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Seattle | October 31 thru  
Washington | November 3, 2012

CCAS

2012 Annual Meeting Program

## Message from Dean Mary Anne Fitzpatrick

CCAS President-Elect and Chair of Program Planning Committee

WELCOME TO THE 47th ANNUAL MEETING OF THE COUNCIL OF COLLEGES OF ARTS AND SCIENCES! Representing nearly 500 member institutions and 1,600 deans and associate and assistant deans, CCAS is proud to include a diverse range of American public and private four-year colleges and universities.

Our slogan — *Networking Arts and Sciences Dean* — guides all of our activities. This Annual Meeting spans four days filled with workshops, panels, case study sessions, issue forum discussions and numerous opportunities to exchange ideas on topics of concern to Arts & Science deans.



The number of program submissions for the 2012 Seattle conference was the largest ever. The Program Committee selected topics that span the gamut of opportunities and challenges facing our members: budgets and financing; student, faculty and curricular matters; and deaning.

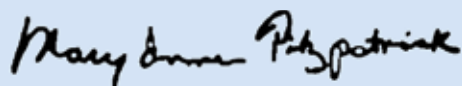
Our major speakers are involved with work that is shaping the future of higher education. The opening speaker, Clifford Adelman of the Institute for Higher Education Policy, will discuss that organization's expansive portfolio of research projects focusing on assessment, degree completion rates, higher education access, and student mobility. The luncheon speaker, President Les Purce of The Evergreen State College, will speak to the critical role the liberal arts play in our nation's future and explore with us the innovative approach to learning pursued at Evergreen. And Dean Valerie Hardcastle's presidential address will sound the alarm about the academic arms race.

In response to your request to offer additional, more interactive formats, five Critical Issue Forums have been included in the program. These are designed for deans to dig deeper into timely topics in a more informal setting. Prior to the meeting, you will be able to access electronic resources relating to each of the forum topics.



A city built on hills and around water, Seattle is wonderful venue for our meeting. On Wednesday, the public historian at the Museum of History and Industry will present an overview of metropolitan Seattle's past. On Friday afternoon, you can stay and enjoy the "Fun Friday" sessions or take a few hours to explore the city.

I am confident that this meeting will be intellectually stimulating, professionally rewarding, and socially engaging. At this critically important juncture in higher education, your participation will help you to become an even more effective advocate for the intellectual stature and the public understanding of the disciplines of the Arts and Sciences. I look forward to seeing you there.

A handwritten signature in black ink that reads "Mary Anne Fitzpatrick".

October 31 › November 1st › 2nd › 3rd

**WEDnesday**

11:00 am – 7:00 pm

**Conference registration open**

7:30 am – 2:45 pm

**Pre-Conference Workshop:  
Conflict Management  
for Deans**

12:00 pm – 2:45 pm

**Board of Directors Meeting**

3:00 pm – 4:30 pm

**Case Study Leaders Meeting**

3:00 pm – 5:00 pm

**New Jersey Deans Meeting****Ohio Deans Meeting****Pennsylvania State System  
Deans Meeting****University of North Carolina  
System Deans Meeting****Michigan Deans Meeting****Virginia Deans Meeting****Texas Deans Meeting**

3:00 pm – 4:00 pm

**Newcomers Welcome  
Session**

4:00 pm – 5:00 pm

**Orientation to Seattle**

5:30 pm – 6:30 pm

**Reception for Registrants  
and Guests**

6:30 pm

**First Night Dinner for  
Newcomers****THURSDay**

7:00 am – 5:00 pm

**Conference registration open**

7:00 am – 7:45 am

**Meetings of CCAS  
Standing Committees**

7:45 am – 8:45 am

**Breakfasts by Sector**

9:00 am – 10:15 am

**Opening Plenary Session**

10:15 am – 10:45 am

**Refreshment Break**

10:45 am – 12:00 pm

**Concurrent Sessions I**

12:15 pm – 1:30 pm

**Luncheon & Address****Special Discussion Topics  
for Luncheon Tables**

1:45 pm – 3:00 pm

**Case Study Sessions**

3:00 pm – 3:30 pm

**Refreshment Break**

3:30 pm – 4:45 pm

**Concurrent Sessions II**

4:45 pm – 5:30 pm

**Standing Committee on  
Gender Issues**

5:30 pm – 6:30 pm

**Reception for Registrants  
& Guests****FRIday**

8:00 am – 12:00 pm

**Conference registration open**

7:30 am – 8:45 am

**Open Continental Breakfast  
Special Topics for  
Breakfast Tables**

7:30 am – 8:45 am

**Breakfast for Minority Deans**

9:00 am

**Deadline for Election Ballots**

9:00 am – 10:15 am

**Concurrent Sessions III**

10:15 am – 10:45 am

**Refreshment Break**

10:45 am – 12:00 pm

**Annual CCAS Business Meeting**

12:15 pm – 1:45 pm

**CCAS Luncheon &  
Presidential Address**

2:00 pm – 3:15 pm

**Concurrent Sessions IV**

3:15 pm – 3:45 pm

**Refreshment Break**

3:45 pm – 5:00 pm

**Concurrent Sessions V-  
Fun Friday**

9:00 pm – 10:00 pm

**Dessert Reception for  
Registrants & Guests****SATurday**

7:30 – 8:45 am

**Gender Issues Breakfast**

8:00 am – 12:00 pm

**Return evaluations  
to registration**

9:00 am – 10:15 am

**Concurrent Sessions VI**

10:15 am – 10:45 am

**Refreshment Break**

10:45 am – 12:00 pm

**Concurrent Sessions VII**

12:00 pm – 3:00 pm

**Meeting of the New  
CCAS Board of Directors**

1:00 pm – 5:00 pm

**Post-Conference Workshop:  
Removing the Thorns from  
STEM: A Dean's guide to  
improving STEM learning &  
promoting civic engagement****Post-Conference Workshop:  
Associate & Assistant Deans:  
Leading from the middle**

Conference registration is open from 11:00 am – 7:00 pm

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7:30 am – 2:45 pm ›› Redwood  
**Pre-Conference Workshop:  
Conflict Management for Deans**  
By pre-registration only

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12:00 pm – 2:45 pm ›› Madrona  
**Board of Directors Meeting**  
PRESIDING: Valerie Gray Hardcastle,  
*University of Cincinnati*

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3:00 pm – 4:30 pm ›› Willow B  
**Case Study Leaders Meeting**  
PRESIDING: Tom Otieno,  
*Eastern Kentucky University*

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3:00 pm – 5:00 pm ›› Issaquah B  
**New Jersey Deans Meeting**  
PRESIDING: Parviz Ansari, *Rowan University*

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3:00 pm – 5:00 pm ›› Juniper  
**Ohio Deans Meeting**  
PRESIDING: Gregory Sadlek,  
*Cleveland State University*

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3:00 pm – 5:00 pm ›› Aspen  
**Pennsylvania State System Deans Meeting**  
PRESIDING: Eva Tsuquiashi-Daddesio,  
*Slippery Rock University*

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3:00 pm – 5:00 pm ›› Capitol Hill  
**University of North Carolina  
System Deans Meeting**  
PRESIDING: Alan R. White, Dean,  
*East Carolina University*

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3:00 pm – 5:00 pm ›› Cedar A  
**Michigan Deans Meeting**  
PRESIDING: Pamela S. Gates,  
*Central Michigan University*

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3:00 pm – 5:00 pm ›› Issaquah A  
**Virginia Deans Meeting**  
PRESIDING: Richard Finkelstein,  
*University of Mary Washington*

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3:00 pm – 5:00 pm ›› Cedar B  
**Texas Deans Meeting**  
PRESIDING: Grady Price Blount,  
*Texas A&M University, Commerce*

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3:00 pm – 4:00 pm ›› Grand Ballroom B  
**Newcomers Welcome Session**

PRESIDING: Valerie Gray Hardcastle,  
*University of Cincinnati, CCAS President*

Mary Anne Fitzpatrick,  
*University of South Carolina, CCAS President-Elect*

Hosted by the CCAS Board, the welcome session greets new Deans to our organization and guides first-time attendees in how to make the most of their attendance at the Annual Meeting.

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4:00 pm – 5:00 pm ›› Grand Ballroom B  
**Orientation to Seattle**

PRESIDING: Nancy A. Gutierrez,  
*University of North Carolina at Charlotte*

PRESENTING: Lorraine McConaghy,  
*Museum of History & Industry*

Join Lorraine McConaghy, public historian at the Museum of History & Industry, for an illustrated overview of metropolitan Seattle's past, from the Native world to the present. This presentation will explore this narrative through the themes of innovation, globalization, diversity and the environment.

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5:30 pm – 6:30 pm ›› Grand Ballroom A

### **Reception for Registrants and Guests**

Hosted by the CCAS Board of Directors

*Nametags required. Guests of attendees may purchase a pass for all three receptions at the Registration Desk.*

### **First Night Dinner for Newcomers**

Newcomers wishing to join up and go out for small-group dinners should meet outside the ballroom immediately following the reception.

*Conference registration is open from 7:00 am - 5:00 pm*

Sign-up for Thursday luncheon tables begins at 7:00 am.

Registration is limited to 10 people per topic. Sorry, no exceptions due to space limitations.

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**7:00 am – 7:45 am**

**Meetings of CCAS Standing Committees**

Committee on Associate/Assistant Deans » Redwood

Committee on Comprehensive Institutions » Grand Ballroom A

Committee on Cultural Diversity » Juniper

Committee on Liberal Arts Institutions » Cedar B

Committee on Metropolitan/Urban Institutions » Cedar A

Committee on Private Institutions » Aspen

Committee on Research Institutions » Willow

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**7:45 am – 8:45 am**

**Breakfasts by Sector**

Breakfast Buffets will be served in the meeting room lobbies.

**Comprehensive Institutions** (under 10,000) » Redwood

PRESIDING: Joyce Taylor Gibson, *University of Southern Maine*

**Comprehensive Institutions** (over 10,000) » Grand Ballroom A

PRESIDING: Kara Rabbitt, *William Paterson University of New Jersey*

**Metropolitan/Urban Institutions** » Cedar A

PRESIDING: Barbara Feldman, *New Jersey City University*

**Liberal Arts Institutions** » Cedar B

PRESIDING: Jonathan Gering, *Truman State University*

**Private Institutions** » Aspen

PRESIDING: Patricia Mosto, *Rider University*

**Research Institutions** » Willow

PRESIDING: Christopher McCord, *Northern Illinois University*

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**9:00 am – 10:15 am** » Grand Ballrooms C&D

**Opening Plenary Session**

WELCOME: Anne-Marie McCartan, Executive Director, CCAS

PRESIDING: Valerie Gray Hardcastle, *University of Cincinnati*, President of CCAS

SPEAKER: Clifford Adelman, *Institute for Higher Education Policy*

REMARKS: **“The Global Convergence of Credential Criteria: It’s here and we’re part of it!”**

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**10:15 am – 10:45 am** » Ballroom Lobby

**Refreshment Break**

**CONCURRENT SESSIONS I » 10:45 am – 12:00 pm**

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**10:45 am – 12:00 pm » Grand Ballroom A**

**Session A: Deans & the Law: When the laws do not apply**

PRESIDING: Carolyn J. Stefanco, *Agnes Scott College*

PRESENTING: Isaac J. Mowoe, Esq.

ABSTRACT: As instruments for the regulation of the actions of persons and statutorily created institutions, the laws and ordinances enacted by American legislatures (federal, state and local) should apply with equal force to all residents, including academic institutions. In most instances, they do precisely that. At times, however, some individuals and institutions are exempted from the legal obligations otherwise imposed. Among the exemptions, for example, is the Dean who is not held liable, in his or her individual capacity, in a case in which s/he is demonstrably culpable. Moreover, the university, because of the Ministerial Exception, is excused from a legal duty. We will discuss those situations in which the role we play in conveying the institution's message and carrying out its mission affects our liability. The focus will be on such instances in which the laws do not apply.

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**10:45 am – 12:00 pm » Willow**

**Session B: New Deans Workshop**

PRESIDING: Gersham A. Nelson, *University of Central Missouri*

PANELISTS: David Manderscheid, *University of Nebraska, Lincoln*  
Joyce Taylor Gibson, *University of Southern Maine*

ABSTRACT: This session will involve interactive discussions of the challenges, responsibilities, and obligations of the new Dean. It will include "getting started," managing resources, dealing with budget cuts, fundraising, organizational operations, personnel management, planning, and other pertinent topics in which attendees might have an interest. This session will be run by the same team that conducted the 2012 summer CCAS New Deans Seminar. All Deans, old and new, are invited to attend. (For those who attended the 2012 summer seminar for new Deans, this can be a reunion!)

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**10:45 am – 12:00 pm » Redwood**

**Session C: Making Assessment Work**

*Sponsored by the Committee on Comprehensive Institutions*

PRESIDING: Gregory M. Sadlek, *Cleveland State University*

PANELISTS: Maarten Pereboom, *Salisbury University*  
Chris Arndt, *James Madison University*  
Steven F. Brown, *Mississippi State University–Meridian*

ABSTRACT: As a formal collective activity, setting up meaningful assessment structures requires motivation, collaboration, planning, care, patience, persuasion and just about any other skill we can muster as Dean. Closing the loop – using the data to discuss and implement appropriate change – is particularly difficult. This session will walk through the process of establishing and sustaining meaningful assessment practices, paying particular attention to the critical element of faculty engagement.

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10:45 am – 12:00 pm » Grand Ballroom B

Session D: **New Revenue in a Bad Economy:  
When should Arts and Sciences say Yes, when No?**

PRESIDING: Christopher P. Cirimo, *University of Wisconsin, Stevens Point*

PANELISTS: Paul B. Bell, Jr., *The University of Oklahoma*

Kimberly van Noort, *University of Texas at Arlington*

Todd Lucas, *Texas A&M University, Kingsville*

ABSTRACT: Clearly higher educational institutions currently face severe challenges about funding. There are pressures to find new resources, and these pressures are increasing on the College of Arts and Sciences. This panel discusses how to decide when various new types of revenue should be sought and/or accepted, when not. Among the topics discussed will be whether and/or when changes in the liberal education mission might be justifiable for revenue purposes; relevance of recruitment of out-of-state and international students; issues about undergraduate student fees; revenue-generating master's programs in the Humanities and Social Sciences; and online programs.

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10:45 am – 12:00 pm » Aspen

Session E: **A Prophecy for the Liberal Arts**

*Sponsored by the Committee on Private Institutions*

PRESIDING: Patricia Mosto, *Rider University*

PANELISTS: Steve Peters, *Friends University*

Gerald R. Greenberg, *Syracuse University*

ABSTRACT: For centuries Greeks consulted the oracle at Delphi to learn about the future. Developed at the Rand Corporation in the 1950s, the Delphi technique is a foresight tool that combines the collective opinion of experts in long-term forecasting. This panel presents a Delphi technique forecast that represents the best thinking of expert college administrators about private liberal arts institutions in 2022. Private liberal arts colleges are grappling more than ever in a global "knowledge economy" with unrelenting forces that demand we reexamine the "value" of a private liberal arts education. In addition to providing a traditional liberal arts education that educates the whole person, we are challenged by a myriad of factors, e.g., students seeking marketable job skills, alternative delivery systems for curricula, and tightening budgets. Will the clash between educational and economic imperatives accelerate the devaluation of American-styled liberal education and erode the foundation on which our private universities have stood? What does their future portend?

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10:45 am – 12:00 pm » Cirrus Room – 35th Fl



Session F: **CRITICAL ISSUES FORUM:  
Minority Faculty Leadership Development**

PRESIDING: Eri F. Yasuhara, *California State University, San Bernardino*

DISCUSSION LEADER: Carmen R. Cid, *Eastern Connecticut State University*

ABSTRACT: For the last twenty years, the recruitment and retention of minority faculty has been of great concern for Deans who not only want to meet the pedagogical and mentoring needs of an increasingly larger minority student population, but also want to graduate students who have a diverse, global perspective. National professional organizations have developed strategic plans for the recruitment of minority faculty. Although faculty diversity has increased, the number of minority faculty who are pursuing administrative leadership positions in higher education has

not increased proportionately. In this forum, we will discuss what is working well at our institutions in developing our needed minority leadership and what plans each institution should pursue in mentoring its existing minority faculty for leadership. Discussion issues will include: work/family balance; service/research balance; undergraduate/graduate student mentoring; and eldercare issues. The leaders will present a short overview of the issues and then facilitate discussion in each area, emphasizing gathering information on what has worked, with a focus on a benefit-cost analysis and trade-offs per proposed strategy.

To facilitate discussion, participants are asked to review the following:

ACE Toolkit for developing leadership in higher education: <http://bit.ly/SFMR7H>

*The Revolving Door for Underrepresented Minority Faculty in Higher Education. An Analysis from the Campus Diversity Initiative. José F. Moreno, et al., <http://bit.ly/UGby6a>*

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**12:15 pm – 1:30 pm** » Grand Ballroom C&D

### **Luncheon and Address**

FEATURING: Roasted Cherry Tomato Basil Soup en Croûte

Salmon Marcona Almond Crumble with Spanish Pilaf and Yellow Corn Truffle Nage  
Triple Chocolate Almond Crunch

PRESIDING: Mary Anne Fitzpatrick, *University of South Carolina*  
2012 Program Chair and President-Elect, CCAS

SPEAKER: Thomas L. Purce, *The Evergreen State College*

REMARKS: **“Practices Pioneered at The Evergreen State College:  
The critical role of the liberal arts to our nation’s future”**

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**12:15 pm – 1:30 pm**

### **Special Discussion Topics for Luncheon Tables**

Sign up begins at 7:00 am on Thursday at the Registration Desk.

*Note: The purpose of luncheon tables is to stimulate discussion about timely topics among attendees. However, as the noise level is high in the Ballroom, please only sign up if this will not bother you.*

ORGANIZER: Carolyn J. Stefanco, *Agnes Scott College*

**TABLE 1: Faculty Incentives in an Era of Fiscal Challenge**

HOST: Karim Ismaili, *Kennesaw State University*

**TABLE 2: New Deans Dos and Don'ts**

HOST: Karl Kunkel, *Pittsburg State University* and Beate Schmittmann, *Iowa State University*

**TABLE 3: Online and Distance Courses/Logistics of Implementation**

HOST: Christopher P. Cirimo and Todd Good, *University of Wisconsin, Stevens Point*

**TABLE 4: Deans and Development: Best practices for donor relations**

HOST: Paul W. Jagodzinski, *Northern Arizona University* and  
Matthew C. Moen, *University of South Dakota*

**TABLE 5: Modeling Diversity and Inclusive Excellence:  
Exemplary practices in recruiting and retaining diverse faculty**

HOST: Olufunke A. Fontenot, *Georgia College and State University*

**TABLE 6: The Deanship and the Scholarly Life: Time, purpose, and priority**

HOST: John M. de Castro, *Sam Houston State University* and Jude V. Nixon, *Salem State University*

**TABLE 7: Enhancing Faculty Morale**

HOST: Douglas Biggs, *University of Nebraska at Kearney* and  
Rennie B. Schoepflin, *California State University, Los Angeles*

**TABLE 8: Improving Research and Industry Relations**

HOST: Karin Scarpinato, *Georgia Southern University*

**TABLE 9: Managing Up from the Dean's Office: Strategies for working with your Provost, President, and institutional leadership culture**

HOST: Christopher McCord, *Northern Illinois University* and Karen Olmstead, *Salisbury University*

**TABLE 10: Faculty Service: Requirements, opportunities, and recognition**

HOST: Nancy E. Harris, *Elon University*

**TABLE 11: Dealing with Difficult Faculty and Department Chairs**

HOST: Tasneem Khaleel, *Montana State University, Billings*

**1:45 pm – 3:00 pm**

**Case Study Sessions**

A highlight of the CCAS meetings, case study sessions provide participants the opportunity to discuss difficult situations and consider various solutions. There are not always clear answers; this is an opportunity to share experiences useful to everyone.

Each registrant is assigned to a session, as indicated in the folder insert “Case Study Assignments.”

ORGANIZERS: Tom Otieno, *Eastern Kentucky University*

Olufunke Fontenot, *Georgia College and State University*

Nancy A. Gutierrez, *University of North Carolina at Charlotte*

SESSION LEADERS » LOCATIONS

1. George Acquah, *Bowie State University* » Diamond A, 1st Fl
2. Steven F. Brown, *Mississippi State University-Meridian* » Diamond B, 1st Fl
3. Steven Breese, *Christopher Newport University* » Cedar A, 2nd Fl
4. Lynn Briggs, *Eastern Washington University* » Cedar B, 2nd Fl
5. Carmen Burkhalter, *The University of Alabama* » Madronna, 2nd Fl
6. Ann Burnett, *North Dakota State University* » Juniper, 2nd Fl
7. Kenneth Christopher, *Park University* » Ravenna A, 3rd Fl
8. Vincent J. Del Casino, *University of Arizona* » Ravenna B, 3rd Fl
9. Alexander Enyedi, *Western Michigan University* » Ravenna C, 3rd Fl
10. Saeed Ghahramani, *Western New England University* » Issaquah A, 3rd Fl
11. Jeanne A.K. Hey, *University of New England* » Issaquah B, 3rd Fl
12. Michael Hupfer, *Ashland University* » Kirkland, 3rd Fl
13. Ronald L. Jackson, *University of Cincinnati* » Capitol Hill, 3rd Fl
14. Peter Keller, *University of Victoria* » Greenwood, 3rd Fl
15. Christine Ludowise, *Georgia Southern University* » Leschi, 3rd Fl
16. Mary McGee, *Alfred University* » Medina, 3rd Fl
17. Andrew McMichael, *Western Kentucky University* » Boren, Union St. Tower 4
18. Janice Nerger, *Colorado State University* » Columbia, Union St. Tower 4
19. Mary Pinkerton, *University of Wisconsin, Parkside* » Jefferson A, Union St. Tower 4
20. Kara Rabbitt, *William Paterson University of New Jersey* » Jefferson B, Union St. Tower 4
21. Adam Shapiro, *California State University, San Marcos* » Senaca, Union St. Tower 4
22. Lori Vermeulen, *West Chester University* » University, Union St. Tower 4
23. Paul Wong, *San Diego State University* » Virginia, Union Street Tower 4

**3:00 pm – 3:30 pm** » Ballroom Lobby

**Refreshment Break**

**CONCURRENT SESSIONS II » 3:30 pm – 4:45 pm**

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**3:30 pm – 4:45 pm » Grand Ballroom A**

**Session G: Deans & the Law: When the laws do not apply**

PRESIDING: Bryce Sullivan, *Belmont University*

PRESENTING: Isaac J. Mowoe, Esq.

ABSTRACT: As instruments for the regulation of the actions of persons and statutorily created institutions, the laws and ordinances enacted by American legislatures (federal, state and local) should apply with equal force to all residents, including academic institutions. In most instances, they do precisely that. At times, however, some individuals and institutions are exempted from the legal obligations otherwise imposed. Among the exemptions, for example, is the dean who is not held liable, in his or her individual capacity, in a case in which s/he is demonstrably culpable. Moreover, the university, because of the Ministerial Exception, is excused from a legal duty. We will discuss those situations in which the role we play in conveying the institutions message and carrying out its mission affects our liability. The focus will be on such instances in which the laws do not apply.

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**3:30 pm – 4:45 pm » Aspen**

**Session H: Braking While Accelerating: The view from Texas**

PRESIDING: George H. Watson, *University of Delaware*

PRESENTING: Dennis M. Kratz, *University of Texas at Dallas*

Ann Q. Staton, *Texas Woman's University*

Grady Blount, *Texas A&M University, Commerce*

ABSTRACT: Higher education in Texas is confronting a challenging environment of opportunities and problems—some peculiar to the state and others reflecting national trends. The opportunities provide reason for optimism: continuing population growth portends strong enrollments; the state legislature is funding an initiative to increase the number of “tier one” research universities; some public systems offer incentives to support fund-raising and recruitment of outstanding faculty. The challenges are daunting: efforts to “close the gaps” by improving rates of admission, retention and graduation among minority groups are not meeting their goals; elected officials and appointed boards of trustees are intervening more aggressively in university matters; and the siren call for uniformity of curricula and high stakes testing still sounds. The panel will discuss the state’s emphasis on “student success” as well as strategies for immediate response and the outlook for the liberal Arts and Sciences in Texas.

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3:30 pm – 4:45 pm » Grand Ballroom B

**Session I: Reforming Liberal Education for the 21st Century**

PRESIDING: J. Jeffrey Franklin, *University of Colorado Denver*

PANELISTS: Michael D. Dixon, *University of Southern Indiana*  
 Brent R. Summers, *University of Southern Indiana*  
 HollyAnn Harris, *Creighton University*

ABSTRACT: Many universities and colleges have recently undertaken extensive self-examinations of the goals of general education, the integration of core and major curricula, or the restructuring of academic units. Reform may be guided by national trends, including primacy of learning goals; revision of the core from distribution-model to capabilities-and-dispositions; first-year-experience plus senior capstone; interdisciplinarity and integration of courses into thematic clusters; real-world engagement; and assessment-guided decision-making. If enhancing student learning is the goal, then potentially everything from pedagogy to general education is up for reform. So, where to begin? How to prioritize areas for reform? What are workable processes, ones that may eventually reconcile local culture with national prescriptions? More broadly: How do we reconcile customer satisfaction with academic rigor? How do we reconcile democratic student choice of courses with pedagogically structured pathways? How do we reconcile depth with breadth?

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3:30 pm – 4:45 pm » Willow

**Session J: The Institutional Self-Evaluation Process and the Dean: Setting priorities in a time of retrenchment**

PRESIDING: Pamela S. Gates, *Central Michigan University*

PANELISTS: Anne E. Zayaitz, *Kutztown University of Pennsylvania*  
 Michael B. Brown, *East Carolina University*  
 Deborah H. Holdstein, *Columbia College Chicago*

ABSTRACT: The leaders of many colleges and universities are currently “right-sizing,” undergoing processes and setting priorities to determine the best ways to allocate increasingly diminishing resources. Some institutions hire consultants who assist in leading members of the faculty and administration in creating and implementing these processes; other institutions rely on “blue-ribbon panels” of appointed members of the staff and faculty to make potentially far-reaching decisions that affect everything from staff and faculty appointments to major fields of study. Panelists will discuss the ways in which institutions have attempted to undergo forms of self-examination in processes apart from regional accreditation. Each panelist will delineate the process at his or her respective institution and suggest lessons learned, strengths, and challenges that will be useful to those in other institutions undergoing similar forms of examination and potential reallocation.

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3:30 pm – 4:45 pm » Redwood

Session K: **Dual Career Hiring in Challenging Times**

*Sponsored by the Committee on Gender Issues*

PRESIDING: Alan R. White, *East Carolina University*

PANELISTS: Kristin Sobolik, *University of Maine*

Patricia Witherspoon, *University of Texas at El Paso*

Jane Wood, *Park University*

ABSTRACT: The ability to offer employment to academic partners is increasingly important to recruiting and retaining a diverse faculty. This session will focus on effective policies and practices associated with dual-career hires, taking into consideration the fiscal challenges faced by most higher education institutions. The panelists will discuss emerging as well as established approaches utilized on their campuses, including topics such as targeted recruitment of academic couples, position-sharing, effective evaluation practices, overcoming hiring barriers, and navigating the academic system following changing partner dynamics. This session will provide the opportunity for audience participation with the goal of identifying and disseminating effective practices associated with the recruitment and retention of dual career couples.

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3:30 pm – 4:45 pm » Cirrus Room, 35th Fl



Session L: **CRITICAL ISSUES FORUM:  
Characteristics of Excellence in Undergraduate Research**

PRESIDING: Valerie Gray Hardcastle, *University of Cincinnati*

DISCUSSION LEADER: Elizabeth L. Ambos, *Council on Undergraduate Research*

ABSTRACT: The Council on Undergraduate Research (CUR) ([www.cur.org](http://www.cur.org)) supports and facilitates high-quality undergraduate student-faculty collaborative research, scholarship, and creative activity. Undergraduate research (UR) is a high-impact educational practice that has been documented to increase student retention and graduation rates, as well as capture student interest and create enthusiasm for a discipline. On behalf of CUR, Executive Officer Elizabeth Ambos will engage participants in discussions of *Characteristics of Excellence in Undergraduate Research (COEUR)*, a recently issued report that identifies best practices in initiating, developing, and sustaining campus UR programs. The discussion will focus on the hallmarks of successful programs in UR, how the COEUR document might best be used by Deans, and how to address challenges in order to sustain and expand undergraduate research activities.

*To facilitate discussion, participants are asked to review this document at <http://bit.ly/OE2BgI>*

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4:45 pm – 5:30 pm » Juniper

**Standing Committee on Gender Issues**

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5:30 pm – 6:30 pm » Grand Ballroom C

**Reception for Registrants and Guests**

Hosted by the CCAS Board of Directors

*Nametags required. Guests of attendees may purchase a pass for all three receptions at the Registration Desk.*

*Conference registration is open from 8 am - Noon*

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**7:30 am – 8:45 am** ›› Grand Ballroom C&D

### **Open Continental Breakfast**

All attendees are invited to this meet-and-greet continental breakfast. In addition to the sessions listed below, attendees wishing to discuss a particular topic or engage with others from similar institutions can put up a sign naming the topic/group and locate a table where interested parties can meet. Or, simply use the time to meet some new people.

#### **Special Topics for Breakfast Tables**

*Seating is first-come, first served.*

ORGANIZER: Carolyn J. Stefanco, *Agnes Scott College*

**TABLE 1: The Advising Maze – Helping Online and Part-time Students Succeed**

HOSTS: Michael A. Gealt and Deborah Baldwin, *University of Arkansas at Little Rock*

**TABLE 2: MOOC's and Badges in the Arts and Sciences**

HOST: Leslie Lewis, *Ithaca College*

**TABLE 3: CCAS Mentoring Program for New Deans and Associate/Assistant Deans**

HOST: Tom Otieno, *Eastern Kentucky University*

**TABLE 4: ACE Fellows Program**

HOST: Parviz Ansari, *Rowan University*

**TABLE 5: The Next Generation of Academic Leaders:  
Supporting new Associate/Assistant Deans**

HOSTS: Scott T. Paynton, *Humboldt State University* and  
David Schwebel, *University of Alabama at Birmingham*

**TABLE 6: Faculty Development Across the Life Cycle**

HOSTS: Mary Jane Chase, *Westminster College* and  
Dawn Latta Kirby, *Kennesaw State University*

**TABLE 7: Promoting the Liberal Arts in the 21st Century**

HOSTS: Steven Breese, *Christopher Newport University* and  
Aldemaro Romero, *Southern Illinois University, Edwardsville*

**TABLE 8: Internationalization: A dialogue on your current agenda and projects**

HOST: Paul Wong, *San Diego State University*

**TABLE 9: iPad Initiatives on your Campus**

HOST: Carmen Burkhalter, *The University of Alabama*

**TABLE 10: Evaluating Faculty Performance: Fostering effective and equitable practices**

HOST: Elizabeth Kavran, *Ursuline College*

**TABLE 11: Building Community and Collaboration within the Arts and Sciences**

HOSTS: Douglas Davenport, *Truman State University* and  
Shaily Menon, *Grand Valley State University*

**TABLE 12: New Deans Seminar—Class of 2012 Reunion**

HOSTS: Michelle Behr and Jennifer Schneider, *University of Northern Colorado*

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7:30 am – 8:45 am » Madrona

### **Breakfast for Minority Deans**

TOPIC OF DISCUSSION: **Strategic Pathways for Minority Faculty Leadership Development**

FACILITATORS: Sam Onyejindu Oleka, *Kentucky State University*

Carmen R. Cid, *Eastern Connecticut State University*

Attendees will share best practices in mentoring minority faculty into leadership positions, as evidenced by attendees' life histories, and ways to enhance that process in research, master's comprehensive, and liberal arts universities as well as minority-serving institutions. *Coordinated by the Committee on Cultural Diversity.*

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9:00 am

### **Deadline for Election Ballots**

Ballots for CCAS Officers and Members of the Executive Board are due at the Registration Desk. One ballot per institution.

## **CONCURRENT SESSIONS III 9:00 am – 10:15 am**

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9:00 am – 10:15 am » Cedar

### **Session M: Allies and Advocates: Programs and best practices for inclusion of LGBTQIA faculty, staff, and students**

PRESIDING: Shaily Menon, *Grand Valley State University*

PANELISTS: Patricia Gantt, *Utah State University*

Julia Johnson, *University of Wisconsin, La Crosse*

ABSTRACT: This panel provides an opportunity for an interactive dialogue on institutional best practices aimed at creating an inclusive campus climate for LGBTQIA faculty, staff, and students. Questions to be examined include: What tools are available to assess the campus climate for LGBTQIA persons? What policies and practices create more welcoming climates? What are some best practices from our campuses that lead to a culture shift in attitudes, whether in or out of the classroom? What can administrators do to advance their own understandings of LGBTQIA concerns so as to be more effective advocates for diversity and inclusion? Panelists will share their experiences and institutional best practices followed by a dialogue with the audience that will allow for a discussion of current initiatives, how to put ideas into practice, and how to implement action steps within institutions/colleges.

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9:00 am – 10:15 am » Redwood

### **Session N: Transferring the Transfer Student: It's not just about credits**

*Sponsored by the Committee on Metropolitan/Urban Institutions.*

PRESIDING: Charles J. Brody, *University of North Carolina at Charlotte*

PANELISTS: Barbara Feldman, *New Jersey City University*

D.J. Trela, *University of Michigan, Flint*

Felicia Beardsley, *LaVerne University*

ABSTRACT: The number of transfer students has been increasing at urban institutions yet the engagement of these students beyond the classroom is lagging. This panel will discuss ideas about how to address this missing piece of the transfer experience. Engaging the transfer student in the co-curricular experience may contribute to retention, and the overall quality of the college experience.

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9:00 am – 10:15 am » Grand Ballroom B

**Session O: Promoting Engaged Learning in the Liberal Arts & Sciences**

PRESIDING: Christopher McCord, *Northern Illinois University*

PANELISTS: Beth Wright, *University of Texas at Arlington*

George Cheatham, *Marymount University*

James H. Mike, *Shippensburg University*

ABSTRACT: Many colleges and universities are emphasizing engaged learning or experiential learning activities for their students. Examples of such activities include undergraduate research, student consulting projects or design clinics, internships, service learning, study abroad, student teaching, student-organized conferences, etc. These activities are well-integrated into some disciplines, but can be a challenge to incorporate into others, particularly in the liberal arts. This panel will explore the ways that engaged learning is realized in different settings. Discussion will include how such activities are created, supported and embedded into the culture of the institution.

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9:00 am – 10:15 am » Aspen

**Session P: Cross-National Values Conflicts in College of Arts and Sciences  
Global Alliances**

PRESIDING: Robert Stacey, *University of Washington*

PANELISTS: Edward Sankowski, *The University of Oklahoma*

William R. Morgan, *Cleveland State University*

J. Jeffrey Franklin, *University of Colorado Denver*

ABSTRACT: There are many examples of colleges of Arts and Sciences engaging in joint activities with universities in other countries. But what if there are substantial conflicts between the academic values of the two partnering countries? What are significant examples of relevant problems/conflicts? Some of the values differences (Liberal Education, Governance, Academic Freedom, Rights of Women, Democracy, and so forth) need to be negotiated, and it is not clear how. There is no single way to negotiate such values, although there should be more public discussion of these issues. The panelists will discuss a variety of such issues affecting colleges of Arts and Sciences, and present possible models for addressing them.

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9:00 am – 10:15 am » Willow

**Session Q: Disciplining the Deanship:  
Using communication studies in administration**

PRESIDING: M. David Rudd, *University of Utah*

PANELISTS: John Fritch, *University of Northern Iowa*

Tim Borchers, *Minnesota State University Moorehead*

Shelly Schaefer Hinck, *Central Michigan University*

ABSTRACT: Strong communication skills are widely recognized as critical to effective administration and management. An entire genre of popular books identifying the top three (or seven or ten) communication skills for managers and executives has arisen. Such approaches often lack depth and sophistication. As scholars in Communication Studies, our understanding of communication goes beyond the top three communication skills that are often heralded in popular administrative books. Faculty members in Communication Studies who enter deanships bring a wealth of disciplinary knowledge to administration; administration becomes a daily exercise in the application of our research and teaching. This panel will explore different ways the discipline of Communication Studies has influenced our approaches to administration, with a special emphasis on how our research and teaching impacts our administrative style and decision making. The goal of the panel is to identify specific skill sets for administrators grounded in our disciplinary backgrounds.

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9:00 am – 10:15 am » Cirrus Room, 35 Fl



**Session R: CRITICAL ISSUES FORUM**

**Delphi Project: The changing faculty and its impact on student success**

PRESIDING: Nancy A. Gutierrez, *University of North Carolina at Charlotte*

DISCUSSION LEADER: Adrianna Kezar, *University of Southern California*

ABSTRACT: The Spencer, Teagle, and Carnegie Foundations have funded a project (The Changing Faculty and Student Success) that explores the effect of non-tenure track faculty on student learning. CCAS Deans participated in a survey in early 2012 to provide input for this study. This session will publicize the findings of this project to CCAS members and provide the opportunity for extended discussion. The principal investigator for the project, Adrianna Kezar, Associate Professor for Higher Education at the University of Southern California, will present the findings. The project explores a number of important issues for Deans of Arts and Sciences: trends in hiring; the composition of the faculty; trends in the support non-tenure track faculty; external pressures on Deans, as hiring officers; competing pressures on Deans; the role that personal values play, especially in hard economic times; and so forth.

*To facilitate discussion, participants are asked to review the following websites:*

*<http://bit.ly/OE32HT>, <http://bit.ly/UiEFln>*

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10:15 am – 10:45 am » Ballroom Lobby

**Refreshment Break**

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10:45 am – 12:00 pm » Grand Ballroom A

**Annual CCAS Business Meeting**

PRESIDING: Valerie Gray Hardcastle, *2011-2012 President, CCAS*

REPORTING: Anne-Marie McCartan, *Executive Director, CCAS*

Business items include an update on the *2010-2013 Strategic Plan*; annual report on seminars and workshops; the Treasurer's Report; work of the Standing Committees; and results of the elections to the Executive Board. It's *your* association – plan to attend!

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12:15 pm – 1:45 pm » Grand Ballroom C&D

**CCAS Luncheon and Presidential Address**

FEATURING: Torn Butter Lettuce Salad

Wild Honey Mustard Roasted Chicken with Artichoke Bottoms,

Garlic Broccolini, and Pearly Barley Pilaf

Ginger Crème Brûlée

PRESIDING: Mary Anne Fitzpatrick, *President-Elect, CCAS*

SPEAKER: Valerie Gray Hardcastle, *2011-2012 President, CCAS*

REMARKS: **“The Academic Arms Race, New Individualism, and Deaning”**

**CONCURRENT SESSIONS IV » 2:00 pm – 3:15 pm****2:00 pm – 3:15 pm » Grand Ballroom B****Session S: Communicating the Value of a Liberal Arts Education***Sponsored by the Committee on Liberal Arts Institutions*PRESIDING: Jonathan Gering, *Truman State University*PANELISTS: Aldemaro Romero, *Southern Illinois University Edwardsville*  
Marji Morgan, *Central Washington University*

ABSTRACT: The value of a liberal arts education is largely ignored and/or misunderstood by audiences inside and outside academia. We should be taking a more proactive role in explaining its importance in the 21st century. In this presentation we will showcase some of the successful experiences in terms of communicating specific examples of what people have done to bring the message to both internal and external audiences in our institutions. We will be discussing specific examples ranging from internal practices, to media relations, to social media that have helped to create a better climate for our work in the liberal Arts and Sciences.

**2:00 pm – 3:15 pm » Redwood****Session T: Tipping the Scales Towards Faculty Engagement in Assessment**PRESIDING: Goldie S. Byrd, *North Carolina A&T State University*PANELISTS: Lynn Briggs, *Eastern Washington University*Scott T. Paynton, *Humboldt State University*Michelle Behr, *University of Northern Colorado*

ABSTRACT: We know that assessment is meaningful only to the degree that it results in the enhancement of student learning. Without that outcome, assessment is a hollow exercise. In order to enable students to achieve the learning valued by disciplines, faculty must be engaged in assessment, preferably as campus leaders. We know that faculty engagement in assessment varies widely on most campuses. This panel will provide strategies for Deans to lead change at their institutions, including methods for incorporating the scholarship of teaching into the tenure/promotion reward sequence, approaches to using accreditation as a motivator, and ways to influence cultural change with deliberate language use.

**2:00 pm – 3:15 pm » Willow****Session U: War Stories and Lessons Learned:  
Case studies of academic reorganization**PRESIDING: Douglas Davenport, *Truman State University*PANELISTS: Lynn M. Kuzma, *University of Southern Maine*Steven Winteregg, *Cedarville University*Lawrence R. Rodgers, *Oregon State University*

ABSTRACT: Even as reorganization is a national trend (recognized in prior CCAS conferences), there is no sure-fire road map that governs the appropriate local direction of reorganization, and, in fact, best practices are heavily influenced by individual campus culture. The panelists will discuss case studies of structural transformations in colleges of Arts and Sciences. The panel's goal is to showcase various options, models, and outcomes for Arts and Sciences Deans faced with transformation and reorganization as well as lessons learned. The included case studies are drawn from three different types of educational institutions: 1) a large Research I land-grant university; 2) a medium-sized regional, public, comprehensive university; and 3) and a small private undergraduate university.

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2:00 pm – 3:15 pm » Grand Ballroom A

**Session V: Sustaining Research in a Difficult Era**

*Sponsored by the Committee on Research Institutions*

PRESIDING: Robert F. Olin, *The University of Alabama*

PANELISTS: Christopher McCord, *Northern Illinois University*

Christa Slaton, *New Mexico State University*

Ed Sankowski, *The University of Oklahoma*

ABSTRACT: In recent years, higher education has been faced by a convergence of challenges that have put significant pressure on our research mission. Factors such as crises in operating budgets, increased dependence on enrollments, cuts in state, federal and private grant programs and heightened calls for accountability have all strained our abilities to support research. These pressures are experienced differently by colleges and universities at different points in the research spectrum. This panel will explore some of the ways that institutions with a balanced mission of research and teaching can respond. Panelists will discuss strategies such as combining research missions with instructional efforts or outreach/community engagement; changing the ways we recognize and validate applied scholarship and engagement; developing “niche strengths” where we can compete more effectively for funding; and developing interdisciplinary programs or collaborative efforts to leverage strengths.

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2:00 pm – 3:15 pm » Cirrus Room, 35th Fl



**Session W: CRITICAL ISSUES FORUM:**

**A Revenue Generating Learning Organization: A new paradigm for creative and technical academic and administrative services**

PRESIDING: Mary Anne Fitzpatrick, *University of South Carolina*

DISCUSSION LEADER: Mark Lawrence Kornbluh, *University of Kentucky*

ABSTRACT: At a time when there is a cry for more cost-effective administration and an understandable demand to protect the academic core, we find ourselves faced with an increasingly complex technical landscape. This environment demands novel and efficient ways of producing, interacting with, understanding and disseminating information. For faculty and their students it becomes even more complex as they must decipher the application of suitable technical infrastructure on their research, teaching, and service, and then attempt to disseminate their findings appropriately. The same is also true for colleges, writ large, as more information is produced and more voices are added to the conversations. Telling our collective and individual stories in ways that effectively reach old and new audiences becomes increasingly important.

To address these inter-connected challenges, the College of Arts and Sciences at the University of Kentucky consolidated two separate units – the offices of External Relations and Computing and Technical Services, respectively – into a new unit called Hive. Grounded in the theories of Agile leadership and Agile project management, learning organization, and strategic communications, Hive structures its work to facilitate cyber-infrastructure, enable coordinated storytelling, and create multiple ways of communication between the College and a host of internal and external constituencies.

*To facilitate discussion, participants are asked to review the following documents located at <https://Hive.as.uky.edu/ccas> and <https://Hive.as.uky.edu/manifesto>*

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3:15 pm – 3:45 pm » Ballroom Lobby

**Refreshment Break**

**CONCURRENT SESSIONS V » 3:45 pm – 5:00 pm**

These “Fun Friday” sessions encourage free-wheeling discussion and interaction.

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**3:45 pm – 5:00 pm » Redwood**

**Session X: Ask the Prez:  
Past CCAS presidents reflect on the Dean’s job in the contemporary academy**

FACILITATORS: Vickie Rutledge Shields, *Eastern Washington University*  
Paul B. Bell, Jr., *The University of Oklahoma*  
Matthew C. Moen, *University of South Dakota*

ABSTRACT: This interactive session is an opportunity for members to have a spirited discussion or consultation with past CCAS presidents about the Dean’s job in contemporary higher education institutions. Participants will give brief introductions and the rest of the time will be devoted to answering member questions and engaging in discussion.

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**3:45 pm – 5:00 pm » Grand Ballroom A**

**Session Y: What Deans are Reading**

PRESIDING: Anne-Marie McCartan, *CCAS*

ABSTRACT: Even busy Deans find some time for reading. Responding to a survey, Deans reported on books that they have found useful in their work, and books that they have read recently simply for pleasure. Those attending this session will find out what’s on the “must read” list for Arts & Sciences Deans and will share their insights on these works with each other. An annotated bibliography of the top selections will be distributed (and posted on [www.ccas.net](http://www.ccas.net)).

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**3:45 pm – 5:00 pm » Grand Ballroom B**

**Session Z: The Top 10 Mistakes I Made as Dean**

PRESIDING: Timothy D. Johnston, *University of North Carolina at Greensboro*

ABSTRACT: Deaning is a learning process. As deans we make mistakes, encounter unusual situations, gain insights, and receive advice. The lessons we learn from these experiences make us better at our jobs. In this informal session, a dean with a decade’s experience describes the ten most valuable lessons he has learned about deaning. In the discussion, participants will be encouraged to describe their own learning experiences and assess the outcomes.

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3:45 pm – 5:00 pm » Willow

**Session AA: Top Twenty Things to do Your First Year as a Dean at a New Institution**

PRESIDING: John C. La Duke, *University of Nebraska at Kearney*

ABSTRACT: In addition to the “normal” administrative duties expected of a new dean, there are some other situations that you may encounter as a new dean. A non-comprehensive list of ideas/behaviors to consider as a new dean at a new institution will be presented. Some may be obvious and many will be humorous, but most importantly, they will be helpful in avoiding pitfalls and improving your relationship with your new campus community. Audience participation will be encouraged.

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9:00 pm – 10:00 pm » Grand Ballroom C

**Dessert Reception for Registrants and Guests**

Featuring an assortment of “Little Desserts,” with background music provided by *Hook Me Up*, a jazz quartet from Tacoma, Washington.

Hosted by the CCAS Board of Directors.

*Nametags required. Guests of attendees may purchase a pass for all three receptions at the Registration Desk.*

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7:30 am – 8:45 am » Cirrus, 35th Fl

### **Gender Issues Breakfast**

#### **“Nudging Colleagues to Rise Above Cognitive Shortcuts and Biases: Some practical steps for Deans”**

PRESIDING: Michelle Behr, *University of Northern Colorado*

PRESENTER: JoAnn Moody, *Consultant in Faculty Diversity & Development*

ABSTRACT: As Deans endeavor to reduce gender inequities and slights on their campuses, they would be wise to enlarge their repertoire of strategies, framing devices, questions, and prompts they can draw on. This session will use a mini case study to jumpstart attendees' collective analysis and then their generation of several practical devices, nudges, and prompts. The goal of the session is to enlarge leaders' repertoires and share several ways to move some colleagues beyond the bystander role. The facilitator of this session, JoAnn Moody, PhD, JD, is a nationally recognized consultant and author. Her new book, *Faculty Diversity: Removing the Barriers* (Routledge Press, 2012), arises from her extensive consulting practice.

*Attendees must be pre-registered for this event. Tickets may be purchased through noon on Friday at the Registration Desk.*

### **CONCURRENT SESSIONS VI » 9:00 am – 10:15 am**

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9:00 am – 10:15 am » Grand Ballroom A

#### **Session BB: Advising for Student Retention and Success**

*Sponsored by the Committee of Associate/Assistant Deans*

PRESIDING: Michael B. Brown, *East Carolina University*

PANELISTS: Jonathan H. Millen, *Rider University*

Emanuel D. Pollack, *University of Illinois at Chicago*

Mary Schutten, *Grand Valley State University*

ABSTRACT: Associate and Assistant Deans often are involved in the supervision and/or operation of undergraduate student advising. Undergraduate advising has been identified as a key strategy in student retention and success, yet models differ widely from campus to campus. While some rely on faculty as the primary advisors, others use professional advisors or some combination of professional and faculty advisors when working with undergraduates. This panel will describe several models and strategies that have proven helpful for promoting greater undergraduate student academic and career achievement. Included will be an exploration of using a blueprint for success, integrating professional and faculty advising, and strategies for working with students who are undecided on a major. This background should generate a lively discussion about how our efforts can improve student success through effective advising.



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9:00 am – 10:15 am » Aspen

**Session CC: Mentoring Junior Faculty for Tenure and Promotion:  
Three successful programs**

PRESIDING: Dawn Latta Kirby, *Kennesaw State University*

PANELISTS: Noelle Norton, *University of San Diego*

Leslie Rigg, *Northern Illinois University*

Roxanne Donovan, *Kennesaw State University*

ABSTRACT: Universities invest time, effort, and money to recruit quality faculty. For those faculty to fail to reach tenure and promotion is not only a morale issue, but it is, essentially, a poor investment. Most universities are also working to increase the diversity among their faculty members. Increasingly, colleges and universities are aware that faculty of under-represented groups—which may be defined by gender/field (women in STEM), ethnicity, and many other ways—need mentoring tailored to their situation within the university. Such mentoring is essential for their success. This session offers three unique models for faculty mentoring and data supporting their success.

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9:00 am – 10:15 am » Cedar

**Session DD: Taking the Gowns Downtown:  
Integration of university campuses into declining city cores**

PRESIDING: Daniel J. Howard, *University of Colorado Denver*

PANELISTS: Barbara Perry, *University of Ontario Institute of Technology*

Jino Distasio, *University of Winnipeg*

Owen Underhill, *Simon Fraser University*

ABSTRACT: The three universities featured in this panel have recently developed a presence in city cores, often with the intent of enhancing both community engagement, and the culture of the areas as well. Interestingly, these three institutions represent considerable diversity in terms of the size of the universities and the towns with which they are connected. We share here our assessments of the impacts of our transitions, and our hopes for ongoing progress in these contexts.

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9:00 am – 10:15 am » Grand Ballroom B

Session EE: **General Education Reform: Advice from the trenches**

PRESIDING: John R. D. Stalvey, *University of Alaska Anchorage*

PANELISTS: Patricia Mosto, *Rider University*

Catherine Albrecht, *Ohio Northern University*

Margaret M. McManus, *La Salle University*

ABSTRACT: General Education reform has dominated the higher education landscape for the past two decades. Most recently, the need for revising the general education curriculum is fueled by two intertwined energies: a liberal arts education that responds to the need of the future generations (accessibility and affordability) and the call for accountability (assessment) in higher education. This panel will share their experiences in this challenging process. From a school (Ohio Northern University) that is in the second year of implementing a new curriculum and has learned a lot along the way, and two schools (La Salle and Rider) that are in the process of revising their Core Curriculum (General Education) and learning how to avoid “potholes,” participants can learn from our success and our mistakes through an interactive and timely discussion. Particular attention will be paid to incorporating outcomes assessment into the process from the beginning stages and devising a general education structure that fits institutional missions with 21st-century student interests and needs at the center.

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9:00 am – 10:15 am » Willow



Session FF: **CRITICAL ISSUES FORUM**

**Avoiding Category 5: Higher education’s response to the Rising of the Gathering Storm**

PRESIDING: Tom Otieno, *Eastern Kentucky University*

DISCUSSION LEADER: DonnaJean A. Fredeen, *Southern Connecticut State University*

ABSTRACT: A number of national reports have recently talked about how we as a nation can prosper in the global economy of the 21st Century. In particular, these reports call for supporting an agenda for revitalized educational programs in science and technology. This forum is intended to address the many issues raised in the National Academies Press publications referenced below. After a brief introduction to the two reports, the discussion leader will report on efforts at institutions to address the reports and the role of various funding agencies (pKAL, NSF, HHMI, the Keck Foundation) in supporting this work. Audience members will be led through group discussion in which they prioritize recommendations within the reports, consider areas in which these recommendations can be addressed, and, using the work of the panelists as a framework, identify the opportunities, challenges and obstacles regarding implementation of those recommendations at their institutions. Discussion will also focus on the role various types of higher education institutions can play in addressing the gathering storm.

*To facilitate discussion, participants are asked to review “Rising Above the Gathering Storm” and “Rising Above the Gathering Storm, Revisited” found at [www.national-academies.org](http://www.national-academies.org).*

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10:15 am – 10:45 am » Ballroom Lobby

**Refreshment Break**



**CONCURRENT SESSIONS VII » 10:45 am – 12:00 pm**

**10:45 am – 12:00 pm » Grand Ballroom A**

**Session GG: Implementing an Honors Program: Rationales, logistics, and challenges**

PRESIDING: Karen T. Carey, *California State University, Channel Islands*

PANELISTS: Neil Pagano, *Columbia College Chicago*  
 Richard Finkelstein, *University of Mary Washington*  
 Michael Topp, *University of Texas at El Paso*

ABSTRACT: Though many colleges and universities have long-established Honors Programs, some institutions have only recently developed these programs. This panel will focus on three institutions with nascent Honors Programs and the respective motivations creating them. Columbia College Chicago started its Honors Program in 2010 primarily as a means to recruit and retain high achieving students. The University of Texas at El Paso launched its Liberal Arts Honors Program in 2011 to focus and enhance its academic and professional opportunities and to create a template for an improved campus-wide honors program. And the University of Mary Washington has built a program that reflects its core values and which will serve as a matrix in which to pilot new pedagogies, intensify students' commitment to service and research, and explore interdisciplinary work. Panelists also will share the logistics of establishing their programs and the evaluation and assessment of these new programs. The audience will engage in dialogue about the challenges and opportunities of academic program initiatives.

**10:45 am – 12:00 pm » Grand Ballroom B**

**Session HH: Managing from the Middle: Working with multiple constituencies to develop and implement strategic decisions**

PRESIDING: Michael A. Gealt, *University of Arkansas at Little Rock*

PANELISTS: Wolfgang Natter, *St. Bonaventure University*  
 Robbin D. Crabtree, *Fairfield University*  
 Samantha Early, *Indiana University Southeast*

ABSTRACT: Deans famously “manage from the middle,” inevitably mediating processes and outcomes, and are frequently in situations where the Dean is “not in charge.” Through three specific case studies (resource prioritization, degree discontinuance policy, and School closure), this panel will highlight recurring tactical issues Deans can expect to address in their specific roles when implementing strategic change. The audience members will take away from these presentations potential processes for consensus building in terms of developing School-, College-, or campus-wide priorities and plans when the Dean is not in charge, but “managing from the middle.”

**10:45 am – 12:00 pm » Willow**

**Session II: Creating an Engaging Academic Learning Community**

*Sponsored by the Committee on Cultural Diversity*

PRESIDING: Danny R. Kelley, *Prairie View A&M University*  
 PANELISTS: Andrew A. Kanu, *Virginia State University*  
 Tasneem Khaleel, *Montana State University, Billings*  
 Sam Onyejindu Oleka, *Kentucky State University*

ABSTRACT: One of the hottest issues facing higher education today is how to improve student retention and increase graduation rates. A well-designed and engaging academic learning

community provides an effective tool to facilitate student success. Creating and designing such an academic learning community involves developing innovative strategies; identifying and overcoming barriers; and knowing and understanding the effects such a community has on retention and graduation rates, and on faculty morale.

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10:45 am – 12:00 pm » Willow

**Session JJ: Saving Foreign Languages and Classics through Cross-Institutional Sharing: Can it be done?**

PRESIDING: Julie C. Hayes, *University of Massachusetts at Amherst*

PANELISTS: Jeffery P. Braden, *North Carolina State University*

Ruth Gross, *North Carolina State University*

Anthony G. Calamai, *Appalachian State University*

ABSTRACT: The 15 campuses of the University of North Carolina system are working to share resources and access to languages and classics across the state to avoid eliminating the same subjects on multiple campuses. Chairs of language and classics departments met to discuss how a combination of synchronous (real-time) distance education, summer-in-residence, study abroad, and semester/year in residence programs might be shared across institutions to provide instruction in areas where some campuses might lack a critical mass of students and faculty to field a program. The group formed the UNC Language Assembly, and has created and expanded consortia, fielded pilot courses, coordinated instructional resources, and extended language/classics instruction to students on multiple UNC campuses. Significant challenges remain, however, with respect to technical issues (e.g., capacity for real-time teleconferencing across multiple sites), policy and administrative issues (e.g., funding, accounting for enrollment from multiple campuses), and logistical issues (e.g., common calendars, grading systems). The presenters will describe the purpose and progress of the initiative, including a candid discussion of challenges yet to be resolved.

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12:00 pm – 3:00 pm » Madrona

**Meeting of the New CCAS Board of Directors**

PRESIDING: Mary Anne Fitzpatrick, *University of South Carolina*

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1:00 pm – 5:00 pm » Aspen

**Post-Conference Workshop: Removing the Thorns from STEM:  
A Dean's guide to improving STEM learning and promoting civic engagement**

*By Pre-Registration Only*

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1:00 pm – 5:00 pm » Willow

**Post-Conference Workshop: Associate & Assistant Deans:  
Leading from the middle**

*By Pre-Registration Only*

## NOTES



## NOTES

## CCAS Officers & Board Members

### Officers

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Valerie Gray Harcastle  
*University of Cincinnati*

#### PRESIDENT-ELECT

Mary Anne T. Fitzpatrick  
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Vickie Rutledge Shields  
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Kate Conley  
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*Georgia College & State University*

Nancy A. Gutierrez  
*University of North Carolina at Charlotte*

Lynn Weiner  
*Roosevelt University*

Vacancy

#### CLASS of 2013

Carmen R. Cid  
*Eastern Connecticut State University*

Gerald R. Greenberg  
*Syracuse University*

Paula M. Lutz  
*Montana State University*

Elizabeth Say  
*California State University, Northridge*

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*University of North Carolina at Greensboro*

Tom Otieno  
*Eastern Kentucky University*

Carolyn J. Stefanco  
*Agnes Scott College*

Alan R. White  
*East Carolina University*

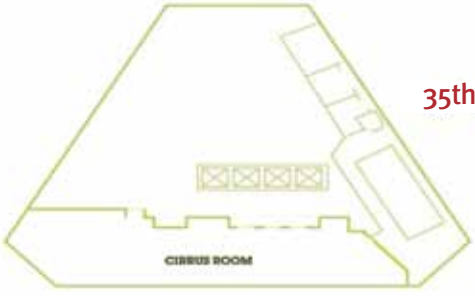
## CCAS Annual Meeting Sites

- 1966 Washington, DC, November 12-13  
1967 Columbus, OH, November 10-11, Christopher Inn  
1968 Washington, DC, November 8-9, Marriott-Twin Bridges Motel  
1969 Tucson, AZ  
1970 Washington, DC, November 6-7, Marriott-Twin Bridges Motel  
1971 Boulder, CO, October 27-29, Harvest House Motor Hotel  
1972 Washington, DC, November 9-11, Sheraton-Carleton Hotel  
1973 Scottsdale, AZ, November 8-10, Sheraton Scottsdale Inn  
1974 New Orleans, LA, November 14-16, Marriott Hotel  
1975 Charleston, SC, November 9-12  
1976 San Diego, CA, November 4-7  
1977 San Antonio, TX, November 3-5  
1978 Orlando, FL, November 2-4, Sheraton Twin Towers  
1979 San Diego, CA, November 1-3, Catamaran Hotel  
1980 New Orleans, LA, November 5-8, Monteleone Hotel  
1981 Lake Tahoe, NV, November 10-13, Hyatt Lake Tahoe Hotel  
1982 Savannah, GA, November 3-6, Hyatt Regency Hotel  
1983 San Antonio, TX, November 2-5, St. Anthony Intercontinental  
1984 Phoenix, AZ, November 14-17, Phoenix Hilton  
1985 Baltimore, MD, November 13-16, Omni International Hotel  
1986 Colorado Springs, CO, November 12-15, Broadmoor Hotel  
1987 San Francisco, CA, November 11-14, Hotel Meridien  
1988 Atlanta, GA, November 2-5, Colony Square Hotel  
1989 Boston, MA, November 15-18, Westin Hotel, Copley Place  
1990 New Orleans, LA, November 14-17, Sheraton New Orleans Hotel  
1991 San Diego, CA, November 6-9, Omni San Diego Hotel  
1992 Tampa City Center, FL, November 11-14, Hyatt Regency Tampa  
1993 Cincinnati, OH, November 17-20, Omni Netherland Plaza  
1994 Portland, OR, November 16-19, Portland Hilton Hotel  
1995 Albuquerque, NM, November 8-11, Hyatt Regency Albuquerque  
1996 Philadelphia, PA, November 13-16, Wyndham Franklin Plaza Hotel  
1997 New Orleans, LA, November 19-22, Fairmont New Orleans Hotel  
1998 Minneapolis, MN, November 11-14, Minneapolis Hilton and Towers  
1999 Seattle, WA, November 10-13, The Westin Seattle  
2000 Toronto, Canada, November 8-11, Sheraton Centre Toronto  
2001 Washington, DC, November 7-10, Washington Hilton and Towers  
2002 San Francisco, CA, November 13-16, Hyatt Regency San Francisco  
2003 Orlando, FL, November 13-16, Hilton Walt Disney World Resort  
2004 San Antonio, TX, November 10-13, Hyatt Regency San Antonio  
2005 Vancouver, BC, Canada, Nov. 2-5, Sheraton Vancouver Wall Centre Hotel  
2006 Boston, MA, November 8-11, Boston Marriott Copley Place Hotel  
2007 Chicago, IL, November 7-10, Chicago Marriott Downtown  
2008 Portland, OR, November 12-15, Hilton Portland and Executive Tower  
2009 Baltimore, MD, November 11-14, Baltimore Marriott Waterfront Hotel  
2010 New Orleans, LA, November 10-13, Sheraton New Orleans Hotel  
2011 Montréal, Québec, Canada, November 2-5, Fairmont The Queen Elizabeth  
2012 Seattle, WA, October 31 - November 3, Sheraton Seattle Hotel  
2013 Jacksonville, FL, November 6-9, Hyatt Regency Jacksonville Riverfront  
2014 San Antonio, TX, November 5-8, San Antonio Marriott Rivercenter  
2015 Washington, DC, November 2-8, Washington Hilton  
2016 San Diego, CA, November 2-5, Manchester Grand Hyatt San Diego  
2017 Denver, CO, November 1-4, Sheraton Denver Downtown Hotel

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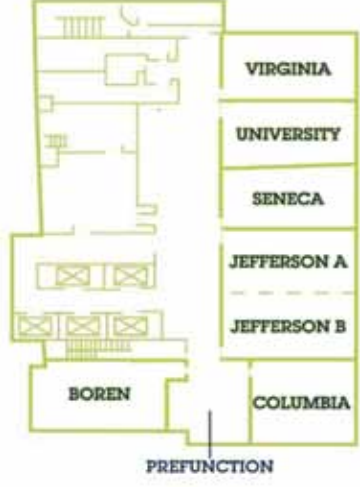
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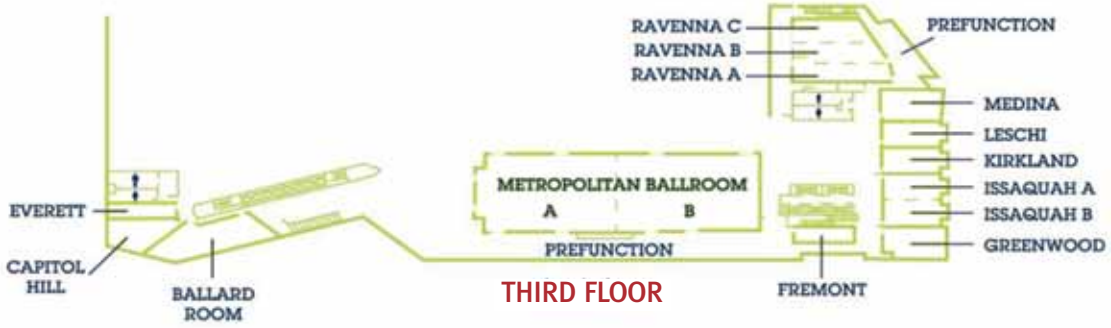
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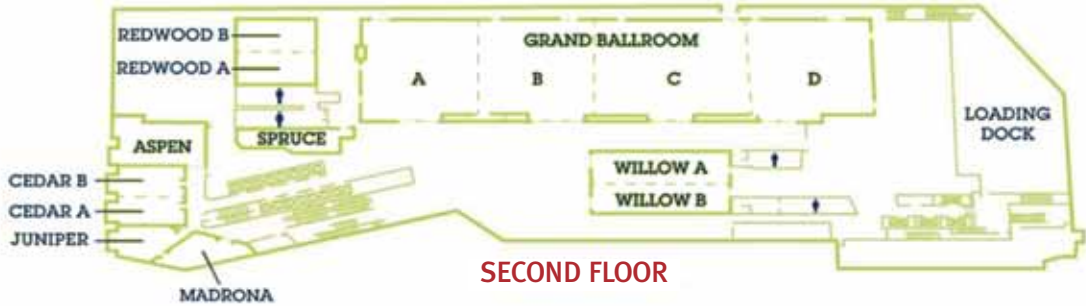
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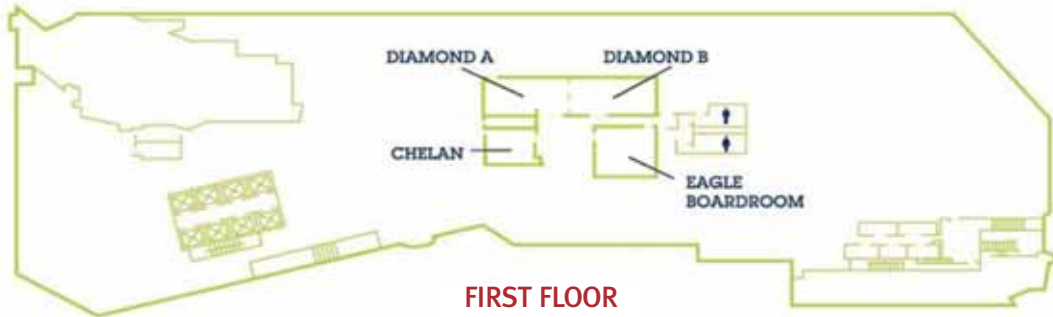
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THIRD FLOOR



SECOND FLOOR



FIRST FLOOR

The Council of Colleges of Arts and Sciences, founded in 1965, is a national association of colleges and universities whose purpose is to nurture and sustain the arts and sciences as the leading influence in American higher education. It serves as a forum for the exchange of ideas and information among deans of arts and sciences who represent the member institutions and as a representative of the liberal arts at a national policy-making level. Additionally, it seeks to support programs and activities to improve the intellectual stature and public understanding of the disciplines of the arts and sciences. Accredited, baccalaureate degree-granting institutions are eligible for membership in the Council.



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#### COVER ART:

This year's cover features local artist Leone Ardo. Ms. Ardo, originally from Aberdeen, Washington, is a popular folk artist in Seattle's world-famous Pike Place Market. She is known for founding the Bekka Mount St. Helens Ash Sculpture Company, a family-owned business that produced and sold hundreds of Mount St. Helens ash sculptures daily for nearly 20 years.

She is now a professional painter and sells daily from the Pike Place Market, where you can purchase versions of this painting as a postcard, greeting card, refrigerator magnet, poster, or mousepad. To see other work by Leone, drop by the Market, or visit [www.zazzle.com/leoneardo](http://www.zazzle.com/leoneardo) and [www.artistrising.com/galleries/Leone\\_Ardo](http://www.artistrising.com/galleries/Leone_Ardo).

