



**CCAS**  
**49<sup>TH</sup> ANNUAL MEETING**  
NOVEMBER 5-8, 2014  
SAN ANTONIO, TEXAS

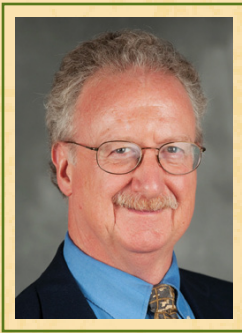


## Message from Dean Timothy D. Johnston

*CCAS President-Elect and Chair of Program Planning Committee*

I am very pleased to welcome you to the 49TH ANNUAL MEETING of the Council of Colleges of Arts and Sciences. Membership in CCAS continues to grow and now numbers over 500 colleges and universities from the United States and other countries. The dedication and commitment of our member deans has helped to build CCAS into an important voice for the liberal arts and sciences, and our annual meeting provides an opportunity for us all to come together, to learn from each other through formal presentations, and to build relationships with our colleagues through informal networking.

This year's program includes panels organized by our members to address a wide range of topics that will be of interest to those responsible for the arts and sciences in their institutions. These topics include leadership development, student recruitment and retention, the



application of CCAS's Standards of Practice, distance education, hiring and managing adjunct faculty, and issues of gender in decanal life, among many others. Other sessions include the successful critical issue forums (CIFs), which provide an opportunity for focused discussion on topics of special interest, and the ever-popular and successful case study sessions. In addition, the program features a number of workshops (some of which require separate registration) on topics such as conflict resolution, career advancement for deans, legal issues, deans and development, and strategies for "selling" the value of the arts and sciences. Breakfast and lunch discussion tables offer opportunities to engage

colleagues in informal conversation over topics of shared interest. As always, our three plenary speakers will offer their own thought-provoking perspectives: We look forward to hearing from digital humanities scholar Laura Mandell, from Debra Stewart, former President of the Council of Graduate Schools, and from CCAS President Nancy Gutierrez.

As the costs of college increase and the economic recovery proceeds only sluggishly, institutions of higher education generally, and colleges of arts and sciences in particular, are increasingly asked to justify themselves to students, parents, legislators, and other audiences. This year's meeting will provide many opportunities for each of us to reflect on the enduring value of the arts and sciences in higher education and to consider how best to communicate that value to others. The wide diversity of institutions represented within CCAS is one source of our strength as an organization. The perspective of a dean at an undergraduate liberal arts college is different from that of an arts and sciences dean at a large research university, but those varied perspectives all contribute to a broader and deeper understanding of the value of the liberal arts and sciences to higher education and to society.

The CCAS Annual Meeting returns to San Antonio after a 10-year interval during which a great deal has changed in the world of higher education. We have weathered a significant economic recession that has affected public and private institutions alike and witnessed other societal changes that influence us and our students in numerous ways. The 2014 meeting will allow us to reconnect with friends made in previous years, and to meet in person colleagues who are known only through the CCAS listservs or social media. On behalf of the CCAS Board of Directors and Annual Meeting Program Committee, I thank all of you who have worked to create what should be a stimulating and informative meeting.

A handwritten signature in black ink that reads "Timothy D. Johnston". The signature is written in a cursive, flowing style.

November 5th > 6th > 7th > 8th

**WED**nesday 5th

- 11:00 am – 7:00 pm  
*Conference registration open*
- 8:00 am – 2:45 pm  
Pre-Conference Workshop:  
**Conflict Management  
for Deans**
- 8:00 am – 2:45 pm  
Pre-Conference Workshop:  
**Getting Ahead:  
A career planning workshop**
- 12:00 pm – 2:45 pm  
**Board of Directors Meeting**
- 3:00 pm – 4:30 pm  
**Case Study Leaders Meeting**
- 3:00 pm – 5:00 pm  
**State/System Deans Meetings**
- 3:00 pm – 4:00 pm  
**Newcomers Welcome Session**
- 4:00 pm – 5:00 pm  
**San Antonio Rises to the  
World Stage**
- 5:30 pm – 6:30 pm  
**Reception for Registrants  
and Guests  
First Night Dinner for  
Newcomers**

**THURS**day 6th


- 7:00 am – 5:00 pm  
*Conference registration open*
- 7:00 am – 7:45 am  
**Meetings of CCAS  
Standing Committees**
- 7:45 am – 8:45 am  
**Breakfasts by Sector**
- 9:00 am – 10:15 am  
**Opening Plenary Session**
- 10:15 am – 10:45 am  
**Refreshment Break**
- 10:45 am – 12:00 pm  
**Concurrent Sessions I**
- 12:15 pm – 1:30 pm  
**Luncheon & Address  
Special Discussion Topics  
for Luncheon Tables**
- 1:45 pm – 3:00 pm  
**Case Study Sessions**
- 3:00 pm – 3:30 pm  
**Refreshment Break**
- 3:30 pm – 4:45 pm  
**Concurrent Sessions II**
- 4:45 pm – 5:30 pm  
**Meeting of the Committee  
on Gender Issues**
- 5:30 pm – 6:30 pm  
**Reception for  
Registrants & Guests**
- 6:30 pm – 7:30 pm  
**Open Reception for Alumni  
of the ACE Fellows Program  
& Interested Parties**

**FRI**day 7th

- 8:00 am – 12:00 pm  
*Conference registration open*
- 7:00 – 7:30 am  
**Meeting of the Cultural  
Diversity Committee**
- 7:30 am – 8:45 am  
**Open Continental Breakfast  
Special Discussion Topics  
for Breakfast Tables  
Breakfast for Minority Deans**
- 9:00 am  
**Ballots are due at the  
Registration Desk by 9:00 am**
- 9:00 am – 10:15 am  
**Concurrent Sessions III**
- 10:15 am – 10:45 am  
**Refreshment Break**
- 10:45 am – 12:00 pm  
**Annual CCAS Business Meeting**
- 12:15 pm – 1:45 pm  
**CCAS Luncheon &  
Presidential Address**
- 2:00 pm – 3:15 pm  
**Concurrent Sessions IV**
- 3:15 pm – 3:45 pm  
**Refreshment Break**
- 3:45 pm – 5:00 pm  
**Concurrent Sessions V**
- 9:00 pm – 10:00 pm  
**Dessert Reception for  
Registrants & Guests**

**SAT**urday 8th

- 8:00 am – 12:00 pm  
*Return evaluations to  
registration desk*
- 7:30 – 8:45 am  
**Gender Issues Breakfast:  
Navigating the Paradigm  
Shift: Title IX responsibilities  
for Deans**
- 9:00 am – 10:15 am  
**Concurrent Sessions VI**
- 10:15 am – 10:30 am  
**Refreshment Break**
- 10:30 am – 11:45 am  
**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:  
Selling the Value: Position-  
ing and marketing colleges  
of Arts & Sciences in a pre-  
professional-focused world**

 This icon indicates a Critical Issues Forum

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

8:00 am – 2:45 pm

PRE-CONFERENCE WORKSHOP:  
**Conflict Management for Deans**  
By pre-registration only

8:00 am – 2:45 pm

PRE-CONFERENCE WORKSHOP:  
**Getting Ahead: A career planning workshop**  
By pre-registration only

12:00 pm – 2:45 pm ›› Conference Room 15

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

3:00 pm – 4:30 pm ›› Conference Room 12

**Case Study Leaders Meeting**  
PRESIDING: Gerald R. Greenberg,  
*Syracuse University*

3:00 pm – 5:00 pm ›› Salon M

**Michigan Deans Meeting**  
PRESIDING: Pamela Gates,  
*Central Michigan University*

3:00 pm – 5:00 pm ›› Conference Room 19

**New Jersey Deans Meeting**  
PRESIDING: Stanton Green,  
*Monmouth University*

3:00 pm – 5:00 pm ›› Conference Room 8

**Ohio Deans Meeting**  
PRESIDING: Chand Midha,  
*University of Akron*

3:00 pm – 5:00 pm ›› Conference Room 13-14

**Pennsylvania Deans Meeting**  
PRESIDING: Lori Vermeulen,  
*West Chester University of Pennsylvania*

3:00 pm – 5:00 pm ›› Conference Room 9

**Georgia Deans Meeting**  
PRESIDING: Lila Roberts,  
*Clayton State University*

3:00 pm – 5:00 pm ›› Salon L

**Texas Deans Meeting**  
PRESIDING: Kenneth E. Hendrickson,  
*Sam Houston State University*

3:00 pm – 5:00 pm ›› Conference Room 11

**North Carolina Deans Meeting**  
PRESIDING: Anthony Calamai,  
*Appalachian State University*

3:00 pm – 4:00 pm ›› Salon J

**Welcome Session for Newcomers**  
PRESIDING:  
Nancy A. Gutierrez, *CCAS President*  
Timothy D. Johnston, *CCAS President-Elect*  
Hosted by the CCAS Board, the welcome session greets newcomers to our organization and offers an informed and informal introduction to CCAS and its Annual Meeting program.

4:00 pm – 5:00 pm ›› Salon J

**San Antonio Rises to the World Stage**  
PRESIDING: Patricia Witherspoon,  
*University of Texas at El Paso*  
PRESENTING: Angelica Docog  
Mark Twain referred to San Antonio as one of four unique cities in the United States. This was before the San Antonio Riverwalk and the first Fiesta celebration. It was before five major military installations opened, and the moniker of “Military City, U.S.A.” It was before HemisFair 1968 launched the city’s modern era. The Institute of Texan Cultures opened at that ’68 World’s Fair, offering an unprecedented look at how Texas’ diversity built the state’s unique identity. Angelica Docog, executive director of the UTSA Institute of Texan Cultures, will present on San Antonio and how the city again finds itself on the world stage, a rising star in research, academics, and industry.

5:30 pm – 6:30 pm ›› Salon H&I

**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**

ORGANIZER: Joyce Taylor Gibson,  
*University of Southern Maine*  
Newcomers wishing to join up to go out for small-group dinners should meet outside Salon H&I 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 9 people per topic (plus host). 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 will be very high, 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** › Conference Room 3-4
- Committee on Comprehensive Institutions** › Salon J
- Committee on Liberal Arts Institutions** › Salon L
- Committee on Metropolitan/Urban Institutions** › Salon K
- Committee on Private Institutions** › Conference Room 1-2
- Committee on Research Institutions** › Conference Room 17-18

**7:45 am – 8:45 am**

**Breakfasts by Sector**

Breakfast Buffets will be set up in the Salon Foyer

**Comprehensive Institutions (under 10,000)** › Conference Room 3-4  
 PRESIDING: Karl R. Kunkel, *Pittsburg State University*

**Comprehensive Institutions (over 10,000)** › Salon J  
 PRESIDING: Katherine Frank, *Northern Kentucky University*

**Liberal Arts Institutions** › Salon L  
 PRESIDING: Mary McGee, *Alfred University*

**Metropolitan/Urban Institutions** › Salon K  
 PRESIDING: DoVeanna S. Fulton, *University of Houston–Downtown*

**Private Institutions** › Conference Room 1-2  
 PRESIDING: Kim Martin Long, *Delaware Valley College*

**Research Institutions** › Conference Room 17-18  
 PRESIDING: Bret S. Danilowicz, *Oklahoma State University*

**9:00 am – 10:15 am** › Salon H&I

**Opening Plenary Session**

WELCOME: Anne-Marie McCartan, *CCAS*

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

SPEAKER: Debra W. Stewart, *President Emerita and Senior Scholar, Council of Graduate Schools*

REMARKS: **“Pathways, Potholes, and Partnerships: Rethinking the future of graduate education”**

**10:15 am – 10:45 am** › Salon Foyer

**Refreshment Break**



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

**10:45 am – 12:00 pm** » Conference Room 17-18

**Session A: New Deans Workshop**

**PRESIDING:** Janice Nerger, *Colorado State University*

**PANELISTS:** Danny J. Anderson, *University of Kansas*

Elizabeth Kavran, *Ursuline College*

Gregory M. Sadlek, *Cleveland State University*

This session will involve interactive discussions of the challenges, responsibilities, and obligations of the new Dean. It will include “getting started,” managing resources, conflict management, and other pertinent topics crucial to a new dean’s success. This session will be run by the same team that conducted the 2014 summer CCAS New Deans Seminar. Time will be saved for questions from the audience. All Deans, new and continuing, are invited to attend.

**10:45 am – 12:00 pm** » Conference Room 3-4

**Session B: Resource Planning and Institutional Culture**

**PRESIDING:** Sametria R. McFall Dickerson, *Savannah State University*

**PANELISTS:** Andrew Harris, *Keene State College*

Peter McAllister, *California State University, Los Angeles*

Lori Vermeulen, *West Chester University of Pennsylvania*

Major changes in budget planning can have implications for setting funding priorities, catalyzing department chair development, and driving cultural change. Deans from three public institutions of widely varying sizes and levels of planning sophistication—a small liberal arts college, a medium-sized, and a large regional comprehensive university—will share their experiences motivating such change, generating a discussion that considers the systemic, political and human ramifications of new approaches to resource allocation. We consider the reasons driving changes in resource allocation, models adopted, challenges posed for chairs and deans, and positive as well as unexpected outcomes. The presentations will reflect on the impact of fiscal constraints, transparency, accountability, and investment in resource planning as a way to increase departments’ abilities to succeed.

**10:45 am – 12:00 pm** » Conference Room 1-2

**Session C: Developing Leadership Skills among Department Chairs**

**PRESIDING:** Adam Shapiro, *California State University San Marcos*

**PANELISTS:** Doug Doren, *University of Delaware*

Kathleen Rountree, *California State University East Bay*

Michael Stoloff, *James Madison University*

Department chairs are critical leaders in academic institutions, yet they often begin their appointment with no previous experience in a comparable role. While chairs may get an introduction to the procedures and policies employed at their institution, few colleges and universities systematically develop the broader leadership and managerial skills that chairs need to be effective. This session will be an interactive forum to discuss areas where experienced chairs report that additional support would have been helpful. The panel will discuss approaches to chair development, including concentrated workshops for new chairs, extended programs that continue for several months, and ongoing development and support. The primary goal for this session is to share experience about programs that attendees have found to be effective, and to discuss ideas for chair development that can enhance current practices.

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10:45 am – 12:00 pm » Conference Room 13-14

Session D: **Deaning Seen through a Gender Lens**

PRESIDING: Julia Johnson, *University of Wisconsin, La Crosse*

PANELISTS: Vickie Rutledge Shields, *Eastern Washington University*  
Elizabeth A. Say, *California State University, Northridge*  
Matthew C. Moen, *University of South Dakota*

Women comprise 34 percent of liberal arts Deans nationally (Chronicle of Higher Education Almanac, 2012-13) compared to over 50 percent of undergraduate students and 41 percent of full-time faculty (Touchton, J., Musil, C.M., & Campbell, K. P. *A Measure of Equity: Women's Progress in Higher Education*. AAC&U: Washington, DC, 2008). In positions above the deanship, the number of women decreases sharply. Does gender matter much anymore when considering a Dean's abilities to succeed or advance? Research shows that women tend to take more indirect paths to leadership, are more seriously impacted by having children, and have a higher chance of being divorced or single in the higher ranks of administration than men. A related, under-researched question is how sexual orientation affects a Dean's success and advancement and how this might differ for women and men. In this mixed gender panel, three seasoned Arts and Sciences Deans offer their reflections on questions of gender and the deanship: What has changed or stayed the same? What still needs to change? How does gender affect the less overt aspects of deaning such as access to donors and being coupled at social events? The panelists will share their reflections from the following perspectives: development, leadership styles, power flows both up and down, sexual orientation, and interpersonal and public communication.

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10:45 am – 12:00 pm » Salon D

Session E: **Enrollment Management at the Comprehensive University**

*Sponsored by the Committee on Comprehensive Universities*

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

PANELISTS: Neva Specht, *Appalachian State University*  
Karl R. Kunkel, *Pittsburg State University*  
Katherine Frank, *Northern Kentucky University*

It is a rare comprehensive institution these days that does not experience heightened concerns about and interest in enrollment issues and their management. As a whole, this panel reflects on a number of enrollment practices at select comprehensive universities that require collaboration between academic affairs and enrollment offices. Increasingly, recognition has grown that such collaboration is essential. Topics presented include enrollment and academic practices which address transfer students, summertime enrollment, and organizational structures which may maximize enrollment yield.

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10:45 am – 12:00 pm » Salon K&L



Session F: **CRITICAL ISSUE FORUM: Benchmarking the Humanities: What we know, and what we don't**

PRESIDING: Larry Rodgers, *Oregon State University*

DISCUSSION LEADER: Robert B. Townsend, *American Academy of Arts & Sciences*

This past summer, the American Academy of Arts and Sciences ([www.amacad.org](http://www.amacad.org)) released the newest version of the Humanities Indicators Project ([www.humanitiesindicators.org](http://www.humanitiesindicators.org)), a source of detailed objective data about the humanities in schools, undergraduate and graduate education, the employment of graduates and faculty, and public life. In this Forum, the director of the Indicators will offer a brief overview of the available information, including new data from a study of humanities departments (English, modern languages, history, philosophy, religion and communications). Attendees will then discuss the implications of the data for better managing their departments and ways in which information about the humanities can provide benchmarks for their own programs. The limitations of the available data—and its implications for assessing the state of the humanities—will also be discussed.



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12:15 pm – 1:30 pm » Salon H&I

**Luncheon and Address**

FEATURING: Tortilla Soup

Cilantro Pesto Salmon with Avocado Tomatillo Relish  
Red Wine Glazed White Chocolate Mousse

PRESIDING: Timothy D. Johnston, *University of North Carolina at Greensboro, 2014 Program Chair and President-Elect, CCAS*

SPEAKER: Laura Mandell, *Director, Initiative for Digital Humanities, Media, and Culture, Texas A&M University*

REMARKS: **“The Challenge of Big Data: Retooling the humanities”**

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12:15 pm – 1:30 pm » Salon H&I

**Special Discussion Topics for Luncheon Tables**

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

ORGANIZER: Steve Peters, *University of Montevallo*

TABLE 1: **A Toolkit for Deans: Tips on How to Best Utilize the Book**

HOST: Pat Mosto, *Rider University*

TABLE 2: **Undergraduate Research**

HOST: John Doucet, *Nicholls State University*

TABLE 3: **Things I Wish I Had Known When I First Took the Dean’s Job**

HOST: Janet Dizinno, *St. Mary’s University of San Antonio*

TABLE 4: **Working with an Advisory Board**

HOST: Richard Finkelstein, *University of Mary Washington*

TABLE 5: **Integrating Adjunct Faculty**

HOST: Todd A. Good, *University of Wisconsin, Stevens Point*

TABLE 6: **The First-Year Reader**

HOST: Anne E. Zayaitz, *Kutztown University of Pennsylvania*

TABLE 7: **Strong Department Chairs:  
How to Cultivate a Culture of Collaboration, Leadership and Innovation**

HOST: Monica Cowart, *Merrimack College*

TABLE 8: **Professional Development of Department Chairs/Heads**

HOST: Michael McGinnis, *Norwich University*

TABLE 9: **Moving from Teaching Centered to Learning Centered Conversations**

HOST: Elizabeth E. Dunn, *Indiana University South Bend*

TABLE 10: **Professional Academic Advising**

HOST: Sally Parry, *Illinois State University*

TABLE 11: **Increasing External Funding in the Social Sciences and Humanities**

HOST: Jeffrey P. Brown, *New Mexico State University*



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1:45 pm – 3:00 pm

### Case Study Sessions

ORGANIZERS: Gerald R. Greenberg, *Syracuse University*  
Pat Mosto, *Rider 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.

Each registrant is assigned to a session, as indicated in the folder insert, “Case Study Assignments.” All sessions will discuss all the cases.

#### SESSION LEADERS » LOCATIONS

1. Alfred G. Mueller II, *Neumann University* » Salon J, 3rd Fl
2. Anil Kukreja, *Xavier University of Louisiana* » Conference Room 8, 3rd Fl
3. Steven Brown, *University of West Florida* » Conference Room 9, 3rd Fl
4. Barbara Hillery, *SUNY at Old Westbury* » Conference Room 10, 3rd Fl
5. J. Chris Arndt, *James Madison University* » Conference Room 11, 3rd Fl
6. Elizabeth Birmingham, *North Dakota State University* » Conference Room 12, 3rd Fl
7. Felicia Beardsley, *University of La Verne* » Conference Room 13-14, 3rd Fl
8. Heather Hardy, *University of Nevada, Reno* » Conference Room 15, 3rd Fl
9. Lou Reinisch, *Farmingdale State College, SUNY* » Conference Room 16, 3rd Fl
10. Mark Hollingsworth, *East Central University* » Conference Room 17-18, 3rd Fl
11. Jeanne Hey, *University of New England* » Conference Room 19, 3rd Fl
12. Katherine R. McCall, *University of Nevada, Reno* » Conference Suite 514, 5th Fl
13. Terence G. Langan, *University of St. Thomas* » Conference Suite 529, 5th Fl
14. Leanne Doherty, *Simmons College* » Conference Suite 530, 5th Fl
15. Michael D. Johnson, *University of Central Florida* » Conference Suite 544, 5th Fl
16. Nanette Hanks, *University of Minnesota* » Hospitality Suite 618, 6th Fl
17. Robert W. Kase, *University of St. Francis* » Hospitality Suite 642, 6th Fl
18. Rod Hay, *California State University, Dominguez Hills* » Hospitality Suite 718, 7th Fl
19. Sally Parry, *Illinois State University* » Hospitality Suite 742, 7th Fl
20. Samantha Earley, *Indiana University Southeast* » Hospitality Suite 818, 8th Fl
21. Steve Carignan, *University of Northern Iowa* » Hospitality Suite 842, 8th Fl
22. Teresa Dorman, *University of Central Florida* » Hospitality Suite 918, 9th Fl
23. Aswani Volety, *University of North Carolina at Wilmington* » Hospitality Suite 1018, 10th Fl

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3:00 pm – 3:30 pm » Salon Foyer

### Refreshment Break



**Concurrent Sessions II › 3:30 pm – 4:45 pm**

**3:30 pm – 4:45 pm** › Salon D

**Session G: Recent Developments in Higher Education Law:  
What every Dean needs to know**

**PRESIDING:** Bret S. Danilowicz, *Oklahoma State University*

**PRESENTING:** Paul J. Ward, *Southern Methodist University*

This session offers a briefing on certain hot topics in higher education law in order to equip Deans to spot legal issues and to recognize when to seek legal counsel. Following an overview of the historical development of higher education law, Paul Ward, SMU's vice president for legal affairs and general counsel, will address recent developments including new federal guidance relating to sexual misconduct on campus, challenges to discipline and grading of students, experiential learning, distance learning/state authorization, copyright/educational fair use, and minors on campus. He also will address how to work effectively with your university's legal department.

**3:30 pm – 4:45 pm** › Conference Room 3-4

**Session H: Student Success: Two Practical Ideas for R&R  
(Recruitment and Retention)**

**PRESIDING:** Anne E. Zayaitz, *Kutztown University*

**PRESENTING:** David Beougher, *Kutztown University*

Michele Norwood, *Indiana University of Pennsylvania*

Dan Burkett, *Indiana University of Pennsylvania*

Recruitment, retention, persistence, and graduation dominate discussions of academic strategy. This panel explores two efforts to turn these terms into actionable, employable reality. The first effort asked the question "Where do successful students at my university come from?" Beginning with a comparison of student intake and university performance, our research team, composed of student interns and a recent graduate, worked under the assumption that bringing in the right students, for the right reasons, helps to ensure student success. This presentation will describe practical application of GIS as our research team coordinated with Admissions, Marketing, and academic departments on projects that shaped recruiting strategies as well as the university strategic enrollment plan. The second half of the panel addresses the question "How do you combine existing student services with new ideas in support of incoming and continuing students?" The services described will include those intended for all undergraduate students: at-risk, transitioning, and academically successful. Panelists will discuss the work of a university-wide committee that navigated the politics of integrating Academic Affairs, Student Affairs, and existing student services programs into a new Academic Success Center. Topics will include the selection of committee members, the development of campus-wide initiatives and the role of assessment.

**3:30 pm – 4:45 pm** › Conference Room 1-2

**Session I: (Even More) Publish or Perish:  
Adjusting to revised demands for faculty scholarship**

**PRESIDING:** Steve Peters, *University of Montevallo*

**PANELISTS:** James Simon, *Fairfield University*

John Pratte, *Arkansas State University*

Dawn Kirby, *Utah State University*

As research expectations are ratcheted up at many colleges and universities, how do Deans assist faculty members who may have been hired with one expectation level, but now find themselves trying to cope with higher expectations for promotion? How can Deans encourage faculty "habits of scholarship," including making time for research and writing while teaching at a 3/3 course load or higher? Panelists will offer best practices, such as helping



faculty members to better tie research to teaching, finding appropriate settings for faculty scholarship, setting up peer coaching and writing accountability groups, and coaching chairs to better support faculty scholarship. One case study will examine use of a comprehensive Faculty Credit Hour, which takes into account class size, intensive lab work, extra work on independent study and thesis/dissertation hours, and other factors that can affect teaching performance. Another case study will look at how the push for increased scholarship can result in assistant professors being more productive than their tenured colleagues. Panelists will lead a discussion of how Deans can teach faculty members and review committees to embrace Boyer’s Scholarship of Engagement as a legitimate area of scholarly endeavor.

**3:30 pm – 4:45 pm** » Conference Room 17-18

**Session J: Complexities of the Associate/Assistant Dean Role: Preliminary Results from the CCAS Associate/Assistant Dean Survey**

*Sponsored by Committee on Associate/Assistant Deans*

**PRESIDING:** Andrew McMichael, *Western Kentucky University*

**PANELISTS:** Lisa Bond-Maupin, *University of Arkansas at Little Rock*  
 Lisa R. Hunter, *State University of New York, Fredonia*  
 Leonidas Bachas, *University of Miami*

Research highlights the significance of institutional culture, the Dean’s priorities, and Associate or Assistant Deans’ responsibilities to their experience in the role. Associate or Assistant Deans are sometimes cast as essential, hardworking but undertrained former scholars possessing great responsibility with relatively little power and few opportunities to exercise true leadership. Writings designed to provide guidance seem more optimistic in their assessments of the potential for leadership “from the middle.” They add to our understanding of the complexities of the role, including opportunities for professional and personal growth and challenges of relationship and reward. The CCAS Committee on Associate/Assistant Deans commissioned a survey of CCAS members in the assistant and associate roles. The overarching questions guiding the quantitative portion of the survey are: Who are we? How is our work structured? (What do we do and how do we do it?) Why do we do it? Why do we remain in the role? (What motivates us to stay?). Qualitative aspects of the survey explore themes that include: work/personal life balance; maintaining connection to academic work; training; relationship and perspective changes; management versus leadership; and stress. This panel will provide a literature-based context for the survey, present preliminary quantitative and qualitative results, and stimulate discussion about the results and their implications.

**3:30 pm – 4:45 pm** » Conference Room 13-14

**Session K: First contact: Establishing relationships with new international partners**

**PRESIDING:** Russ Pottle, *Misericordia University*

**PANELISTS:** Brad Caskey, *University of Wisconsin – River Falls*  
 Susan Picinich, *Towson University*  
 Donald Hall, *Lehigh University*

With the recruitment of international students and other collaborations with international partners playing a more significant role in maintaining and/or improving the intellectual and financial health of colleges and universities, Deans, Associate Deans, and Assistant Deans are often being asked to take the lead on establishing “first contact” with potential global partners. This interactive session, headed by three Deans with significant experience on this topic, will focus on providing insight into best practices and potential traps when attempting to establish various types of relationships (e.g., 2+2 student exchange, faculty exchange, curriculum development). Panelists will begin the session by presenting their insight in the form of “tips and traps” based on their personal interactions with higher education institutions in Asia, North American, Africa, and Europe. Attendees will then engage in an activity designed to tap their expertise and to generate additional insight on international partnership practices for attendees. The goal of the session is to provide both the international partner novice as well as the international partner expert with information to make their next “first contact” an even greater success.



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**3:30 pm – 4:45 pm** › Salon K&L



**Session L: CRITICAL ISSUE FORUM: Leadership Strategies to Foster Work-Life Satisfaction and Effectiveness**

**PRESIDING:** Jeffery Braden, *North Carolina State University*

**DISCUSSION LEADER:** Laura K. Bryan, *University of Baltimore*

The academic leader is influential in fostering a work-life culture that is supportive of and friendly to faculty, staff, and students because decisions about access to benefits are often left to the discretion of the leaders or supervisors. Although supportive policies and benefits may exist, unsupportive leaders can offset their intended effects. For example, if senior leadership does not support flexibility in academic careers, faculty and staff may be reluctant to use any policies adopted to help them, resulting in lower morale, job satisfaction and productivity, and retention. Academic leaders set the tone for their departments, and small shifts in perception and practice can contribute to the institutionalization of a work-life culture that can have tremendous benefits for everyone. Work-life initiatives and strategies for higher education is a burgeoning area of research and practice and, by further exploring the strategies and resources available, academic leaders can shape a work-life culture at their own institutions. Discussion groups will examine such topics as: workplace and career flexibility; retirement transitions; flexible work arrangements; dependent care/caregiving; paid and unpaid leave; dual career assistance; and self-care.

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**4:45 pm – 5:30 pm** › Conference Room 8

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

Interested parties are welcome to attend.

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**5:30 pm – 6:30 pm** › Salon H&I

**Reception for Registrants and Guests**

*Nametags 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** › Conference Room 12

**Open Reception for Alumni of the ACE Fellows Program & Interested Parties**

*Sponsored by the ACE Council of Fellows*

**HOST:** Charles Brody, *University of North Carolina at Charlotte*

*Conference registration is open from 8:00 am - Noon*

**7:00 am – 7:30 am** ›› Conference Room 12

**Meeting of the Standing Committee on Cultural Diversity**

**7:30 am – 8:45 am** ›› Salon H&I

**Open Continental Breakfast**

All attendees are invited to this meet-and-greet 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 Discussion Topics for Breakfast Tables**

*Seating is first-come, first served.*

ORGANIZER: Steve Peters, *University of Montevallo*

**TABLE 1: How to Create a Climate of Innovation**

HOST: Aldemaro Romero, Jr., *Southern Illinois University Edwardsville*

**TABLE 2: Lost in Translation: Communication between the Dean’s office and faculty**

HOST: Sandy Hill, *University of Baltimore*

**TABLE 3: Reunion of the New Deans Seminar, Class of 2014**

HOST: Janice Nerger, *Colorado State University* & Gregory Sadlek, *Cleveland State University*

**TABLE 4: Criteria for Deans to Use in Assigning Scarce New Lines to A&S Departments**

HOST: Jerome O’Callaghan, *SUNY Cortland*

**TABLE 5: Advising Resources for Faculty Advisors: Use and effectiveness of an advising syllabus template**

HOST: Rosa Zagari-Marinzoli, *The College of New Jersey*

**TABLE 6: Staff Development**

HOST: Abbey Zink, *Sam Houston State University*

**TABLE 7: Values of the Humanities in the 21st Century**

HOST: Maria Galli Stampino, *University of Miami*

**TABLE 8: Campus and Community Collaboration**

HOST: Katherine Frank, *Northern Kentucky University*

**TABLE 9: International Students: Our responsibilities and challenges**

HOST: Roy C. Barnes, *University of Michigan, Flint*

**TABLE 10: Challenges and Opportunities of Decentralized Budget Models**

HOST: Dennis Papini, *South Dakota State University*

**TABLE 11: Managing Underperforming Faculty**

HOST: Elisabeth Mermann-Jozwiak, *Gonzaga University*





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7:30 am – 8:45 am ›› Conference Room 12

**Breakfast for Minority Deans**

TOPIC OF DISCUSSION: **Funding, Fundraising and Minority Student Retention**

FACILITATOR: Andrew Kanu, *Virginia State University*

CCAS minority Deans, especially those serving in public minority institutions, have to develop fundraising capabilities for their sustainability, enhancing the quality of their programs, and being capable of recruiting high performing students, or have appropriate resources to help students complete their declared academic majors. Higher education institutions, whether public or private, are experiencing a drastic reduction in federal and state funding. Deans have to create a strong collaboration between their office and the Development/Advancement Office to solicit donors for their college/programs and scholarships. 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*

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9:00 am

**Ballots are due at the Registration Desk by 9:00 am.**

Only one ballot per institution will be counted.

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

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9:00 am – 10:15 am ›› Conference Room 1-2

**Session M: Cultivating Leadership from Within**

PRESIDING: Lawrence W. Snyder, *Western Kentucky University*

PANELISTS: Paula Lutz, *University of Wyoming*

Walter Jacobs, *University of Wisconsin-Parkside*

Angela Jones, *Western Kentucky University*

This session addresses the topic of faculty professional development by providing perspectives from three presenters with varying experiences. An experienced Dean with administrative experience at three institutions will share her perspective both as a participant in and an administrator of skills-development programs addressing issues such as conflict management, budgeting, leadership styles, leading change, and time management. Another Dean, now in his second year, will highlight how he reaches out to first-year assistant professors and department chairs to provide mentorship. He will also discuss how he is expanding his mentorship of his Associate Dean and developing an advisory group of junior faculty who will help him design and implement structural changes. The third presenter, a recent faculty fellow in her college's Dean's office, will contribute the perspective of a faculty member being mentored at the college level, including the benefits and challenges presented by this newly created position. The panel will solicit contributions from the audience members about additional models and their successes.

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9:00 am – 10:15 am ›› Conference Room 3-4

**Session N: Shifting the Focus: Moving the Discourse of Higher Education Back to Learning**

PRESIDING: David Boocker, *University of Nebraska at Omaha*

PANELISTS: Raymond Craig, *Bowling Green State University*

Samantha Earley, *Indiana University Southeast*

John Stalvey, *University of Alaska, Anchorage*

In many states, legislatures have shifted public funding to performance-based schemes and used new metrics to determine allocations. With the shift from enrollment-based funding

to an emphasis on course completion and graduation, there has been a shift in admissions priorities away from enhancing access to higher education towards merit-based admissions. What drives this shift are the metrics provided by accountability systems, providing a convenient means for distribution of punishments and rewards at an institutional level that can also trickle down to departments and individual faculty. The architects of higher-education informatics have skewed the discourse of higher education, shifting the focus away from deep understanding of the processes by which learning takes place to accountability based on educational outcomes. Many administrators and faculty members find this shift disturbing, but it is important for us as a community to be proactive and intentional in keeping the focus on: 1) the discourse of learning; 2) course performance and graduation; and 3) the successes and achievements of our students and alumni. This panel will historicize the production of higher education informatics, highlight institutional responses to legislative interpretations, and discuss ways to re-focus the discourse back to the core missions of the university: teaching and learning; the creation of new knowledge; and the implementation of creativity to solve complex issues.

9:00 am – 10:15 am ›› Salon D

**Session O: Faculty Workload Models at Research Universities**

PRESIDING: Kimberly Kempf-Leonard, *University of Louisville*

PANELISTS: Luis M. Falcón, *University of Massachusetts Lowell*  
Janice Nerger, *Colorado State University*

A faculty member’s workload focuses on the three areas of research, teaching, and service. How a faculty member contributes to each of these areas differs across disciplines but also across the lifespan of his/her career. Managing faculty workloads in a manner that enhances faculty contributions and also advances the institution’s goals requires policies that are transparent, equitable, widely implemented, and embraced by key constituencies. Consideration of how other policies (e.g., merit determinations, interdisciplinary collaborations, enrollment management) impact workload policy is also important. In this session, panelists will discuss the implementation of faculty workload policies that aim to enhance faculty productivity and maximize their strengths, their experiences in implementing workload policies across various institutions with a focus on successes, failures, and the need for collaboration among key players in order for these policies to be successful.

9:00 am – 10:15 am ›› Conference Room 13-14

**Session P: CCAS Standards of Practice: Who is doing what, and what isn’t getting done?**

PRESIDING: Sam L. Grogg, *Adelphi University*

PANELISTS: Kim Martin Long, *Delaware Valley College*  
Lori Vermeulen, *West Chester University of Pennsylvania*  
Hyoejin Yoon, *West Chester University of Pennsylvania*

Over several years and as part of the CCAS Strategic Plan, CCAS developed a document entitled *Standards of Practice: A Self-Assessment Guide for Colleges of Arts & Sciences* (2013). The document was developed “in order to help Deans evaluate whether their colleges or schools maintain policies and procedures that align with the best practices and standards in higher education.” This panel addresses specific ways that Deans have used or plan to use the Standards of Practice. One panelist will describe the use of the *Standards of Practice* as a tool to guide reorganization of a rapidly growing and changing College of Arts & Sciences. The other panelist will describe the use of the tool for beginning a new deanship. This session will provide an opportunity for audience participants to consider how best to work with the *Standards* in ways relevant to their own institutions.

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9:00 am – 10:15 am ›› Conference Room 17-18

**Session Q: Integrating Arts & Sciences: What's STEAMing on your campus**

*Sponsored by the Committee on Liberal Arts Institutions*

PRESIDING: Mary McGee, *Alfred University*

PANELISTS: John Doucet, *Nicholls State University*  
Douglas Epperson, *California Polytechnic State University*  
Jeff Isaacson, *Nebraska Wesleyan University*

STEM education and funding attract lots of attention these days, often leaving the arts and humanities feeling sidelined. This panel interrogates such imbalance and discusses how the arts and sciences can be better integrated on our campuses to promote the core values of liberal learning. Awareness of this issue exists at the national level. Jim Leach, former Director of NEH, spoke of STEM and the humanities as a “false dichotomy,” coining the term “STEAM” to suggest the importance of the arts and humanities to the sciences. The Phi Beta Kappa Society, sharing this concern, has recently launched a “National Arts & Sciences Initiative.” AAC&U is supporting integrative learning through its summer institutes. We want to know what is happening on the ground within CCAS institutions relevant to this (re)integration of arts and sciences: what challenges are Deans facing on their campuses to better integrate the arts and sciences; how are Deans addressing these challenges through faculty and program development; what resources are they drawing on to support this integration? Panelists’ presentations will provide a springboard for further discussion, problem-solving, and resource sharing relevant to enhanced integration of the arts and sciences in our liberal education models.

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9:00 am – 10:15 am ›› Salon K&L



**Session R: CRITICAL ISSUE FORUM: “The Heart of the Matter” Redux: Status and future of the American Academy of Arts & Sciences report on the humanities and social sciences**

PRESIDING: Kristin Sobolik, *Wright State University*

DISCUSSION LEADER: Jeffery Braden, *North Carolina State University*  
with John Tessitore, *American Academy of Arts & Sciences*

This forum will examine the progress, challenges, and strategies for advancing the recommendations of the American Academy Commission on Humanities and Social Sciences report *The Heart of the Matter* (2013). The discussion is intended to extend and advance the conversation begun at the 2013 CCAS Annual Meeting regarding the role of CCAS member institutions in advancing the importance of the humanities and social sciences for American prosperity, security, and civic well-being.

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10:15 am – 10:45 am ›› Salon Foyer

**Refreshment Break**

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10:45 am – 12:00 pm ›› Salon D

**Annual CCAS Business Meeting**

PRESIDING: Nancy A. Gutierrez, *President, CCAS*

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

Business items include an update on the board’s upcoming strategic planning process; annual report on seminars and workshops; the Treasurer’s Report; work of the Standing Committees; plans for celebrating the 50th anniversary of CCAS next year in Washington, D.C., and results of the elections to the Board of Directors.

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12:15 pm – 1:45 pm ›› Salon H&I

**CCAS Luncheon and Presidential Address**

FEATURING: Selection of Asian Greens with Toasted Pine Nuts  
 Alamo Chicken paired with Asparagus and Roasted Toot Vegetables  
 Chocolate Pecan Tart

PRESIDING: Timothy D. Johnston, *President-Elect, CCAS*

PRESENTATION: **CCAS 2014 Arts & Sciences Advocacy Award**

RECIPIENT: American Academy of Arts & Sciences

ACCEPTING: John Tessitore, Program Director

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

REMARKS: **“Storytelling and the Deanship”**

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**CONCURRENT SESSIONS IV** ›› 2:00 pm –3:15 pm

2:00 pm – 3:15 pm ›› Salon K&L

**Session S: Deans & Development Workshop**

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

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 Four Components of Successful Fund Raising; Identification, Cultivation, Solicitation, Stewardship; What Works in 2014; 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.

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2:00 pm – 3:15 pm ›› Conference Room 3-4

**Session T: Principles of Leadership in Tough Times and Transitions**

*Sponsored by the Committee on Private Institutions*

PRESIDING: Jeff Arrington, *Abilene Christian University*

PANELISTS: Jon Kilpinen, *Valparaiso University*

Nate Phinney, *Malone University*

Carol Richardson, *National University*

Deans must demonstrate quality leadership at all times, but these skills are called for more obviously during challenging times, such as financial crises, and during transitions, such as the beginning of a new president’s tenure. These times call for strategic leadership by the dean to ensure that the school or college continues to meet its strategic goals and the needs of its students. In small or private institutions especially, challenging times can reveal vulnerabilities, and it is the Dean’s responsibility to take control and to manage the crises and the transitions with solid leadership. Panelists will describe four important principles of deanship and provide examples of when and how these skills worked for them. These principles are: balancing the strategic with the urgent; developing other leaders and cultivating support; making processes and decisions transparent and collaborative; and balancing advocacy for your unit with larger institutional needs. Participation from the audience will be encouraged as we explore these principles of leadership and ask how others have used these principles effectively and whether other principles should be added to our list.

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2:00 pm – 3:15 pm » Salon D

**Session U: Gender and the Dean: Results from the CCAS ADVANCE Pathways to the Deanship survey**

*Sponsored by the Committee on Gender Issues*

PRESIDING: Donna Murasko, *Drexel University*

PANELIST: Michelle Behr, *Birmingham-Southern College*

A 2010 analysis of the CCAS membership database highlighted the gender differences among those serving in Assistant, Associate and Dean positions. As an example, almost two-thirds of Assistant Deans are female while almost two-thirds of Deans are male. These gender differences are even more pronounced at doctoral-granting institutions. The 2013 Pathways to the Deanship Survey was conceived and launched as a follow up to this analysis, and as an outgrowth of CCAS's ADVANCE grant. This session will present results from the survey of over 200 CCAS member Deans. Findings will highlight gender similarities and differences of career paths to the Deanship (including time from degree earned to deanship and the linearity of that path). Other results address how gender relates to Deans' future ambitions, geographical mobility for a job, university commitment, family life, and partner's influence on one's career. Results of the survey provide the foundation for a discussion of how to encourage increased gender parity among the decanal ranks and how current Arts and Sciences Deans might more effectively foster the diversity of future academic leadership.

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2:00 pm – 3:15 pm » Conference Room 1-2

**Session V: Selecting the 'Invisible' Faculty Members: Tips for hiring and managing adjunct professors**

PRESIDING: Paula M. Krebs, *Bridgewater State University*

PANELISTS: Mitch Avila, *California State University, Fullerton*

Jonathan Millen, *Rider University*

James Simon, *Fairfield University*

As colleges and universities increase their use of adjunct professors, administrators are looking for best practices for managing these important but less visible members of the academic community. Panelists will lead a discussion of how departments should make such appointments, problems in using a seniority system, and whether to hire adjuncts to help meet specific diversity or technological needs. What are strategies for conducting time-consuming but necessary job performance reviews, including classroom visits? How and where do you advertise for qualified people and, once you find them, how do you discourage chairs from giving adjuncts the leftover, early/late timeslots that tenure-track faculty don't want? One university's comprehensive initiative to support professional development for adjuncts will be outlined, including revised and improved evaluations, improved recruiting, and mandatory orientation sessions. Another case study will look at potential complications when adjuncts are represented by a faculty union and the contract regulates such issues as evaluation, the number of contact hours allowable in a given semester and year, and promotion to various adjunct ranks.

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2:00 pm – 3:15 pm » Conference Room 13-14

**Session W: Changing Demographics: Are we serving the students we have?**

PRESIDING: LeRoy Jones II, *Chicago State University*

PANELISTS: Kevin Corcoran, *Oakland University*

Charles Brody, *University of North Carolina at Charlotte*

Banita Brown, *University of North Carolina at Charlotte*

"Traditional" undergraduate students enroll in college immediately after high school and attend continuously on a full-time basis, completing a bachelor's degree in approximately four years. The problem is that traditional students are no longer the majority of the students that we serve. The new student body may differ from the traditional in terms of being older, being employed full-time, enrolling simultaneously or sequentially in two and four-year



colleges or for-profits, and being parents or part-time students, among other differences. This panel looks at efforts to better serve these non-traditional students in completing a bachelor's degree and will use guided interaction to focus upon on the institutional barriers to success for non-traditional students, as well as strategies for addressing those barriers.

**2:00 pm – 3:15 pm** ›› Conference Room 17-18

**Session X: Scenarios of Distance Education, Present and Future**

PRESIDING: Thierry Léger, *Kennesaw State University*

PANELISTS: Dawn Kirby, *Utah State University*  
 Lisa Vollendorf, *San José State University*  
 Brian Harfe, *University of Florida*

This panel will explore how distance education policies are impacting all stakeholders and transforming large public institutions. Just when you might think many of the terms and issues associated with online education have been defined and resolved, policy-makers may try to become innovative. One presenter will discuss the emerging terminology, financial implications of locus and terms, and travel realities (mileage, weather, SES) that are affecting students' access, enrollment, and retention at one university. Another will explore the MOOC revolution and more specifically address the importance of understanding the innovative framework driving companies to build online courses and degree programs open to all. She will analyze the challenges associated with a start-up driving ethos of “fail fast and fail forward” within academe. The last presentation will focus on a case study of a state flagship institution that has received \$35 million to develop 35 fully online undergraduate degree programs in six years. The role of colleges of Arts and Sciences, strategies to develop departmental and faculty buy-in, and issues related to course development and delivery of online content will be examined.

**3:15 pm – 3:45 pm** ›› Salon Foyer

**Refreshment Break**

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

**3:45 pm – 5:00 pm** ›› Salon K&L

**Session Y: Dean’s & Development Workshop** (continuation of Session S)

**3:45 pm – 5:00 pm** ›› Conference Room 3-4

**Session Z: The Top 10 Things I’ve Learned as Dean**

PRESIDING: David Manderscheid, *The Ohio State University*

As Deans, we often encounter unusual situations, receive advice, and even make mistakes. The lessons we learn from these experiences make us better at our jobs. In this informal session, the president will describe the ten most valuable lessons he has learned in his seven years as dean at two institutions. Audience members will share their own experiences with the goal of all of us learning from each other.



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**3:45 pm – 5:00 pm** ›› Conference Room 13-14

**Session AA: The Future of CCAS: Serving Our Members and Advocating for the Arts and Sciences**

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

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

As CCAS approaches its 50<sup>th</sup> anniversary, we will be asking ourselves how the organization should evolve over the coming years. CCAS has long emphasized providing services to members, but in recent years another emerging function is to advocate for the Arts and Sciences in a world that increasingly favors practical utility and job preparation in higher education. In this session, participants will be asked to brainstorm future directions for CCAS. Should the organization focus primarily on refining and extending the services offered to members? If new services should be considered, what might those be? To what extent should CCAS seek to play a more prominent advocacy role and to whom should those efforts be directed? Are there ways in which the current efforts of member Deans to advocate for the Arts and Sciences can be coordinated for greater impact? And beyond the two domains of services and advocacy, are there other ways in which CCAS can work to the greater benefit of the Arts and Science disciplines and of the Deans, Associate Deans, and Assistant Deans who support them?

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**3:45 pm – 5:00 pm** ›› Conference Room 17-18

**Session BB: Skating Where the Puck Will Be: Preparing for the future of higher education**

PRESIDING: Roy C. Barnes, *University of Michigan, Flint*

PANELISTS: Kevin Corcoran, *Oakland University*  
Michelle Behr, *Birmingham-Southern College*

Hockey great Wayne Gretzky once said that he was successful because he “skated where the puck will be” rather than where it is. Book titles, editorial pages, and even the nightly news scream about the changes that are happening, are about to happen, or should happen in higher education—from MOOCs to disruption; from “do it yourself” education to competency badges. Some, even a former Secretary of Education, question the value of and even the need for higher education. And none of this even addresses the numerous criticisms of liberal education. On the other side, there is the perhaps less strident, but nonetheless stinging, criticism that “we” have lost our way. What’s an Arts and Sciences Dean to do? Panelists will outline some of the questions, quandaries and predictions about the state of higher education, and then lead a discussion about how colleges of Arts and Sciences can address criticisms and work actively to create the future.

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**9:00 pm –10:00 pm** ›› Salon I

**Dessert Reception for Registrants and Guests**

*Hosted by the CCAS Board of Directors*

Featuring Katchie & Le Monde Caché

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

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**7:30 am – 8:45 am** ›› Salon I

**Gender Issues Breakfast**

**“Navigating the Paradigm Shift: Title IX responsibilities for Deans”**

PRESIDING: Gina Sanchez Gibau, *Indiana University, Purdue University Indianapolis*

PRESENTER: Gina Maistro Smith, J.D., Partner, Pepper Hamilton, LLP, Attorneys at Law

Although for many years Title IX was seen as equity for women in athletics, from its inception it has mandated gender equality in education. In recent years, however, it has become the basis for enhanced action to prevent sexual assault on campuses. Many faculty believe this is the responsibility of administration; that it has little to do with academics. However, it is the responsibility of all to understand that Title IX means an environment free of gender harassment of any form.

Ms. Smith will 1) present cases that demonstrate the intersection of Deans with Title IX (what to do when students come to you with a concern; how to navigate communications regarding the concern; what confidentiality means in these situations); 2) discuss the training that Deans, department heads and faculty need to function effectively; and 3) discuss how policies and procedures related to Title IX and to personnel need to be coordinated. The goal is to heighten understanding of the implications of Title IX in order to create a better environment on your campus.

*Attendees must be pre-registered for this event. Tickets may be purchased through noon on Friday at the Registration Desk. A light continental breakfast will be provided.*

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**CONCURRENT SESSIONS VI ›› 9:00 am – 10:15 am**

**9:00 am – 10:15 am** ›› Conference Room 1-2

**Session CC: Strategic Next Steps in the Professional Development of Assistant/Associate Deans**

PRESIDING: Jonathan Millen, *Rider University*

PANELISTS: Elisabeth Mermann-Jozwiak, *Gonzaga University*

James Mike, *Shippensburg University*

Wamucii Njogu, *Northeastern Illinois University*

Most Assistant/Associate (A/A) Deans, particularly those hired internally, did not enter the academy with the aspiration of obtaining their current administrative positions. Nevertheless, at some point they will likely have to make an important and sometimes unanticipated decision: Whether to develop an exit strategy for returning to the faculty, enter the market as a candidate for a Dean position, move to another administrative position (e.g., associate provost), or commit to a long-term Associate Dean post. Designed to assist with the professional development of A/A Deans, this panel will elicit the insight and expertise from three established Deans regarding career advancement and transitional issues. Using a moderated interview format to facilitate an interactive and engaging approach to sharing the information, each panelist will address such central issues as the ideal length of term for an A/A Dean, the challenges involved with changing institutions (and sometimes institutional type), the aspects of the Dean’s job that A/A Deans don’t often see, and general strategies for success in higher education leadership. The session will feature questions crafted by members of the Committee on Associate/Assistant Deans as well as questions from the session attendees.

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**9:00 am – 10:15 am** ›› Conference Room 3-4

**Session DD: RCM: Beginning, Middle and Beyond**

PRESIDING: Ron Yasbin, *University of Missouri-St. Louis*

PANELISTS: David Manderscheid, *The Ohio State University*

Donna Murasko, *Drexel University*

George Watson, *University of Delaware*



Many universities are examining ways to incentivize fiscal responsibility and innovation. An approach being used by a number of institutions is Responsibility Center Management (RCM), whose basic concept is that all revenues are assigned to the unit that generates the revenue and traditional expenses as well as costs for central services are charged to the units utilizing these services. RCM, however, is not “each tub on its own bottom.” Through a subvention fund, support is provided for strategic initiatives and essential programs, allowing for a commitment across the institution to shared goals. This panel will discuss three phases in the life of RCM: 1) development of and transition to RCM; 2) revision of RCM parameters after 2-5 years of implementation; and 3) utilization and evaluation of mature RCM systems. Presented by Deans currently involved in each of the three phases, the goal is to highlight the role of Deans, issues that are consistent across all phases, and considerations during each phase including faculty buy-in, interactions with multiple units in the institution, and the importance of communication.

**9:00 am – 10:15 am** ›› Salon D

**Session EE: The Focus on Accountability in Higher Education: The impact at research universities**

*Sponsored by the Committee on Research Universities*

PRESIDING: Nicol Rae, *Montana State University*

PANELISTS: Theresa Lee, *University of Tennessee Knoxville*  
 Tracy Morris, *West Virginia University*  
 Simon Rhodes, *Indiana University–Purdue University Indianapolis*

Faculty—particularly tenured full professors—are expected to “do it all”. That is, we expect them to be both excellent teachers and excellent researchers. Excellent teaching requires investment into significant service activities to assess and improve pedagogical methods and curriculum. These activities are important in an era of growing accountability. At the same time, we expect faculty to maintain the same research productivity, despite the depressed funding climate. How can we balance expectations so that the demands are not completely unrealistic? How do we convey that a balance is possible to the faculty?

**9:00 am – 10:15 am** ›› Conference Room 17-18

**Session FF: Strategies for Recruitment and Retention of Culturally Diverse Students, Faculty and Administrators into our Institutions**

*Sponsored by the Committee on Cultural Diversity*

PRESIDING: Wartyna L. Davis, *William Paterson University*

PANELISTS: Sharon Ishii-Jordan, *Creighton University*  
 Andrew Kanu, *Virginia State University*  
 Edward Sankowski, *University of Oklahoma*

Even though many institutions of higher learning promote diversity as one of their goals, the number of members of underrepresented groups is still very low, especially in highly selective institutions. If a representative sample or an inclusive/diverse community of learners is to be achieved, a high level of commitment should be reflected in their mission and vision statements, and in the composition of their governing boards, university/college administration, faculty, staff, and student body. This panel will explore ways in which institutions can better promote a climate of diversity.

**9:00 am – 10:15 am** ›› Salon K&L



**Session GG: CRITICAL ISSUE FORUM: Revisiting General Education Programs in an Era of AP/IB and External Credit Programs**

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

DISCUSSION LEADER: Gerald R. Greenberg, *Syracuse University*

Over the past decade, liberal arts institutions have been challenged to take a deeper look

at the relevance of their general education programs and the role of advanced placement (AP), international baccalaureate (IB), and other external-credit programs such as dual high-school/college enrollment. For many, general education has become lost in a set of courses to be taken in various disciplines that are meant to establish a foundational breadth of knowledge, but provide little support for the development of oral and written communication skills, and frequently disrupt a coherent foundational core. The use of alternative forms of college credit to fulfill general education requirements has compromised the ability of faculty to create a set of core experiences that are consistent with an institution's mission and values. This session will present some of the issues institutions are dealing with in the process of revising general education programs, and will examine some views on the future of these programs and their relevance to students' academic experience and future success.

**10:15 am – 10:30 am** › Salon Foyer

**Refreshment Break**

**CONCURRENT SESSIONS VII › 10:30 am – 11:45 am**

**10:30 am – 11:45 am** › Conference Room 1-2

**Session HH: The Interim Leader: Deaning in uncertain times**

PRESIDING: Bridget Keegan, *Creighton University*

PANELISTS: Ellen Meyer Gregg, *University of Northern Colorado*

Andrew Harris, *Keene State College*

Elizabeth Kavran, *Ursuline College*

Of the 749 Deans who are currently members of CCAS, 13 have the title “Acting Dean” and 89 are “Interim.” In other words, 14 percent of CCAS Deans are in a transitional or interim role. Furthermore, the average tenure for a provost is 2.7 years; presidents serve on average 3-5 years. The ability to conduct regular business, engage in planning, develop new programs, recruit or fundraise, may be impeded by such transient leadership. Faculty may feel less accountable to respond to initiatives led by an “interim.” And a permanent Dean wanting to implement new ideas may be put in a “holding pattern” until a new provost or president is appointed. The panel will explore various dimensions of transitional leadership, whether it is serving with/reporting to interim leaders (especially presidents and provosts) or being interim oneself.

**10:30 am – 11:45 am** › Conference Room 3-4

**Session II: Shared Service Centers: A challenge and opportunity for colleges of Arts & Sciences**

PRESIDING: Jane Detwiler, *University of Nevada, Reno*

PANELISTS: Jeffrey Brown, *New Mexico State University*

Antonio Cepeda-Benito, *University of Vermont*

Frederick Rainey, *University of Alaska Anchorage*

An increasing number of universities are developing shared service centers. The types of centers may vary widely from institution to institution, but most Colleges of Arts and Sciences will probably become involved at least in discussions about centers in the near future. This panel will discuss issues that may lead to the development of shared service centers; issues involved in the implementation of centers that are relatively centrally-based or that are college-based; and issues involving centers that focus either on instructional-and-general state funding administrative services or on services for grant funding. Audience members will be encouraged to share their own experiences and recommendations.





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**10:30 am – 11:45 am** ›› Conference Room 17-18

**Session JJ: Location, Location, Location: The impact of place on an institution**

*Sponsored by the Committee on Metropolitan/Urban Institutions*

**PRESIDING:** DoVeanna S. Fulton, *University of Houston-Downtown*

**PANELISTS:** Maureen Brandon, *Fort Lewis College*  
Drake Mitchell, *Portland State University*  
John Pratte, *Arkansas State University*

This session will address the impact of an institution's location on its mission, recruitment, enrollment management and other aspects of the business of higher education. Traditionally our sessions have been about the impact of the urban setting on an institution but this year our panel represents Deans from rural and suburban institutions. The discussion will consider how a campus's location can serve as a strength or a weakness in the operations of an institution. Deans from of all types of institutions and locations are invited to attend the session and join the conversation.

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**10:30 am – 11:45 am** ›› Salon K&L



**Session KK: CRITICAL ISSUE FORUM: Preparing Global Citizens and Building International Networks**

**PRESIDING:** Victoria Sturtevant, *University of Oklahoma*

**DISCUSSION LEADER:** Christopher McCord, *Northern Illinois University*

If we are to prepare our students to bring knowledge to bear on the world's greatest challenges and to become leaders in solving the problems of tomorrow, we must educate toward an understanding of the global nature of today's world. In this Critical Issue Forum, we will discuss the challenges and opportunities for developing and implementing a vision of global engagement that is based on meaningful partnerships with stakeholders around the world. During this session, we will explore the successes, opportunities and challenges around the following questions: What is the role of the administration, the faculty and the alumni in developing a global engagement strategy? How do you align the individual research priorities of the faculty with the institutional educational priorities of the university? How do you prioritize investment (time, talent and funds) for these global activities within the limits of your institution? Who are the right international partners and how do you find them?

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**12:00 pm – 3:00 pm** ›› Conference Room 11

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

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

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**1:00 pm – 5:00 pm** ›› Salon K&L

**Post-Conference Workshop: Selling the Value: Positioning and marketing colleges of Arts & Sciences in a pre-professional-focused world**

By Pre-Registration Only



## NOTES



## NOTES



## CCAS Officers & Board Members

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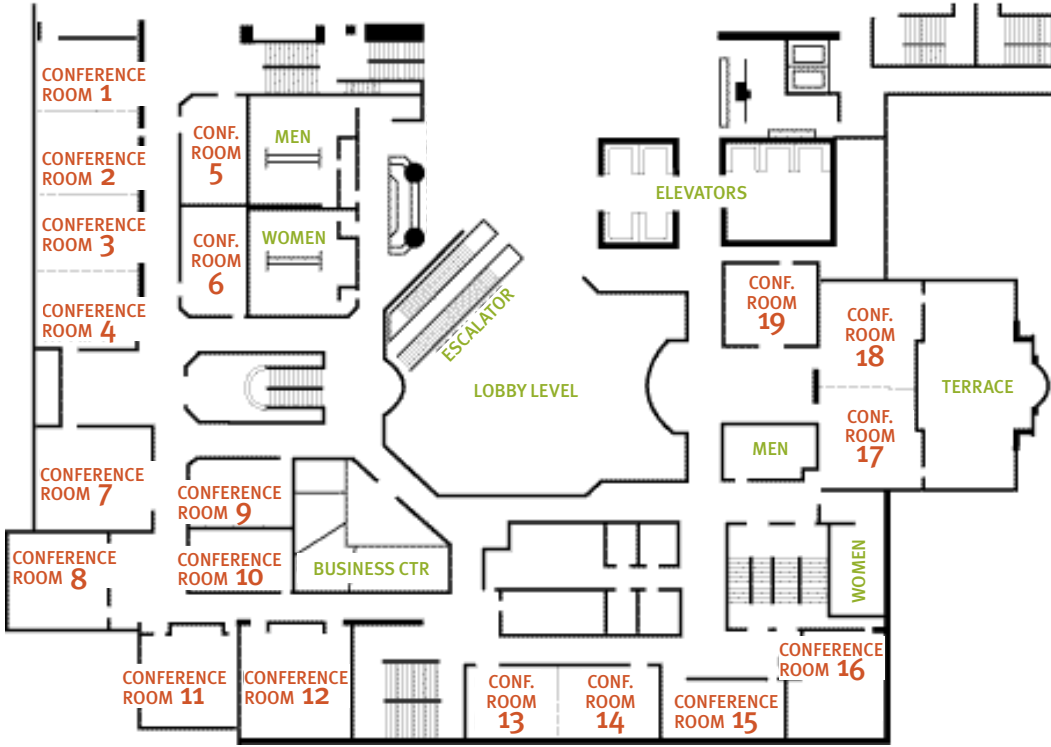
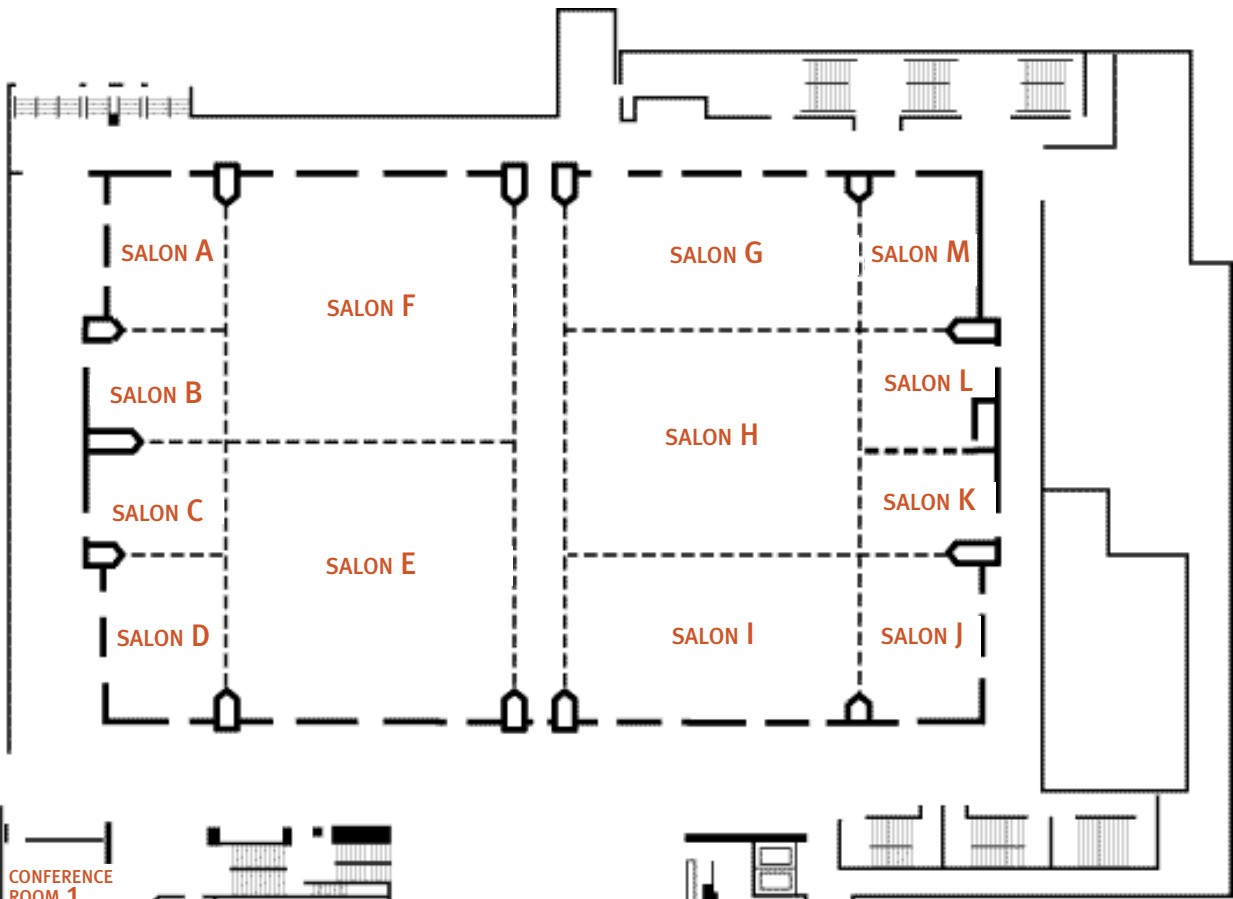
## CCAS Annual Meeting Sites

- 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-Carleton Hotel  
1973 **Scottsdale, AZ**, November 8-10, Sheraton Scottsdale Inn  
1974 **New Orleans, LA**, November 14-16, Marriott Hotel  
1975 **Charleston, SC**, November 9-12  
1976 **San Diego, CA**, November 4-7  
1977 **San Antonio, TX**, November 3-5  
1978 **Orlando, FL**, November 2-4, Sheraton Twin Towers  
1979 **San Diego, CA**, November 1-3, Catamaran Hotel  
1980 **New Orleans, LA**, November 5-8, Monteleone Hotel  
1981 **Lake Tahoe, NV**, November 10-13, Hyatt Lake Tahoe Hotel  
1982 **Savannah, GA**, November 3-6, Hyatt Regency Hotel  
1983 **San Antonio, TX**, November 2-5, St. Anthony Intercontinental  
1984 **Phoenix, AZ**, November 14-17, Phoenix Hilton  
1985 **Baltimore, MD**, November 13-16, Omni International Hotel  
1986 **Colorado Springs, CO**, November 12-15, Broadmoor Hotel  
1987 **San Francisco, CA**, November 11-14, Hotel Meridien  
1988 **Atlanta, GA**, November 2-5, Colony Square Hotel  
1989 **Boston, MA**, November 15-18, Westin Hotel, Copley Place  
1990 **New Orleans, LA**, November 14-17, Sheraton New Orleans Hotel  
1991 **San Diego, CA**, November 6-9, Omni San Diego Hotel  
1992 **Tampa City Center, FL**, November 11-14, Hyatt Regency Tampa  
1993 **Cincinnati, OH**, November 17-20, Omni Netherland Plaza  
1994 **Portland, OR**, November 16-19, Portland Hilton Hotel  
1995 **Albuquerque, NM**, November 8-11, Hyatt Regency Albuquerque  
1996 **Philadelphia, PA**, November 13-16, Wyndham Franklin Plaza Hotel  
1997 **New Orleans, LA**, November 19-22, Fairmont New Orleans Hotel  
1998 **Minneapolis, MN**, November 11-14, Minneapolis Hilton and Towers  
1999 **Seattle, WA**, November 10-13, The Westin Seattle  
2000 **Toronto, Canada**, November 8-11, Sheraton Centre Toronto  
2001 **Washington, DC**, November 7-10, Washington Hilton and Towers  
2002 **San Francisco, CA**, November 13-16, Hyatt Regency San Francisco  
2003 **Orlando, FL**, November 13-16, Hilton Walt Disney World Resort  
2004 **San Antonio, TX**, November 10-13, Hyatt Regency San Antonio  
2005 **Vancouver, BC, Canada**, Nov. 2-5, Sheraton Vancouver Wall Centre Hotel  
2006 **Boston, MA**, November 8-11, Boston Marriott Copley Place Hotel  
2007 **Chicago, IL**, November 7-10, Chicago Marriott Downtown  
2008 **Portland, OR**, November 12-15, Hilton Portland and Executive Tower  
2009 **Baltimore, MD**, November 11-14, Baltimore Marriott Waterfront Hotel  
2010 **New Orleans, LA**, November 10-13, Sheraton New Orleans Hotel  
2011 **Montréal, Québec, Canada**, November 2-5, Fairmont The Queen Elizabeth  
2012 **Seattle, WA**, October 31 - November 3, Sheraton Seattle Hotel  
2013 **Jacksonville, FL**, November 6-9, Hyatt Regency Jacksonville Riverfront  
2014 **San Antonio, TX**, November 5-8, San Antonio Marriott Rivercenter  
2015 **Washington, DC**, November 2-8, Washington Hilton  
2016 **San Diego, CA**, November 2-5, Manchester Grand Hyatt San Diego  
2017 **Denver, CO**, November 1-4, Sheraton Denver Downtown Hotel  
2018 **Chicago, IL**, November 14-17, Chicago Marriott Downtown Magnificent Mile

# INDEX OF SPEAKERS

- A** Anderson, Danny J. ....4  
Arndt, J. Chris .....7  
Arrington, Jeff .....15  
Avila, Mitch .....16
- B** Bachas, Leonidas .....9  
Barnes, Roy C. ....11, 18  
Beardsley, Felicia .....7  
Behr, Michelle .....16, 18  
Beougher, David .....8  
Birmingham, Elizabeth .....7  
Bond-Maupin, Lisa .....9  
Boocker, David .....12  
Braden, Jeffery .....10, 14  
Brandon, Maureen .....22  
Brody, Charles .....10, 16  
Brown, Banita .....16  
Brown, Jeffrey P. ....6, 21  
Brown, Steven .....7  
Bryan, Laura K. ....10  
Burkett, Dan .....8
- C** Calamai, Anthony .....2  
Carignan, Steve .....7  
Caskey, Brad .....9  
Cepeda-Benito, Antonio .....21  
Corcoran, Kevin .....16, 18  
Coward, Monica .....6  
Craig, Raymond .....12
- D** Danilowicz, Bret S. ....3, 8  
Davis, Wartyna L. ....20  
Detwiler, Jane .....21  
Dickerson, Sametria R. McFall .....4  
Dizinno, Janet .....6  
Docog, Angelica .....2  
Doherty, Leanne .....7  
Doren, Doug .....4  
Dorman, Teresa .....7  
Doucet, John .....6, 14  
Dunn, Elizabeth E. ....6
- E** Earley, Samantha .....7, 12  
Epperson, Douglas .....14
- F** Falcón, Luis M. ....13  
Finkelstein, Richard .....6  
Frank, Katherine .....3, 5, 11  
Fulton, DoVeanna S. ....3, 22
- G** Gates, Pamela .....2  
Gibau, Gina Sanchez .....19  
Good, Todd A. ....6  
Green, Stanton .....2  
Greenberg, Gerald R. ....2, 7, 20  
Gregg, Ellen Meyer .....21  
Griffin, John D. ....20  
Grogg, Sam L. ....13  
Gutierrez, Nancy A. ....2, 3, 14, 15, 18
- H** Hall, Donald ....9  
Hanks, Nanette ....7  
Hardy, Heather ....7  
Harfe, Brian ....17  
Harris, Andrew ....4, 21  
Hay, Rod ....7  
Hendrickson, Kenneth E. ....2  
Hey, Jeanne ....7  
Hill, Sandy ....11  
Hillery, Barbara ....7  
Hollingsworth, Mark ....7  
Hunter, Lisa R. ....9
- I** Isaacson, Jeff ....14  
Ishii-Jordan, Sharon ....20
- J** Jagodzinski, Paul W. ....15  
Johnson, Julia ....5  
Johnson, Michael D. ....7  
Johnston, Timothy D. ....6, 15, 18, 22  
Jones, LeRoy ....16  
Jones, Angela ....12
- K** Kanu, Andrew ....12, 20  
Kase, Robert W. ....5  
Kavran, Elizabeth ....7  
Keegan, Bridget ....21  
Kempf-Leonard, Kimberly ....13  
Kilpinen, Jon ....15  
Kirby, Dawn ....8, 17  
Krebs, Paula M. ....16  
Kukreja, Anil ....7  
Kunkel, Karl R. ....3, 5
- L** La Duke, John C. ....5  
Langan, Terence G. ....7  
Lee, Theresa ....20  
Léger, Thierry ....17  
Long, Kim Martin ....3, 13  
Lutz, Paula ....12
- M** Mandell, Laura ....6  
Manderscheid, David ....17, 19  
McAllister, Peter ....4  
McCall, Katherine R. ....7  
McCartan, Anne-Marie ....3, 14  
McCord, Christopher ....22  
McGee, Mary ....3, 14  
McGinnis, Michael ....6  
McMichael, Andrew ....9  
Mennell, Betsy ....15  
Mermann-Jozwiak, Elisabeth ....11, 19  
Midha, Chand ....2  
Mike, James ....19  
Millen, Jonathan ....16  
Mitchell, Drake ....22  
Moen, Matthew C. ....5  
Morris, Tracy ....20  
Mosto, Pat ....6, 7  
Mueller, Alfred G. ....7  
Murasko, Donna ....16, 19
- N** Nerger, Janice ....4, 11, 13  
Njogu, Wamucii ....19  
Norwood, Michele ....8
- O** O'Callaghan, Jerome ....11
- P** Papini, Dennis ....11  
Parry, Sally ....6, 7  
Peters, Steve ....6, 8, 11  
Phinney, Nate ....15  
Picinich, Susan ....9  
Pottle, Russ ....9  
Pratte, John ....8, 22
- R** Rae, Nicol ....20  
Rainey, Frederick ....21  
Reinisch, Lou ....7  
Rhodes, Simon ....20  
Richardson, Carol ....15  
Roberts, Lila ....2  
Rodgers, Larry ....5  
Romero, Aldemaro ....11  
Rountree, Kathleen ....4
- S** Sadlek, Gregory M. ....4, 11  
Sankowski, Edward ....20  
Say, Elizabeth A. ....5  
Shapiro, Adam ....4  
Shields, Vickie Rutledge ....5  
Simon, James ....8, 16, 20  
Smith, Gina Maistro ....19  
Snyder, Lawrence W. ....12  
Sobolik, Kristin ....14  
Specht, Neva ....5  
Stalvey, John ....12  
Stampino, Maria Galli ....11  
Stewart, Debra W. ....3  
Stoloff, Michael ....4  
Sturtevant, Victoria ....22
- T** Tessitore, John ....14, 15  
Townsend, Robert B. ....5
- V** Vermeulen, Lori ....2, 13  
Voley, Aswani ....7  
Vollendorf, Lisa ....17
- W** Ward, Paul J. ....8  
Watson, George ....19  
Witherspoon, Patricia ....2
- Y** Yasbin, Ron ....19  
Yoon, Hyoejin ....13
- Z** Zagari-Marinzoli, Rosa ....11  
Zayaitz, Anne E. ....6, 8  
Zink, Abbey ....11

# MARRIOTT RIVERCENTER 3rd FLOOR





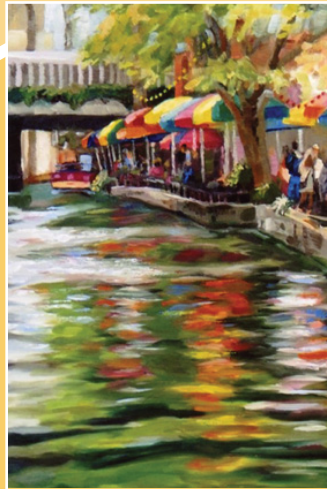
The Council of Colleges of Arts and Sciences, founded in 1965, is a national association of colleges and universities whose purpose is to nurture and sustain the arts and sciences as the leading influence in American higher education. It serves as a forum for the exchange of ideas and information among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

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#### COVER ART

TITLE: Riverwalk Reflections

ARTIST: Susan Carlin

Susan Carlin loves to paint. Riverwalk Reflections is a painting she made of a part of the Riverwalk very near the gallery she owned for several years. Recently, she closed the gallery to focus full time on her new venture—Whistle Stop Corner, on the edge of downtown San Antonio. WSC is an art workshop space and her studio, which she and her partner, Ugur Kilic, share. In addition to the studio, they've created a guesthouse and cottage to lodge up to 10 artists.

[www.susancarlin.com](http://www.susancarlin.com)

[www.whistlestopcorner.com](http://www.whistlestopcorner.com)