



CCAS

**48th Annual Meeting
PROGRAM PREVIEW**

**Jacksonville, Florida
November 6-9, 2013**

networking arts & sciences deans

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 beyond, 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.

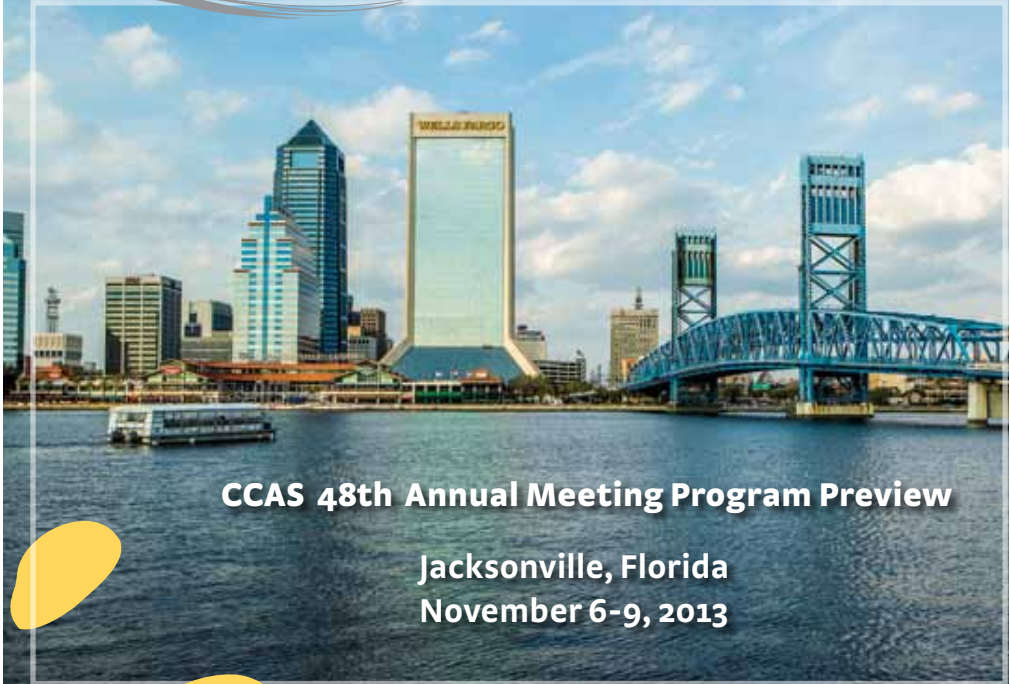
As in the past, the program includes panels proposed by our members covering the breadth of a dean's work, from program assessment to faculty development, from governance to internationalization, and from developing undergraduate research to creating better organizational structures. Also included in 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; Dr. Teresa Sullivan, President of the University of Virginia, and CCAS President Mary Anne Fitzpatrick.

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. I look forward to seeing you in Jacksonville.

Nancy A. Gutierrez



RYAN KETTERMAN

CCAS 48th Annual Meeting Program Preview

**Jacksonville, Florida
November 6-9, 2013**



Pre-Conference Workshop 2

Wednesday..... 3

Thursday..... 4

Friday..... 9

Saturday..... 16

Post-Conference Workshop 19

Bus Tours 20

About Jacksonville 22

Conference Hotel..... 22

Registration Form 23

Separate registration and fee apply. Enrollment is limited to 40 participants, so register early! There will be no on-site registration for this workshop.

Wednesday, November 6

7:30 am – 2:45 pm

Conflict Management for Deans

Conflict management is an essential skill for all arts and sciences Deans. This interactive workshop will focus on the dean's role in managing conflict. The session will begin with how to conduct a conflict analysis within the two main approaches to conflict (collaborative and competitive). Key skills for effective conflict management will be discussed, and workshop registrants will be active participants in specific skill-building activities. A highlight of the workshop will be a set of several case studies featuring scenarios that are frequently encountered by academic Deans. The session will close with a discussion of resources for conflict management.

PRESENTER:

Suzanne McCorkle, Ph.D.



Suzanne McCorkle is Director, Boise State University Dispute Resolution Program and Professor of Communication. Previously Interim Dean and Associate Dean, College of Social Sciences and Public Affairs, Boise State University. She is the author (with Melanie J. Reese) of *Mediation Theory and Practice*, Allyn and Bacon, 2004.

ROOM LOCATION: St. Johns

SCHEDULE:

7:30 am – 8:00 am

Workshop check-in and light refreshments

8:00 am – 12:00 pm

Morning session

12:00 pm – 1:00 pm

Networking luncheon (provided)

1:00 pm – 2:45 pm

Afternoon session

REGISTRATION FEE: \$195

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

7:30 am – 2:45 pm

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

Separate registration required;
fee applies (*see page 2*)

12:00 pm – 2:45 pm

Board of Directors Meeting

PRESIDING:

Mary Anne Fitzpatrick,
University of South Carolina

3:00 pm – 4:00 pm

Newcomers Welcome Session

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.

3:00 pm – 4:30 pm

Case Study Leaders Meeting

3:00 pm – 5:00 pm

State/System Deans Meetings

- 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
- SUNY Deans Meeting
- Georgia Deans Meeting

4:00 pm – 5:00 pm

**JACKSONVILLE:
A City in Search of an Identity**

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

Reception for Registrants & Guests

Hosted by the CCAS Board of Directors

First Night Dinner for Newcomers

Newcomers wishing to join up to go out for small-group dinners may meet at a designated location immediately following the reception.



The Cummer Museum of Art & Gardens

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

7:00 am – 7:45 am

Meetings of CCAS

Standing Committees

- Committee on Associate/Assistant Deans
- Committee on Comprehensive Institutions
- Committee on Cultural Diversity
- Committee on Liberal Arts Institutions
- Committee on Metropolitan/Urban Institutions
- Committee on Private Institutions
- Committee on Research Institutions

7:45 am – 8:45 am

Breakfasts by Sector:

- Comprehensive Institutions (under 10,000)
- Comprehensive Institutions (over 10,000)
- Metropolitan/Urban Institutions
- Liberal Arts Institutions
- Private Institutions
- Research Institutions

9:00 am – 10:15 am

Opening Plenary Session

WELCOME:

Anne-Marie McCartan, *CCAS*

PRESIDING:

Mary Anne Fitzpatrick,
President of CCAS



SPEAKER:

Michael Wesch,
Kansas State University

REMARKS:

“The End of Wonder in the Age of Whatever”

CONCURRENT SESSIONS I

10:45 am – 12:00 pm

SESSION A:

New Deans Workshop

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!)

SESSION B:

Rank and File: Making P&T work in today’s changing climate

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.

SESSION C:

What We Learned at the CCAS Workshop on Distance Education

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.

SESSION D:

What We Do and Why: CCAS Associate/Assistant Dean Survey Report, 2013

This study of the work and attitudes of college and university associate and assistant deans looks at four primary questions. Who are these persons? What are their responsibilities and how is their time budgeted? What are their expectations before assuming their positions and what have been their greatest challenges? Finally, what are their future professional plans? As Stone and Coussons-Read have made clear in *Leading from the Middle* (2011), associate/assistant deans not only manage but lead their schools and colleges; without their knowledge and skills, business can grind to a halt. We hope that this modest database will assist institutions in securing, developing, and nurturing these key leaders. *Sponsored by the Committee on Associate/Assistant Deans.*

SESSION E:

Enrollment Swirl

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 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. *Sponsored by the Committee on Liberal Arts Institutions.*

SESSION F:

CRITICAL ISSUES FORUM: The Impact of Financial Aid Changes

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.



indicates a “CRITICAL ISSUES FORUM”

12:15 pm – 1:30 pm**Luncheon and Address**

PRESIDING:

Nancy A. Gutierrez, 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 McCord,
Northern Illinois University**1:45 pm – 3:00 pm****Case Study Sessions**

ORGANIZERS:

Tom Otieno,
Eastern Kentucky University
Gerry Greenberg, Syracuse University

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.

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

SESSION G:

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

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. *Sponsored by the Committee on Research Institutions.*

SESSION H:

**Dean's Role/Responsibilities in
Mentoring Minority Faculty**

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. *Sponsored by the Committee on Cultural Diversity.*



Museum of Science and History (MOSH).

**SESSION I:
Successful Institutional Strategies
for Enhancing Student Retention and
Progress to Graduation, Part I**

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**

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

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

 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.

4:45 pm – 5:30 pm

Meeting of the Standing Committee on Gender Issues

5:30 pm – 6:30 pm

Reception for Registrants and Guests

Conference registration is open from 8:00 am – 12 pm

7:30 am – 8:45 am

Open Continental Breakfast

All attendees are invited to this meet-and-greet continental breakfast. Seating for Special Topics is on a first-come, first-served basis.

ORGANIZER:

Christopher McCord,
Northern Illinois University

7:30 am – 8:45 am

Breakfast for Minority Deans

TOPIC OF DISCUSSION:

Enhancing Minority Faculty Recruitment and Retention

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).

CONCURRENT SESSIONS III

9:00 am – 10:15 am

SESSION M:

Communication and Institutional Transformation

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 postmodern 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.



RYAN KETTERMAN



SESSION N:

Deans and the Gathering Storm in the Land of Shared Governance

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. *Sponsored by the Committee on Private Institutions.*

SESSION O:

Understanding and Supporting the Scholarship of Engagement

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.

SESSION P:

The College of Arts and Sciences Works with the VP for Research

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.



SESSION Q:

Science-Thinking Throughout the Curriculum

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 'got-ten 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.

SESSION R:

**CRITICAL ISSUES FORUM:
Advancing the Career Opportunities of Liberal Arts Graduates**

This Forum 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 of the forum 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.

10:45 am – 12:00 pm**Annual CCAS Business Meeting**

Join president Mary Anne Fitzpatrick and Executive Director Anne-Marie McCartan to hear 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!*

12:15 pm – 1:45 pm
CCAS Luncheon & Presidential Address

PRESIDING:

Nancy A. Gutierrez,
President-Elect, CCAS

PRESENTATION:

*CCAS 2013 Arts and Sciences
Advocacy Award*



SPEAKER:

Mary Anne Fitzpatrick,
*2012-2013
CCAS President*

REMARKS:

**“Advocacy: Champion-
ing our Values and
Influencing Others”**

CONCURRENT SESSIONS IV

2:00 pm – 3:15 pm

SESSION S:

**Colleges of Arts and Sciences
and the Mission of Metropolitan/
Urban Institutions**

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

At the west end of the Southbank Riverwalk is Friendship Fountain. The fountain pumps water to a height of up to 115 feet and 265 lights create a spectacular nightly show. The Hyatt Regency is seen in the right background.



SESSION T:

Changing Intellectual Property Policies to Meet New Demands

The past several years have seen some significant changes in the interpretation, laws, and policies regarding intellectual property. Of particular note are the *Stanford vs. Roche* decision by the US Supreme Court (2011), the passage of the Leahy-Smith America Invents Act (2011), and convictions of faculty for violation of export control laws. The changes created by these developments have caused universities to revisit their intellectual property and dissemination policies to give greater protection to intellectual property created by faculty and to prevent possible transgressions of federal laws. This panel will discuss changes that have been made at three institutions and reactions to these changes. These range from new policies on research dissemination to offices that evaluate the patentability of scholarly work to new international travel policies. Audience members will be encouraged to discuss changes at their institutions, as well as to provide feedback on each other's changes.

SESSION U:

Reporting on Assessment Efforts: Closing the other loop

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 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.



SESSION V:**Realizing Student, Faculty, and Institutional Outcomes at Scale**

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.

SESSION W:**Leadership Development Matters**

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.

SESSION X:**SPECIAL WORKSHOP:
Development for Deans**

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.

CONCURRENT SESSIONS V**3:30 pm – 5:00 pm****SESSION Y:****SPECIAL WORKSHOP:
Development for Deans
(continuation of Session X)****SESSION Z:****“Steppin’ Up to the Standards”**

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.



Northbank Riverwalk.

SESSION AA:
**“The Top 10 Things
I’ve Learned as Dean”**

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 deaning. In the discussion, participants will be encouraged to describe their own learning experiences and assess the outcomes.

SESSION BB:
“Twitter for Dummies (and Deans)”

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 leaves for St. Johns Town Center (page 20).

9:00 pm –10:00 pm

**Dessert Reception for
Registrants & Guests**

Return from your evening out in Jacksonville to network over dessert and drinks. A local musical group will be featured.

7:30 am – 8:45 am

Gender Issues Breakfast

LGBTQ 101: An Introduction to Queer Issues in the Academy

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.*

CONCURRENT SESSIONS VI

9:00 am – 10:15 am

SESSION CC:

Maximizing Faculty Success With or Without an NSF ADVANCE Grant

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 rep-

resentation 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. *Sponsored by the Committee on Gender Issues.*

SESSION DD:

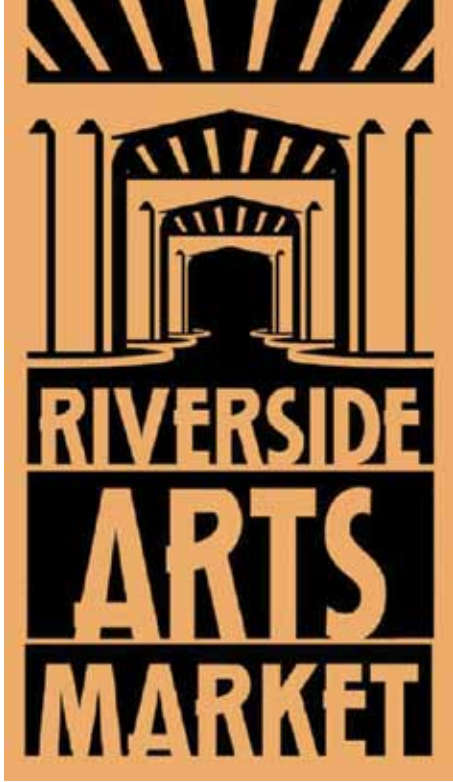
Successful Institutional Strategies for Enhancing Student Retention and Progress to Graduation, Part II

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

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

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



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.

CONCURRENT SESSIONS VII

10:45 am – 12:00 pm

SESSION HH:

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

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**

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. *Sponsored by the Committee on Comprehensive Institutions.*

**SESSION JJ:
Assistant and Associate Deans:
Balancing research and
administrative duties**

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.

**SESSION KK:
CRITICAL ISSUES FORUM:
Pathways to the Deanship:
Diversifying future academic
leadership**



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.

**12:00 pm – 3:00 pm
Meeting of the New
CCAS Board of Directors**

3:00pm
Bus leaves for St. Augustine (page 21).

**1:00 pm – 5:00 pm
Post-Conference Workshop:
Legal Issues for Deans**

*Pre-registration required; fees apply.
See page 19.*



Saturday, November 9

1:00 pm – 5:00 pm

Deans and the Law: What you should know

The news is filled with stories of lawsuits brought over seemingly trivial matters. In this litigious society, how can Deans make decisions without being involved in a lawsuit? During this interactive workshop, Deans will be provided with an overview of higher education law, potential areas of trouble, and ways to avoid becoming embroiled in litigation. Topics will include faculty recruitment and hiring, faculty evaluation, promotion and tenure, supervision of faculty and staff, sexual harassment, academic freedom, discrimination and accommodation, student issues, and more.

PRESENTER: **Jon K. Dalager, J.D., Ph.D.**

Jon Dalager is an experienced dean and department chair and has been an attorney since 1982. He has been admitted to the state and federal bars of Minnesota, North Dakota, Illinois, and Kentucky. He served as a department chair for ten years and as a Dean for three years. He is currently a Fulbright Professor at Johann Goethe University in Frankfurt, Germany, where he is researching issues in higher education and teaching courses on law and politics. Dalager has presented workshops and conference papers on legal issues in higher education to national gatherings of faculty, deans, and department chairs, has produced an on-line seminar on faculty evaluation, and has led workshops on higher education administration for the Ministry of Higher Education in Saudi Arabia. He has published several articles on higher education law in *Academic Leader* and *The Department Chair*, and has contributed two chapters on legal issues for deans to *The Resource Handbook for Academic Deans*, third edition (forthcoming July 2013) published by the American Conference of Academic Deans.

REGISTRATION FEE: \$95



OPTIONAL BUS TOURS

These tours are offered by an independent company, Destination Planning. To sign up, go to www.ccas.net, Events, 2013 Annual Meeting, Bus Tours, and print the registration form.

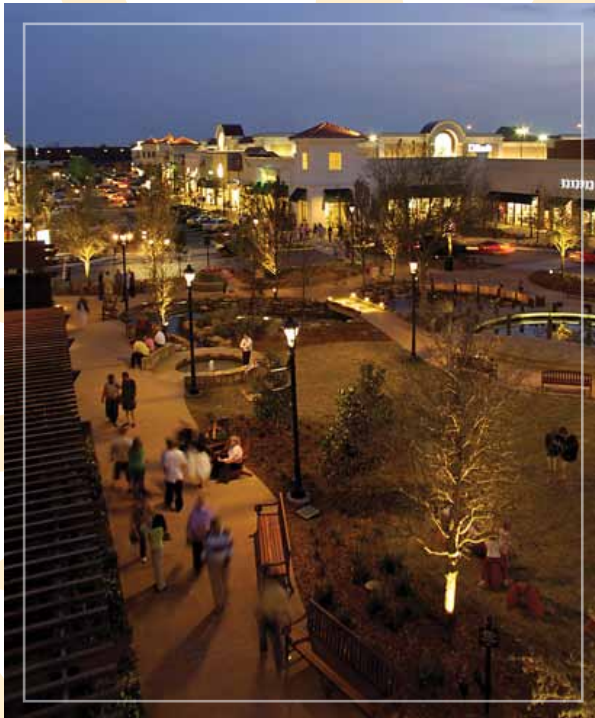
TOUR #1: St. Johns Town Center Dining & Shopping Shuttle

DATE..... Friday, November 8
TIMES..... 4:00 PM – 8:30 PM
PRICE..... \$25 per person inclusive of tax and gratuity
TRAVEL TIME.... Approximately 30 minutes each way



Those wishing to explore beyond the hotel by Friday afternoon should consider this optional activity. St. Johns Town Center is an outdoor mall and is home to over 150 shops and restaurants. After shopping in some of your favorite stores (Chico's, Anthropologie, Williams & Sonoma, J's. A. Bank, Apple), choose from among restaurant favorites such as P.F. Changs, The Cheesecake Factory, Maggiano's Little Italy, Capital Grille, and Sushi House for dinner. The bus will depart the mall at 7pm and again at 8pm so that everyone will be back in time to enjoy the evening Dessert Reception at the Hyatt Regency.

Seating is limited. Please note that this activity will only take place if at least 45 people sign up.



TOUR #2: St. Augustine Historical Tour

DATE.....Saturday, November 9
 TIMES3:00 PM – 9:15 PM
 PRICE\$50 per person inclusive of tax and gratuity
 TRAVEL TIME.....Approximately 45 minutes each way

St. Augustine proudly claims the status of “longest continually inhabited European-founded city in the United States.” Established in 1565 as an important outpost guarding the Spanish Empire in the New World, St. Augustine was a bustling city and seaport long before the Pilgrims arrived at Plymouth Rock in 1620. For nearly 240 years, St. Augustine’s residents remained “noble and loyal” subjects of Spain, enduring numerous wars, famines, plagues and pirate raids. The city was occupied by the British from 1763 until 1784 when the Spanish returned. In 1821, the U.S. acquired Florida and its capital of St. Augustine from Spain. In the late 1880s, millionaire visionary Henry Flagler transformed the city into an exclusive resort for wealthy northern families seeking an escape from cold winters. Flagler’s magnificent hotels remain as symbols of that by-gone era.



PHOTOS COURTESY OF FLORIDASHISTORICCOAST.COM

It is an exciting time to tour this charming city, as it is commemorating the 500th anniversary of the discovery of Florida in 2013, the 50th anniversary of the Civil Rights Act in 2014, and the 450th anniversary of the founding of St. Augustine in 2015.

The bus tour of the city will begin where the history of Florida began, as you stop outside of the Fountain of Youth, and includes such sites as the Mission of Nombre de Dios—birthplace of Christianity on this continent. When you arrive at the Castillo de San Marcos, you will be invited to step off for a few moments to walk around the outside this fort which is the oldest national monument. Next, the bus will drive through will see the heart of the city with its magnificent Spanish Renaissance architecture.

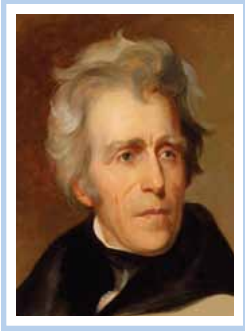
Around 5:00, you will be dropped of on St. George Street, a shopping “mecca” well-known as a pedestrian walking street with over 240 gift shops, ice cream parlors, and restaurants and just four short blocks long. Your free time for dinner and shopping is from 5pm – 8:30pm and dinner reservations are recommended. Websites such as UrbanSpoon.com and Yelp.com list restaurants and reviews. Search for those located within a short walk of the St. George Street shopping district.

Seating availability is limited, so sign up today! Please note that this activity will only take place if at least 50 people sign up.



Jacksonville, Florida

We are pleased to be holding our annual meeting in sunny Florida for the first time in 10 years. This thoroughly modern city was established by the French as the first Protestant colony in America in 1564. A year after Florida became a U.S. territory in 1821, the name of the narrow spot where cows were ferried across the St. Johns



River was changed from Fort Caroline to Jacksonville after General Andrew Jackson. Jacksonville became known as the “winter city in summerland” during the mid-to-late 19th century, drawing tourists from around the world. In the years since, Jacksonville has seen the building of military installations, modern skyscrapers and bridges, quietly evolving into a major business center of the South.

Jacksonville sits on the banks of the St. Johns River, one of the most mystical and scenic rivers in America and designated as an American Heritage River in 1998. Jacksonville’s Riverwalk and a cross-river shuttle afford spectacular views

of the downtown skyline and varied entertainment and people-watching ashore. Conference attendees can stroll, walk, or run along the riverfront.

On the Northbank, a 300,000 square-foot main library and the new Jacksonville Museum of Contemporary Art front Hemming Plaza. On the Southbank, the interactive Museum of Science & History welcomes visitors of any age with a thirst for knowledge. The Cummer Museum of Art and Gardens borders the river with historic English and Italian gardens.

Do plan on staying through the close of the meeting on Saturday so that afterwards you can attend the post-conference workshop, “Deans and the Law: What you should know;” take the optional bus tour south to St. Augustine; head to one of the nearby Atlantic ocean beaches; or drive two hours north to tour historic Savannah, Georgia.

Hyatt Regency Jacksonville Riverfront

225 East Coastline Drive

The CCAS preferred rate is \$159 single/double, plus tax. Rooms can be booked through a personalized website, <http://tinyurl.com/ccasmeet>. When you book online, you will be offered other room options from which to choose.

This hyperlink is available online at www.ccas.net on the homepage and also under EVENTS/Annual Meeting - November/Registration.

Or, call (888) 421-1442 and reference the “CCAS Annual Meeting.”

Bringing a Spouse/Guest to Jacksonville?

Guests are welcome to attend the receptions and pre-registration is required. One fee (\$100) covers all three receptions. Prices for the Thursday and Friday luncheons are \$35 per luncheon. Personal checks are accepted. Online pre-registration is preferred.



2013 CCAS Annual Meeting

Hyatt Regency Jacksonville Riverfront, November 6 - 9, 2013

Register online at www.ccas.net. Credit card payment preferred

All payments must be received by October 30

We suggest that you check the appropriate fees & events and provide these pages to the person registering you for the meeting.

REGISTRATION FEES

___ **CCAS Early Bird CCAS Member fee** — \$495

*Registration & payment must be received on or before **September 30***

___ **CCAS Member fee** (for member institutions after September 30) — \$550

___ **Non-Member fee** — \$650

NOTE: \$100 of this registration fee can be applied to your membership dues if you join CCAS. Please write ccas@wm.edu for details.

___ **One-day only fee** (for non-members who are listed in the program) — \$175

INCLUDED IN YOUR REGISTRATION FEE:

WEDNESDAY, November 6

Networking Social Hour

THURSDAY, November 7

Breakfasts by Sector

Please check one...

___ Comprehensive Institutions (under 10,000)

___ Comprehensive Institutions (over 10,000)

___ Liberal Arts Institutions

___ Metropolitan-Urban Institutions

___ Private Institutions

___ Research Institutions

Luncheon

Networking Social Hour

FRIDAY, November 8

Continental Breakfast

Breakfast for Minority Deans

Presidential Luncheon

Dessert Reception

___ Dietary restrictions

Specify: _____



ADDITIONAL SPECIAL EVENTS

WEDNESDAY, November 6

- Pre-conference workshop
“Conflict Management for Deans” — \$195

SATURDAY, November 9

- Gender Issues Breakfast
“LGBTQ 101: An introduction to queer issues in the academy” — \$45
- Post-conference Workshop
“Deans and the Law: What you should know” — \$ 95

GUEST FEES

- Spouse/Guest Registration Fee (*includes all receptions*) — \$100
- Thursday, November 7 - Luncheon & Address — \$35
- Friday, November 8 - Presidential Luncheon & Address — \$35

CANCELLATION POLICY

All requests for refunds must be in writing. Requests made prior to October 30 will receive a full refund minus a \$50 administrative fee. We regret that **after October 30, no refunds can be issued** due to catering guarantees.

HOTEL RESERVATIONS

Hyatt Regency Jacksonville Riverfront is the conference hotel. The CCAS group rate is \$159 single/double, plus tax (other options available). To book a reservation, link to: <http://tinyurl.com/ccasmeet>.

Or, call (888) 421-1442 and reference the “CCAS Annual Meeting.” Reservations must be made by October 15, 2013, to qualify for the group rate.

For assistance with the registration process, call Gayle Helmling at 757-221-1784 between 9:00-4:30 Eastern Time.

networking arts & sciences deans



CCAS





Council of Colleges of Arts & Sciences
PO Box 8795, Williamsburg VA 23187-8795
www.ccas.net



48th Annual Meeting  Jacksonville, Florida