



THE COUNCIL OF
INDEPENDENT COLLEGES

29th Annual Institute For
Chief Academic Officers
November 3-6, 2001
Palm Springs, California



Conference Program

Educating Today's Students: Strategies for Success

The National Conference for
Independent College and University Chief
Academic Officers and Chief Student Affairs Officers

Conference Sponsors and Task Forces

The Council of Independent Colleges thanks the following sponsors for their financial support of the 2001 Institute for Chief Academic Officers

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PROGRAMMING FOR THE 2001 INSTITUTE FOR CHIEF ACADEMIC OFFICERS WAS PLANNED WITH THE ASSISTANCE OF CIC'S CHIEF ACADEMIC OFFICERS TASK FORCE AND CHIEF STUDENT AFFAIRS OFFICERS TASK FORCE:

Chief Academic Officers Task Force

Judith C. Wimmer, Edgewood College (Chair 2001-2002); Carl H. Caldwell, Anderson University; Marie Joan Harris, CSJ, Avila College (Chair 2000-2001); Mary Ann Gawelek, Seton Hill College; Claudia T. Jones, Paine College; John Kampen, Bluffton College; Thomas R. McDaniel, Converse College; Eduardo S. Paderon, Georgian Court College; Joel R. Stegall, Shenandoah University; Jo Young Switzer, Manchester College

Chief Student Affairs Officers Task Force

Elizabeth M. Brent, Rockhurst University; Renee T. Moore, University of the Incarnate Word; John R. Saddlemire, formerly of Heidelberg College

CIC ALSO APPRECIATES THE ADVICE AND COUNSEL OF THE CAO SPOUSES TASK FORCE:

Steven R. Malmberg, Chair, University of Charleston; Gail Lillis, formerly of Cornerstone University; Jackie Bauer, Wisconsin Lutheran College; Noreen Hendley, Saint Joseph College; Dorothy Julian, Lindsey Wilson College; Susan Kneten, Nebraska Wesleyan University; Elsie Sheriff, Bethel College (KS); Charlotte M. Sours, Ferrum College

Educating Today's Students: Strategies for Success

Institute Goals

- to learn from research and from colleagues about strategies for fostering students' academic success
- to understand how student affairs and academic affairs professionals can collaborate
- to promote student learning
- to gain a better understanding of the role of the chief academic officer
- to gain a better understanding of the role of the chief student affairs officer
- to invigorate the role of the liberal arts on independent college and university campuses
- to create trial solutions for campus issues with colleagues in Working Groups
- to examine administrative practices to strengthen institutions
- to learn more about continuing issues of concern to independent colleges and universities
- to learn about and from CAOs' spouses
- to offer a time of renewal
- to provide networks for sharing information at the conference and throughout the academic year

Mark Your Calendars

**30th Annual Institute for Chief Academic Officers
November 2-5, 2002
Eldorado Hotel and the Hilton of Santa Fe
Santa Fe, New Mexico**

2001 CAO Institute Overview

CAOs and CSAOs attending the conference for the first time will have a blue dot on their badges. Please welcome them. Spouses participating in the Conference Colleague Program will have a red dot on their badges. As a courtesy to other attendees, please turn off your cell phones during sessions.

Thematic Sessions

Educating Today's Students: Strategies for Success, Saturday 4:30 p.m.

Helping Students to Make the Most of College: What Campus Leaders Can Do, Sunday 12:30-1:30 p.m.

Achieving Student Success, Sunday 1:45-2:45 p.m., 3:15-4:15 p.m.

Building Educational Communities, Sunday 3:15-4:15 p.m., 4:30-5:30 p.m.

Learning Communities, Sunday 3:15-4:15 p.m., 4:30-5:30 p.m.

Working Group: Building Collaborations Between Academic Affairs and Student Affairs for Student Success, Sunday 4:30-6:00 p.m., Monday 8:00-10:00 a.m.

Working Group: Retention, Sunday 4:30-6:00 p.m., Monday 8:00-10:00 a.m.

Diversity and the Independent College Campus, Monday 9:00-10:15 a.m., 10:45 a.m.-Noon

Student Alcohol Abuse, Monday 9:00-10:15 a.m., 10:45 a.m.-Noon

Athletics and Academics, Tuesday 8:30-9:30 a.m., 9:45-10:45 a.m.

Current Issues and Future Directions for Chief Academic Officers, Tuesday 8:30-9:30 a.m., 9:45-10:45 a.m.

Current Issues and Future Directions for Chief Student Affairs Officers, Tuesday 8:30-9:30 a.m., 9:45-10:45 a.m.

Retention Strategies for Student Success, Tuesday 8:30-9:30 a.m., 9:45-10:45 a.m.

The Faculty of the Future on a Student-Centered Campus, Tuesday 11:00 a.m.-Noon

Curricular Issues

Academic Program Costs: Analysis, Benchmarks, and Priorities, Sunday 1:45-2:45 p.m., 3:15-4:15 p.m.

Working Group: Redefining Faculty Workload Within Fiscal Constraints, Sunday 4:30-6:00 p.m., Monday 8:00-10:00 a.m.

Teacher Education Accreditation, Sunday 3:15-4:15 p.m., 4:30-5:30 p.m.

The Learning Partnerspace: e-Learning and the Learning Economy, Sunday 1:45-2:45 p.m., 3:15-4:15 p.m.

Improving Science Programs at Independent Colleges and Universities, Tuesday 8:30-9:30 a.m., 9:45-10:45 a.m.

Integrating Technology at the Institutional Level: Lessons Learned from the Pew Program for Course Redesign, Tuesday 8:30-9:30 a.m., 9:45-10:45 a.m.

Administrative Issues

Women CAOs/CSAOs Brunch, Sunday 10:30 a.m.-12:15 p.m.

Working Group: Collaborative Programs to Strengthen Institutions,
Sunday 4:30-6:00 p.m., Monday 8:00-10:00 a.m.

Working Group: The Rural College or University, Sunday 4:30-6:00 p.m.,
Monday 8:00-10:00 a.m.

Introduction to Legal Issues for CAOs and CSAOs, Sunday 3:15-4:15 p.m.

Breakfast Discussions, Monday 7:30-8:45 a.m., Tuesday 7:15-8:15 a.m.

CAOs Open Mike, Monday 10:45-Noon

Current Legal Issues in Higher Education, Monday 9:00-10:15 a.m., 10:45 a.m.-Noon

Governance and Personnel Policies in the Institutional Policy Manual,
Monday 10:45 a.m.-Noon

Clinic on the Internal Politics of Policy Manual Revision, Monday 1:30-3:30 p.m.

CSAOs Open Mike, Sunday 4:30-5:30 p.m.

Historically Black Colleges and Universities Luncheon Meeting, Monday Noon

Idea Exchange, available near the CIC registration desk

CAO Advice Network Directory

Ad Hoc Breakfast Discussions

For the "CAOs/CSAOs Talk" breakfasts on Monday and Tuesday, please suggest topics for ad hoc discussion groups by writing a topic on the message board. Participants are encouraged to check the message board for additional ad hoc breakfast discussion groups.

The Role of the Liberal Arts

Working Group: The Future of Independent Colleges and Universities,
Sunday 4:30-6:00 p.m., Monday 8:00-10:00 a.m.

Working Group: The Role of the Liberal Arts in Today's World,
Sunday 4:30-6:00 p.m., Monday 8:00-10:00 a.m.

Value-Added Assessment of Significant Student Learning in the Liberal Arts,
Monday 9:00-10:15 a.m., 10:45 a.m.-Noon

General Education Assessment, Monday 9:00-10:15 a.m., 10:45 a.m.-Noon

Improving Science Programs at Independent Colleges and Universities,
Tuesday 8:30-9:30 a.m., 9:45-10:45 a.m.

Personal Renewal/Professional Development

Consultation: Planning for Your Retirement (Individual Consultations with TIAA-CREF Counselors), Sunday-Tuesday

Consultation: Academic Administration, Sunday-Tuesday

Optional Tours, Monday 1:30-5:30 p.m., Tuesday 1:30-4:30 p.m.,
Wednesday, 9:00 a.m.-3:00 p.m.

New CAO Workshop, Saturday 8:00 a.m.-4:00 p.m.

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(2001 CAO Institute Overview, cont'd from page 5)

Mentor Program, Saturday 3:30 p.m.

Women CAOs/CSAOs Brunch, Sunday 10:30 a.m.-12:15 p.m.

Dine-Around Dinners, Sunday 6:30 p.m.

Is a College Presidency in Your Future?, Monday 10:45 a.m.-Noon

Historically Black Colleges and Universities Luncheon Meeting, Monday Noon

CAO Advice Network Directory

Spouses Program

Seminar for Spouses of New CAOs, Saturday 10:00 a.m.

Spouses Conference Colleagues Meeting, Saturday 4:00 p.m.

Male Spouses Dutch-Treat Brunch, Sunday 10:45 a.m.-12:15 p.m.

Personality Differences and Interpersonal Relationships Workshop,
Sunday 2:00-4:00 p.m.

CAO/CSAO Spouses Breakfast Discussion Groups, Monday 8:00-10:00 a.m.

Breakfast for CAO Spouses, Tuesday 7:45-8:45 a.m.

Develop New Skills, Tuesday 9:00-10:45 a.m.

Pre-Institute Meetings

Christian College Consortium CAOs and CSAOs

Thursday, November 1, 7:00 p.m. for dinner in Oasis South, Marquis

Friday, November 2, 8:30 a.m.-4:00 p.m. for breakfast and meeting in Oasis North, Marquis

Coordinator: Thomas H. Englund, President, Christian College Consortium

Catholic College CAOs and CSAOs

Saturday, November 3, 1:00-3:00 p.m. for discussion in Ocotillo, Marquis

Coordinators: Karen M. Ristau, Vice President and Dean of Faculty, Saint Mary's College (IN) and *Linda Timm*, Vice President for Student Affairs, Saint Mary's College (IN)

New CAO Workshop

Saturday, November 3

8:00-9:00 a.m.

*Sunset,
Marquis*

Welcome

Mary Ann F. Rehnke, Vice President for Annual Programs, CIC

Introductions

New CAO Workshop Coordinators:

Helen C. Ray, Vice President for Academic Affairs and Dean of the University, Brenau University

Andrew Rembert, Vice President for Academic Affairs and Dean of the College, Washington and Jefferson College

Mark L. Sargent, Provost, Gordon College

9:00-10:15 a.m.

Plenary Session: Developing Relationships: Strategies for Success

Marie Joan Harris, CSJ, Provost and Vice President for Academic Affairs, Avila College

Jeanette Hsieh, Senior Vice President for Academic Affairs and Dean of the College and Graduate School, Trinity International University

Helen C. Ray, Vice President for Academic Affairs and Dean of the University, Brenau University

Jay Simmons, Vice President for Academic Affairs and Dean, LaGrange College

10:15-10:30 a.m.

Break

10:30 a.m.-Noon

Case Studies

Moderator: **Andrew Rembert**, Vice President for Academic Affairs and Dean of the College, Washington and Jefferson College

Patricia S. Anderson, Provost, Azusa Pacific University

Jacqueline Asbury, Dean of the College, Lynchburg College

Pamela M. Balch, Vice President for Academic Affairs and Dean of the Faculty, Bethany College (WV)

Judith A. Fortune, Vice President for Academic Affairs, Simpson College (CA)

Mary Ann Gawelek, Vice President for Academic Affairs, Seton Hill College

(Cont'd on next page)

(New CAO Workshop, cont'd from page 7)

Ronald J. McAllister, Provost and Acting President,
Elizabethtown College

Noon-1:15 p.m.

*Oasis South,
Marquis*

New CAOs Luncheon

1:30-1:45 p.m.

Sunset, Marquis

Welcome

Richard Ekman, President, CIC

1:45-2:30 p.m.

Open Mike Session

Helen C. Ray, Vice President for Academic Affairs and
Dean of the University, Brenau University

Andrew Rembert, Vice President for Academic Affairs and
Dean of the College, Washington and Jefferson College

Mark L. Sargent, Provost, Gordon College

2:30-3:30 p.m.

Roundtable Discussions

Moderator: **Mark L. Sargent**, Provost, Gordon College

Budgets, Productivity and Cost Analysis

Robin Baker, Vice President for Academic Affairs,
George Fox University

Faculty Development and Scholarship

Kim S. Phipps, Provost, Messiah College

Preparing Faculty Leaders and Dealing with Conflict

Marian Y. Talley, Academic Dean, Rust College

Strategic Planning and Assessment

Margaret A. Malmberg, Provost, University of Charleston

Working with Grants and Foundations

Betty Overton-Adkins, Vice President for Academic Affairs,
Spring Arbor University

Working with the President and Trustees

William F. Pollard, Provost and Dean of the Faculty,
Georgetown College

3:30 p.m.

Sunset, Marquis

Mentors Meet New CAOs

Mentor Coordinators: **John Sheriff**, Academic Dean,
Bethel College (KS) and **Leila Hogan**, Academic Dean,
Regis College

4:00 p.m.

New CAO Workshop Adjourns

2001 Institute for Chief Academic Officers

Saturday, November 3

7:30 a.m.-5:00 p.m. CAO Institute Registration

*Grand Marquis Ballroom
Foyer, Marquis*

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

Grand Marquis Ballroom Display area for sharing materials with colleagues
Foyer, Marquis

10:00 a.m.

*Boardroom North,
Marquis*

Seminar for Spouses of New CAOs

Coordinators: Bette Rembert, CAO Spouse, Washington and Jefferson College and Susan B. Kneten, CAO Spouse, Nebraska Wesleyan University

1:00-3:00 p.m.

*Ocotillo,
Marquis*

Catholic College CAO Meeting

Coordinators: Karen M. Ristau, Vice President and Dean of Faculty, Saint Mary's College (IN) and Linda Timm, Vice President for Student Affairs, Saint Mary's College (IN)

3:00-3:30 p.m.

*Boardroom South,
Marquis*

CIC CAO Task Force Meeting

3:30-4:00 p.m.

*Boardroom North,
Marquis*

CIC CAO Spouses Task Force Meeting

4:00 p.m.

*Boardroom South,
Marquis*

Spouses Conference Colleagues Meet

Coordinator: Susan B. Kneten, CAO Spouse, Nebraska Wesleyan University

4:30 p.m.

*Grand Marquis
Ballroom, Center
and East, Marquis*

Keynote Address

Organizing For Student Success

Professor Kuh is the 2001 recipient of CIC's Academic Leadership Award. His keynote address will discuss what it takes to create a learner-centered campus—that is, a campus committed to helping today's students succeed academically and socially during college and after graduation.

George D. Kuh, Chancellors' Professor and Director, National Survey of Student Engagement, Center for Postsecondary Research and Planning, Indiana University

Chair: Carol L. Hinds, Provost, Mount Saint Mary's College & Seminary

5:30 p.m.

*Club Marquis &
Terrace, Marquis*

Welcoming Reception

(Admission by conference badge)

6:30 p.m.

*Grand Marquis
Ballroom, Center
and West, Marquis*

Welcoming Banquet

(Admission by conference badge)

Welcome: Judith C. Wimmer, Academic Dean, Edgewood College and Chair, CIC CAO Task Force and **Steven R. Malmberg**, CAO Spouse, University of Charleston, Chair, CIC CAO Spouses Task Force

Invocation: Eduardo S. Paderon, Vice President for Academic and Student Affairs, Georgian Court College

Welcome: Richard Ekman, President, CIC

Presentation of Awards

Richard Ekman, President, CIC

Judith C. Wimmer, Chair, CIC CAO Task Force

For Service to CIC CAO Spouses Task Force:

Noreen Hendley, Saint Joseph College

Gail Lillis, formerly of Cornerstone University

For Service to CIC CAO Task Force:

Judith C. Wimmer, Academic Dean, Edgewood College

Claudia T. Jones, Vice President for Academic Affairs, Paine College

2001 Chief Academic Officer Award

Patricia A. Matthews, I.H.M., Vice President for Academic Affairs, Marywood University

2001 Academic Leadership Award

George D. Kuh, Chancellors' Professor and Director, National Survey of Student Engagement, Center for Postsecondary Research and Planning, Indiana University

Sunday, November 4

8:00 a.m.-5:00 p.m. CAO Institute Registration

*Grand Marquis Ballroom
Foyer, Marquis*

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

Display area for sharing materials with colleagues

6:30 p.m.

Dine-Around Dinners

Please sign up at the CIC registration desk before the mid-afternoon break on Sunday.

9:00 a.m.-5:00 p.m. Consultations

*Palm Canyon A&B,
Hilton*

Planning For Your Retirement: Personal Consultations with TIAA-CREF Representatives

Sign up at the CIC registration desk for half-hour sessions. Representatives will be available November 4 from 9:00 a.m. to 5:00 p.m., November 5 from 8:00 a.m. to 5:00 p.m., and November 6 from 8:00 a.m. to Noon.

Consultations

*Whitewater
Boardroom, Hilton*

Academic Administration

Discuss topics such as academic, administrative, and organizational structure; faculty evaluation and professional development; new faculty recruitment; and general topics of academic administration with a former academic vice president. Sign up at the CIC registration desk for session times and locations on Sunday, Monday, and Tuesday.

W.H. (Hutch) Bearce, CIC Senior Advisor

10:00-11:00 a.m.

Mesquite, Marquis

Follow-up Session with Keynote Speaker

George Kuh

George D. Kuh, Chancellors' Professor and Director, National Survey of Student Engagement, Center for Postsecondary Research and Planning, Indiana University

Chair: Timothy E. Fulop, Vice President for Academic Affairs and Dean of the Faculty, King College

10:00-11:15 a.m.
Ocotillo, Marquis

Topics of concern to CAOs have emerged from the CAO listserv and from CIC surveys. Colleagues who have experience with these issues will share their insights and lead discussions with participants. Join the discussion group in the area of your interest.

Moderator: **Robin Baker**, Vice President for Academic Affairs, George Fox University

Dealing With the Aftermath of September 11

What issues are emerging after the tragic events of September 11th? What approaches are proving helpful?

Joseph Deighton, Vice President for Student Affairs, Avila College

Good Teaching

Share ideas about encouraging the art of good teaching. What are effective professional development activities for faculty members?

John F. Piper, Academic Dean, Lycoming College

Keys to a Successful Retention Program: A Student Life Perspective

The conversation will explore residential life programs, building connections to faculty, co-curricular programming, early-alert systems, organizational structure and leadership for retention initiatives, orientation, role of student government, career services, and counseling services.

Teresa Farnum, Vice President for Retention Services, USA Group/Noel-Levitz, Inc.

Program Cuts: Criteria Designed to Promote Growth As Well As Survival

What criteria promote growth as well as survival when making program cuts?

William C. Deeds, Vice President for Academic Affairs and Dean of the College, Morningside College

Raising the Bar

Can we enhance the value of academic honors and offset grade inflation by changing GPA requirements?

Dean de la Motte, Academic Dean, Belmont Abbey College

10:30 a.m-12:15 p.m. Women CAO and CSAO Discussion

Grand Marquis

Ballroom West, Marquis

Groups and Brunch

Coordinators: **Virginia McKinley**, Vice President for Academic Affairs and Dean of the College, Warren Wilson College and **Renee T. Moore**, Dean of Campus Life, University of the Incarnate Word

Welcome: **Richard Ekman**, President, CIC

Invocation: **Patricia S. Anderson**, Provost, Azusa Pacific University

Discussion Groups

*Changing Responsibilities of the Chief Academic Officer:
How to Identify and Focus on Essentials*

Charlotte M. Ravaoli, Vice President of Academic and Student Affairs, Keystone College

Collaborative Leadership Styles: Do They Really Work?

Pamela M. Balch, Vice President for Academic Affairs and Dean of the Faculty, Bethany College (WV)

Creating an Advising and Mentoring Culture Within the Undergraduate Academic Programs

Margaret A. Malmberg, Provost, University of Charleston

Dealing With Conflict

Marian Y. Talley, Academic Dean, Rust College

Getting The Most From a Small Faculty

Jonnie G. Guerra, Vice President for Academic Affairs, Cabrini College

Identifying and Developing Faculty Leadership Potential

Judith Muyskens, Academic Vice President and Dean of Faculty, Colby-Sawyer College

Merging Academic and Student Affairs: A Real Marriage or Cohabitation?

Denise J. Doyle, Vice President for Academic and Student Affairs, University of the Incarnate Word

Orientation of New Faculty in a Time of Change and Growth

Sandra Van Hoose, Academic Vice President and Dean of the College, Saint Mary College

Responding to the Events and Aftermath of September 11, 2001

Mary Geller, Vice President for Student Development, College of Saint Benedict

Service as a Part of Orientation and as a Graduation Requirement

Louise Solomon, Dean of Student Life and Service, Warren Wilson College

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Study Abroad Programs

Jo Young Switzer, Vice President and Dean for Academic Affairs, Manchester College

What Women Need to Know About Searching for a Presidency

Marylouise Fennell, RSM, CIC Senior Counsel

Working with Millennials and Their Parents

Jeanne A. Ortiz, Vice President for Student Development, College of Notre Dame of Maryland

10:45 a.m.-12:15 p.m.

Male Spouses Brunch

Meet in Marquis lobby for Dutch-treat brunch. Convenor: **Steven R. Malmberg**, CAO Spouse, University of Charleston

12:30-1:30 p.m.

Grand Marquis Ballroom, Center and East, Marquis

Helping Students to Make the Most of College: What Campus Leaders Can Do

In his presentation, Richard Light will first present highlights of findings from his ten years of work to strengthen undergraduate education. His research has involved in-depth interviews with more than 1,600 undergraduates on a variety of campuses. He will then discuss what his research shows about strengthening teaching, learning, advising, and the campus experience as well as some of the ways campus leaders can enhance students' positive learning from racial and ethnic diversity.

Richard J. Light, Professor, Graduate School of Education and Kennedy School of Government, Harvard University

Chair: **Mary Williams**, Provost and Academic Vice President, Mount St. Mary's College

1:30-1:45 p.m.

Break

1:45-2:45 p.m.

Grand Marquis Ballroom West, Marquis

Concurrent Sessions

Academic Program Costs: Analysis, Benchmarks, and Priorities

There are no tasks more difficult or important on campus than clarifying institutional purpose and setting academic priorities. Determining program costs is vexing: How do our program costs compare with like institutions? What part should cost

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play in setting academic priorities? This session will be led by Robert C. Dickeson, author of *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*, and will offer a road map on setting and shaping academic priorities. Participants and presenters will work with real campus experiences.

Robert C. Dickeson, Senior Vice President, Higher Education Policy, Research & Evaluation, Lumina Foundation for Education, Inc. and **Clark Hendley**, Vice President for Academic Affairs and Dean, Saint Joseph College

Chair: Nancy Blackford, Vice President for Academic Affairs, Walsh University

(Dr. Dickeson's presentation is made possible with support provided by the Lumina Foundation for Education.)

Sunset, Marquis

Achieving Student Success

To what extent are student and academic affairs collaborations currently taking place? What are the most successful types of collaboration, reasons for collaboration, and strategies for creating collaborations? What factors or characteristics impact the success of these collaborations? This session reviews the results of Dr. Kezar's national research project, presenting a picture of the type of collaborations that currently exist and institutional experiences with these partnerships.

Adrianna J. Kezar, Assistant Professor of Higher Education, University of Maryland and former Director, ERIC Clearinghouse on Higher Education

Chair: Kenneth Boersma, Vice President for Student Services, Dordt College

Oasis, Marquis

Questions and Answers with Richard Light

Pursue issues raised in Dr. Light's presentation and raise questions about how his work might apply on your campus in this informal session.

Richard J. Light, Professor, Graduate School of Education and Kennedy School of Government, Harvard University

Chair: Susan B. Dunton, Vice President for Academic Affairs, Averett University

Ocotillo, Marquis

The Learning Partnerspace: e-Learning and the Learning Economy

The Internet can reduce the friction in communicating and sharing resources with others, in creating partnerships, and in competing with others. Partnerships can provide agility and leverage for achieving strategic goals in the increasingly

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competitive learning economy. Every CIC institution's investment in e-learning – the use of the Internet in learning – should be planned and implemented around the competitive imperatives of academic quality, stakeholder convenience, disaggregation, and partnerships.

William Graves, Founder and Chairman of the Board, Eduprise

Chair: **Charles Fahl**, Academic Dean, Alaska Pacific University

2:00-4:00 p.m.

Club Marquis,
Marquis

Spouses Program

(Spouses are also invited to attend all CAO sessions.)

Moderator: **Michele Haefele**, CAO Spouse,
Rockhurst University

Conference Welcome

Richard Ekman, President, CIC

Introduction of Conference Colleagues

Coordinator: **Susan B. Kneten**, CAO Spouse,
Nebraska Wesleyan University

Personality Differences and Interpersonal Relationships Workshop

How do personality differences affect interpersonal relationships? By exploring this issue with colleagues, discover effective ways to understand and interact with faculty members and your spouse.

Jackie Bauer, CAO Spouse, Wisconsin Lutheran College

2:45-3:15 p.m.

Break *(Sponsored by West Group)*

3:15-4:15 p.m.

Grand Marquis
Ballroom West,
Marquis

Academic Program Costs: Analysis, Benchmarks, and Priorities

There are no tasks more difficult or important on campus than clarifying institutional purpose and setting academic priorities. Determining program costs is vexing: How do our program costs compare with like institutions? What part should cost play in setting academic priorities? This session will be led by

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Robert C. Dickeson, author of *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*, and will offer a road map on setting and shaping academic priorities. Participants and presenters will work with real campus experiences.

Robert C. Dickeson, Senior Vice President, Higher Education Policy, Research & Evaluation, Lumina Foundation for Education, Inc. and **Clark Hendley**, Vice President for Academic Affairs and Dean, Saint Joseph College

Chair: Ann D. Taylor-Green, Vice President for Academic Affairs and Dean of Faculty, Bethune-Cookman College

(Dr. Dickeson's presentation is made possible with support provided by the Lumina Foundation for Education.)

Sunset, Marquis

Achieving Student Success

To what extent are student and academic affairs collaborations currently taking place? What are the most successful types of collaboration, reasons for collaboration, and strategies for creating collaborations? What factors or characteristics impact the success of these collaborations? This session reviews the results of Dr. Kezar's national research project, presenting a picture of the type of collaborations that currently exist and institutional experiences with these partnerships.

Adrianna J. Kezar, Assistant Professor of Higher Education, University of Maryland and former Director, ERIC Clearinghouse on Higher Education

Chair: Beryl H. Brubaker, Academic Provost and Graduate Dean, Eastern Mennonite University

Palo Verde, Marquis

Beyond the Pilot Stage of TEAC's Development

The Teacher Education Accreditation Council (TEAC) has now been formally recognized by the Council for Higher Education Accreditation (CHEA) and has completed three accreditation reviews and audited a fourth program. Come hear what TEAC has learned and what future plans are for CIC institutions.

Frank B. Murray, President, Teacher Education Accreditation Council (TEAC)

Chair: Ann D. Jablon, Vice President for Academic Affairs and Dean of the Faculty, Marymount Manhattan College

*Plaza Ballroom A,
Hilton*

Building Educational Communities

Growing out of Ernest Boyer's *Campus Life: In Search of Community*, the Boyer Center based at Messiah College has created a "collaboratory" for building educational

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communities. Learn about specific programs that span the campus to create a seamless curriculum for students, staff, and faculty.

Kim Phipps, Provost, Messiah College and **William McDonald**, Vice President for Student Affairs, Carson-Newman College

Chair: **Rapheal Lewis**, Vice President for Academic Affairs, Philander Smith College

*Horizon Ballroom II,
Hilton*

Introduction to Legal Issues for CAOs and CSAOs
(only offered once)

This session will introduce college administrators to key issues and concepts in higher education law, including the student-university relationship, academic freedom, tort liability, and due process. Discussion will include risk-management strategies and recommended ways of working with legal counsel.

Gary Pavela, Director of Judicial Programs, University of Maryland-College Park

Chair: **Ilona H. Anderson**, Vice President for Academic Affairs and Dean of Faculty, Bloomfield College

*Plaza Ballroom C,
Hilton*

Learning Communities

Explore two perspectives on learning communities. From the Johnson C. Smith University model, learn about freshman-year learning communities as well as those designed for the major. The partnership of the College of Saint Benedict and Saint John's University with support from the Bush Foundation has developed a program to integrate students' in-class and out-of-class learning through learning communities.

Rita Knuesel, Academic Dean of the College, College of Saint Benedict; **Cheryl A. Knox**, Academic Dean of the College, Saint John's University; and **Marilyn Sutton-Haywood**, Interim Vice President for Academic Affairs, Johnson C. Smith University

Chair: **Donal O'Shea**, Dean of Faculty, Mount Holyoke College

Ocotillo, Marquis

The Learning Partnerspace: e-Learning and the Learning Economy

The Internet can reduce the friction in communicating and sharing resources with others, in creating partnerships, and in competing with others. Partnerships can provide agility and leverage for achieving strategic goals in the increasingly competitive learning economy. Every CIC institution's investment in e-learning – the use of the Internet in learning – should be planned and implemented around the competitive imperatives

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of academic quality, stakeholder convenience, disaggregation, and partnerships.

William Graves, Founder and Chairman of the Board, Eduprise

Chair: **Michele Dvorak**, Vice President of Academic and Student Affairs, Calumet College of Saint Joseph

4:15-4:30 p.m.

Break

4:30-5:30 p.m.

Repeated Concurrent Sessions

*Horizon Ballroom I,
Hilton*

CSAO Open Mike (*only offered once*)

Chief student affairs officers have the opportunity to ask advice from colleagues on specific issues and to seek information regarding trends and practices on private college campuses.

Elizabeth M. Brent, Vice President for Student Development, Rockhurst University

Chair: **Timothy Phillips**, Vice President for Student Affairs, Central College

Palo Verde, Marquis

Beyond the Pilot Stage of TEAC's Development

The Teacher Education Accreditation Council (TEAC) has now been formally recognized by the Council for Higher Education Accreditation (CHEA) and has completed three accreditation reviews and audited a fourth program. Come hear what TEAC has learned and what future plans are for CIC institutions.

Frank B. Murray, President, Teacher Education Accreditation Council (TEAC)

Chair: **Grant D. Venerable**, Dean of Faculty, Morris Brown College

*Plaza Ballroom A,
Hilton*

Building Educational Communities

Growing out of Ernest Boyer's *Campus Life: In Search of Community*, the Boyer Center based at Messiah College has created a "collaboratory" for building educational communities. Learn about specific programs that span the campus to create a seamless curriculum for students, staff, and faculty.

Kim Phipps, Provost, Messiah College and **William McDonald**, Vice President for Student Affairs, Carson-Newman College

Chair: **Michael J. Bell**, Vice President for Academic Affairs and Dean of the Faculty, Elmhurst College

Plaza Ballroom C,
Hilton

Learning Communities

Explore two perspectives on learning communities. From the Johnson C. Smith University model, learn about freshman-year learning communities as well as those designed for the major. The partnership of the College of Saint Benedict and Saint John's University with support from the Bush Foundation has developed a program to integrate students' in-class and out-of-class learning through learning communities.

Rita Knuesel, Academic Dean of the College, College of Saint Benedict; **Cheryl A. Knox**, Academic Dean of the College, Saint John's University; and **Marilyn Sutton-Haywood**, Interim Vice President for Academic Affairs, Johnson C. Smith University

Chair: **David B. Chattin**, Provost, Saint Joseph's College

4:30-6:00 p.m.

Working Groups

(Pre-registration required)

Plaza B, Hilton

Building Collaborations Between Academic Affairs and Student Affairs for Student Success

Leaders: **Donna Jurick**, Vice President and Academic Dean, St. Edward's University and **Sandra Pacheco**, Vice President for Student Affairs, St. Edward's University

Resource Person: **Adrianna Kezar**, Assistant Professor of Higher Education, University of Maryland

Boardroom, Hilton

Collaborative Programs to Strengthen Institutions

Leader: **Michelle D. Gilliard**, Executive Director, Consortium for the Advancement of Private Higher Education (CAPHE)

Boardroom North,
Marquis

The Future of Independent Colleges and Universities

Leader: **John L. Kampen**, Vice President and Dean of Academic Affairs, Bluffton College

Resource Person: **Richard Ekman**, President, CIC

Oasis II, Marquis

Redefining Faculty Workload Within Fiscal Constraints

Leader: **Carl H. Caldwell**, Vice President for Academic Affairs, Anderson University

Tapestry, Hilton

Retention

Leader: **Stephanie Quinn**, Provost and Vice President for Academic Affairs, Millikin University

Resource Person: **Richard J. Light**, Professor, Graduate School of Education and Kennedy School of Government, Harvard University, author of *Making the Most of College: Students Speak their Minds*

Joshua, Marquis

The Role of the Liberal Arts in Today's World

Leader: **George F. Arnold**, Vice President for Academic Affairs, Monmouth College (IL)

Yucca, Marquis

The Rural College or University

Leader: **Eric Riedel**, Vice President and Dean of Students, Colby-Sawyer College

6:30 p.m.

*Main Lobby,
Marquis*

Dine-Around Dinners

Please meet in the Marquis lobby and gather around the person with a sign for the restaurant that you selected.

Monday, November 5

7:30 a.m.-5:00 p.m. CAO Institute Registration

*Grand Marquis
Ballroom Foyer,
Marquis*

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

Display area for sharing materials with colleagues.

7:30-8:45 a.m.

*Grand Marquis
Ballroom, Marquis*

“CAOs and CSAOs Talk” Continental Breakfast

Each breakfast table group will focus on issues suggested by your colleagues. Join the discussion in the area of your interest. There are also tables without an assigned topic for friends to meet and for informal conversation.

Administrative Restructuring

Explore strategies for retooling to increase effectiveness and efficiency.

Stephen F. Miletic, Dean of the Faculty, Franciscan University of Steubenville

Conflict in Higher Education

Explore some of the ways we get into conflict as well as how to avoid clashes while still executing our responsibilities.

Ronald J. McAllister, Provost and Acting President, Elizabethtown College

Developing An Academic Honor System: A Student Life Perspective

Learn about the key components of creating an academic honor system.

Bruce F. Johnston, Vice President for Student Life,
Lyon College

Distance Learning Consortia

Hear a report from the Association of Colleges of Sisters of St. Joseph and Concordia University Systems on their experience with distance learning consortia.

Judith W. Meyer, Vice President and Dean for Academic and Student Affairs, Fontbonne College

First-Year Experience Programs (FYE)

The First-Year Experience Program is critical in laying a foundation that helps students succeed in college. What can recent research and campus experiences contribute to maximizing the beneficial impact of FYE programs?

Karen A. Longman, Vice President for Academic Affairs and Dean of the Faculty, Greenville College

Good Teaching

Share ideas about encouraging the art of good teaching. What are effective professional development activities for faculty members?

John F. Piper, Academic Dean, Lycoming College

Gaining Legal Status for International Faculty

What do campus administrators need to know about the role of lawyers, the INS, and the campus budget in adding international faculty members to the institution?

Jack F. Havertape, Academic Vice President, Viterbo University

New Faculty Orientation

Help incoming professors grow as teachers and learners, bond and function in a new community of scholars, and raise critical issues in a safe and supportive environment.

Steven C. Gustafson, Provost, McPherson College

Strategies for Real Reform

Discuss how to plan new science facilities, renovate labs, and redesign support services.

John T. Masterson, Executive Vice President and Provost,
Texas Lutheran University

The Electronic Catalog

Join in a discussion of this important resource and what, if any, hard copy documents are also needed.

Dale H. Simmons, Provost and Vice President for Academic Affairs, Judson College

Transformation of the Liberal Arts College Library: A Planning Discussion

Many colleges are preparing long-range plans which may include library buildings, computing services, academic support, and other crucial elements to a college's viability. Come and discuss the results of a sample survey of Chief Academic Officers and provide your input as to the crucial issues facing college libraries today. This session is part of a project for which CIC has received support from the William and Flora Hewlett Foundation.

Scott Bennett, University Librarian Emeritus, Yale University, and CIC Senior Advisor and **Rita Gulstad**, Dean of Extended Studies and Learning Resources, Central Methodist College and CIC Senior Advisor

8:00-10:00 a.m.

Working Groups

(Pre-registration required)

Plaza B, Hilton

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Leaders: **Donna Jurick**, Vice President and Academic Dean, St. Edward's University and **Sandra Pacheco**, Vice President for Student Affairs, St. Edward's University

Resource Person: **Adrianna Kezar**, Assistant Professor of Higher Education, University of Maryland

Boardroom, Hilton

Collaborative Programs to Strengthen Institutions

Leader: **Michelle D. Gilliard**, Executive Director, Consortium for the Advancement of Private Higher Education (CAPHE)

*Boardroom North,
Marquis*

The Future of Independent Colleges and Universities

Leader: **John L. Kampen**, Vice President and Dean of Academic Affairs, Bluffton College

Resource Person: **Richard Ekman**, President, CIC

Oasis II, Marquis

Redefining Faculty Workload Within Fiscal Constraints

Leader: **Carl H. Caldwell**, Vice President for Academic Affairs, Anderson University

Tapestry, Hilton

Retention

Leader: Stephanie Quinn, Provost and Vice President for Academic Affairs, Millikin University

Resource Person: Richard J. Light, Professor, Graduate School of Education and Kennedy School of Government, Harvard University, author of *Making the Most of College: Students Speak their Minds*

Joshua, Marquis

The Role of the Liberal Arts in Today's World

Leader: George F. Arnold, Vice President for Academic Affairs, Monmouth College (IL)

Yucca, Marquis

The Rural College or University

Leader: Eric Riedel, Vice President and Dean of Students, Colby-Sawyer College

8:00-10:00 a.m.

Club Marquis, Marquis

CAO/CSAO Spouses Breakfast and Discussion Groups

Moderator: Keith J. Haywood, CAO Spouse, Johnson C. Smith University

Balancing Personal and Professional Roles as a CAO/CSAO Spouse

Dave Switzer, CAO Spouse, Manchester College

Book Discussion: Learn About Recommended Books and Share Your Favorite Works

Mary L. Suggs, CAO Spouse, Malone College and author of *All I Need*

Dealing with Discouragement

Carolyn R. Caldwell, CAO Spouse, Anderson University

9:00-10:15 a.m.

Concurrent Sessions

Horizon Ballroom II, Hilton

Current Legal Issues in Higher Education

This session will explore three rapidly evolving areas of higher education law: affirmative action, the "duty of care" owed to college students on and off campus, and administrative responses to students with disabilities.

Gary Pavela, Director of Judicial Programs, University of Maryland-College Park

Chair: Thomas W. Carver, Vice President for Student Affairs, Berry College

Sunset, Marquis

Diversity and the Independent College Campus

What do CAOs and CSAOs need to understand to foster a campus culture of diversity? Learn from experienced colleagues whose campuses have made advancements in this area.

Beverly Daniel Tatum, Dean of the College and Vice President for Student Affairs, Mount Holyoke College and
Sneh B. Veena, Vice President for Academic Affairs, Heritage College

Chair: **Stuart Dorsey**, Academic Dean, Baker University

Mesquite, Marquis

General Education Assessment

General education assessment is usually a greater challenge than assessing the major. The Dordt College assessment program has served as a good model for other institutions. The program includes a social challenge essay, written in the freshman year and again in the senior year. Reviewers of these essays look for indicators of growth and development over the years, such as in critical thinking. Both Northland College and Dordt College strive to assess the ineffable.

Leslie Alldritt, Vice President and Academic Dean, Northland College; **Jasper Lesage**, Dean of Social Sciences and Chair of the Student Assessment Committee, Dordt College; and **Rockne M. McCarthy**, Vice President for Academic Affairs, Dordt College

Chair: **Claudia T. Jones**, Vice President for Academic Affairs, Paine College

Palo Verde, Marquis

History of Palm Springs

Learn about the Native American culture of Palm Springs as well as the desert ecology from a local expert noted for his publications on desert life and history.

James W. Cornett, desert history expert and author

Chair: **Susan McDaniel**, Provost and Academic Vice President, Rocky Mountain College

Oasis, Marquis

Student Alcohol Abuse

What strategies do colleges and universities use to limit alcohol abuse by students and to prevent alcohol use from impairing academic work? Learn about initiatives to curb student drinking—including campus-and-community teams, motivational interviews with incoming students, and marketing campaigns based on social norms.

Tom Colthurst, Associate Director, U.S. Department of Education's Higher Education Center for Alcohol and Other Drug Prevention

Chair: **Johnnye Jones**, Chief Academic Officer, Jarvis Christian College

Plaza Ballroom A,
Hilton

Value-Added Assessment of Significant Student Learning in the Liberal Arts

Supported by the Hewlett, Carnegie, Ford, AT&T, ExxonMobil, and Johnson Endeavor foundations, this longitudinal study is attempting to find out what students actually learn from a college's curriculum and pedagogical approaches, after controlling for incoming students' attributes. The initiative is in its first eighteen-month feasibility phase and is looking for both critique and volunteer sites to help develop performance measures and for pilot testing.

Richard H. Hersh, President Emeritus, Hobart and William Smith Colleges and Senior Fellow, RAND/Council for Aid to Education

Chair: John D. Yordy, Provost, Goshen College

10:15-10:45 a.m. Break

10:45 a.m.-Noon Repeated Concurrent Sessions

Horizon Ballroom I,
Hilton

CAOs Open Mike

(only offered once)

Chief Academic Officers have an opportunity to ask advice from colleagues on specific issues and to seek information regarding trends and practices on private college campuses.

Joel R. Stegall, Vice President for Academic Programs, Shenandoah University

Chair: Johanna Glazewski, Vice President for Academic Affairs, College of Saint Elizabeth

Ocotillo, Marquis

Governance and Personnel Policies in the Institutional Policy Manual *(only offered once)*

Presenters will provide a model outline for independent colleges and universities. They will discuss actual uses of the model with respect to strategies and acceptance issues.

Thomas A. Emmet, President, Higher Education Executive Associates and **David G. Rice**, Vice President for Academic Affairs, Holy Family College

Chair: Anne Lippert, Vice President for Academic Affairs, Ohio Northern University

Club Marquis,
Marquis

Is A College Presidency In Your Future? *(only offered once)*

This session provides career guidance for CAOs considering the move to a college presidency. What issues should you consider? What are the pros and cons in making this move? Spouses are welcome.

(Cont'd on next page)

(Cont'd from page 26)

Marylouise Fennell, RSM, CIC Senior Counsel

Chair: **Robert C. Suggs**, Provost, Malone College

*Horizon Ballroom II,
Hilton*

Current Legal Issues in Higher Education

This session will explore three rapidly evolving areas of higher education law: affirmative action, the “duty of care” owed to college students on and off campus, and administrative responses to students with disabilities.

Gary Pavela, Director of Judicial Programs, University of Maryland-College Park

Chair: **David B. Whaley**, Vice President for Student Affairs, Benedict College

Sunset, Marquis

Diversity and the Independent College Campus

What do CAOs and CSAOs need to understand to foster a campus culture of diversity? Learn from experienced colleagues whose campuses have made advancements in this area.

Beverly Daniel Tatum, Dean of the College and Vice President for Student Affairs, Mount Holyoke College and **Sneh B. Veena**, Vice President for Academic Affairs, Heritage College

Chair: **Thomas E. Dasher**, Provost, Berry College

Mesquite, Marquis

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General education assessment is usually a greater challenge than assessing the major. The Dordt College assessment program has served as a good model for other institutions. The program includes a social challenge essay, written in the freshman year and again in the senior year. Reviewers of these essays look for indicators of growth and development over the years, such as in critical thinking. Both Northland College and Dordt College strive to assess the ineffable.

Leslie Alldritt, Vice President and Academic Dean, Northland College; **Jasper Lesage**, Dean of Social Sciences and Chair of the Student Assessment Committee, Dordt College; and **Rockne M. McCarthy**, Vice President for Academic Affairs, Dordt College

Chair: **Elizabeth Rudenga**, Provost, Trinity Christian College

Palo Verde, Marquis

History of Palm Springs

Learn about the Native American culture of Palm Springs as well as the desert ecology from a local expert noted for his publications on desert life and history.

(Cont'd on next page)

(Cont'd from page 27)

James W. Cornett, desert history expert and author

Chair: **Sandra Chambers Vaughn**, Vice President for Academic and Student Affairs, Huston-Tillotson College

Oasis, Marquis

Student Alcohol Abuse

What strategies do colleges and universities use to limit alcohol abuse by students and to prevent alcohol use from impairing academic work? Learn about initiatives to curb student drinking—including campus-and-community teams, motivational interviews with incoming students, and marketing campaigns based on social norms.

Tom Colthurst, Associate Director, U.S. Department of Education's Higher Education Center for Alcohol and Other Drug Prevention

Chair: **Richanne C. Mankey**, Vice President for Student Affairs and Dean of Students, Ohio Northern University

*Plaza Ballroom A,
Hilton*

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Richard H. Hersh, President Emeritus, Hobart and William Smith Colleges and Senior Fellow, RAND/Council for Aid to Education

Chair: **John M. Peek**, Vice President for Academic Services and Dean of the Faculty, Lyon College

Noon-1:30 p.m.

Lunch (on your own)

Noon-1:30 p.m.

Joshua, Marquis

Historically Black Colleges and Universities Lunch Meeting

This is a working lunch for CAOs and CSAOs from Historically Black Colleges and Universities.

Coordinator: **Belinda C. Anderson**, Vice President for Academic Affairs, Virginia Union University

12:15 p.m.

*Meet in lobby
of Marquis*

Consortium for the Advancement of Adult Higher Education (CAAHE) Luncheon Meeting

Marna E. Boyle, Vice President for Academic Affairs,
Cardinal Stritch University

12:15 p.m.

*Meet at CIC
registration desk*

Luncheon for Missouri CAOs

Terry B. Smith, Vice President and Dean for Academic Affairs,
Columbia College (MO)

1:30-5:30 p.m.

*Meet at Marquis
entrance on
Calle Encilia*

Optional Tours

The Living Desert Adventure

Pre-registration required.

1:30-5:30 p.m.

*Meet at Marquis
entrance on
Calle Encilia*

San Andreas Fault Tour

Pre-registration required.

1:30-3:30 p.m.

Ocotillo, Marquis

Clinic on the Internal Politics of Policy Manual Revision

Both student affairs and academic affairs leaders are invited to raise questions about policy manual revision in this informal session led by the advisor to hundreds of colleges and universities on campus handbooks. Examples from his experience in campus consultations will be shared with the group, and participants also will be asked to contribute their wisdom.

Thomas A. Emmet, President, Higher Education
Executive Associates

Chair: W.H. (Hutch) Bearce, CIC Senior Advisor

6:45 p.m.

*Meet in lobby
of Marquis*

Council for Christian Colleges and Universities CAOs and CSAOs Dinner and Discussion

Coordinator: Ronald Mahurin, Vice President for Professional
Development and Research, Council for Christian Colleges and
Universities

6:45 p.m.

Oasis North, Marquis

United Methodist Church CAOs and CSAOs Dinner and Discussion

Coordinator: James A. Noseworthy, Assistant General
Secretary, General Board of Higher Education and Ministry of
the United Methodist Church

7:00-8:30 a.m.

*Boardroom North,
Marquis*

CIC CAO Spouses Task Force Breakfast

7:15-8:15 a.m.

*Grand Marquis
Ballroom, Central
and West, Marquis*

“CAOs and CSAOs Talk” Continental Breakfast

Each breakfast table group will focus on issues suggested by your colleagues. Join the discussion in the area of your interest. There are also tables without an assigned topic for friends to meet and enjoy each other’s company.

Assessment

Evaluate the contribution of living-learning communities to student learning.

Margaret A. Malmberg, Provost, University of Charleston;
Susan Spangler, Assistant Dean of Student Life, University of Charleston; and **Douglas Walters**, Dean of Student Life, University of Charleston

CIC’s Strategic Planning Activities

Share your ideas about the needs of independent colleges and universities as part of the CIC strategic planning process.

Richard Ekman, President, CIC and **Michelle D. Gilliard**, Executive Director, CAPHE

Computer Competency Testing: Testing Out, Studying In

The group will discuss assessment instruments used and requirements for technology competencies.

Mary Ann Gawelek, Vice President for Academic Affairs, Seton Hill College

Engaging Communities and Campuses

CAOs and CSAOs from institutions participating in the *Engaging Communities and Campuses* grant program as well as those interested in sustaining and enhancing relationships with community organizations are invited to this discussion.

Jacqueline D. Skinner, Associate Director, Consortium for the Advancement of Private Higher Education (CAPHE)

Foreign Language Requirements

Modern foreign language study is no longer a consistent part of the core curriculum. Discuss strategies for including the study of languages – including arguments for global and intercultural perspectives.

Michael J. McGovern, Vice President of Academic Affairs,
College Misericordia

Growing Your Own Faculty

Will faculty stay if we support strengthening their credentials?

Carol L. Hinds, Provost, Mount Saint Mary's College &
Seminary

The New York Times College Program

Learn about services offered by *The New York Times* and discuss innovative ways to partner with *The Times*.

Felice Nudelman, Marketing Manager for College Relations,
The New York Times Company

Program Cuts: Criteria Designed to Promote Growth As Well As Survival

What criteria promote growth as well as survival when making program cuts?

William C. Deeds, Vice President for Academic Affairs and
Dean of the College, Morningside College

Science Facilities

Discuss how to plan new science facilities, renovate labs, and redesign support services.

Michael Looney, Vice President for Academic Affairs,
Schreiner University

Society for Values in Higher Education

The Society for Values in Higher Education, founded in 1924, is a fellowship of teachers and others who care deeply about ethical issues facing higher education. At this informal breakfast discussion, the SVHE President will describe some of its current projects (New Teachers Workshop, Democracy Project) and future plans.

David Hoekema, President, Society for Values in
Higher Education

7:45-8:45 a.m.

*Club Marquis,
Marquis*

Breakfast for CAO/CSAO Spouses

Use this informal gathering to share ideas and raise questions with colleagues.

8:30-9:30 a.m.

Concurrent Sessions

Ocotillo, Marquis

Athletics and Academics

What are the biggest challenges facing athletics programs and their integration with the educational mission of the institution? What solutions are effective? Hear the perspectives of an NAIA college, an NCAA institution, and a collegiate athletics consultant.

Betsy Alden, Managing Partner, Alden-Perry Athletics Search; **Steve Bisese**, Vice President for Student Life and Dean of Students, Georgetown College; and **Ham Shirvani**, Provost and Executive Vice President, Chapman University

Chair: **Jim Rohe**, Dean of Continuing Education, Judson College

Oasis, Marquis

Current Issues and Future Directions for Chief Academic Officers

What are the top issues and concerns CAOs address in their work? What do CAOs think they need to focus on now to prepare their institutions for the future? Explore the answers to these questions with experienced CAOs and learn from the findings of the CIC strategic planning process.

Patricia A. Matthews, I.H.M., Vice President for Academic Affairs, Marywood University; **Vernon G. Miles**, Vice President for Academic Affairs, Union College (KY); and **Mary Ann F. Rehnke**, Vice President for Annual Programs, CIC

Chair: **Henry L. Smith**, Vice President for Academic Affairs, Mount Vernon Nazarene College

Sunset, Marquis

Current Issues and Future Directions for Chief Student Affairs Officers

What do we hope for our students? What are the challenges and resources needed to fulfill these hopes?

Sara A. Boatman, Vice President for Student Affairs and Associate Professor of Communication, Nebraska Wesleyan University and former Small College and University Network Coordinator, National Association of Student Personnel

(Cont'd on next page)

(Cont'd from page 32)

Administrators and **Cynthia A. Wells-Lilly**, Vice Provost and Dean of Students, Messiah College

Chair: **Larry D. Polvogt**, Vice President for Student Development, Simpson College (CA)

Mesquite, Marquis

Improving Science Programs at Independent Colleges and Universities

CAOs from the institutions that received the 2001 Heuer Awards for Outstanding Achievement in Undergraduate Science Education will share their insights into the role of the chief academic officer in the development, encouragement, and support of outstanding undergraduate science programs.

Norval C. Kneten, Vice President for Academic Affairs, Nebraska Wesleyan University and **Kim Shankman**, Dean of the College, Benedictine College

Chair: **Joseph Emeka**, Vice President for Academic Affairs and Dean of Faculty, Quincy University

Plaza Ballroom C, Hilton

Integrating Technology at the Institutional Level: Lessons Learned from the Pew Program for Course Redesign

From participating in the Pew Grant Program in Course Redesign and from her own campus experiences, this CAO will share insights about using technology to redesign courses in a cost-effective way and/or to enhance quality.

Karen Halbersleben, Vice President for Academic Affairs and Dean of the Faculty, Buena Vista University

Chair: **James J. Lakso**, Provost and Vice President for Student Development, Juniata College

Plaza Ballroom A, Hilton

Retention Strategies for Student Success

Compare and contrast two approaches to retention: one building on student strengths, the other helping at-risk students. Explore the roles that student characteristics and institutional characteristics play in successful retention programs.

Lori Kerans, Vice President, Student Life and Academic Development, Millikin University and **Laurie A. Schreiner**, Associate Dean and Professor of Psychology, Eastern College, and Director of the FIPSE Strengths Enhancement Project

Chair: **Kristine M. Bartanen**, Dean of Students, University of Puget Sound

9:00-10:45 a.m.

*Club Marquis,
Marquis*

Issues For Spouses of CAOs/CSAOs

Moderator: Bette Haddox, CAO Spouse, Simpson College (IA)

Develop New Skills

Calligraphy: Learn how to do calligraphy and have an opportunity to try out your new skill.

Noreen Hendley, CAO Spouse, Saint Joseph College

Writing Personal Memories: Through exercises, participants will find effective ways to record key events in their lives.

Joan E. McCarthy, a published author and CAO Spouse, Dordt College

9:30-9:45 a.m.

Break

9:45-10:45 a.m.

Repeated Concurrent Sessions

Ocotillo, Marquis

Athletics and Academics

What are the biggest challenges facing athletics programs and their integration with the educational mission of the institution? What solutions are effective? Hear the perspectives of an NAIA college, an NCAA institution, and a collegiate athletics consultant.

Betsy Alden, Managing Partner, Alden-Perry Athletics Search; Steve Bisese, Vice President for Student Life and Dean of Students, Georgetown College; and Ham Shirvani, Provost and Executive Vice President, Chapman University

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Chair: Curtis A. Keim, Vice President for Academic Affairs and Dean of the Faculty, Moravian College

Sunset, Marquis

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Chair: **Rod C. Fluker**, Dean of Student Affairs, Huston-Tillotson College

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Chair: **John E. Bauer**, Vice President for Academic Affairs, Wisconsin Lutheran College

Plaza Ballroom C, Hilton

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Karen Halbersleben, Vice President for Academic Affairs and Dean of the Faculty, Buena Vista University

Chair: **Christopher Kimball**, Vice President for Academic Affairs and Dean of the College, Augsburg College

Plaza Ballroom A, Hilton

Retention Strategies for Student Success

Compare and contrast two approaches to retention: one building on student strengths, the other helping at-risk students. Explore the roles that student characteristics and institutional characteristics play in successful retention programs.

Lori Kerans, Vice President, Student Life and Academic Development, Millikin University and **Laurie A. Schreiner**, Associate Dean and Professor of Psychology, Eastern College, and Director of the FIPSE Strengths Enhancement Project

Chair: **William J. Katip**, Vice President of Academic Affairs and Student Services, Robert Morris College

10:45-11:00 a.m. Break

11:00 a.m.-Noon Closing Plenary Session

*Grand Marquis
Ballroom, Center
and East, Marquis*

The Faculty of the Future on a Student-Centered Campus

Chief academic officers throughout the country have indicated that they are facing greater competition for new faculty members even as recruiting increases to replace growing numbers of retiring faculty members. Hear practical advice about the recruiting process and learn from disciplinary associations about the preparation of future faculty.

David A. Hoekema, Professor of Philosophy, Calvin College and President, the Society for Values in Higher Education; **Arnita Jones**, Executive Director, American Historical Association; and **Andy Keogh**, Vice President for Academic Affairs and Dean of the Faculty, Ohio Dominican College

Chair: **Thomas R. McDaniel**, Vice President for Academic Affairs and Provost, Converse College

Conference Adjourns

12:15-2:30 p.m.
Palo Verde, Marquis

CIC CAO Task Force Meeting and Luncheon

Optional Tour

1:30-5:30 p.m.
*Meet at Marquis
entrance on
Calle Encilia*

San Andreas Fault Tour
Pre-registration required.

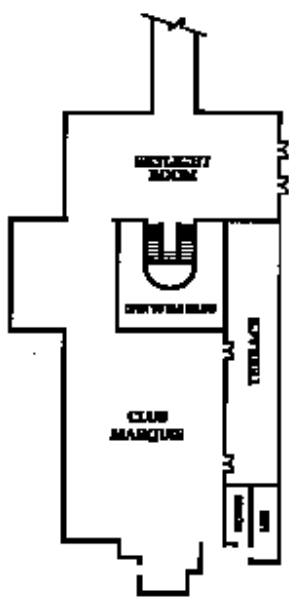
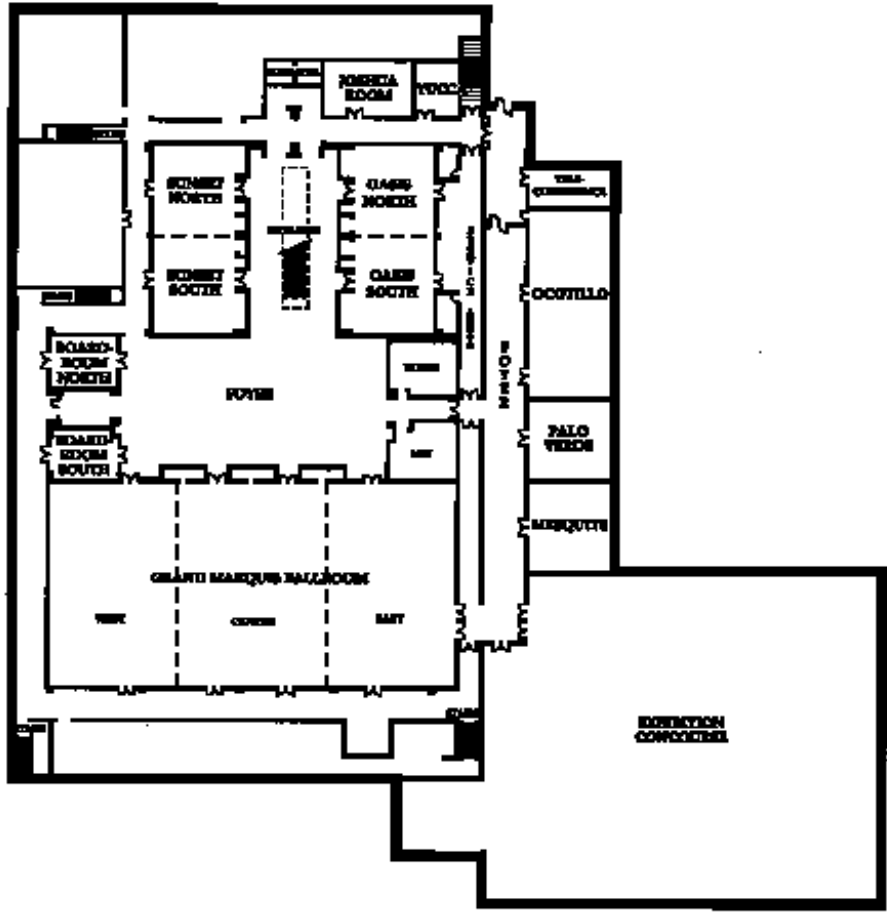
Wednesday, November 7

Optional Trip

9:00 a.m.-3:00 p.m.
*Meet at Marquis
entrance on
Calle Encilia*

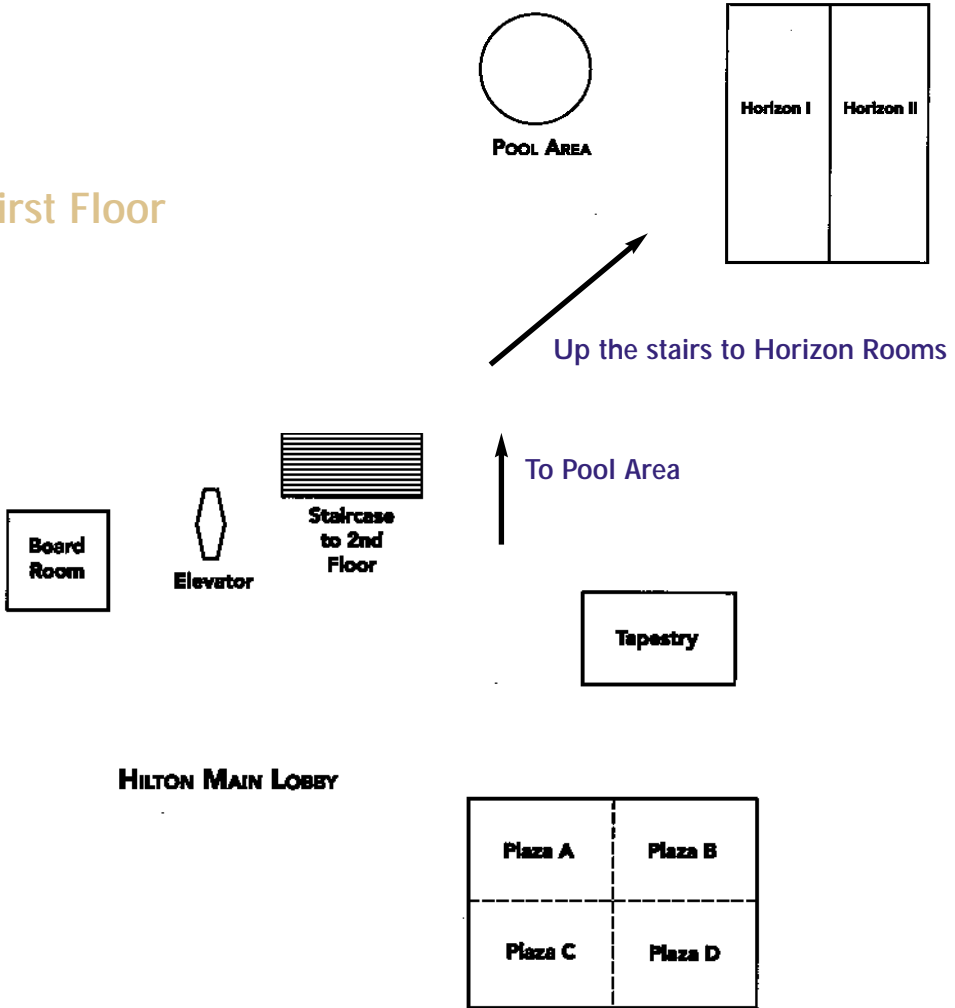
Joshua Tree National Park
Pre-registration required.

Palm Springs Marquis Floor Plan

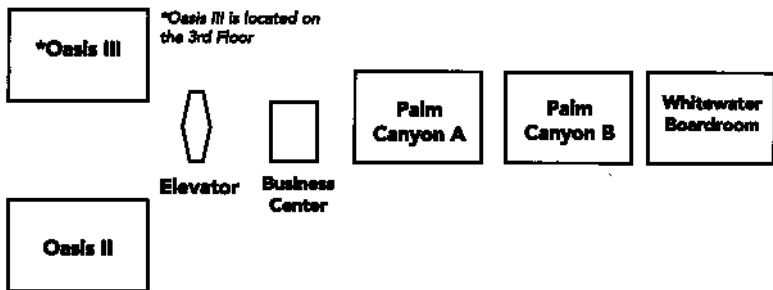


Palm Springs Hilton Resort Floor Plan

First Floor



Second Floor





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