foyer	Refreshment Break
10:45 a.m.—Noon Banyan Ballroom 3	Perspectives on Critical Leadership Issues  Colette Pierce Burnette, President and CEO, Huston-Tillotson University  Mary-Beth A. Cooper, President, Springfield College  Arvid C. Johnson, President, University of St. Francis (IL)  Moderator: Mary Pat Seurkamp

#### 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

8:15–9:15 a.m. **Building Resiliency** 

Banyan Ballroom 2

9:15–10:15 a.m. **Making the Role Work for You** 

Banyan Ballroom 2

10:15–10:45 a.m. **Refreshment Break** 

Banyan Foyer

10:45 a.m.–Noon Making the Role Work for You (continued)

Banyan Ballroom 2

12:15–2:00 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, Initial Evaluation, and Next Steps

Banyan Ballroom 3 Mary Pat Seurkamp

#### SESSIONS FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

2:15–3:15 p.m. Reflecting on the Program for Spouses and Partners of New Presidents:

Banyan Ballroom 2 Closing Remarks, Questions, Initial Evaluation, and Next Steps

Lynne C. Joyce and J. Lawrence Smith



### **Presidents Governance Academy**

Generously supported by the Arthur Vining Davis Foundations

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

#### Facilitators:

#### Thomas L. Hellie.

Senior Advisor and Co-Director, Presidents Governance Academy, CIC, and President Emeritus, Linfield University

#### Michele D. Perkins.

Senior Advisor and Co-Director, Presidents Governance Academy, CIC, and President, New England College

#### **MONDAY, JANUARY 3**

7:30-9:00 a.m. Calusa Foyer

**Presidents Governance Academy Registration** 

7:45-9:00 a.m.

**Breakfast** 

Caxambas 1

9:15-10:15 a.m.

#### Welcome and Introductions

Caxambas 2

- · Mission and goals of the Academy
- Group rules
- · Who we are and what are our needs: Results of survey and interviews
- · What are the main issues and challenges that presidents face today in the context of governance, particularly president/board relations?

10:15-10:45 a.m.

#### Nonprofit Boards-Definitions

Caxambas 2

- What is a nonprofit board and why does it exist?
- What are the board's main responsibilities?
- What are trustees' individual responsibilities?
- · What makes a board effective?
- What is the president's role?

10:45-11:00 a.m.

Refreshment Break

Caxambas 2

#### 11:00 a.m.-12:30 p.m. Board Practices and Culture

Caxambas 2

- · Changes in board roles and responsibilities
- Engaged boards versus micro-managerial boards
- Trustee interactions with other trustees and with other constituencies

12:30-1:30 p.m.

Lunch

Caxambas 1

1:30-2:30 p.m.

**Board Bylaws** 

Caxambas 2

- Requirements and best practices
- · Common or possible pitfalls
- Standing and ad hoc committees
- Bylaws review and revision

2:30-3:15 p.m. Caxambas 2

#### Board Composition, Cultivation, Professional Development, Evaluation

- Size, diversity, backgrounds, and experience
- Identifying and recruiting new trustees
- Faculty and/or student trustees
- Term limits, attendance requirements, giving requirements
- Trustee evaluation
- Board self-evaluation

3:15-3:30 p.m. Caxambas 2

Refreshment Break

3:30-4:30 p.m.

**Nuts and Bolts** 

Caxambas 2

- · Length and location of meetings
- Trustee retreats
- Virtual meetings
- Impact of social media

6:00-8:30 p.m.

Reception and Dinner

Kice, Keeywadin,

Spouses and partners are invited. Please stop by the CIC Registration Desk

and Barrier Terrace to purchase a guest ticket.

(Fifth Floor)

#### **TUESDAY, JANUARY 4**

8:00-9:00 a.m.

**Breakfast** 

Caxambas 1

9:00-9:45 a.m. **Shared Governance and Institutional Culture** 

Caxambas 2

- To what extent can or does shared governance continue at independent colleges today?
- How can faculty governance help or hinder the change agenda?

9:45-10:45 a.m.

Culture, Governance, and Change

Caxambas 2

- How do shared governance models align with institutional culture and history?
- If the culture is change resistant and risk averse, how can a president change the culture?
- How can a president work to align disparate viewpoints?

10:45-11:00 a.m.

Refreshment Break

11:00 a.m.–12:15 p.m. **Culture, Governance, and Change** (continued)

12:15-2:00 p.m.

**Lunch and Concluding Discussion** 

Caxambas 1

### **CIC Board of Directors Meeting**

#### **TUESDAY, JANUARY 4**

7:30–8:45 a.m. Calusa Ballroom 1 **Executive Committee Breakfast Meeting** 

7:30-8:45 a.m.

Calusa Ballroom 4 and 5

**Breakfast For All Board Members** 

9:00-11:25 a.m.

Calusa Ballroom 2 and 3

Strategic Planning Workshop

11:30 a.m.—12:25 p.m. Calusa Ballroom 4 and 5

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**Lunch For All Board Members** 

12:30-1:55 p.m. Calusa Ballroom 1

Osprey 4

**Board of Directors Committee Meetings** 

Membership and Public Information Committees
Programs and Resource Development Committees

2:00-3:00 p.m.

Calusa Ballroom 2 and 3

**Board of Directors Meeting** 

### **Tuesday, January 4**

7:00 a.m.-5:00 p.m.

**Institute Registration** 

Calusa Foyer

Sign up for Individual Consultations, Workshops, and other events

with space limitations.

7:00 a.m.-3:15 p.m.

New Presidents Program (including Spouses and Partners of

**New Presidents Program)** 

See pages 12-13 for meeting rooms.

7:30 a.m.-3:00 p.m.

**CIC Board of Directors Meeting** 

See page 16 for meeting rooms.

Palms Ballroom Sabal

**Lutheran Educational Conference of North America** 

Convener: William J. Craft, President, Concordia College (MN)

8:00 a.m.-2:00 p.m.

**Presidents Governance Academy** 

See page 15 for meeting rooms.

8:30 a.m.–4:30 p.m. San Marco 1 **CIC Medical Office Open Hours** 

A medical provider is available for basic medical needs and can administer COVID-19 rapid tests. Participants may walk-in during office hours. Please call (954) 470-9732 with questions or to schedule an appointment. See Guidebook for information about after-hours medical providers in the area and other COVID-19 testing resources.

#### **MEETINGS OF AFFINITY GROUPS**

9:00 a.m.–Noon

Mennonite Higher Education Association

Osprey 8

Convener: Susan Schultz Huxman, President, Eastern Mennonite University

10:15 a.m.—1:00 p.m. Palms Ballroom Sentry 1 and 2 Evangelical Lutheran Church in America (ELCA) Network

Convener: Mark N. Wilhelm, Executive Director, Network of ELCA Colleges and

Universities, Evangelical Lutheran Church in America

Noon-3:00 p.m.

Calusa Ballroom 9

Association of Adventist Colleges and Universities

Convener: **Gordon Bietz**, Director for Higher Education, North American Division of Seventh-Day Adventists, and retired President, Southern Adventist University

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.

Seagrape 2 CIC Key Indicators Tool and Financial Indicators Tool Benchmarking Reports

Michael Williams, former President, The Austen Group, and Senior Consultant, RNL

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

TIAA Wealth Management Advisor

Calusa Foyer CONNECT WITH INSTITUTE SPONSORS 9

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

3:30–4:30 p.m. **MEETINGS OF AFFINITY GROUPS** 

Caxambas 1 Association of Presbyterian Colleges and Universities

Convener: Kathy B. Richardson, President, Westminster College (PA)

Osprey 4 Climate Leadership Network

Conveners: Timothy L. Carter, President, Second Nature, and David L. Finegold,

President, Chatham University

Calusa Ballroom 1 National Collegiate Athletic Association (NCAA)

Convener: Fayneese S. Miller, Chair, NCAA Division III Presidents Council, and

President, Hamline University

3:45–4:30 p.m. Presidents Institute Spouses and Partners Task Force Meeting

Osprey 3 Convener: **John D. Gnadinger**, Chair, CIC Presidents Institute Spouses and

Partners Task Force, and Presidential Spouse, Carroll University (WI)

#### PRESIDENTS INSTITUTE BEGINS

5:00–6:30 p.m. **WELCOME AND INSTITUTE OVERVIEW** 

Calusa Ballroom Katherine Bergeron, Chair, CIC Board of Directors, and President, Connecticut College

*Marjorie Hass*, President, CIC

John D. Gnadinger, Chair, CIC Presidents Institute Spouses and Partners Task Force,

and Presidential Spouse, Carroll University (WI)

#### **KEYNOTE ADDRESS**

Sponsored by Encoura

### The Half-Life of Freedom: Race and Justice in America Today

Faced with ongoing calls for racial justice; protests against police brutality; persistent inequality in employment, housing, and education; and institutional reckoning with racism and the legacies of slavery, presidents of independent colleges and universities must lead with moral courage, sensitivity, and understanding. Despite our "independence," private colleges are not immune from the pressures and threats of the culture wars: We too confront questions about teaching critical race theory; efforts to rename colleges, buildings, and programs; and invitations to controversial campus speakers. The Institute's keynote address will provide reflections on and analyses of the complex dynamics of race and racism in America and their impact on higher education. Distinguished professor and award-winning journalist Jelani Cobb has been described as combining the "rigor and depth of a professional historian with the alertness of a reporter, the liberal passion of an engaged public intellectual, and the literary flair of a fine writer." He will inspire presidents to work, tirelessly, toward achieving an ongoing dream of equity and genuine democracy. Cobb will explain how the levers of justice are in our hands and can be used to motivate campus and civil authorities to take greater strides toward racial justice and equality. And he will remind us that the only obstacle holding us back is the comforting illusion that we've already achieved our goals.



Jelani Cobb is a staff writer at the New Yorker, to which he has been contributing since 2012. In 2015, he won the Sidney Hillman Prize for Opinion and Analysis Journalism for his columns on race, the police, and injustice. In addition, he is the Ira A. Lipman Professor of Journalism at Columbia University, joining the faculty in 2016. Previously, Cobb was associate professor of history and director of the Africana Studies Institute at the University of Connecticut, where he specialized in post-Civil War African American history, 20th-century American politics, and the history of the Cold War. Earlier, he taught at Rutgers University and at Spelman College. He is a

recipient of fellowships from the Fulbright and Ford Foundations. Cobb is co-editor of the just-published anthology *The Matter of Black Lives: Writing from The New Yorker* (2021) and author of *Substance of Hope: Barack Obama and the Paradox of Progress* (2010), *To the Break of Dawn: A Freestyle on the Hip Hop Aesthetic* (2007), and *The Devil & Dave Chappelle and Other Essays* (2007). He recently edited and wrote a new introduction for the Kerner Commission—a historical study of American racism and police violence—contextualizing it for a new generation. Cobb is the recipient of the Walter Bernstein Award from the Writer's Guild of America for his investigative series *Policing the Police*, which aired on PBS *Frontline*. Another recent *Frontline* documentary, *Whose Vote Counts*, explores allegations of voter disenfranchisement and fraud in the 2020 election. Cobb earned his undergraduate degree from Howard University and a PhD in American history from Rutgers University.

Chair: Lyle D. Roelofs, President, Berea College

6:30-8:30 p.m. Sunset Terrace

#### **WELCOMING DINNER**

Co-sponsored by Academic Search and Johnson, Grossnickle and Associates

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. Eat safely outdoors with colleagues or take your meal to go.

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. Calusa Terrace

#### **Reception for Sponsors**

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

Host: CIC Board of Directors

### Wednesday, January 5

7:00 a.m.-5:00 p.m.

**Institute Registration** 

Calusa Foyer

Sign up for Individual Consultations, Workshops, and other events with space

limitations.

7:15-8:30 a.m.

**Breakfast** 

Banyan Ballroom 1 and 2 and Osprey Foyer

Sponsored by Ferrilli

Breakfast is provided for all registered Institute participants.

7:30-8:30 a.m.

#### **ROUNDTABLE DISCUSSIONS**

Sponsored by Campus Prevention Network by Vector Solutions

Roundtable Discussions are designated for presidents who wish to join colleagues for informal conversation about topics of mutual interest. Breakfast is available. Please note that space is limited to the socially distanced seating available in each room.

Osprey 3

#### Bridging Differences on Campus

The "Courageous Conversations" program helps students become more effective and empathetic dialogue partners across lines of difference. Participants will consider such questions as: What are the most significant challenges faced by students and institutions when it comes to difficult dialogues? What curricular and co-curricular programming has been most effective in facilitating such dialogues? How can we engage students who might initially be disinclined to engage with those from whom they differ? And what effect does bridge-building work of this sort have on the campus at large?

Carmen Twillie Ambar, President, Oberlin College Brent Ellis, President, Spring Arbor University

Michael Murray, President, Arthur Vining Davis Foundations

Seagrape 4

#### Holistic Campus Planning: Facilities, Programs, and the Community

This roundtable will share models of strategic master planning that integrate facility upgrades, curricular and co-curricular programming, and community connections. Facilitators will discuss the positive impact this process has had on enrollment and on financing opportunities. Participants are encouraged to share strategies for integrated campus master planning as well.

**Susan S. Hasseler**, President, Muskingum University **Stephen B. Sproles**, Principal, Derck & Edson, LLC

#### 7:30–8:30 a.m. **ROUNDTABLE DISCUSSIONS** (continued)

#### Osprey 6 Labor and New Student Shortages in Higher Education

As colleges plan for next year, they are discovering that severe shortages in the number of prospective students and candidates for open positions are replacing COVID-19 problems. We will discuss how independent colleges and universities are dealing with these new challenges.

**Michael L. Frandsen**, President, Wittenberg University **Michael Townsley**, Senior Consultant, Stevens *Strategy*, LLC

#### Osprey 5 Leveraging Debt as a Strategic Tool

Many institutions have continued to increase their long-term debt but have not developed effective ways to assess the value that capital investments can provide. As a result, decisions about debt are often based on traditional measures that can limit the degree to which debt can act as a strategic tool. We will consider key metrics that presidents should monitor to determine whether current or future debt is serving as a strategic investment, rather than a crippling burden.

Haven Ladd, Partner, EY-Parthenon

#### Osprey 7 Presidents "Open Mic"

(Open only to currently serving college and university presidents)

This forum is an opportunity for presidents to raise important topics and questions, including confidential and sensitive issues. The discussion is expected to be candid and broad ranging, covering topics such as specific administrative matters, institutional structures and staffing, dealings with the board, and the relationship between presidents' professional and personal lives. Guidance will be offered from other participating presidents.

Roderick L. Smothers, President, Philander Smith College

#### Osprey 8 Second Season Presidencies: Serving as a New President at the Same Institution

Some of us have outlasted the 6.5-year average for college presidents and are transitioning into new relationships with our campuses. Others will have their service divided into BP and AP (before and after pandemic). How do we live into second seasons as "new" presidents of our current institutions?

**David F. McFadden**, President, Manchester University **Rebecca J. Stoltzfus**, President, Goshen College

#### Osprey 9 Strategic Partnerships

Many private institutions have significant overlap in their missions. Enrollment challenges today along with projected decreases in available students make it a fruitful time to explore mutually beneficial collaborations. Participants will discuss different approaches to strategic partnerships.

**Dottie L. King**, President, Saint Mary-of-the-Woods College

#### Osprey 10

#### Using an Innovation Fund to Create an Innovative Culture

This roundtable will explore successful and innovative approaches to funding creative ideas that help inspire a growth-minded campus culture. How can such a fund support new initiatives, for example to drive enrollment, without having to worry about the risk to the budget in the program's infancy? Ideas and experiences among participants will be shared.

**Polly Peterson**, President, University of Jamestown

#### Osprey 4

#### Vocation and Calling as Differentiators for Retention and Recruitment

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

David S. Cunningham, Director of NetVUE, CIC Tracy Y. Espy, President, Mitchell College

#### Seagrape 3

#### Voice of the Online Learner: Listening to Student Voices in Extraordinary Times

Based on data gathered from more than 3,000 past, present, and prospective online college students across the nation, we will explore actionable takeaways and recommendations that presidents can immediately apply to their institutions as they look to the future of their online learner experience and programs. Is virtual learning key to a healthy future for independent colleges and universities, or should institutions now double down on the value of in-person, campus-based education? Or are these in fact not either-or questions, but both-and propositions?

*Jay Hatcher*, Group Vice President, Global Business Development and Client Management, Wiley Education Services

Alexander Whitaker, President, King University (TN)

#### 7:45 a.m.–4:00 p.m. San Marco 1

#### **CIC Medical Office Open Hours**

A medical provider is available for basic medical needs and can administer COVID-19 rapid tests. Participants may walk-in during office hours. Please call (954) 470-9732 with questions or to schedule an appointment. See Guidebook for information about after-hours medical providers in the area and other COVID-19 testing resources.

#### 8:00 a.m.-5:00 p.m.

#### INDIVIDUAL CONSULTATIONS

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

#### Seagrape 2

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

#### Bald Eagle Boardroom

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

TIAA Wealth Management Advisor

8:00 a.m.–5:00 p.m. Calusa Foyer

#### CONNECT WITH INSTITUTE SPONSORS 9

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

#### 8:45-10:00 a.m.

#### INAUGURAL RICHARD EKMAN KEYNOTE ADDRESS IN HIGHER EDUCATION

Calusa Ballroom

Sponsored by RNL

#### **Connected Futures: Higher Education and Democracy**

The futures of democracy and independent higher education are interwoven. Can democracy thrive without a robust and independent system of higher education to guard knowledge and fact, cultivate pluralistic communities, generate opportunity, and prepare students for engaged citizenship? An academic leader for more than 30 years and an expert in how institutions influence society, Ron Daniels, author of What Universities Owe Democracy (2021), will deliver a charge to the presidents of independent colleges and universities in this era when cultural and political fault lines threaten the future of democracy and its institutions. Daniels will examine four key responsibilities of independent higher education: to promote social mobility, to teach civic education, to generate knowledge and expertise, and to foster pluralism. He also will explore areas of urgent reform to ensure healthy futures for both democracy and independent higher education.



Ronald J. Daniels has served as the 14th president of Johns Hopkins University since 2009. Before coming to Johns Hopkins, he was provost and professor of law at the University of Pennsylvania and dean and James M. Tory Professor of Law at the University of Toronto. A law and economics scholar, he is the author of the recently published What Universities Owe Democracy, and coauthor of books and scholarly articles on the intersections of law,

economics, development, and public policy in areas such as corporate and securities law, social and economic regulation, and the role of law and legal institutions in promoting third-world development. Daniels is a fellow of the American Academy of Arts & Sciences and the American Philosophical Society. He received a Carnegie Corporation of New York Academic Leadership Award in 2015 and was named a member of the Order of Canada in 2016. Daniels earned a BA and a JD from the University of Toronto and an LLM from Yale University.

Chair: Damián J. Fernández, President, Eckerd College

#### **RECOGNITION OF RICHARD EKMAN**

CIC gratefully acknowledges a special gift from TIAA in honor of the Inaugural Richard Ekman Keynote Address in Higher Education.

Remarks by *Katherine Bergeron*, Chair, Board of Directors, CIC, and President, Connecticut College

In recognition of his remarkable term of more than 20 years as president of the Council of Independent Colleges, the CIC Board of Directors has honored the legacy of Richard Ekman by establishing the Richard Ekman Keynote Address in Higher Education, to be presented each year at the CIC Presidents Institute. As president of CIC, Ekman led significant growth in membership, increased the financial strength of the organization through fundraising and careful stewardship, and supported the development of programs that benefited hundreds of institutions and their leaders. Speakers selected to deliver the annual Ekman Address will represent the highest standard of excellence and leadership—whether as scholars or as practitioners—and the Ekman Addresses will provide insight on topics important to all presidents of independent colleges and universities.



**Richard Ekman** served as president of the Council of Independent Colleges from 2000 to 2021. Previously, Ekman served as vice president for programs of Atlantic Philanthropies and as secretary and senior program officer of the Andrew W. Mellon Foundation. Earlier, he was at the National Endowment for the Humanities, successively as director of the Division of Education Programs and the Division of Research Programs; at

Hiram College as vice president and dean, where he was a tenured member of the history faculty; and at the University of Massachusetts at Boston as assistant to the provost. He currently serves as a member of many boards, including those that provide guidance to the Harvard University's Graduate School of Arts and Sciences, American Academic Leadership Institute, Emeriti Retirement Health, Yale-New Haven Teachers Institute, and Project Pericles. His essays have appeared in the *Chronicle of Higher Education*, *University Business*, *Inside Higher Ed*, *Carnegie Reporter*, and *Washington Post*. Ekman earned his AB in history and PhD in the history of American civilization from Harvard University.

10:00–10:45 a.m. *Calusa Foyer* 

#### **RECEPTION IN HONOR OF RICHARD EKMAN**

Sponsored by Stevens Strategy, LLC

The CIC Board of Directors invites all Institute participants to join them in congratulating and thanking Richard Ekman for his leadership, during this special reception.

10:45-11:45 a.m.

#### **CONCURRENT SESSIONS**

Sponsored by Collegis Education and Parkhurst Dining

Calusa Ballroom 4 and 5

#### Campus Strategies for Responding to Climate Change

While debates rage over federal, state, and local efforts in support of climate change initiatives, many colleges and universities are forging ahead with their own environmental commitments. The Presidents' Climate Leadership Commitments provide frameworks to advance campus climate action. Although each institution determines its own goals and actions, presenters will describe key steps needed to fulfill the intention of the commitments. Participants will have the opportunity to discuss with colleagues ways to address climate change both locally and globally through direct campus action, in the curriculum, and in various stages of adoption.

**David L. Finegold**, President, Chatham University **Hilary L. Link**, President, Allegheny College

**Scott D. Miller**, President, Virginia Wesleyan University Chair: **L. Song Richardson**, President, Colorado College

Calusa Ballroom 8 and 9

#### Shared Governance: Rebuilding Trust and Important Relationships

The past year-and-a-half has out of necessity required many colleges and universities to use existing decision-making processes efficiently in order to be more nimble and flexible. Changes have included working with the faculty to adjust academic policies and curricular offerings. These circumstances have in some instances placed strains on long-standing approaches to shared governance. How did presidents leverage important relationships between the faculty and the board to build trust among the faculty and achieve success? Now with the ability to apply lessons learned from the pandemic, what steps can presidents take to continue to engage the faculty—as well as the staff—in finding constructive solutions to pressing problems, without getting bogged down in battles over process? What insights were gained about how shared governance can be used when agility and responsiveness are imperative for success? Presidents who have wrestled successfully with these issues will offer quidance and invite conversation about alternate approaches.

**Steven R. DiSalvo**, President, Endicott College **Richanne C. Mankey**, President, Defiance College **Elizabeth J. Stroble**, Chancellor, Webster University

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

#### Calusa Ballroom 10–12

#### Strategies for Diversity and Inclusion at Predominantly White Institutions

Issues of diversity, equity, and inclusion have taken on greater urgency on college campuses, especially at predominantly white institutions. Presidents have a critical part to play in helping to educate and empower their students about matters of diversity as well as to help their institutions develop more equitable and inclusive policies and practices. What are effective strategies on campuses where diversity is limited among the student body or among the faculty and staff? What approaches can support students of color and other underrepresented students when they are in the minority? What is the president's role in promoting a healthy, vibrant learning environment for all students? Presidential colleagues will offer insights from their experience with these issues.

Carmen Twillie Ambar, President, Oberlin College Rhett Brown, President, Wingate University William J. Craft, President, Concordia College (MN) Chair: Anne A. Skleder, President, Brenau University

#### Banyan Ballroom 3

#### Student Mental Health and Well-being: Considerations for Presidents

Rising mental health problems among college students—exacerbated by the pandemic—have colleges scrambling to provide additional resources and support for struggling students. What do presidents need to know about the most current research and strategies to support students' mental health and well-being? What multi-level approaches can address the most urgent needs of students experiencing mental illness, as well as prevention and early intervention efforts that promote mental wellness? How can these efforts help presidents cultivate strength and resilience within the entire campus community?

*Lisa M. Sontag-Padilla*, Behavioral and Social Scientist, RAND Corporation Chair: *Jenifer K. Ward*, President, Luther College

#### Calusa Ballroom 1–3

#### The Financial and Strategic Outlook for Private Colleges

How do financial analysts view the future of independent colleges and universities? Pressures persist to reduce costs, develop alternative sources of revenue, eliminate under-enrolled programs, collaborate, and consider new business models. How can a college president navigate the institution through this period of change? An industry expert will review the financial outlook for private colleges and universities for 2022 and outline issues expected to be prominent for higher education management in the near future.

**Susan I. Fitzgerald**, Associate Managing Director, Global Higher Education and Nonprofits, Public Finance, Moody's Investors Service

Chair: Miles K. Davis, President, Linfield University

11:00 a.m.—1:00 p.m.

Palms Ballroom

Royal and Coconut

### PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM WELCOME, PANEL, AND LUNCHEON

Sponsored by TIAA

#### Maximizing the President and Spouse Role in Fundraising

This session will explore the unique way the president and spouse or partner can work strategically with the vice president for development or advancement to enhance fundraising efforts on campus. Drawing on decades of experience from multiple institutions, the presenters will share different approaches to consider when planning effective strategies for the participation of the president and spouse or partner in fundraising, from donor cultivation to the ask. What major steps should you consider as you prepare to meet with your next major donor?



Victoria Dowling is vice president for institutional advancement at Carroll University in Wisconsin, where she has served since 2020. Previously, Dowling was senior vice president at McKendree University and vice president for development, alumni, and parent relations at Gettysburg College. She also has served in various other advancement roles at Pomona College, Occidental College, and California Lutheran University. During her

37-year career she has planned, managed, or participated in six major fundraising campaigns and worked with seven presidents and their spouses or partners.



Cindy Gnadinger became the first female president of Carroll University in Wisconsin in 2017. She previously served as president of St. Catharine College, where she also was provost. Earlier, she was vice president for academic affairs at William Peace University. Gnadinger started her academic career at Bellarmine University as professor of education and went on to serve as dean of the school of education and assistant vice

president for academic affairs. She serves as a member of the Association of Presbyterian Colleges and Universities board of directors.



John D. Gnadinger is presidential spouse at Carroll University in Wisconsin, where he has been since 2017; he also serves in the school of business as director for the Analytics and Business Intelligence Consortium and as an instructor. Previously, he was presidential spouse at St. Catharine College. Gnadinger held several positions at Johnson Controls, Inc., including director of engineered solutions and director of global enterprise application

solutions. He is the chair of the CIC Presidents Institute Spouses and Partners Task Force.

Chair: *John D. Gnadinger*, Chair, CIC Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Carroll University (WI)

Noon-1:00 p.m. Banyan and Calusa Ballroom Foyers

#### **Boxed Lunches and Networking**

Sponsored by Derck & Edson, LLC

Boxed lunches are available for registered participants not participating in the Presidential Spouses and Partners Program Welcome Luncheon. Socially distanced seating is available in the Banyan, Calusa, and Palms Ballrooms and outside on the Sunset Terrace. Find a comfortable space to eat on your own or with a colleague. Or, if you prefer, visit one of the hotel restaurants. If attending a Meeting of CIC State Council Member Organizations, be sure to pick up a boxed lunch before heading to

the meeting room.

Noon–1:00 p.m. CIC Online Course Sharing Consortium Members Meeting

Ario Restaurant (By invitation only)

Noon-1:00 p.m. MEETINGS OF CIC STATE COUNCIL MEMBER ORGANIZATIONS

Osprey 2 Associated Colleges of Illinois

Convener: **S. Georgia Nugent**, President, Illinois Wesleyan University

Seagrape 3 Association of Independent Kentucky Colleges and Universities

Convener: OJ Oleka, President

Osprey 3 Council of Independent Nebraska Colleges Foundation

Convener: *Treva Haugaard*, Executive Director

Osprey 4 Independent Colleges and Universities of Texas

Convener: Steven Johnson, President

Osprey 5 Independent Colleges of Indiana

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

Seagrape 4 Louisiana Association of Independent Colleges and Universities

Convener: Kenya L. Messer, President and CEO

Osprey 9 North Carolina Independent Colleges and Universities

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

Osprey 7 Ohio Foundation of Independent Colleges

Convener: William J. (Bill) Spiker, President

Osprey 8 Wisconsin Association of Independent Colleges and Universities

Convener: **Daniel W. Johnson**, President, Wisconsin Lutheran College

#### 1:15-2:15 p.m.

#### **CONCURRENT SESSIONS**

Sponsored by Spelman Johnson and Ziegler

#### Calusa Ballroom 8 and 9

#### Compelling Evidence Liberal Arts Leaders Need

Demonstrating the value of liberal arts-based education is a continuing challenge in this skeptical era. New objective research not only documents its long-term impact on life success and meaning but provides presidents with fresh perspectives on how to more convincingly communicate its effectiveness and establish institutional plans and priorities to enhance its value. The study findings are based on interviews of 1,000 adult graduates of many types of institutions and offers compelling comparative evidence that a liberal arts education has a distinctly large and lasting impact on lifetime success, leadership, altruism, learning, and fulfillment.

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

Moderator: Jorge G. Gonzalez, President, Kalamazoo College

#### Calusa Ballroom 1–3

#### Essential Metrics for Program Efficiency and Effectiveness—and How to Use Them

Presidents need a clear understanding of which programs are cost effective and successful in order to make strategic decisions about academic offerings and deployment of personnel and resources. What metrics do presidents need to monitor? How can they use margin analysis and benchmarking tools to monitor program performance and inform planning and decision-making? How can presidents promote a culture of evidence-based decisions across the campus?

Bethami A. Dobkin, President, Westminster College (UT)

*Michael Le Roy*, President, Calvin University

*Michael Williams*, former President, The Austen Group, and Senior Consultant, RNL Chair: *Herman J. Felton*, President, Wiley College

#### Calusa Ballroom 10–12

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

Which legal issues worry presidents the most? What actions can presidents take to mitigate risks? Two experienced higher education attorneys will lead a discussion on pressing legal questions on such issues as employment law, academic freedom, student mental health, demands for—and opposition to—social justice, mandates imposed—or prohibited—by state and local governments, understanding and complying with new regulations arising from the current administration, and the threat of litigation on many fronts.

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

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

Chair: Leroy Staggers, President, Morris College

#### Banyan Ballroom 3

#### Mitigating Cybersecurity Risk: Prevention and Recovery

Cybersecurity attacks and ransomware incidents are on the rise in higher education, with the FBI recently warning colleges and universities to take steps to protect one of their most important assets: data. Learn about concrete steps institutions can take to protect their data, including training and awareness, critical business processes, and recovery plans. Consider the president's role in planning and execution, especially in response to ransomware attacks and security breaches.

Will Laney, Chief Information Security Officer, Ellucian
 Michael C. Maxey, President, Roanoke College
 Carmen J. Walters, President, Tougaloo College
 Chair: Leocadia I. Zak, President, Agnes Scott College

#### Calusa Ballroom 4 and 5

#### Shaping the Story: What Gets Covered and Why

Join a conversation with three experienced journalists who cover higher education about the stories they explore and the topics and sources they highlight. Panelists will share insights into how they developed the stories they have most recently covered and will anticipate the emerging stories that might shape their work in the coming year. Ample time for questions and comments will allow presidents to discuss what higher education journalists get right—and what they sometimes miss.

David Jesse, Higher Education Reporter, Detroit Free Press

Alexander C. Kafka, Senior Editor, Chronicle of Higher Education

Jamal Watson, Executive Editor, Diverse: Issues in Higher Education

Moderator: Elizabeth J. Stroble, Chancellor, Webster University

#### 1:15-2:15 p.m.

#### PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSIONS

Sponsored by TIAA

#### Palms Ballroom Royal and Coconut

#### Pursuing Purpose: Defining Your Career as Presidential Spouse

Have you ever been asked, "What do you do as the 'spouse' of the president?" Have you ever asked yourself, "What did I accomplish today that was meaningful to me?" Have you ever thought, "How can I contribute to our institution with the limited time I have available?" These are all questions that have been discussed by many spouses and partners of university presidents. The "career" of presidential spouse or partner rarely comes with a job description or clear training. In this conversation we will explore ways to define individual passions, find connection between the mission of the institution and the things that motivate you, and discover how each partner or spouse can uniquely craft a role that is both meaningful and purposeful.

Alan Cottrell, Presidential Spouse, Texas Lutheran University
 Cayce L. McCormick, Presidential Spouse, Schreiner University
 L. Kay Webb, Presidential Spouse, University of Pikeville
 Chair: Prema Samhat, Presidential Spouse, Wofford College

1:15-2:15 p.m. PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSIONS

(continued)

Palms Ballroom Sentry Re-engaging Your Role with Energy: Coming Back from COVID-19

Many of the typical activities of a presidential spouse or partner were suspended, altered, or shifted during 2020 and the spring of 2021. In the last six months some activities have gradually resumed, but with major differences. How can presidential spouses and partners re-engage with the campus and off-campus communities in ways that are energizing but still safe?

Denise McGregor Armbrister, Presidential Spouse, Johnson C. Smith University

*Lisa Baldwin*, Presidential Spouse, Hiram College *Roger Fell*, Presidential Spouse, The University of Findlay Chair: *Laurie Roelofs*, Presidential Spouse, Berea College

2:15–2:30 p.m. **Networking and Refreshment Break** 

Calusa Foyer Sponsored by EllA

2:30–3:30 P.M. A CONVERSATION WITH THE NEW PRESIDENT OF CIC

Caxambas Sponsored by Credo

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

Chair: Barbara A. Farley, President, Illinois College

3:45–4:45 p.m. **MEETINGS OF AFFINITY GROUPS** 

Osprey 7 CIC State Councils Advisory Committee Meeting

Convener: Carol M. Schuler, Vice President for State Council Programs and the

Online Course Sharing Consortium, CIC

Calusa Ballroom 8 and 9 Presidential Vocation and Institutional Mission Program Past Participants

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

Wesleyan University

3:45–5:15 p.m. **New American Colleges and Universities**Osprey 5 Convener: **Sean Creighton**, President

4:00–5:30 p.m. Reunion Meetings and Reception for 2021 New Presidents Program Participants

Calusa Ballroom 1, 4, and 5 Including Spouses and Partners

ilusa Balilootti 1, 4, atta 5 **including spouses and Partner** 

(See Guidebook for schedule.) Conveners: **Colette Pierce Burnette**, President and CEO, Huston-Tillotson University, and **Mary Pat Seurkamp**, Senior Advisor and Director, CIC New Presidents Program,

and President Emerita, Notre Dame of Maryland University

4:30-5:30 p.m. **MEETINGS OF AFFINITY GROUPS** 

Kice, Keeywadin, and Barrier Terrace

(Fifth Floor)

Network for Vocation in Undergraduate Education (NetVUE) Reception Conveners: David S. Cunningham, Director of NetVUE, CIC, and

Harold V. Hartley III, Senior Vice President, CIC

Palms Ballroom **Lower Cost Models for Independent Colleges** 

Sentry 3 and 4 Convener: Michael B. Alexander, President, Lasell College

Calusa Ballroom 10 and 11 National Association of Intercollegiate Athletics (NAIA)

Convener: Lester C. Newman, Chair, NAIA Council of Presidents, and President,

Jarvis Christian College

Osprey 9 Nonmember Presidents and Member Presidents Attending the Institute for the

First Time

Convener: Katherine Bergeron, Chair, CIC Board of Directors, and President,

Connecticut College

Seagrape 3 **Project Pericles Presidents** 

Conveners: Jan Risë Liss, Executive Director, Project Pericles; and Lyle D. Roelofs,

President, Berea College, and Chair, Project Pericles Presidents' Council

5:30-6:15 p.m. **ALL-INSTITUTE RECEPTION** 

Sunset Terrace Sponsored by EAB and Gonser Gerber LLP

> This is an opportunity—between afternoon meetings and dinner—to connect informally with colleagues. Enjoy drinks and refreshments safely outdoors with

colleagues or take them to go.

6:15 p.m. Dinner on Your Own

Women's College Coalition Presidents 6:15 p.m.

Convener: Ann McElaney-Johnson, Chair, Women's College Coalition Board, Palms Ballroom Sentry 1

and President, Mount Saint Mary's University (CA)

7:00 p.m. The Annapolis Group Board of Directors

Ario Restaurant Convener: Sonya Stephens, Chair, Annapolis Group Board of Directors,

and President, Mount Holyoke College

### **Thursday, January 6**

7:00 a.m.-5:00 p.m.

**Institute Registration** 

Calusa Foyer

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

7:30-8:45 a.m.

**Breakfast** 

Banyan Ballroom 1 & 2 and Osprey Foyer

Sponsored by McAllister & Quinn

Breakfast is provided for all registered Institute participants.

7:45-8:45 a.m.

#### ROUNDTABLE DISCUSSIONS

Sponsored by Gray Associates

Roundtable Discussions are designated for presidents who wish to join colleagues for informal conversation about topics of mutual interest. Breakfast is available. Please note that space is limited to the socially distanced seating available in each room.

Osprey 3

#### **Battling Climate Change**

Despite declining federal support of climate change initiatives, many colleges and universities are forging ahead with their own environmental commitments. Learn about expanded and diversified strategies endorsed by the Climate Leadership Network, which has a membership of more than 600 colleges and universities. Discuss ways to address climate change both locally and globally through direct campus action and in the curriculum.

*Timothy L. Carter*, President, Second Nature *Wim Wiewel*, President, Lewis & Clark College

Osprey 4

#### Celebrating Cultural Uniqueness: Responses to Diversity and Inclusion

How can presidents lead their colleges in developing robust diversity, equity, and inclusion (DEI) programs to address a range of organizational needs and benefit their students? This discussion will explore successful strategies to commit to DEI, regardless of where stakeholders are in the continuum of their understanding and valuing.

Lillian B. Schumacher, President, Tiffin University

Osprey 6

#### Increasing Donor Engagement and Giving with Alumni

The engagement-first revolution has begun, and new integrated technology makes it easier than ever to have a true conversation with supporters. Join this discussion to consider how leaders can move beyond the "old way" of asking to true engagement. What has the largest survey ever of young alumni taught us about the donors who will be our major givers? Discuss how institutions can move the needle on engagement and giving response, even in this challenging time.

Jay Finney, Vice President, Fundraising, RNL Rachelle K. Keck, President, Briar Cliff University

### Osprey 7

### Preparing Your Students for Success on the Global Stage

The United Nations Academic Impact and Millennium Campus Network (MCN) have partnered to present the Millennium Fellowship, a movement of undergraduates on college campuses across the U.S. and 30 nations advancing the United Nations Sustainable Development Goals. Participants will discuss how this selective leadership development program can help their students receive training, make connections, and achieve global recognition of their efforts while also helping CIC members elevate their social impact and prepare their students for success in the global economy.

Mary C. Finger, President, Seton Hill University

Sam Vaghar, Executive Director, Millennium Campus Network

### Osprey 8

### Retention in a Post and Current Pandemic Environment

The past year and a half has witnessed a definitive change in the overall makeup of higher educational enrollments across the country. Endemic to this situation is the dramatic decline seen in retention of students. Participants will discuss the dynamics of this change in retention as well as suggest possible solutions to this crisis.

James T. Barry, President, Alderson Broaddus University

### Osprey 5

### Shift the Paradigm: Embrace the Challenge of Diversity

Becoming a healthy diverse democracy is among the great challenges of 21st-century America. We will discuss how CIC colleges can serve as both laboratories and launching pads for diverse democracy. We will explore an approach guided by the metaphor of a potluck, welcoming the diverse contributions of a varied community. The core principles of the potluck approach to diversity are simple to state but challenging to consistently implement: respect, relate, cooperate.

**Donna M. Carroll**, President Emerita, Dominican University (IL), and Senior Fellow, Interfaith Youth Core

**Eboo Patel.** Founder and President. Interfaith Youth Core

### Osprey 10

### Structuring Presidential Contract Renewals for Retention and Alignment

Retaining effective presidential leadership has never been more paramount. We will discuss how the same effort and care that would be applied to a new presidential arrangement also should be applied to the contract renewal process for an incumbent.

Alexander C. Yaffe, Managing Director, Pearl Meyer

### Seagrape 3

### Tax Strategies for Financial Wellness

How can a solid estate and tax plan significantly improve your overall financial well-being? We will discuss lifetime planning issues and estate planning techniques, including key ingredients to an effective estate plan, asset ownership and beneficiary designations, estate and income tax implications, and considerations of lifetime gifts to loved ones or charity.

Alicia K. Waltenberger, Senior Director, Wealth Planning Strategies, TIAA

7:45-8:45 a.m.

### **ROUNDTABLE DISCUSSIONS** (continued)

Seagrape 4

### Workforce of the Future: Strategies for Post-Pandemic Success

This discussion will consider current workforce trends in higher education, including employee desire for increased work-from-home options, employee retention trends, associated impacts on employee absence rates, and revised perspectives on employee benefits. Participants also will discuss potential benefits that are emerging from these workforce trends, including improvements in employee satisfaction and retention, real estate savings, business process improvements, streamlined decision-making, and improved service delivery.

**Lee Smith**, Higher Ed Consulting Senior Director, Huron **Stephen Standifird**, President, Bradley University

7:30–8:45 a.m.
Palms Ballroom
Royal and Coconut

# PRESIDENTIAL SPOUSE AND PARTNER PROGRAM BREAKFAST AND ROUNDTABLE DISCUSSIONS

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.

### Communicating with Students' Families

Maria G. Einolf, Presidential Spouse, Indiana Institute of Technology

### **Fundraising Events That Worked**

Winnie L. King, Presidential Spouse, Malone University

### Strategies for Coping with COVID-19 Fatigue

**Sharon E. Frandsen**, Presidential Spouse, Wittenberg University

### The Challenges of Being Male in a Support Role

Kenneth Hasseler, Presidential Spouse, Muskingum University

7:45 a.m.–4:00 p.m. San Marco 1

### **CIC Medical Office Open Hours**

A medical provider is available for basic medical needs and can administer COVID-19 rapid tests. Participants may walk-in during office hours. Please call (954) 470-9732 with questions or to schedule an appointment. See Guidebook for information about after-hours medical providers in the area and other COVID-19 testing resources.

8:00 a.m.–5:00 p.m. INDIVIDUAL CONSULTATIONS

Presidents have opportunities to schedule individual appointments with selected

experts. Please sign up in advance at the CIC Registration Desk.

Seagrape 2 CIC Key Indicators Tool and Financial Indicators Tool Benchmarking Reports

Michael Williams, former President, The Austen Group, and Senior Consultant, RNL

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

TIAA Wealth Management Advisor

Calusa Foyer CONNECT WITH INSTITUTE SPONSORS 9

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



9:00–10:15 a.m. *Calusa Ballroom* 

### **PLENARY SESSION**

Sponsored by Wiley Education Services

## The View from TIAA: A Conversation about Leadership

TIAA has been the leader in serving the financial needs of people in academic, cultural, and other nonprofit fields for over a century and has shown a steadfast commitment to the welfare of people and institutions in independent higher education. From the point of view of a leading corporate friend of higher education, newly-appointed TIAA CEO Thasunda Brown Duckett will, in this moderated conversation, offer fresh insights on the opportunities and challenges of this moment for higher education and their implications for the near future. Which trends are likely to have the greatest effect on higher education and the broader economy? What conditions might presidents and boards plan to guard their institutions against and what opportunities might they be poised to seize? How might presidents lead through the recovery and reckoning of this moment so they can reinvent their futures?



**Thasunda Brown Duckett** is president and chief executive officer of TIAA, a Fortune 100 provider of secure retirements and outcome-focused investment solutions to millions of people working in higher education, health care, and other mission-driven organizations. She is one of two Black women currently leading a Fortune 500 firm, and just the fourth Black woman to serve as a Fortune 500 CEO. As TIAA's CEO, Duckett leads a company whose mission is defined by

financial inclusion and opportunity—goals and values she has upheld throughout her career. Duckett joined TIAA after serving as chief executive officer of Chase Consumer Banking, where she oversaw a banking network with more than \$600 billion in deposits and 50,000 employees. Previously, she was the CEO of Chase Auto Finance, one of the leading U.S. providers of auto financing, and national retail sales executive for Chase Mortgage Banking, where she managed 4,000 mortgage bankers. Earlier in her career, Duckett was director of emerging markets at Fannie Mae, where she led the implementation of national strategies designed to increase homeownership among Black and Hispanic Americans. She serves on the boards of NIKE, Inc., Robert F. Kennedy Human Rights, Sesame Workshop, National Medal of Honor Museum, and Economic Club of New York, as well as the University of Houston Board of Visitors and the Dean's Advisory Board for Baylor University's Hankamer School of Business. In addition, she is a member of the Executive Leadership Council, Delta Sigma Theta Sorority Inc., and Jack and Jill of America Inc. Duckett founded the Rosie and Otis Brown Foundation, in honor of her parents, to recognize and reward people who use ordinary means to empower and uplift their community in extraordinary ways. She holds a bachelor's degree in finance and marketing from the University of Houston and an MBA from Baylor University.



Moderator: *Linda A. Livingstone* is the 15th president of Baylor University in Texas. She previously served as dean and professor of management at the George Washington University School of Business, as dean and professor of management at Pepperdine University's Graziadio School of Business and Management, and as a tenured faculty member and associate dean of graduate programs at Baylor's Hankamer School of Business. Livingstone is a scholar in

organizational behavior, leadership, creativity, and university accreditation and extensively published in these fields. She serves on the boards of Baylor College of Medicine, Capital Southwest Industrials, Waco Industrial Foundation, the Independent Colleges and Universities of Texas, Inc., the Taskforce on Higher Education and Opportunity, and the AGB Council of Presidents. In addition, she serves as the vice chair of the Big XII Conference board of directors, as the secretary for the board of directors of the American Council on Education, on the NCAA Division I board of directors, and on the NCAA board of governors. Livingstone was inducted into Oklahoma State University's (OSU) Hall of Fame in 2019 for her performance in women's basketball. She also is a member of the OSU Spears School of Business Hall of Fame, was the first recipient of the Outstanding PhD Alumnus Award, and is a recipient of the OSU Distinguished Alumni Award. Livingstone earned a BS in economics and management, an MBA, and a PhD in management and organizational behavior, all at OSU.

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

10:15–10:45 a.m. *Calusa Foyer* 

## Networking and Refreshment Break

Sponsored by Capture Higher Ed

10:45-11:45 a.m.

### **CONCURRENT SESSIONS**

Co-sponsored by Blue Moon Consulting Group and Shorelight

Calusa Ballroom 1–3

### Alternatives to Merger: New Models for Sustainability and Growth

Increasingly, independent colleges and universities are exploring new models of collaboration that build on complementary strengths of partner organizations while preserving institutional charters and identities to create opportunities for long-term sustainability and growth. These so-called "mutual growth federations" can include partnerships, consortial arrangements, affiliation agreements, or alliances. Such collaborations can provide a wide range of shared services that result in economies of scale; new academic courses and joint degree programs designed to increase overall enrollments; and new organizational structures designed to increase efficiency and improve the quality of services. Those who have ventured into such arrangements will describe the models adopted, the pros and cons of various approaches, and lessons learned (and still being learned) in the process.

Michelle E. Majewski, President, Marian University (WI)

**William C. Nelsen**, Registry Alternative Futures Leader and former Interim President, Episcopal Divinity School

**Christine Plunkett**, President, Iowa Wesleyan University Chair: **Marcheta P. Evans**, President, Bloomfield College

10:45-11:45 a.m.

### **CONCURRENT SESSIONS** (continued)

### Calusa Ballroom 4 and 5

### **Bold Fundraising Goals and Strategies to Achieve Them**

Independent colleges and universities seem to be in campaign mode constantly these days. Yet a few institutions have made headlines with especially ambitious—even bold—fundraising goals. In a time of constrained resources when there is increased competition for philanthropic support, why does it make sense to set sights so high? What are the pros—and the cons—of bold goals? What pieces need to be in place to make these ambitious undertakings realistic? What is required for the president to lead a high-achieving campaign?

Mathew B. Johnson, President, Albion College Matthew A. Scogin, President, Hope College Chair: Elizabeth L. Paul, President, Nazareth College

### Calusa Ballroom 8 and 9

### Sharing Online Courses to Increase Equity, Retention, and Revenue

Practices that focus on student needs and flexible course options can greatly improve equity, retention, and revenue. In this session, two presidents will describe how using institutionally vetted online courses shared through the CIC Online Course Sharing Consortium can be an essential component of a comprehensive student support program to strengthen readiness and retention at all stages of a student's undergraduate career. In addition, course sharing can expand the ability to meet students' entire demand for summer courses. Learn how institutions have improved completion for students, especially for underserved students, doubled or even quadrupled summer revenue, and, at the same time, enhanced institutional oversight of academic quality.

Roslyn Clark Artis, President and CEO, Benedict College Thomas J. Botzman, President, University of Mount Union Robert Manzer, Chief Academic Officer and Co-Founder, Acadeum Chair: Tony Floyd, President, Mars Hill University

### Calusa Ballroom 10-12

# What's New in Title IX: A President's Guide to Ensuring Compliance and Avoiding Pitfalls

Title IX regulations and enforcement are changing. Litigation is on the rise as are appeals of existing rulings. What do presidents need to know about the current state of Title IX regulations and advisable practices? What is the president's role in ensuring compliance? How can a president assure fairness while avoiding common pitfalls in addressing sex discrimination in many forms—from inequities in intercollegiate athletics to sexual harassment and sexual assault?

**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: Bobbie Knight, President, Miles College

### 10:45–11:45 a.m. JOINT SESSION WITH PRESIDENTIAL SPOUSES AND PARTNERS

### Banyan Ballroom 3

### Living in the Sandwich Generation

Presidential couples often find themselves caught in the middle between the needs of aging parents or elderly relatives and the needs of children or grandchildren. What campus or community resources can support the needs of younger or more senior dependents? How can presidential couples learn to balance family roles with campus expectations?

Roger Auerbach, Presidential Spouse, University of La Verne Lisa R. Evans, Presidential Spouse, University of the Incarnate Word Thomas M. Evans, President, University of the Incarnate Word Susan Johns, Presidential Spouse, Ferrum College

Chair: Melissa vandenBerg, Presidential Spouse, Presbyterian College

### 10:45–11:45 a.m. Palms Ballroom Royal

### PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSION

Sponsored by TIAA

### Campus Initiatives Begun by Presidential Spouses and Partners

Presidential spouses have a distinctive view into an institution. They can be in a position to identify needs on a campus that are not being fully met. What is the role of the presidential spouse in identifying needs and creating programs? What are the types of programs that are welcomed and successful? How do you navigate moving a concept from idea to reality? Come participate in a candid conversation with spouses and partners who have begun programs on campus.

*Mary Domes*, Presidential Spouse, Neumann University *Nancy L. Grandillo*, Presidential Spouse, Madonna University *Vivian Lee Standifird*, Presidential Spouse, Bradley University

Chair: **Thomas O'Grady**, Presidential Spouse, Saint Mary's College (IN)

# Noon-1:00 p.m. Banyan, Calusa, and Palms Ballroom Foyers

### **Boxed Lunches and Networking**

Sponsored by AE7 Architects & Planners

Boxed lunches are available for registered Institute participants. Socially distanced seating is available in the Banyan, Calusa, and Palms Ballrooms and outside on the Sunset Terrace. Find a comfortable space to eat on your own or with a colleague. Or, if you prefer, visit one of the hotel restaurants. If attending a meeting of one of the Affinity Groups, be sure to pick up a boxed lunch before heading to the meeting room.

### Noon–1:00 p.m. **MEETINGS OF AFFINITY GROUPS**

### Osprey 3 Association of Adventist Colleges and Universities

Convener: **Gordon Bietz**, Director of Higher Education, North American Division of Seventh-day Adventists, and retired President, Southern Adventist University

Palms Ballrom Association of Catholic Colleges and Universities
Sentry 1 and 2 Convener: **Dennis H. Holtschneider**, **CM**, President

Noon–1:00 p.m. **MEETINGS OF AFFINITY GROUPS** (continued)

Palms Ballroom Council for Christian Colleges & Universities

Sentry 3 and 4 Convener: Shirley A. Mullen, President Emerita, Houghton College

Osprey 2 Executive Officers of CIC State Councils

Conveners: *Carol M. Schuler*, Vice President for State Council Programs and the Online Course Sharing Consortium, CIC, and *William J. (Bill) Spiker*, President, Ohio

Foundation of Independent Colleges

Osprey 4 Great Lakes Colleges Association

Convener: Michael A. McDonald, President

Caxambas 1 North American Association of Methodist Schools, Colleges and Universities

(NAAMSCU)

Convener: John L. Comerford, President, Otterbein University

Osprey 9 Presidents of Historically Black Colleges and Universities

Convener: *Elfred Anthony Pinkard*, President, Wilberforce University

Osprey 7 Presidents of International Colleges and Universities

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

1:15–2:15 p.m. **ROUNDTABLE DISCUSSIONS** 

Sponsored by MARKETview Education Partners

Roundtable Discussions are designated for presidents who wish to join colleagues for informal conversation about topics of mutual interest. Please note that space is limited

to the socially distanced seating available in each room.

Seagrape 4 Campus Ties to Slavery

How are colleges and universities with ties to slavery reckoning with their past? Participants will have the opportunity to ask questions and share thoughts and ideas about addressing campus ties to slavery. Potential topics of discussion include educating the board, addressing alumni concerns, and visual acknowledgments.

**Elizabeth Davis**, President, Furman University **Nayef H. Samhat**, President, Wofford College

Osprey 5 Charting a Course for Your Next Season

How does a president help to prepare an institution for presidential succession? How do you finish well? How do you prepare yourself for life and work in your next season? Who can a president confide in as these questions are considered? Whether a president intends to retire or to pursue new opportunities, an institution's health and a president's future well-being depend upon thoughtful intention and careful planning.

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

### Osprey 6

### **Community Engagement in Highly Partisan Times**

With the nation deeply divided over a range of social and political issues, how can independent colleges engage their communities in the exploration of these fractious topics and serve as venues for understanding and healing? What approaches can be effective in engaging substantial portions of the population that tend to dismiss such efforts?

Jeff Abernathy, President, Alma College

Matthew P. vandenBerg, President, Presbyterian College

### Calusa Ballroom 8

### **Engaging Alumni in Institutional DEI Work**

As colleges and universities develop comprehensive plans to advance diversity, equity, and inclusion (DEI), and antiracist goals, alumni of predominantly white institutions are not always actively involved in these efforts. Some may disengage from the institution due to memories of past injustices. Others may hold negative perceptions of institutional initiatives that support a more diverse student body. We will discuss efforts to deepen understanding of campus DEI goals and strategies for meaningful alumni engagement in the planning and implementation of initiatives.

**Barbara K. Altmann**, President, Franklin & Marshall College **Kathleen E. Harring**, President, Muhlenberg College

### Osprey 8

### Improving Student Success in Nontraditional Online Programs

Many working adults who seek to advance their careers with additional education online face significant obstacles, including remedial preparation; limited access to technology; time and financial constraints; and being overwhelmed with the challenges of everyday life. We will discuss strategies to help nontraditional students overcome obstacles and be successful in online programs.

Karl W. Einolf, President, Indiana Institute of Technology

### Osprey 10

### 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.

Harry E. Dumay, President, Elms College

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

### 1:15-2:15 p.m.

### **ROUNDTABLE DISCUSSIONS** (continued)

### Calusa Ballroom 9

### Presidents "Open Mic"

(Open only to currently serving college and university presidents)

This forum is an opportunity for presidents to raise important topics and questions, including confidential and sensitive issues. The discussion is expected to be candid and broad ranging, covering topics such as specific administrative matters, institutional structures and staffing, dealings with the board, and the relationship between presidents' professional and personal lives. Guidance will be offered from other participating presidents.

Andrea E. Chapdelaine, President, Hood College

### Seagrape 3

### The Disappearing Male Student

An alarming trend has been sweeping across our campuses from coast to coast. Where are all the male students? Why aren't they enrolling at the same rates as other students? Why aren't they staying enrolled? Why does this trend seem to be more prevalent among men of color? The implications of this startling trend are significant in ways that go far beyond the bottom line, impacting campus culture and our workforce. What can we do to identify the underlying causes and implement creative solutions that attract male students back to the classroom?

**Dottie L. King**, President, Saint Mary-of-the-Woods College **Richard L. Ludwick**, President, University of St. Thomas-Houston

### Calusa Ballroom 10

# The Shifting Value of College: Addressing the Gap between Transformational and Transactional

The perception of the value of a college education is becoming more and more transactional while many of our institutions are committed to a transformational model. How can presidents address the growing gap between what our colleges offer and how the public views us?

Larry Stimpert, President, Hampden-Sydney College

Jane M. Wood, President, Bluffton College

### Calusa Ballroom 12

### Using Real Estate to Position for the Future

Real estate may be one of the most important campus assets. How can the sale of land parcels facilitate reduction of debt, investment in facilities, and advantageous positioning for the future? The discussion will focus on issues encountered in these processes and considerations by the board.

Deanne H. D'Emilio, President, Gwynedd Mercy University

1:15–3:45 p.m. PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM NETWORKING

SESSIONS AND RECEPTION

Sponsored by TIAA

1:15–2:00 p.m. Lessons Learned from Hosting a U.S. Presidential Visit

Palms Ballroom Coconut Constance Currier Holoman, Presidential Spouse, Centenary College of Louisiana

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

2:15–3:00 p.m. What I Wish I Had Known My First Year

Palms Ballroom Coconut Kelly T. Knapp, Presidential Spouse, Washington & Jefferson College

Suzie Martin Gonzalez, Presidential Spouse, Kalamazoo College

3:00–3:45 p.m. **Reception** 

Palms Ballroom Foyer

2:15–2:30 p.m. **Networking and Refreshment Break** 

Calusa Foyer Sponsored by Asset Strategy Consultants

2:30–4:30 p.m. **WORKSHOPS** 

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

CIC Registration Desk.

Calusa Ballroom 4 and 5 Becoming Antiracist Leaders of Antiracist Colleges and Universities

Sponsored by The Hill Group, Inc.

In this cultural moment of renewed focus on racism and social justice, presidents of independent colleges and universities have a particular opportunity—and perhaps obligation—to lead their institutions to become more inclusive, equitable, and actively engaged in overcoming racism. To be effective, campus initiatives need to address both individual mindsets, biases, and actions as well as systemic and structural policies and practices that threaten the equity of educational opportunity and fairness of our institutions. In addition, to be effective as leaders, presidents need to personally engage in the hard work of inclusive justice by committing to making unbiased choices and being antiracist in all aspects of their lives. Presidents leading the workshop will offer insights from their own experiences as leaders who have wrestled with these challenging issues, describing lessons learned in the process, and inviting workshop participants to take steps forward in their own antiracist presidential leadership.

Mary Dana Hinton, President, Hollins UniversityPaul C. Pribbenow, President, Augsburg UniversityChair: Krista L. Newkirk, President, University of Redlands

2:30-4:30 p.m.

**WORKSHOPS** (continued)

Caxabas

## Design for Equity in Higher Education: An Adapted Design Thinking Model for Presidents

Sponsored by AGB Search, LLC

Independent colleges face numerous challenges—changing student demographics, gaps in student success, technology integration, financial constraints, and reckoning with inequity and injustice—that call on presidents to lead change in organizational policies and practices for the enterprise to be successful. This workshop will introduce the Design for Equity in Higher Education (DEHE) model, which adapts design thinking for use in higher education to facilitate equity-minded change. This adaptation addresses issues of identity, power, and values and incorporates an understanding of the organizational context and competing interests of key stakeholders. The DEHE framework will be discussed in detail, and institutional case studies will provide examples of the successes and challenges faced by campus design teams, including from the perspective of a college president who has engaged design thinking for the past several years. Participants will then collaborate on a design for equity activity, getting hands-on practice using DEHE to design innovative and equity-building solutions.

**KC Culver**, Senior Postdoctoral Research Associate, Pullias Center for Higher Education, Rossier School of Education, University of Southern California

*Jordan Harper*, Research Assistant, Pullias Center for Higher Education, Rossier School of Education, University of Southern California

Kevin M. Ross, President, Lynn University

Chair: Anne M. Prisco, President, Holy Family University

Calusa Ballroom 1–3

### No Margin, No Mission: Presidential Strategies for Performance and Financial Health

Sponsored by Westfall Gold

A study conducted by the New American Colleges and Universities (NACU) with support from the TIAA Institute identified a common set of strategies leading to financial sustainability of independent colleges and universities. The path to strong financial health was found to be connected to a relentless command-and-control approach to fiscal and budget management that ensures institutions trim unnecessary expenses while investing in revenue-producing programs that align with mission and market demand. Workshop participants will be introduced to the benchmark dashboards and metrics, ROI formula developed, and higher-level leadership qualities and strategies found in the research. In addition, small group discussions will address specific findings in the study, including performance-based and data-informed metrics to create efficiencies; culture of performance on campus (which doesn't

happen overnight); unpopular decisions by the president; and market-driven program expansion. This will be a highly interactive session and will include room for ample Q&A with participants.

**Sean Creighton**, President, New American Colleges and Universities

**Devorah Lieberman**, President, University of La Verne

Daniel G. Lugo, President, Queens University of Charlotte

Fayneese S. Miller, President, Hamline University

Scott D. Miller, President, Virginia Wesleyan University

Chair: Weymouth Spence, President, Washington Adventist University

4:15-5:15 p.m. Osprey 9

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

Convener: **John D. Gnadinger**, Chair, CIC Presidents Institute Spouses and Partners Task Force, and Presidential Spouse, Carroll University (WI)

6:30-8:30 p.m. Sunset Terrace

### A CELEBRATION OF INDEPENDENT HIGHER EDUCATION

Co-sponsored by National Management Resources Corporation and Sodexo

Join your colleagues and friends for a special celebration of independent higher education for an outdoor gathering that will include opportunities to connect with one another, celebrate our many contributions to the sector, and honor a leading educator and several friends of independent higher education. Dinner and drinks will be served and entertainment will be provided in a safe, outdoor location.

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



# RIDAY

# Friday, January 7

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

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

7:00–8:30 a.m. **Breakfast** 

Banyan Ballroom 1 and 2 Sponsored by Pearl Meyer

Breakfast is provided for all participants.

7:30–8:30 a.m. Banyan Ballroom 3

### **CIC ANNUAL BUSINESS MEETING**

CIC encourages all member presidents to participate in the Annual Business Meeting. Please note that breakfast will not be provided.

- · Chair's Report
- · President's Report
- · Special Report: Federal Legislative and Regulatory Update

**Barbara K. Mistick**, President, National Association of Independent Colleges and Universities

- Treasurer's Report
- Approval of 2022–2023 Dues
- · Recognition of Retiring Members of the Board of Directors
- Introduction of Newly Elected Board Members
- Announcements
- Other Business
- Adjournment

7:30–8:45 a.m.
Palms Ballroom
Coconut and Sabal

# PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM BREAKFAST AND ROUNDTABLE DISCUSSIONS

Sponsored by TIAA

**Communicating with Students** 

Cathy Pressimone, Presidential Spouse, Notre Dame College (OH)

**Encouraging DEI initiatives on Campus** 

Chris Burns-DiBiasio, Presidential Spouse, Ohio Northern University

Fun Holiday Events for the Campus

Christy Colson, Presidential Spouse, Wartburg College

Self-care and Caring for the President

**Donna Brazil**, Presidential Spouse, Mount St. Mary's University (MD)

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

Presidents have opportunities to schedule individual appointments with selected

experts. Please sign up in advance at the CIC Registration Desk.

Seagrape 2 CIC Key Indicators Tool and Financial Indicators Tool Benchmarking Reports

Michael Williams, former President, The Austen Group, and Senior Consultant, RNL

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

TIAA Wealth Management Advisor

Calusa Foyer CONNECT WITH INSTITUTE SPONSORS 9

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

8:45–9:45 a.m. **CONCURRENT SESSIONS** 

Sponsored by Partners Development

Calusa Ballroom 4 and 5 Guiding Board Decision-Making in an Era of Constant Change

The pandemic highlighted how many institutions' traditional, consultative decision-making practices did not serve presidents' need to make important decisions quickly. This has been particularly true in working with boards of trustees, which characteristically had met only three or four times a year, in-person, on a fixed schedule. What approaches—honed over the last two years—have proven effective in consulting with boards, especially when decisions need to be made remotely at a more rapid pace? Which changes in working with boards are likely to be temporary and which will continue? What will be the impact on the future of president-board relations?

Christopher L. Holoman, President, Centenary College of Louisiana

Kathleen M. Murray, President, Whitman College

Michele D. Perkins, President, New England College, and Senior Advisor and

Co-Director, Presidents Governance Academy, CIC

Moderator: Thomas L. Hellie, President Emeritus, Linfield University, and Senior

Advisor and Co-Director, Presidents Governance Academy, CIC

### 8:45-9:45 a.m.

### **CONCURRENT SESSIONS** (continued)

### Calusa Ballroom 8 and 9

### New Standards for Fundraising Reporting: Why Presidents Need to Know

In an era when educational institutions are increasingly under the microscope, it is vitally important to have unambiguous standards and guidelines for fundraising reporting. The Council for Advancement and Support of Education (CASE) recently published revised Global Reporting Standards that take effect on July 1, 2022. Presidents need to be aware of these standards to inform strategic decisions and ensure their institutions are upholding transparent and ethical standards in this critical work. Presenters familiar with these new guidelines will provide clear guidance on what philanthropic campaigns should and should not count, ensuring equivalence when setting fundraising goals and comparing achievements with those of other institutions.

Barbara K. Altmann, President, Franklin & Marshall College

**Sue Cunningham**, President and CEO, Council for Advancement and Support of Education (CASE)

**Matthew K. Eynon**, Vice President for College Advancement, Franklin & Marshall College, and Co-Chair, CASE Reporting Standards and Management Guidelines Working Group

Chair: Jaffus Hardrick, President, Florida Memorial University

### Calusa Ballroom 10–12

### Preparing for the Coming Demographic Shift

The coming decade promises profound demographic change, including significant nationwide reductions in the overall number of college-bound students and a marked shift toward first-generation, low-income, and other traditionally underrepresented populations. This session will offer a detailed examination of these phenomena and their implications for independent colleges and universities. Several presidents will describe their strategies to position their institutions for ongoing success in light of the coming demographic shift.

*Marc M. Camille*, President, Albertus Magnus College *Marsha C. Kelliher*, President, Simpson College (IA)

**Madeleine Rhyneer**, Vice President of Consulting Services and Dean of Enrollment Management, EAB

Chair: Joseph Jones, President, Fresno Pacific University

### 8:45-9:45 a.m.

### JOINT SESSION WITH PRESIDENTIAL SPOUSES AND PARTNERS

### Calusa Ballroom 1-3

### You and Your Partner: Thriving through the Pandemic and Beyond

The job of running a college changed in many ways during the pandemic. How have those shifts provided an opportunity for presidents and their spouses or partners to re-evaluate work/life integration, adjust routines, and find new ways to stay in touch with close friends and family members? What promising discoveries emerged that presidential couples want to preserve? How does a healthy relationship for the presidential couple benefit the campus?

Brian J. Bruess, President, St. Norbert College

**Carol Bruess**, Presidential Spouse, St. Norbert College **F. Marvin Espy**, Presidential Spouse, Mitchell College

Tracy Y. Espy, President, Mitchell College

Chair: Susan Johns, Presidential Spouse, Ferrum College

## 8:45–9:45 a.m. *Caxambas*

### PRESIDENTIAL SPOUSES AND PARTNERS PROGRAM CONCURRENT SESSION

Sponsored by TIAA

### **Nurturing New and Old Rituals on Campus**

A wise presidential spouse once said that if you hold an event twice on campus it becomes a tradition. Rituals often are a way for the campus to celebrate past history and look forward to future accomplishments. But sometimes the rituals impede campus progress. How can presidential spouses and partners respect but support modernization of campus traditions and encourage the development of new rituals?

Anne McKee Craft, Presidential Spouse, Concordia College (MN)

Kathy Creed, Presidential Spouse, Campbell University

Jesse Huxman, Presidential Spouse, Eastern Mennonite University

Chair: Joseph Franks, Presidential Spouse, Averett University

### 9:45–10:00 a.m. Calusa Foyer

### **Networking and Refreshment Break**

Sponsored by Dynamic Campus

RIDAY

10:00–11:30 a.m. *Calusa Ballroom* 

### **CLOSING PLENARY SESSION**

Sponsored by Jenzabar

## The Future of the Independent College Presidency

Independent colleges and universities are experiencing the impact of many rapidly evolving pressures, including those created by continued effects of the pandemic, ongoing pressures on enrollments and finances, a polarized public under siege amidst culture wars, and repeated incidents of racial injustice and increasing social inequality. These forces are affecting the presidency as well. But the presidency was undergoing change well before 2020—changes in governance, external threats, public perceptions about private colleges, crisis management, presidential communications, and the ways presidents spend their time, to name a few. Which of these changes are likely to be lasting? How might they affect the president's approach to the work going forward? What is the impact on presidents' energy and capacity to undertake this leadership role for an extended period? What new or underutilized skills are needed, and what might these competencies suggest for the future preparation of presidents? A panel of CIC presidents will engage in a discussion of these and other questions as they reflect on the future of the independent college presidency.



**Debbie Cottrell** became the 16th president of Texas Lutheran University in 2019. Prior to assuming the presidency, she served as vice president for academic affairs for seven years. Previously, Cottrell served as provost of William Peace University, where she led academic affairs, enrollment, and student life. She also was associate dean of the faculty and director of graduate programs at Smith College. Cottrell began her career in higher education at Cottey

College, where she taught history and government and served as assistant dean of the faculty. Prior to attending graduate school, Cottrell taught middle school and worked as an editor at the Texas Historical Commission. She is the author of a biography of Annie Webb Blanton, an educator who became the first woman in Texas elected to statewide office, which received the Liz Carpenter Award from the Texas State Historical Association. She serves on the executive advisory committee for the Handbook of Texas Women. Cottrell was the recipient of CIC's Chief Academic Officer Award in 2017 and is a facilitator in CIC's Presidential Vocation and Institutional Mission program. A first-generation college student, she holds a bachelor's degree from Baylor University and a master's and PhD in history from the University of Texas at Austin.



**Isiaah Crawford** became president of the University of Puget Sound in Washington in 2016. As president, he has promoted curricular innovation, which has led to the development of an array of new degree programs, including a master of public health; increased access for all students to high-impact experiential learning; expanded community engagement to include offering a bachelor of arts degree to the residents of the Washington Corrections Center

for Women; and created a vice president for institutional equity and diversity position to support the university's commitment to becoming a fully inclusive and welcoming

community. From 2008 until his presidency at Puget Sound, Crawford served as provost and chief academic officer of Seattle University. Earlier, he was dean of the College of Arts and Sciences at Loyola University Chicago (2003–2008), where he joined the faculty of the department of psychology in 1987. Crawford's program of research has focused on health promotion, human sexuality, and training mental health professionals. Crawford serves on the boards of the Annapolis Group, Independent Colleges of Washington, and the Northwest Conference, and he is chair of the board of directors of the National Association of Independent Colleges and Universities. Crawford earned his bachelor's degree from St. Louis University and master's and doctoral degrees in clinical psychology from DePaul University.



Charles W. "Chip" Pollard has been the president of John Brown University (JBU) in Arkansas since 2004. During his time at JBU, the university has been blessed to receive more than \$290 million in gifts, to expand its endowment from \$50 million to over \$165 million, and to complete 17 major building projects. JBU also has initiated new academic programs in play therapy, nursing, computer science, and data analytics, and has seen its enrollment increase to

over 1,900 students. JBU has been named seven years in a row by the *Chronicle of Higher Education* to its Honor Role in the "Great Colleges to Work For" survey (2015–2021). Pollard teaches regularly in the undergraduate program and speaks frequently in chapel and other venues. Before coming to JBU, he taught English literature at Calvin College for seven years and practiced law at Latham & Watkins for three years. He is the author of two books, *May It Always Be True: Educating Students in Faith* (2011) and *New World Modernisms* (2005). Pollard has been a member of the board of the Council for Christian Colleges & Universities since 2009, serving as chair from 2013–2018. He also serves on the board of Wheaton College (IL), his alma mater. He is a member of the CIC Board of Directors. Pollard holds a bachelor's degree in English from Wheaton College, a law degree from Harvard Law School, a master's degree in English from Oxford University, and a PhD in English from the University of Virginia.



Moderator: *Marjorie Hass* became president of the Council of Independent Colleges in July 2021, after years of strengthening independent higher education in various leadership roles. From 2017 until her appointment to the CIC presidency, Hass served as president of Rhodes College. During that time, she expanded the college's engagement with the city of Memphis, enhanced inclusive excellence, and led a comprehensive and inclusive strategic

planning process, positioning the college for success in the next decade. Previously, Hass served for eight years as president of Austin College where she defined a strong vision for the college's future, pairing academic excellence with a commitment to educational access for talented students regardless of financial background, along with a strategic approach to securing the resources needed to achieve that vision. Earlier, she spent more than 16 years as a member of the philosophy faculty and subsequently as provost at Muhlenberg College.

Chair: Danny J. Anderson, President, Trinity University (TX)

### POST-INSTITUTE MEETINGS OF AFFINITY GROUPS

Noon–5:00 p.m. **Associated Colleges of the South** 

Executive Boardroom Convener: Stephanie Fabritius, President

4:30-6:00 p.m. American Academic Leadership Institute (AALI) Finance Committee Meeting

Osprey 9 Convener: Linda M. Bleicken, President, AALI

6:00 p.m. American Academic Leadership Institute and Academic Search Board of

Meet in the hotel lobby. **Directors Dinner** 

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

Senior Consultant, Academic Search

# Saturday, January 8

7:30 a.m.–2:00 p.m. American Academic Leadership Institute and Academic Search Board of Directors

Osprey 9 Meeting

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

Senior Consultant, Academic Search

7:30 a.m.–5:00 p.m. Associated Colleges of the South

Executive Boardroom Convener: Stephanie Fabritius, President

# **Sunday, January 9**

7:30–10:00 a.m. Associated Colleges of the South

Executive Boardroom Convener: **Stephanie Fabritius**, President

### 2022 CIC PRESIDENTS INSTITUTE AWARDS

## **CIC AWARD FOR PHILANTHROPY (INDIVIDUAL)**

PRESENTED TO

### Robert Hale and Karen Hale





**Robert Hale** (Connecticut College '88) and **Karen Hale** have donated approximately \$20 million to Mr. Hale's alma mater to support scholarships, the college's nationally recognized career program, and improvements to athletics

facilities. In 2021, the Hales pledged an additional \$30 million, the largest single gift in Connecticut College's history, to support financial aid, athletics, and immediate improvements to the campus infrastructure.

Connecticut College is far from the only beneficiary of the Hale's philanthropy: In May 2021, the Hales surprised each of Quincy College's (MA) 270 graduates with a \$1,000 cash gift. Over the years, the Hales and their foundation, the New Breeze Foundation, have made generous contributions to education and health organizations, including more than \$100 million in contributions to Boston Children's Hospital and Brigham and Women's Hospital and more than \$25 million to Deerfield Academy.

"Your passionate support of independent schools and colleges has set an inspiring standard of philanthropic service for all supporters of higher education."

## About the Philanthropy Award—Individual

The historical and literal definition of "philanthropy" is the "love of humankind." This award celebrates an individual or individuals who demonstrate this love through consequential giving—either in volunteer service or financial support or both—to independent colleges and universities that share the mission of the Council of Independent Colleges. The award honors those who, by their example, provide a beacon for others to follow.

### 2022 CIC PRESIDENTS INSTITUTE AWARDS

## **CIC AWARD FOR PHILANTHROPY (ORGANIZATION)**

PRESENTED TO

### Cannon Charitable Interests

"Grants from Cannon
Charitable Interests
have allowed Wingate
University and more than
25 additional CIC member
colleges and universities
in North Carolina and
other states to complete
significant projects and
implement new programs."

# CANNON CHARITABLE INTERESTS

The Cannon Charitable Interests, composed of the Cannon Foundation, the Charles A. Cannon Charitable Trusts, and the Mariam and Robert

Hayes Charitable Trust, supports numerous organizations across the state of North Carolina, continuing founder Charles A. Cannon's legacy of community leadership and philanthropy. Giving from the Cannon Charitable Interests to Wingate University totals more than \$35 million. More than 25 other CIC member institutions in North Carolina and other states have received support from Cannon Charitable Interests, including: Barton College, Belmont Abbey College, Bennett College, Brevard College, Catawba College, Chowan University, Converse University, Gardner-Webb University, Guilford College, Hampden-Sydney College, High Point University, Johnson C. Smith University, Lenoir-Rhyne University, Livingstone College, Mars Hill University, Meredith College, Montreat College, North Carolina Wesleyan College,

Pfeiffer University, Queens University of Charlotte, Salem College, St. Andrews University, Shaw University, University of Mount Olive, Warren Wilson College, Wheaton College (IL), and William Peace University.

### About the Philanthropy Award—Organization

Philanthropic foundations and corporate giving programs support innovative thinking and the development of ideas and programs. As important cultural agents, they focus the nation's attention on pressing issues facing our society. This award celebrates a foundation or corporation whose support to CIC or private colleges and universities has demonstrated leadership and vision and consequently has made a significant difference in the vitality of independent higher education.

### 2022 CIC PRESIDENTS INSTITUTE AWARDS

### CIC ALLEN P. SPLETE AWARD FOR OUTSTANDING SERVICE

SPONSORED BY METZ CULINARY MANAGEMENT

PRESENTED TO

## Judith Block Mclaughlin



Judith Block McLaughlin, as educational chair of the Harvard Seminar for New Presidents and the Harvard Seminar for Experienced Presidents, has developed over 1,000 college and university presidents since the program's inception in 1990. Prior to joining Harvard, she was dean of student affairs at two colleges,

executive director of the National Academy of Education, and a high school social studies teacher. McLaughlin has written and consulted extensively on leadership transitions, presidential assessment, and board-president relationships. She has published *Leadership Amidst Controversy: Presidential Perspectives; Leadership Transitions: The New College President*; and *Choosing a College President: Opportunities and Constraints* (with D. Riesman).

"You have contributed enormously to strengthening the leadership pipeline, contributing to the success of more than 1,000 college and university presidents."

### About the Allen P. Splete Award

The Allen P. Splete Award is presented to an individual, organization, or publication in recognition of significant contributions to independent higher education. Recipients have demonstrated national leadership, through ideas and commitment, on behalf of private colleges and universities. The award is named after Allen P. Splete, president of CIC from 1986 to 2000.

To view conversations with this year's distinguished awardees, as well as detailed biographies and histories of these awards, including listings of past recipients, please see the Awards section of Guidebook or www.cic.edu/2022PresidentsInstituteAwards.

## **CIC Board of Directors and Advisory Committees**

(as of December 14, 2021)

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President, Council of Independent Colleges

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President, Lane College

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### Kathy Creed

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(as of December 14, 2021)

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Director, NetVUE Scholarly Resource Project

### Katherine M. Whatley

Senior Advisor, Academic Programs

### Laura Wilcox

Senior Advisor, Communications

## **Media Guidelines**

A key feature of the Presidents Institute is an atmosphere of candor that allows participants to speak freely with their colleagues. Although the Institute is a "closed" event, CIC invites select members of the media as speakers and reporters. Registered journalists are welcome to attend plenary and concurrent sessions except for those marked "By invitation only" or "Open only to currently serving college and university presidents," which are closed to the media.

The invited journalists are encouraged to write about Institute sessions and issues, and are free to interview any willing speaker, presenter, or participant. Journalists are expected to clearly identify themselves as journalists and to obtain permission before identifying or attributing quotes to any speakers or participants, except for presenters in plenary sessions, whose prepared remarks may be quoted with attribution.

For the purposes of organizational communication, CIC may use images and quotes from Institute events.

### SOCIAL MEDIA POLICY

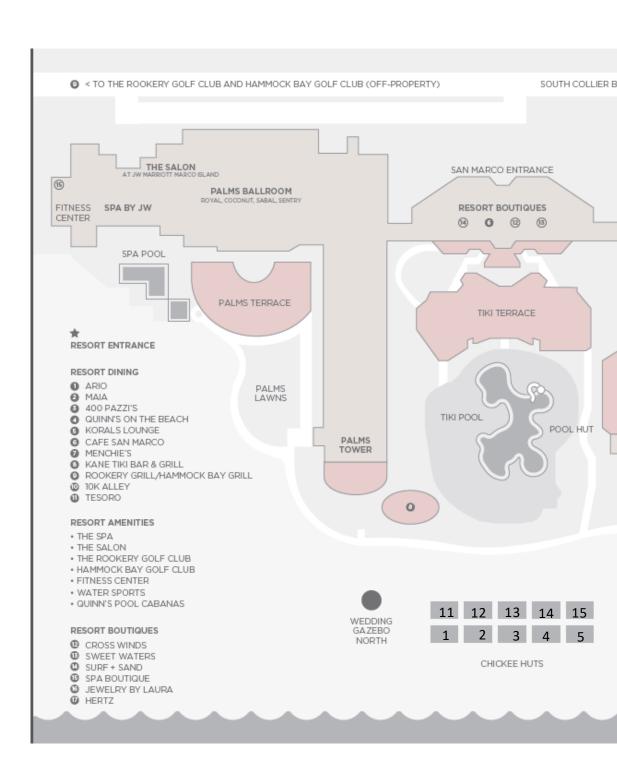
Use of social media is encouraged as a way of sharing the energy and excitement of the Presidents Institute. Please use the hashtag #2022Pl.

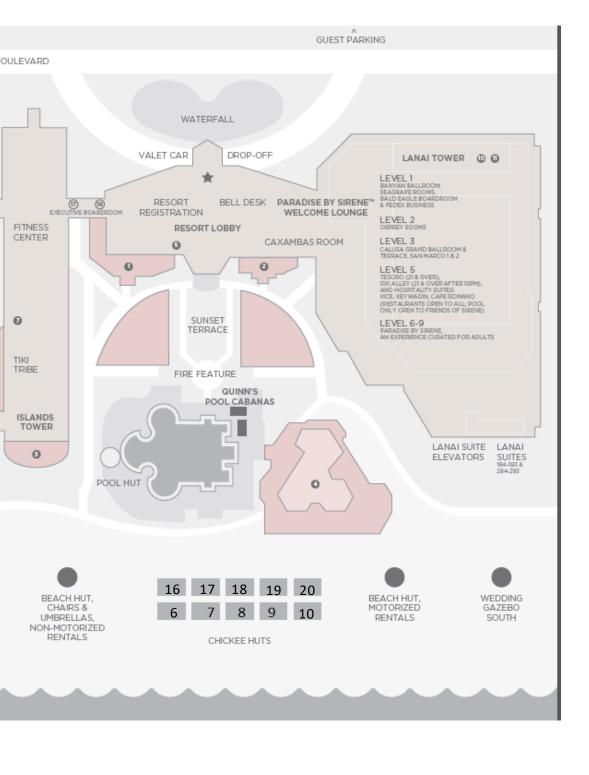
Confidentiality is essential to the dynamic of the Institute. For that reason, social media users are asked to follow these guidelines.

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

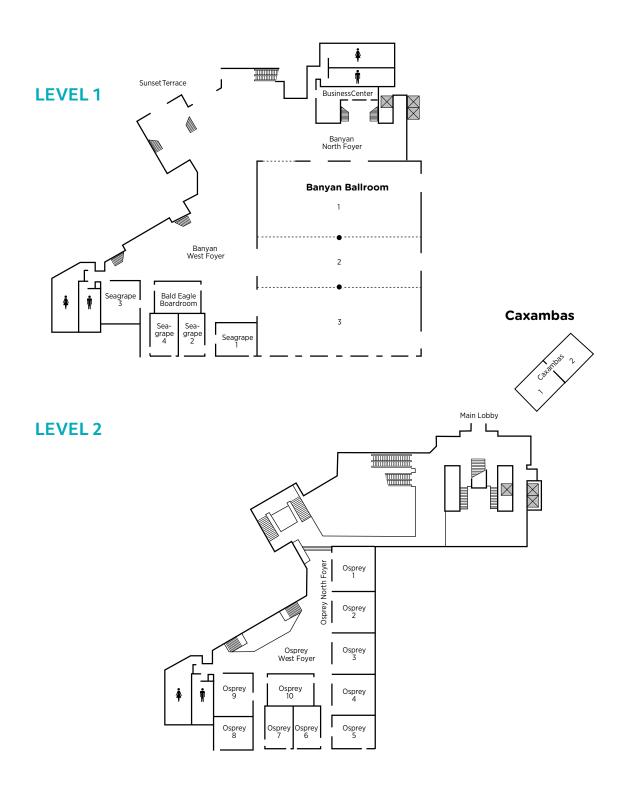


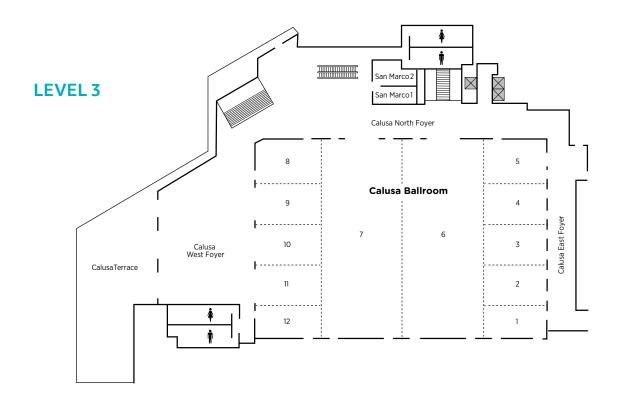
# **Resort Layout**



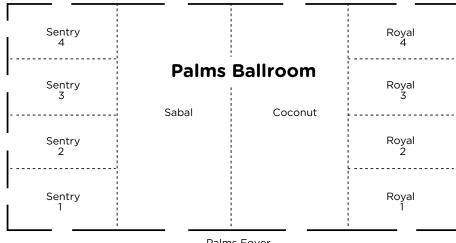


# **Hotel Floor Plans**





## **PALMS WING**



Palms Foyer

# **Notes**

# Save the Dates



## **2023 Presidents Institute**

January 4–7, 2023 Hilton San Francisco Union Square • San Francisco, California



## **2024 Presidents Institute**

January 4–7, 2024 The Diplomat Hotel • Hollywood, Florida

