Message from Dean Nancy A. Gutierrez
CCAS President-Elect and Chair of Program Planning Committee

It is my pleasure to welcome you to the 48th Annual Meeting of the Council of Colleges of Arts and Sciences. CCAS, now numbering well over 500 colleges and universities from across the United States and Canada, is the premier professional organization for deans whose work it is to promote the value and importance of the liberal arts in all aspects of higher education.

As in the past, the program includes panels proposed by our members covering the breadth of a dean’s work, from program assessment to faculty development, from governance to internationalization, and from developing undergraduate research to creating better organizational structures. Also included in the program are sessions that speak to a dean’s (or assistant/associate dean’s) career development. Building on the success of last year’s Critical Issues Forums—sessions that are structured as interactive and participatory, allowing for in-depth discussion on a particular topic—we have again insured at least one forum for each of the concurrent session meeting times. And of course, the case studies session is again a signature component of the meeting.

It is no surprise, given the current public climate intent on questioning the role and structure of higher education in our country, that this year’s annual program is characterized by self-reflection. There are critical questions that we all know need to be considered: What is the role of a particular kind of institution in a world where the student demographics are changing so rapidly? How can any institution define and recognize “success”? And how can success be communicated to our constituencies? What is the dean’s role in transforming the organization? Is the very definition of liberal arts and sciences changing in the 21st century?

These questions are anchored by our three plenary speakers: the anthropologist, Dr. Michael Wesch, using insights from his anthropological studies of New Guinea and New Media, will give us a “big picture” view of Higher Education and make the case that our most important role is to inspire and nurture a sense of wonder in our students and communities; President Teresa Sullivan will consider our leadership responsibilities in advancing STEM education within a liberal arts environment; and CCAS President Mary Anne Fitzpatrick, recognizing that a core responsibility for deans of arts and sciences is advocacy for the liberal arts, will discuss basic principles and provide examples of best practices and key arguments across a range of communication modalities.

The venue of this year’s annual meeting—Jacksonville, Florida—provides a lovely panoramic landscape for our conversations, as our hotel is located on the serene and beautiful St. Johns River. The program opens with a presentation on “place,” provided by a geographer from Jacksonville University, and our participants have the option of a visit to Saint Augustine on Saturday afternoon.

Thus dramatically positioned both by historic location and current urgency, this year’s meeting promises to engage us in the issues facing higher education generally and liberal arts and sciences colleges in particular. The intellectual stimulation provided by our speakers and the formal programming, as well as by the informal conversations we have with each other, will be sure to enhance our abilities in leadership and advocacy.

Nancy A. Gutierrez
**November 6th › 7th › 8th › 9th**

**WEDnesday 6th**
- 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 – 4:00 pm: Newcomers Welcome Session
- 3:00 pm – 5:00 pm: Case Study Leaders Meeting
- 3:00 pm – 5:00 pm: State/System Deans Meetings
- 4:00 pm – 5:00 pm: JACKSONVILLE: A City in Search of an Identity
- 5:30 pm – 6:30 pm: Reception for Registrants & Guests
- 5:30 pm – 7:00 pm: First Night Dinner for Newcomers

**THURSDay 7th**
- 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
- 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: Meeting of the Standing Committee on Gender Issues
- 5:30 pm – 6:30 pm: Reception for Registrants & Guests
- 6:30 pm – 7:30 pm: Reception for Alumni & Friends of the ACE Fellows Program

**FRIday 8th**
- 8:00 am – 12:00 pm: Conference registration open
- 7:30 am – 8:45 am: Open Continental Breakfast
- 7:45 am – 8:45 am: Special Discussion Topics for Breakfast Tables
- 8:45 am – 9:00 am: Breakfast for Minority Deans
- 9:00 am – 10:15 am: Deadline for Election Ballots
- 10:15 am – 10:45 am: Refreshment Break
- 10:45 am – 12:00 pm: Concurrent Sessions III
- 12:15 pm – 1:45 pm: Annual CCAS Business Meeting
- 1:45 pm – 3:00 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
- 4:00 pm – 6:30 pm: Dining & Shopping Shuttle to St. Johns Town Center
- 6:30 pm – 7:30 pm: Dessert Reception for Registrants & Guests

**SATurday 9th**
- 8:00 am – 12:00 pm: Return evaluations to registration desk
- 7:30 am – 8:45 am: Gender Issues Breakfast: LGBTQ 101: An Introduction to Queer Issues in the Academy
- 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: Deans & the Law: What you should know
- 3:00 pm: Bus leaves for Historic St. Augustine Tour

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This icon indicates a Critical Issues Forum
Conference registration is open from 11:00 am – 7:00 pm

8:00 am – 2:45 pm  » St. Johns
PRE-CONFERENCE WORKSHOP:  
Conflict Management for Deans  
By pre-registration only

12:00 pm – 2:45 pm  » Boardroom 4
Board of Directors Meeting  
PRESIDING: Mary Anne Fitzpatrick,  
University of South Carolina

3:00 pm – 4:30 pm  » Suite 4144
Case Study Leaders Meeting  
PRESIDING: Tom Otieno,  
Eastern Kentucky University

3:00 pm – 4:00 pm  » City Terrace 8
Virginia Deans Meeting  
PRESIDING: Richard Finkelstein,  
University of Mary Washington

3:00 pm – 5:00 pm  » City Terrace 12
Georgia Deans Meeting  
PRESIDING: Funke Fontenot,  
Georgia College and State University

3:00 pm – 5:00 pm  » Suite 4146
Massachusetts Deans Meeting  
PRESIDING: Michele M. Sweeney,  
Salem State University

3:00 pm – 5:00 pm  » Suite 4108
Michigan Deans Meeting  
PRESIDING: Pamela S. Gates,  
Central Michigan University

3:00 pm – 5:00 pm  » City Terrace 10
New Jersey Deans Meeting  
PRESIDING: Parviz Ansari,  
Rowan University

3:00 pm – 5:00 pm  » City Terrace 5
Ohio Deans Meeting  
PRESIDING: Chand Midha,  
University of Akron

3:00 pm – 5:00 pm  » City Terrace 7
Pennsylvania State System Deans Meeting  
PRESIDING: Lori Vermeulen,  
West Chester University

3:00 pm – 5:00 pm  » City Terrace 11
SUNY Deans Meeting  
PRESIDING: Jerome O’Callaghan,  
SUNY Cortland

3:00 pm – 5:00 pm  » City Terrace 9
Texas Deans Meeting  
PRESIDING: James Pierce, Tarleton State University

3:00 pm – 5:00 pm  » City Terrace 6
University of North Carolina System Deans Meeting  
PRESIDING: Goldie S. Byrd,  
North Carolina A&T State University

3:00 pm – 4:00 pm  » Clearwater
Newcomers Welcome Session  
PRESIDING: Mary Anne Fitzpatrick, CCAS President  
Nancy A. Gutierrez, 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.

4:00 pm – 5:00 pm  » Clearwater
Jacksonville: A City in Search of an Identity  
PRESIDING: Gerald R. Greenberg, Syracuse University  
PRESENTING: Ray Oldakowski
Sometimes referred to as the largest city in area in the (continental) United States, Jacksonville has found little else to distinguish itself in the minds of Americans as a significant national metropolis. In this presentation, Ray Oldakowski, Professor of Geography at Jacksonville University, will review the events and characteristics that frame Jacksonville’s reputation or lack thereof... from civil rights struggles to paper mill odors to Super Bowl host. He will then examine the sense of place in contemporary Jacksonville, and the future envisioned by city leaders.

5:30 pm – 6:30 pm  » River Terrace 1
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 for small-group dinners should meet outside the River Terrace 1 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.

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

7:00 am – 7:45 am
Meetings of CCAS Standing Committees
Committee on Associate/Assistant Deans » St. Johns
Committee on Comprehensive Institutions » Grand Ballroom 7 & 8
Committee on Cultural Diversity » Boardroom 2, 3rd Floor
Committee on Liberal Arts Institutions » Grand Ballroom 2
Committee on Metropolitan/Urban Institutions » Grand Ballroom 6
Committee on Private Institutions » Grand Ballroom 3
Committee on Research Institutions » Grand Ballroom 1

7:45 am – 8:45 am
Breakfasts by Sector
Breakfast Buffets will be set up in the Grand Ballroom Foyer.

Comprehensive Institutions (under 10,000) » St. Johns
PRESIDING: Michelle Malott, Minnesota State University Moorhead

Comprehensive Institutions (over 10,000) » Grand Ballroom 7 & 8
PRESIDING: Chris Arndt, James Madison University

Liberal Arts Institutions » Grand Ballroom 2
PRESIDING: Aldemaro Romero, Southern Illinois University, Edwardsville

Metropolitan/Urban Institutions » Grand Ballroom 6
PRESIDING: Karim Ismaili, Bridgewater State University

Private Institutions » Grand Ballroom 3
PRESIDING: Steve Peters, Friends University

Research Institutions » Grand Ballroom 1
PRESIDING: Danny J. Anderson, University of Kansas

9:00 am – 10:15 am » Grand Ballroom 4 & 5
Opening Plenary Session
WELCOME: Anne-Marie McCartan, Executive Director, CCAS
PRESIDING: Mary Anne Fitzpatrick, University of South Carolina, President of CCAS
SPEAKER: Michael Wesch, Kansas State University
REMARKS: “The End of Wonder in the Age of Whatever”

10:15 am – 10:45 am » Grand Ballroom Foyer
Refreshment Break
CONCURRENT SESSIONS I 10:45 am – 12:00 pm

10:45 am – 12:00 pm  Grand Ballroom 1

**Session A: New Deans Workshop**

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

PANELISTS: Catherine Albrecht, *Ohio Northern University*
              Janice Nerger, *Colorado State University*

**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, faculty issues, planning and other pertinent topics in which attendees might have an interest. This session will be run by the team that conducted the 2013 summer CCAS New Deans Seminar. All Deans, old and new, are invited to attend. (For those who attended the 2013 summer seminar, this can be a reunion!)

10:45 am – 12:00 pm  Grand Ballroom 2

**Session B: Making P&T Work in Today’s Changing Climate**

PRESIDING: Goldie S. Byrd, *North Carolina A&T State University*

PANELISTS: Pat Mosto, *Rider University*
            Joseph Lenz, *Drake University*
            Carol P. Richardson, *National University*

**ABSTRACT:** Universities are asked to be transparent and accountable in their decision-making, to be responsive to changing economic and market conditions, and to be sensitive to mounting administrative costs while, on the other hand, being mindful of increasing demands on faculty time and workload. In this context, how can we conduct faculty evaluations for reappointment and/or tenure and promotion in a way that respects the need to be thorough, fair, and deliberate while still being efficient, effective, and timely? The three panelists will present three different models: what works best, what does not, and how a model can be changed to better suit one’s institutional culture. Drake University is a private, non-union institution and has a traditional P&T review model; Rider University is a private, unionized campus where candidates have a single, one-step review; and National University is a private non-unionized institution that utilizes contracts rather than tenure. In all three universities, faculty governance is strong. Attendees will take home lessons learned and different models of faculty evaluation.

10:45 am – 12:00 pm  Grand Ballroom 3

**Session C: What We Learned at the CCAS Workshop on Distance Education**

PRESIDING: Elizabeth A. Say, *California State University, Northridge*

PANELISTS: Laura Koppes Bryan, *University of Baltimore*
            Jeane Breinig, *University of Alaska Anchorage*
            Nasser Momayezi, *Clayton State University*

**ABSTRACT:** The ascendancy of on-line, distance and hybrid delivery of academic content has sweeping implications for Arts & Sciences Deans. At a CCAS-sponsored workshop in March, Deans gathered to learn about and discuss national trends in distributed education (including MOOCs), best practices for delivering content outside the classroom, and what this all means for how we deliver instruction. Although the workshop did not provide any single direction for the future, participants went back to campus with a better understanding of what these developments might mean in the context of their own universities, colleges, and schools. Three Deans who attended the workshop will share the clearest “takeaways” regarding Student-Related Issues, Faculty-Related Issues, and Implications for Administration and Infrastructure.
10:45 am – 12:00 pm  »  Grand Ballroom 6

Session D: Assistant and Associate Deans:
Balancing research and administrative duties

Sponsored by the Committee on Associate/Assistant Deans

PRESIDING: Douglas Biggs, University of Nebraska at Kearney

PANELISTS: Rex Welshon, University of Colorado, Colorado Springs
Lisa Berreau, Utah State University
Tricia Davis, University of Wisconsin, River Falls

ABSTRACT: This panel will explore the ways that Assistant/Associate Deans can balance their administrative duties with their research agendas. Panelists from across the disciplines represented by CCAS will discuss their own experiences and strategies for success. Among the topics discussed will be how universities award credit for administrative work, how individuals carve out time for research, and how Deans' offices can implement practices or policies to encourage research.

10:45 am – 12:00 pm  »  Grand Ballroom 7

Session E: Enrollment Swirl

Sponsored by the Committee on Liberal Arts Institutions

PRESIDING: Aldemaro Romero, Southern Illinois University, Edwardsville

PANELISTS: Miriam S. Gogol, Mercy College
Colleen J. Nolan, Shepherd University
Carl N. Drummond, Indiana University-Purdue University Fort Wayne

ABSTRACT: The belief that most high school students choose one college, enroll, and graduate from it in two or four years is now myth. Today's students increasingly attend multiple colleges to acquire their four-year degrees. This trend in enrollment patterns, dubbed "enrollment swirl," is well documented. According to a 2012 piece in The Chronicle of Higher Education, about one-third of students transfer from one institution to another before earning a degree. A quarter of the transferring students cross state lines in the process. Most startling of all, these students are more likely to switch from a four-year college to a two-year college, rather than the other way around. In this session, we will discuss changing enrollment patterns at three different institutions and investigate the internal practices used to address the resulting challenges.

10:45 am – 12:00 pm  »  Grand Ballroom 8

Session F: CRITICAL ISSUES FORUM:
The Impact of Financial Aid Changes

PRESIDING: David Beougher, Kutztown University

DISCUSSION LEADER: Anne E. Zayaitz, Kutztown University

ABSTRACT: New federal financial aid eligibility requirements fundamentally change the manner in which many students will pay for college. How do you wrestle with these challenges and find solutions that are good for your students? The requirement for students to make academic progress may provide challenges for many and can result in loss of aid, thus ending college careers. This interactive discussion will address these challenges as they affect transfer students, the implementation and communication of these new regulations, retention of students, scholarships, the Dean’s role in enrollment management, and changes in administrative processes.
12:15 pm – 1:30 pm

Luncheon and Address

FEATURING: Minnesota Wild Rice Soup
  Apple Sage Stuffed Chicken with Roasted Pecan Sauce
  Ginger Peach Cobbler

PRESIDING: Nancy A. Gutierrez,
  University of North Carolina at Charlotte
  2013 Program Chair and President-Elect, CCAS

SPEAKER: Teresa A. Sullivan, University of Virginia

REMARKS: “Liberal Arts in the STEM Era”

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.

ORGANIZER: Christopher K. McCord, Northern Illinois University

TABLE 1: Assessment Challenges in a Small Departments & Programs
  HOST: Anne Herzog, Springfield College

TABLE 2: Mentoring Underperforming Tenured Faculty
  HOST: Benjamin Rifkin, The College of New Jersey

TABLE 3: Working with a Faculty Union
  HOST: Kim Martin Long, Delaware Valley College

TABLE 4: New Department Chair Checklist
  HOST: Marc Geisler, Western Washington University

TABLE 5: Evaluating Department Chairs and Associate Deans
  HOST: Michael Johnson, University of Central Florida

TABLE 6: Latino Students—Recruitment and Retention
  HOST: Pat Mosto, Rider University

TABLE 7: Alternative Forms of Counting Teaching Load
  HOST: Dean Andress, Loyola University Chicago

TABLE 8: Responding to the Media Discussion of the “Death of the Humanities”
  HOST: Shaily Menon, Grand Valley State University

TABLE 9: Community Collaborations
  HOSTS: Stacey Robertson and Kelly McConnaughay, Bradley University

TABLE 10: Networked Connectivity: What We Need to Know about Teaching the College-Bound “Emerging Adult” Generation
  HOST: Steve Peters, Friends University

TABLE 11: Managing Summer Sessions Effectively
  HOST: Todd A. Good, University of Wisconsin-Stevens Point
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
Gerald R. Greenberg, Syracuse University

SESSION LEADERS >> LOCATIONS
1. Douglas Biggs, University of Nebraska at Kearney » River Terrace 2, 3rd Fl
2. Jeffery P. Braden, North Carolina State University » River Terrace 3, 3rd Fl
3. Charles Brody, University of North Carolina at Charlotte » City Terrace 5, 3rd Fl
4. Steven F. Brown, Mississippi State University-Meridian » City Terrace 6, 3rd Fl
5. Sametria R. Dickerson, Savannah State University » City Terrace 7, 3rd Fl
6. Richard Finkelstein, University of Mary Washington » City Terrace 8, 3rd Fl
7. Saeed Ghahramani, Western New England University » City Terrace 9, 3rd Fl
8. Michael D. Johnson, University of Central Florida » City Terrace 10, 3rd Fl
9. Robert Kase, University of St. Francis » City Terrace 11, 3rd Fl
10. Peter Keller, University of Victoria » City Terrace 12, 3rd Fl
11. Tasneem Khaleel, Montana State University, Billings » Boardroom 2, 3rd Fl
12. Paula M. Lutz, University of Wyoming » Boardroom 3, 3rd Fl
13. Mary McGee, Alfred University » Boardroom 4, 3rd Fl
14. Chris McGowan, Southeast Missouri State University » St. Johns, 3rd Fl
15. Eleanor McNees, University of Denver » Clearwater, 3rd Fl
16. Gershman A. Nelson, University of Central Missouri » Orlando, 3rd Fl
17. Janice Nerger, Colorado State University » Suite 4104, 4th Fl
18. Carol Richardson, National University » Suite 4106, 4th Fl
19. Barbara Schneider, University of Toledo » Suite 4108, 4th Fl
20. Adam Shapiro, California State University, San Marcos » Suite 4146, 4th Fl
21. David Simpson, University of Louisville » Suite 4144, 4th Fl
22. Lena Walton, University of the District of Columbia » Suite 4148, 4th Fl
23. Cathleen Webb, Western Kentucky University » Suite 4158, 4th Fl

3:00 pm – 3:30 pm » Grand Ballroom Foyer
Refreshment Break
CONCURRENT SESSIONS II ›› 3:30 pm – 4:45 pm

3:30 pm – 4:45 pm ›› Grand Ballroom 1

Session G: During a Time of Change: Metrics for 21st-century research universities

*Sponsored by the Committee on Research Institutions*

**PRESIDING:** Patricia Witherspoon, *University of Texas at El Paso*

**PANELISTS:**
- Danny J. Anderson, *University of Kansas*
- John M. Pratte, *Arkansas State University*
- Bret S. Danilowicz, *Oklahoma State University*

**ABSTRACT:** Transparency, high performance, productivity, impact, university rankings. These are a few of the reasons that metrics today matter more than ever for research universities. This panel explores approaches to assessing where we are as research universities in order to make better decisions about where we are headed. The presentations will focus on measuring the allocation of faculty effort to teaching, measuring and incentivizing research productivity, and measuring outputs for benchmarking and goal setting—all topics that guide the decisions in 21st-century research universities as we respond to public debates about our efficiency and effectiveness. Each presenter will describe his/her approach to metrics, how they are collected, how they are used for decision-making, and the effect that such practices have had on strengthening their institution’s research mission.

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3:30 pm – 4:45 pm ›› Grand Ballroom 2

Session H: Dean’s Role/Responsibilities in Mentoring Minority Faculty on Developing Capacity and Strengthening the Pipeline of Minority Students in the STEM and Social Science Fields

*Sponsored by the Committee on Cultural Diversity*

**PRESIDING:** Samuel O. Oleka, *Kentucky State University*

**PANELISTS:**
- Tasneem Khaleel, *Montana State University, Billings*
- Andrew Kanu, *Virginia State University*

**ABSTRACT:** Given the current emphasis on STEM issues around the halls of American politics, higher education and economic entities, it is important to identify and discuss roles and responsibilities Deans have in mentoring minority faculty in their colleges and in developing and strengthening the pipeline of minority students in the STEM, humanities, and social science fields. The panel will discuss the roles that recruitment, retention, scholarships, fellowships, and other forms of financial aid resource issues play in minority students’ access. The panel will focus on best practices in mentoring minority students in these fields and involving faculty in dealing with minority students in STEM and other humanities and social science programs at all degree levels. Recommendations will have relevancy for all Deans in CCAS.
**Session I: Successful Institutional Strategies for Enhancing Student Retention and Progress to Graduation, Part I**

**Presiding:** Steve Peters, *Friends University*

**Panelists:**
- Neil Pagano, *Columbia College Chicago*
- Mitchell J. Avila, *California State University, Fullerton*
- Carmen R. Cid, *Quinebaug Valley Community College*

**Abstract:** Given the many recent calls for accountability and transparency in reporting metrics for “success” in higher education, many institutions need to ratchet up the attention being paid to improving student retention rates. This is the first of two panels that will address this important issue. Focusing on institutional initiatives, panelists from Title III-funded universities will report on campus-wide projects that have led to positive improvements in retention rates. Interventions that helped these gains be achieved include the development of sustainable, data-driven, student-targeted academic support systems and the engagement of a broad spectrum of stakeholders (faculty, IT, institutional advancement, advising/tutoring staff, and peer mentors/tutors) as change agents in improving retention and graduation rates. This panel and Part II (Session DD) will include concrete examples of their programs and fairly substantial data to illustrate and support their programs’ effectiveness.

**Session J: Managing/Mediating Faculty Conflict**

**Presiding:** Benjamin Rifkin, *The College of New Jersey*

**Panelists:**
- Linda M. Fleming, *Gannon University*
- Jane Wood, *Westminster College*
- Anne E. Zayaitz, *Kutztown University*

**Abstract:** In this panel, the presenters—from diverse backgrounds of public and private institutions, secular and religious institutions, working with unionized and non-unionized faculties—will make brief presentations to share the principles on which they rely to understand the nature of conflicts and determine the type of intervention to use when working with conflicts among faculty members. We will then focus attention on questions and hypothetical situations from attendees about faculty conflicts they have observed and recommend strategies for managing such situations. The presenters will provide a list of resources they have used to learn more about strategies for handling such conflicts.

**Session K: To Internationalize a College, or Not**

**Presiding:** Peter Keller, *University of Victoria*

**Panelists:**
- Parviz Ansari, *Rowan University*
- Kevin Corcoran, *Oakland University*
- David Carl Wilson, *Webster University*

**Abstract:** International awareness and understanding is clearly recognized as an important component of students’ educations. Recent economic development among the BRICs (Brazil, Russia, India and China) and other countries has offered increased opportunities for engagement with U.S. higher education. However, support for and emphasis on internationalization on campuses is variable. According to a survey conducted in 2012 by the American Council on Education, only about a quarter of higher educational institutions have a campus-wide internationalization plan. This begs the question of the role of Arts & Sciences colleges within an internationalization agenda. Panelists will facilitate a structured conversation with attendees on the issues surrounding the internationalization of a college, the relationship between institutional- and college-level internationalization agendas, and the potential pitfalls and opportunities in the implementation of a college strategic internationalization plan.
Session L: **CRITICAL ISSUES FORUM: Managing Enrollment from All Sides**

**PRESIDING:** Christopher K. McCord, *Northern Illinois University*

**DISCUSSION LEADER:** John D. Griffin, *The College of William & Mary*

**ABSTRACT:** One of the more challenging responsibilities facing a Dean in Arts and Sciences is managing undergraduate course enrollments. While models vary across institutions, many similar factors need to be considered in enrollment planning, including course capacity and demand, faculty workload and availability, as well as institutional goals for admissions and growth. While some of these factors possess a level of predictability, there are ever-changing factors that are not always in sync with resources. These can create the need for reactive adjustments in course scheduling and size, which brings the risk of student frustrations, lost enrollments or delayed graduation if those adjustments are not made in an accurate and timely fashion. Forum discussion will focus on strategies for developing accurate enrollment projections for making timely and efficient adjustments. We will consider the need and format for developing enrollment policies such as determining maximum course capacities and when courses should be canceled due to low enrollments. Finally, we will consider what it takes to build buy-in for the process in the often highly-decentralized environment of an Arts & Sciences college.

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**4:45 pm – 5:30 pm**

**Meeting of the Standing Committee on Gender Issues**

Interested parties are welcome to attend.

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**5:30 pm – 6:30 pm**

**Reception for Registrants and Guests**

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

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**6:30 pm – 7:30 pm**

**Reception for Alumni & Friends of the ACE Fellows Program**

*Sponsored by the ACE Council of Fellows*

HOST: Parviz Ansari, *Rowan University*
Conference registration is open from 8:00 am - Noon

7:30 am – 8:45 am Grand Ballroom 4 & 5
Open Continental Breakfast

All attendees are invited to this meet-and-greet light continental breakfast. In addition to topics listed below, attendees wishing to discuss a particular topic or engage with others from similar institutions can write and 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.

TABLE 1: Assessment with a Human Face
HOST: J. Chris Arndt, James Madison University

TABLE 2: Solving Student Problems – Roles of the Associate Dean
HOST: David Beougher, Kutztown University

TABLE 3: Chairing Departments That Are Not Yours
HOSTS: Susan Roberson and Michael Houf, Texas A&I University-Kingsville

TABLE 4: Strengthening the Liberal Arts
HOST: Ginni Ishimatsu, University of Denver

TABLE 5: Encouraging and Supporting Faculty Collaboration Across Disciplines
HOST: Jeanne Gillespie, University of Southern Mississippi

TABLE 6: Faculty Load Calculations: When is equitable not necessarily equal?
HOST: Jeff Arrington, Abilene Christian University

TABLE 7: Reunion of the New Deans Seminar, Class of 2013
HOST: Julia R. Johnson, University of Wisconsin, La Crosse

TABLE 8: Mentoring Junior Faculty
HOST: Katherine Frank, Indiana University East

TABLE 9: Part-time Faculty: Evaluation and professional development
HOST: Mitch Avila, California State University, Fullerton

TABLE 10: Challenges to the General Education Core
HOST: Ron Corthell, Purdue University Calumet

TABLE 11: HERS – Women Higher Education Leadership Opportunity: A Table for Alumni and Future Alumni
HOST: Tricia Davis, University of Wisconsin, River Falls

TABLE 12: Bullying in Academia
HOSTS: Frank Biafora and Susan M. Toler, University of South Florida St. Petersburg
7:30 am – 8:45 am  »  St. Johns  
Breakfast for Minority Deans  
TOPIC OF DISCUSSION: Enhancing Minority Faculty Recruitment and Retention  
FACILITATOR: Sam O. Oleka, Kentucky State University  
CCAS minority Deans are examples of university successes in mentoring and promoting faculty of color in their career development pathways. Participants will discuss online and print resources that need to be made available to other CCAS Deans so they can enhance minority faculty recruitment, retention and leadership development. Attendees will break into small groups to develop a list of resources that should be added to the CCAS Deans Knowledge Base (DKB). Coordinated by the Committee on Cultural Diversity.

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

9:00 am – 10:15 am  »  Grand Ballroom 1  
Session M: Communication and Institutional Transformation  
PRESIDING: John Fritch, University of Northern Iowa  
PANELISTS: Shelly Schaefer Hinck, Central Michigan University  
Gloria Galanes, Missouri State University  
Salma Ghanem, Central Michigan University  
ABSTRACT: Pressures for radical change currently confront higher education and responses can be varied. Incrementally, change can be demanded through the realignment of resources or change can be forced through hierarchical authority structures. Neither approach satisfies the challenges needed to transform higher education. Seldom have institutional change agents considered proposals in the context of communicative interactions where all stakeholders are encouraged to actively embrace institutional transformation. Institutional change raises considerations of how to transform deeply anchored notions of academic culture, identity, power, agency, and prestige in order to move towards an uncertain, socially constructed vision of a post modern university. In this panel, we outline the threats that universities currently face, discuss how current academic culture precludes stakeholders from building relationships that address institutional change, and identify communication skills a transformative and dialogic leader will need in order to address institutional change effectively.

9:00 am – 10:15 am  »  Grand Ballroom 2  
Session N: Deans and the Gathering Storm in the Land of Shared Governance  
Sponsored by the Committee on Private Institutions  
PRESIDING: Steve Peters, Friends University  
PANELISTS: Deborah H. Holdstein, Columbia College Chicago  
Clare Lawlor, Lewis University  
Noelle Norton, University of San Diego  
ABSTRACT: For the past 25 years, Deans have steered their colleges through the receding waters of tenured and tenure-track colleagues and the surging waves of part-time and full-time contingent faculty. We have come ashore in a strange, new land. CCAS Deans who participated in last year’s “Delphi Project: A Prophecy for the Liberal Arts in 2022” agreed that an ever-fragmenting faculty is a powerful tempest that will have transformed all campuses by 2022. Though contingent faculty may join the tenured and tenure-track faculty
in department meetings today, in many colleges they are not treated as equal members of the professoriate or the governance structure. Power struggles between the two parties and combative encounters with administrators wishing to reposition their institutions for the future signal troubled waters ahead. These tests of leadership will become opportunities for Deans to forge more inclusive alliances and relationships among their colleagues, especially if governance is to be shared more broadly. This session introduces compelling stories in which Deans sought to ensure that all their colleagues and colleges would be beneficiaries of the transformation, not its casualties. Participants are invited to discuss possible solutions, and the pros and cons of adopting them.

9:00 am – 10:15 am » Grand Ballroom 3

Session O: Understanding and Supporting the Scholarship of Engagement
PRESIDING: Heather Hardy, University of Nevada, Reno
PANELISTS: Lisa Bond-Maupin, New Mexico State University
Neva Jean Specht, Appalachian State University
Janna R. McLean, Olivet Nazarene University

ABSTRACT: Panel participants will present a variety of approaches to defining and supporting the scholarship of engagement based on the Boyer model of scholarship. This will include the significance and complexities related to shifting conceptualizations of scholarship in the academy and the limitations of the traditional outreach model. Specific areas of discussion will include the role of the Dean and strategies for guidance at the college level, peer review, evaluation, and faculty reticence. Presentations will be based on panelists’ experiences as engaged scholars and as college-level administrators.

9:00 am – 10:15 am » Grand Ballroom 6

Session P: The College of Arts and Sciences Works with the VP for Research
PRESIDING: Ronald L. Jackson II, University of Cincinnati
PANELISTS: Edward Sankowski, The University of Oklahoma
Abbey Zink, Texas A&M University, Kingsville
Thomas Birkland, North Carolina State University

ABSTRACT: What are some issues that arise for a College of Arts and Sciences administrator who needs to interact or negotiate with a Vice President for Research? How can these issues be handled? This panel invites contributions from college administrators at a variety of institutions that have a Vice President position wholly or partially concerned with cross-campus research. Issues may include setting institutional priorities for faculty research and creative activity (especially important), sharing support for student research, priorities in recruitment of new faculty, sharing expenses for faculty research fellowships and travel funding for faculty already on campus, and co-operation on research aspects of institutional internationalization.

9:00 am – 10:15 am » Grand Ballroom 7

Session Q: Science Thinking—Throughout the Curriculum
PRESIDING: Godson C. Obia, Eastern Illinois University
PANELISTS: Robert Prezant, Montclair State University
Emily Haddad, University of South Dakota
Karen L. Olmstead, Salisbury University

ABSTRACT: There is wide agreement that scientific literacy of the public is inadequate, even among college graduates and despite science courses required in the general education curriculum. Perhaps it is time to re-conceive how the academy approaches the development of science literacy in its graduates. Rather than isolating science content in a very few general education courses to be ‘gotten out of the way,’ we will consider an across-the-curriculum approach to better develop science literacy through promoting “science methodology” across disciplines. Such an approach might better prepare all of our students for the world they now
live in, giving them a broad framework to better weigh arguments on critical issues related to energy, the environment, human health, and many other areas. Bringing scientific approaches more deeply into and across our curriculum could offer students perspectives and connections that might otherwise be missed. This type of curriculum reform carries significant practical and philosophical challenges, which will be discussed as well by panelists from the sciences and humanities.

9:00 am – 10:15 am » Grand Ballroom 8

Session R: CRITICAL ISSUES FORUM: The Heart of the Matter: The Report from the AAAS and what we should do about it

PRESIDING: Jeffrey P. Braden, North Carolina State University
DISCUSSION LEADER: Matthew C. Moen, University of South Dakota

ABSTRACT: In June, the American Academy of Arts & Sciences released The Heart of the Matter: The Humanities and Social Sciences for a Vibrant, Competitive, and Secure Nation (http://humanitiescommission.org). Requested by a bipartisan Congressional commission, the report is intended to be to the humanities and social sciences the equivalent of the 2007 National Academy of Sciences' report, Rising Above the Gathering Storm: Energizing and Employing America for a Brighter Economic Future. That report led to a substantial emphasis on STEM policy, research, and education K-PhD, as well as influencing priorities for government funding, such as the National Science Foundation's scientific infrastructure initiative. Whether The Heart of the Matter will have a similar impact will depend in part on the degree to which Deans of Arts and Sciences colleges embrace the report and its recommendations. This forum will invite participants to identify, evaluate, and perhaps implement a few broad approaches to enhancing awareness of the report and implementation of its recommendations for stakeholders on- and off-campus.

10:15 am – 10:45 am » Grand Ballroom Foyer

Refreshment Break

10:45 am – 12:00 pm » Grand Ballroom 3

Annual CCAS Business Meeting

PRESIDING: Mary Anne Fitzpatrick, President, CCAS
REPORTING: Anne-Marie McCartan, Executive Director, CCAS

Business items include a wrap-up 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!

12:15 pm – 1:45 pm » Grand Ballroom 4 & 5

CCAS Luncheon and Presidential Address

FEATURING: Mixed Greens with Beet Curls, Cucumber and Tomato Wedge with a White Balsamic and Citrus Caesar Dressing
Lemon Pepper Cod with Wild Rice Couscous served with Broccolini and Acorn Squash
Bittersweet Chocolate Tart with Caramelized Pistachios

PRESIDING: Nancy A. Gutierrez, President-Elect, CCAS
PRESENTATION: CCAS 2013 Arts and Sciences Advocacy Award
RECIPIENT: Federation of State Humanities Councils
ACCEPTING: Willis H. Lott, former chair of the boards of directors, Mississippi Humanities Council Board and the Federation of State Humanities Councils
SPEAKER: Mary Anne Fitzpatrick, University of South Carolina
REMARKS: “Advocacy: Championing our Values and Influencing Others”
CONCURRENT SESSIONS IV \ 2:00 pm – 3:15 pm

2:00 pm – 3:15 pm \ Grand Ballroom 1

Session S: Colleges of Arts and Sciences and the Mission of Metropolitan/Urban Institutions

Sponsored by the Committee on Metropolitan/Urban Institutions
PRESIDING: Karim Ismaili, Bridgewater State University
PANELISTS: Charles Brody, University of North Carolina at Charlotte
Barbara Feldman, New Jersey City University

ABSTRACT: Metropolitan/urban institutions have missions that are directly related to the attributes, needs and strengths of the cities and metropolitan areas in which they are located. This relationship is a source of vitality but it also poses unique challenges and opportunities for those involved in leading colleges of Arts and Sciences. What distinguishes metropolitan/urban institutions from other types of institutions? How are productive and effective relationships forged between these institutions and their surrounding areas? What distinct workload challenges do metropolitan/urban institutions face? How are issues such as access, economic mobility, meeting the needs of a diverse student body, and community engagement experienced in different metropolitan/urban contexts? This panel will feature a variety of perspectives on these critical questions.

2:00 pm – 3:15 pm \ Grand Ballroom 2

Session T: Advancing the Career Opportunities of Liberal Arts Graduates: Best practices and strategies for working with multiple constituents to articulate liberal arts skills set and value

PRESIDING: Samantha Earley, Indiana University Southeast
PANELISTS: Elizabeth Kavran, Ursuline College
Wolfgang Natter, St. Bonaventure University

ABSTRACT: This session will foreground the exigency of and outline possible methods of establishing partnerships with multiple constituents in order to enhance student, faculty, administrative, and community understanding of the skill sets acquired in liberal arts degrees, as well as methods by which liberal arts graduates can showcase those skills and their particular talents. The ultimate goal is to engage participants in a discussion of the exigency and possible methods to enable placement of liberal arts graduates into non-profit and for-profit corporations at better rates and with more ease.

2:00 pm – 3:15 pm \ Grand Ballroom 3

Session U: Reporting on Assessment: Closing the Other Loop

PRESIDING: Anthony G. Calamai, Appalachian State University
PANELISTS: Rochelle Robbins, Holy Family University
Laura Schramm, St. John's University
Doreen Turnbo, Wilmington University

ABSTRACT: Closing the loop on assessment refers to the change in curriculum that occurs as a result of assessment of learning outcomes. The “other loop” that is often forgotten is the reporting of assessment results and actions to key stakeholders. Assessment results are reported to administrative and accrediting bodies for purposes of accountability. Reporting also must also include faculty for purposes of program improvement. Assessment reports can also be disseminated for purposes of marketing programs. Presenters from three universities will describe the assessment reporting practices at their institutions and will discuss challenges and opportunities that formed their current assessment reporting practices, as well as remaining obstacles. The goal of this session is to create discussion among the attendees to examine practices and create effective reporting structures.
2:00 pm – 3:15 pm » Grand Ballroom 6
Session V: **Realizing Student, Faculty, and Institutional Outcomes at Scale: Institutionalizing undergraduate research, scholarship, and creative activity within multi-institution systems and consortia**

PRESIDING: Richard Finkelstein, *University of Mary Washington*

PANELISTS: Jeffrey Osborn, *The College of New Jersey*  
Rhona Free, *Eastern Connecticut State University*  
Gerardo M. González, *California State University–San Marcos*

**ABSTRACT:** The Council on Undergraduate Research (CUR) is working with six state systems and public and private consortia to improve the quality of undergraduate education at each of the constituent campuses and within the larger systems/consortia by focusing on institutionalizing undergraduate research, scholarship, and creative activity within each system and consortium. The systems/consortia include the Council of Public Liberal Arts Colleges, University of Wisconsin System, California State University System, City University of New York System, Great Lakes Colleges Association, and Pennsylvania State System of Higher Education. The panel will include leaders from CUR and the systems/consortia that have participated. As case studies, panelists will discuss what has worked, current challenges, ongoing implementation issues, and lessons-learned from their own experiences. Session attendees will be invited to share experiences and best practices from their own campuses/systems.

2:00 pm – 3:15 pm » Grand Ballroom 7
Session W: **Leadership Development Matters**

PRESIDING: James H. Mike, *Shippensburg University*

PANELISTS: Michelle Behr, *University of Northern Colorado*  
Parviz Ansari, *Rowan University*  
David Carl Wilson, *Webster University*

**ABSTRACT:** Recent surveys suggest that fewer and fewer university presidents are coming through the academic pipeline. At the same time, over the last twenty or so years the number of presidents over age 60 has increased from 14 percent to nearly 50 percent. According to an American Council on Education (ACE) report, 40 percent of presidents had served as provost or CAO, and fewer than half of these had previously served as Dean or other academic administrator. These and other data strongly suggest the need for senior leadership development with a greater emphasis on the academic pipeline. This session offers a structured conversation on the significance of senior leadership development in higher education, providing Deans and others with skills and perspectives that prepare them for more senior leadership positions, and focuses on the experiences gained by panelists through their own ACE Fellowships.

2:00 pm – 3:15 pm » Grand Ballroom 8
Session X: **Special Workshop: Development for Deans**

PRESENTERS: Paul W. Jagodzinski, *Northern Arizona University*  
Betsy Mennell, *Northern Arizona University*

**ABSTRACT:** This three-hour interactive workshop will provide sufficient information to allow Deans with little or no experience in development to understand the components of development and also provide them with enough confidence to undertake such activities. Those Deans experienced in fundraising will be able to consider the approaches that are currently successful. Topics will include the following: The Four Components of Successful Fund Raising: Identification, Cultivation, Solicitation, Stewardship; What Works in 2013; Relationships and their Importance: Dean and Donors; Dean and the Development Officer; Comprehensive Campaigns; Engaging Department Chairs and Faculty; and Expectations and Realities of Making Development Part of Your Schedule.

3:15 pm – 3:45 pm » Grand Ballroom Foyer
**Refreshment Break**
CONCURRENT SESSIONS V » 3:45 pm – 5:00 pm

3:45 pm – 5:00 pm » Grand Ballroom 8
Session Y: Special Workshop: Development for Deans (continuation of Session X)

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

3:45 pm – 5:00 pm » Grand Ballroom 2
Session Z: Steppin’ Up to the Standards
PRESIDING: Elizabeth A. Say, California State University, Northridge
Anne-Marie McCartan, CCAS
ABSTRACT: One of the Priority Initiatives of the CCAS 2010-2013 Strategic Plan was the creation of a Standards of Practice for Colleges/Schools of Arts and Sciences. These standards are intended to offer Deans a metric against which to measure the status of policies, procedures, and practices at his or her college. The CCAS Board has spent the last year fine-tuning the Standards, and several member colleges have field-tested the accompanying scoring rubric. The Standards of Practice are now ready for dissemination to the full membership. A member of the Board of Directors and the Executive Director will lead this interactive session on how the new standards can be useful for assessing your present college or evaluating a potential move to a new college.

3:45 pm – 5:00 pm » Grand Ballroom 3
Session AA: The Top 10 Things I’ve Learned 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 eleven years’ experience describes the ten most valuable lessons he has learned about deanng. In the discussion, participants will be encouraged to describe their own learning experiences and assess the outcomes.

3:45 pm – 5:00 pm » Grand Ballroom 6
Session BB: Twitter for Dummies (and Deans)
PRESIDING: David Manderscheid, The Ohio State University
ABSTRACT: You know your students and alumni are on Twitter. How can this social media site help you communicate information on your College/School? Deans who have jumped into these waters with both feet will share their experiences, including how they manage to find time to tweet, what kinds of information they share, and why they think it worthwhile.

4:00 pm
Bus departs for St. Johns Town Center from the main lobby

9:00 pm – 10:00 pm » River Terrace 1
Dessert Reception for Registrants and Guests
Hosted by the CCAS Board of Directors
Featuring the Randy Scott Affair, a jazz quartet
Nametags required. Guests of attendees may purchase a pass for all three receptions at the Registration Desk.
Gender Issues Breakfast

“LGBTQ 101: An Introduction to Queer Issues in the Academy”

PRESIDING: Julia R. Johnson, University of Wisconsin, La Crosse
PRESENTER: Donald Hall, Dean, College of Arts & Sciences, Lehigh University

Challenges remain for queer faculty, staff, and students in the academy, even as gay rights are expanding within the broader culture. As Deans and college administrators, what can we do to create a climate of respect and support in our institutions? How do we best serve as advocates for the needs of college personnel and students whose sexuality or gender expression is different from that of the majority? How can we work within our institutional structures to ensure that college staff, faculty, and students are protected from harassment and discrimination? After providing his thoughts on these questions, Dean Hall welcomes a lively discussion about the range of institutional contexts in which we work and strategies that are appropriate for those contexts as we create supportive environments in which all of our college community members can thrive.

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

9:00 am – 10:15 am » Grand Ballroom 1

Session CC: Maximizing Faculty Success With or Without an NSF ADVANCE Grant: Successful strategies for diversifying the workforce

Sponsored by the Committee on Gender Issues

PRESIDING: Carmen Cid, Quinebaug Valley Community College
PANELISTS: Patricia Witherspoon, The University of Texas at El Paso
Joyce Taylor Gibson, University of Southern Maine, Lewiston-Auburn College
Elizabeth Birmingham, North Dakota State University

ABSTRACT: NSF’s ADVANCE program seeks to increase the representation and career advancement of women in STEM careers. Seventy percent of NSF ADVANCE grants have been awarded to CCAS member institutions, nearly all research/doctoral universities. Yet the CCAS membership includes a large representation of Master’s comprehensive and liberal arts universities, which are less likely to receive ADVANCE grants. This panel will provide “lessons learned” at ADVANCE-grantee institutions that can be implemented at all CCAS institutions. Panelists will discuss successful practices from their ADVANCE experiences and from using CCAS ADVANCE-developed materials for the purpose of improving department chair mentoring, search committee training, faculty research collaborations, productivity and work/life balance for all faculty, while also providing special attention to the “double bind” issues associated with women of color in STEM careers.
### Session DD: Successful Institutional Strategies for Enhancing Student Retention and Progress to Graduation, Part II

**PRESIDING:** Jeffrey Fagen, *St. John's University*

**PANELISTS:**
- Jeanne Gillespie, *University of Southern Mississippi*
- Helena Dettmer, *University of Iowa*
- Jonathan Reed, *University of La Verne*

**ABSTRACT:** This second panel on student retention and success focuses on specific curricular initiatives that have led to gains in student retention. These include analyses of degree requirement roadblocks, creative implementations of interdisciplinary degree programs, and improved advising of students to navigate requirements and earn their degrees. As in Part I (Session I), these panelists will showcase concrete examples of their programs and fairly substantial data to illustrate and support their programs' effectiveness.

### Session EE: Career Preparedness and the Liberal Arts: On-campus partnerships and initiatives

**PRESIDING:** Saeed Ghahramin, *Western New England University*

**PANELISTS:**
- Adam Shapiro, *California State University, San Marcos*
- Katherine Frank, *Indiana University East*
- Jonathan Millen, *Rider University*

**ABSTRACT:** Significant pressures have been placed on institutions to demonstrate that their students can compete successfully for jobs upon graduation. Liberal arts colleges are especially prone to negative assessments of their students’ career prospects. This panel focuses on ways that Deans can work with their faculty, staff, and other campus stakeholders to develop institutional support and structure to promote career preparedness. The panel will address successful partnership strategies with various campus units to improve the role of professional advising; develop a college-wide career curriculum; collaborate with offices of career services; and incorporate internship, coaching, and shadowing programs.

### Session FF: Building Research Infrastructure in an Era of Declining External Funding

**PRESIDING:** Laura Argys, *University of Colorado at Denver*

**PANELISTS:**
- Mark R. Anderson, *Kennesaw State University*
- Daniel Howard, *New Mexico State University*
- John M. Pratte, *Arkansas State University*

**ABSTRACT:** Recent decades have seen stagnant levels of external funding at the same time that the number of researchers increased dramatically. This combination has led to substantially lower funding rates at public agencies and private foundations. The traditional model (in which universities provide startup funds for the initial infrastructure for an individual researcher with the expectation that researchers become independent and fund their research laboratory from external sources) is unsustainable. This panel discusses creative approaches to supporting research and building research infrastructure in an increasingly competitive external funding environment. Panelists will discuss a variety of approaches: models of startup funding that emphasize research functions and interdisciplinary teams rather than individual researchers, partnerships with the private sector to create collaborative research facilities, the creative use of student fees to fund joint student-faculty research labs, and the establishment of research enterprises—both with the private sector and in-house.
Session GG: CRITICAL ISSUES FORUM: Demography, Destiny, and Deans

PRESIDING: Mary Anne Fitzpatrick, University of South Carolina
DISCUSSION LEADER: Martin Slann, University of Texas at Tyler

ABSTRACT: The traditional assumption that we are living in an age of population explosions has been exaggerated. Many, if not most, western countries are experiencing declining birthrates and aging populations—non-western countries as well. Universities can no longer depend on consistently growing enrollments from either traditional-aged or non-traditional students. If universities are to increase student enrollments, the growth will have to come from a larger proportion of students taking college classes for their associate and bachelor degrees. Colleges of Arts and Sciences are on the frontline of this phenomenon, since other academic units require our courses. We will have to become more streamlined and more informed of the needs of students who register for our classes from colleges of engineering, nursing, business, and education. These needs are changing in great part because our student populations represent cultural backgrounds and expressions that did not exist (or were not recognized) a generation ago. Arts and Sciences Deans must take leading roles in this transition.

Session HH: Have the Walls Come Tumbling Down?
Lessons from efforts to integrate living and learning

PRESIDING: Karen Kashmanian Oates, Worcester Polytechnic Institute
PANELISTS: James Simon, Fairfield University
Lisa Vollendorf, San José State University
Nancy Harris, Elon University

ABSTRACT: It has long been a goal for most schools: serve students better by tearing down artificial barriers that separate academic affairs from student affairs, classrooms from career planning. Whether you call it Living and Learning, or Campus Integration, the process often winds up being more difficult than organizers expect. Administrators from three public and private universities talk about the process of leveling silos and making progress in working with career development, student affairs, and other non–academic offices. Panelists will describe some emerging best practices in this arena.
Session II: Betwixt and Between:
The future of the regional comprehensive university

Sponsored by the Committee on Comprehensive Institutions

PRESIDING: Chris Arndt, James Madison University

PANELISTS: Michelle Malott, Minnesota State University Moorhead
              Dawn Latta Kirby, Kennesaw State University
              Wolfgang Natter, St. Bonaventure University

ABSTRACT: The regional comprehensive university is in the midst of an identity crisis. Eager to promote research, but unable to compete with research universities to support such endeavors; determined to work closely with students, but incapable of dealing with enrollment numbers that make such engagement difficult; and torn between the educational tradition of the liberal arts and professional training, the regional comprehensive has exhausted itself trying to be all things to all people. This session addresses three issues central to regional comprehensives: the impact of changing faculty research expectations on the tenure and promotion process; the tension of preserving the best of the traditional Arts and Sciences education while simultaneously meeting workforce demands; and the growing expectations for undergraduate research. It will explore how these forces have impacted faculty morale, resource distribution, and the quality of undergraduate education. In doing so, it will provide insights for a way forward for the regional comprehensive institution.

Session II: Critical Issues Forum:
Paths to the Deanship: Diversifying future academic leadership

PRESIDING: Jennifer Schneider, Colorado State University

DISCUSSION LEADER: Michelle Behr, University of Northern Colorado

ABSTRACT: The position of Dean is often an important step in the career progression of senior level academic administrative leaders. At the most senior leadership levels, women are underrepresented. An examination of the career paths of Arts and Sciences Deans, as represented by CCAS members, provides an opportunity to better understand gender differences among academic leaders. As part of the CCAS ADVANCE project, grant personnel have been conducting a study of the career pathways of Deans from CCAS member institutions. Findings from this national survey will be used as a starting point for a group discussion addressing women's representation among the nation's academic leaders. The discussion will focus on three areas: (1) diversity among current academic Deans and how, if at all, this impacts the future of academia; (2) factors affecting women's career progression and ambitions; and (3) what Deans can do to help to foster the diversity of future academic leaders.

Meeting of the New CCAS Board of Directors

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

Post-Conference Workshop: Deans and the Law: What you should know

By Pre-Registration Only

Bus leaves for tour of Historic St. Augustine from the main lobby
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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-Carlton 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, Boston Marriott Copley Place Hotel
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
2018 Chicago, IL, November 14-17, Chicago Marriott Downtown Magnificent Mile
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**COVER ART**

TITLE: Dames Point Bridge
ARTIST: Bronwen Chandler

The cover features local Jacksonville artist Bronwen Chandler whose first love is landscape painting. Born in New Zealand, she was heavily influenced by the spectacular scenery she grew up with in Christchurch. Bronwen characterizes herself as a ‘late bloomer,’ although she painted on and off over the years, her primary career was in technology.

A complete collection of her representational paintings can be seen at www.artbybronwen.com where limited edition giclée prints are also available for sale.