

CCAS

*networking arts
& sciences deans*

50th Annual Meeting

November 4-7, 2015 ★ Washington DC

PROGRAM PREVIEW

CCAS President-Elect & Chair of Program Planning Committee



On behalf of the CCAS Board of Directors and the Annual Meeting Program Committee, it is my pleasure to welcome you to the 2015 Annual Meeting of the Council of Colleges of Arts and Sciences. This year we are celebrating the 50th anniversary of CCAS and it is only fitting that we celebrate it in our nation's capital. In recent years, national conversations about the value of the Liberal Arts and Sciences and the role of higher education in creating an informed citizenry have often been trumped by a focus on job preparation and professionalism. As Arts and Sciences

deans, we share a commitment to strengthening institutions of higher education and providing leadership in our communities and on our campuses. CCAS supports our advocacy efforts at both the national and local level while also providing a national voice.

This year's program is shaped by both our anniversary celebration and our location in Washington D.C. and speaks to the many interests and daily challenges that mark the life of academic deans. A highlight of the program is a panel discussion by former CCAS presidents about the changing landscape of liberal arts education. A number of the topical sessions deal with ways to navigate institutional changes often necessitated by forces outside our control. Others will address recruiting and retaining faculty and students, strategies for enhancing fundraising efforts, the impact of gender on our work as deans, and effectively addressing difficult personnel issues. Our successful critical issue forums (CIFs) provide an opportunity for focused discussion on topics of special interest, including one on campus civility and another on working with elected officials to build support for our schools and colleges. We will again feature the CCAS case study sessions which allow for spirited discussion about actual cases drawn from the experiences of our membership. Two of our three plenary speakers will provide a national perspective on the liberal arts and sciences: Dr. Shirley Malcom from the American Association for the Advancement of Science and Dr. David Skorton, Secretary of the Smithsonian Institution. Our CCAS President, Timothy Johnston, will provide a decanal perspective in his Presidential Address. We will have several workshops (some of which require separate registration) on topics such as conflict resolution, career development for assistant/associate deans, and an expanded version of last year's highly successful overview of Title IX considerations.

As CCAS returns to Washington D.C. for the first time in 14 years, we hope you will have the opportunity to enjoy the wealth of history and culture this city provides. One of my favorite sessions at the Annual Meeting is the introduction to the host city on Wednesday afternoon and I am confident that this year's talk by a local professor of geography and city planning will enrich your visit to the city. I also look forward to celebrating with all of you at our 50th Anniversary Gala on Friday evening as we reconnect with old friends and network with new colleagues at the historic National Press Club.

Elizabeth Say



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Separate registration and fees apply. There will be no on-site registration for these workshops.

WEDNESDAY, November 4
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 workshop begins 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 is a set of case studies featuring scenarios that are frequently encountered by Deans. The session will close with a discussion of resources for conflict management.



PRESENTER: **Suzanne McCorkle**

Dr. Suzanne McCorkle’s career in higher education includes ten years as a speech and debate coach, chair of a department of Public Policy, director of an academic Dispute Resolution program, eight years as an associate dean, and two stints as interim dean for the College of Social Sciences and Public Affairs at Boise State University.

As a professor emeritus, Dr. McCorkle continues to speak and publish on conflict management and other communication topics. Her most recent book is entitled *People Skills for Public Managers*. Dr. McCorkle’s “retirement” writing projects include a travel e-book about the area north of Yellowstone National Park and a new book, *Less Drama More Leadership: Three Laws for Managing Conflict*.

ROOM LOCATION: Cabinet Room, Concourse Level

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**
Lunch (included)
- 1:00 pm – 2:45 pm**
Afternoon session

REGISTRATION FEE: \$195

SMITHSONIAN INSTITUTION

A rich English researcher, James Smithson, left all his money to create a museum in Washington, D.C. to “the increase and diffusion of knowledge.” He never visited the United States. Founded in 1846, it now includes 14 museums, including the National Air and Space Museum, the Museum of Natural History, and the National Portrait Gallery.

Wednesday, November 4
9:00 am – 12:30 pm

Associate & Assistant Deans:
Positioning Oneself for and Transitioning into a Deanship

Much like Deans and senior leaders on a college or university campus, Associate and Assistant Deans must be competent, honest, visionary, decisive, empathetic, and more. Likewise, whether serving in a supervisory, managerial, or leadership role within the Arts & Sciences, Associate and Assistant Deans are frequently involved in curriculum development, strategic planning, research development, graduate program development, budget and resource allocation decisions, and much more. However, many follow career paths that do not necessarily prepare them for such specific roles and responsibilities within the college. This workshop focuses on managerial and leadership experiences and development opportunities for Associate and Assistant Deans, specifically those experiences and opportunities that translate directly into decanal responsibilities within the larger context of the Colleges/Schools of Arts & Sciences. The workshop, facilitated by experienced Deans, also focuses on successfully transitioning into a Dean’s position.

MODERATOR:

Joe Wilferth, Associate Dean,
College of Arts and Sciences
University of Tennessee at Chattanooga

PANELISTS:

Steven F. Brown, Dean
College of Arts, Social Sciences and Humanities
University of West Florida

Laura Koppes Bryan,
Vice President for Academic Affairs and Dean of the University
Transylvania University

Nancy A. Gutierrez, Dean
College of Liberal Arts & Sciences
University of North Carolina at Charlotte

Karen L. Olmstead, Dean
Richard A. Henson School of Science & Technology
Salisbury University

Mary Simoni, Dean
Humanities, Arts & Social Sciences
Rensselaer Polytechnic Institute

ROOM LOCATION: Georgetown West

REGISTRATION FEE: \$45

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

7:30 am – 2:45 pm

Pre-Conference Workshop: Conflict Management for Deans

Pre-registration required; fees apply.
See page 2.

9:00 am – 12:30 pm

Pre-Conference Workshop: Associate & Assistant Deans: Positioning Oneself for and Transitioning into a Deanship

Pre-registration required; fees apply.
See page 3.

12:00 pm – 2:45 pm

Board of Directors Meeting

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

3:00 pm – 4:30 pm

Case Study Leaders Meeting

3:00 pm – 5:00 pm

State/System Deans Meetings

- Georgia Deans Meeting
- Michigan Deans Meeting
- New Jersey Deans Meeting
- New York Deans Meeting
- North Carolina Deans Meeting
- Ohio Deans Meeting
- Pennsylvania Deans Meeting
- Texas Deans Meeting

JEFFERSON MEMORIAL

The original statue of Thomas Jefferson in the Jefferson Memorial was made of plaster. That's because metal was rationed during World War II. After the war, it was replaced with the 19-foot-tall bronze statue that stands today.

3:00 pm – 4:00 pm

Washington, D.C.: The Symbolic and the Everyday



PRESENTING:
Amanda Huron,
*University of the
District of Columbia
Washington, D.C.,*
is both the symbolic
center of the United
States and a place
of everyday life. The
city is famous for its

national and international symbols: its monuments and museums, memorials and cherry trees. But the city is also permeated with rich local history and culture that frequently goes unnoticed by tourists and residents alike. In this talk, Amanda Huron, Assistant Professor of Interdisciplinary Social Sciences, will focus on the intersection of the symbolic and the everyday in the history and geography of Washington, D.C. By the end, you'll have a good sense of the place you have landed – and inspiration for further exploration.

4:00 pm – 5:00 pm

Newcomers Welcome Session

PRESIDING:
Timothy D. Johnston,
CCAS President
Elizabeth A. Say,
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.

5:30 pm – 6:30 pm

Reception for Registrants and 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 will gather immediately following the reception.

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 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)
- Liberal Arts Institutions
- Metropolitan/Urban Institutions
- Private Institutions
- Research Institutions

9:00 am – 10:15 am

Opening Plenary Session



WELCOME:
Anne-Marie McCartan,
CCAS

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



SPEAKER:
Shirley Malcom, *Head
of Human Resources
and Education
Programs, American
Association for the
Advancement of Science*

REMARKS:
"Lenses and Frames:
When the Arts and Sciences Meet"

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, 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 2015 summer CCAS New Deans Seminar. Time will be saved for questions from the audience. All Deans, experienced and new, are invited to attend.

10:45 am – 12:00 pm

SESSION B

Issues in Higher Education Law: What Deans Need to Know



PRESENTER:
Deborah A. Love,
*The College of
William and Mary*
This session offers
a briefing on hot
topics in higher
education law in
order to equip
Deans to spot

legal issues and to recognize when to seek legal counsel. Deborah Love, University Counsel for The College of William and Mary, will address recent developments, respond to questions posed in advance by CCAS membership, and consider how to work effectively with your university's legal department.

10:45 am – 12:00 pm

SESSION C

CCAS Past Presidents Reflect on the Challenges Facing Liberal Education

An education in the liberal arts and sciences has been a work in progress ever since the Puritans established Harvard on American shores in 1636, but rapid change in recent years is pressuring this traditionally popular path in college. While some liberal arts and sciences disciplines continue to produce growing numbers of college graduates, as the college-going population grows, others have stagnated. Careerism, vocationalism, technology, student-indebtedness, and the proprietary institutions have all been mentioned by observers as inimical to liberal education. Former CCAS presidents draw from their experiences in higher education to reflect on just what is happening, why it is all happening so quickly, and what the future is likely to hold.

10:45 am – 12:00 pm

SESSION D

Institutional Transformation: Creating a Culture of Evidence-Based Teaching Through Faculty Professional Development

The College of Natural Sciences at CSU San Bernardino and the College of Science and Mathematics at CSU Fresno are each dedicated to creating the systemic change necessary for STEM majors to be successful. The strategy is to create a culture of evidence-based teaching and learning that fosters deep learning in students and provides sustained faculty development opportunities. A variety of opportunities and structures have been developed and implemented that are leading a growing number of STEM faculty to redesign their courses in ways that intentionally incorporate evidence-based teaching practices. Panelists will share: 1) the conditions that allowed for the implementation of professional development activities for faculty members to redesign courses; 2) the specifics of these professional

development activities; 3) their impact on teaching and student learning; and 4) plans for institutionalizing these efforts. Audience members will envision how they might bring about their own campus culture change through a community of practice model of professional development and the implementation of evidence-based teaching practices in STEM courses.

10:45 am – 12:00 pm

SESSION E

Realistic and Radical Solutions to a Changing Landscape

Sponsored by the Committee on Comprehensive Institutions

As the landscape of higher education continues to change, what is the role of the regional comprehensive university? More specifically, what new challenges and opportunities do Deans encounter as they lead within this context? This panel will consider internal and external conditions impacting day-to-day college operations and long-term planning and present solutions for using collaborative and innovative strategies to impact positive change. Each panelist will present a case study using a problem-solution approach in order to provide specific examples and techniques, as well as to model effective operational strategies. Topics will include department restructuring, university consolidations, and innovative recruiting.

10:45 am – 12:00 pm

SESSION F

Building a Positive Identity for Arts and Sciences in our Local Environments

Sponsored by the Committee on Private Institutions, continuing the conversation begun at the breakfast meeting.

Important to many institutions in this competitive climate is the idea of identity, branding and advocacy for programs and institutions to attract students. It's crucial to the survival of private institutions.

Cultivating a strong “brand” and protecting it is a constant concern. Equally important for the Arts & Sciences is building a strong identity and value proposition within our local environments, as we compete for resources, students and even existence for some of our programs. Those in private institutions, which are particularly tuition-dependent, are particularly vulnerable to shifts in sentiment about what programs are valuable. Panelists will share challenges faced in advocating for programs in the Arts & Sciences and strides we have made in educating those in our local environments about our value. Several Deans will lead a discussion of how they have made headway in advocating for Arts & Sciences within their own institutions and communities, with participants invited to join in.

12:15 pm – 1:30 pm

Luncheon and Presidential Address

PRESIDING: **Elizabeth A. Say**,
*President-Elect, CCAS and
2015 Program Chair*



SPEAKER:
Timothy D. Johnston,
*President, CCAS,
University of North
Carolina at Greensboro*

REMARKS:
“Reimagining the
Liberal Disciplines in
the 21st Century”

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: **Catherine Albrecht**,
Ohio Northern University

LIBRARY OF CONGRESS

The Library of Congress has a collection of more than 158 million items which include over 36 million books and printed materials, 69 million manuscripts, the largest rare book collection in the North America the world’s largest collection of legal materials, films, maps, sheet music, and sound recording.

Q

Conference registration is open from 8:00 am - Noon

7:00 am – 7:30
Meeting of the Standing Committee on Cultural Diversity

7:30 am – 8:45 am
Breakfast for Minority Deans

DISCUSSION TOPIC:
Cultural Diversity: What is Its Meaning for CCAS?

Each year, minority Deans gather for a breakfast to discuss issues of current concern or interest and to think together about how they can enhance the work of CCAS in supporting the leadership of member Deans and Associate Deans. All interested parties are welcome and encouraged to attend, share your thoughts and ideas, and establish collegial networks.

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: **Catherine Albrecht**,
Ohio Northern University

CONCURRENT SESSIONS III

9:00 am – 10:15 am
SESSION L
Gender Isn't Binary: Do University Policies Recognize This?

Sponsored by the Committee on Gender Issues

Universities and colleges are realizing that their faculty, staff and students are diverse. In fact, diversity is encouraged. However, as definitions around gender change and as campuses become more varied, it is unclear if policies and practices are modified to address the needs and concerns of these communities. This panel will address: 1) concerns of transgender faculty, staff and

students; 2) ways several campuses have addressed these concerns; and 3) one college's approach to transgender admissions policies.

9:00 am – 10:15 am
SESSION M
Seismic Shifts and the Dean's Office

Since 2013, twelve institutions in the University System of Georgia have undergone consolidation per a mandate from the governor and the chancellor of the Board of Regents. This session focuses on some of the substantial changes that have ensued in the Deans' offices as well as the enormous challenges that have developed during this process. Although brought about, heightened, or exacerbated by consolidation, the difficulties and issues addressed in this discussion are relevant to any institution undergoing enormous change resulting from growth or contraction. Some questions that will be addressed include: 1) how the Dean can facilitate the transition for faculty, initially hired by an institute traditionally focused on teaching and service, to a more research-focused professional agenda; 2) how the Dean's office can lead the effort to create a sense of unity and then work to make that sense a reality; and 3) factors that arise during major institutional changes that create a need and opportunity for administrative service.

9:00 am – 10:15 am
SESSION N
Science in the Public Interest

Almost every policy decision--from the work of homeowners' associations, to the passing of new town ordinances, to food in the school cafeteria--has a science and policy base. Our students are citizens who are making and will continue to make important policy decisions that impact their lives and communities. This session examines how we can develop students who

participate in decision making utilizing a scientific world-view. Panelists will address how to teach to create participatory citizens who understand and can utilize the power of scientific, analytical thinking in their daily lives. We explore how to move from learning environments that are passive and perceived as irrelevant to the student, to ones that are active and participatory modeling the skills for a science literate, engaged citizenry. Also addressed will be research on how students learn, examples of active participatory learning environments, and strategies to change from inert to active learning.


9:00 am – 10:15 am
SESSION O
On the Road to the Engaged Campus: Three Campuses, Three Stories

In 2006, the Carnegie Foundation created the classification of "engaged campus" to reflect institutions that had demonstrated, "collaboration between institutions of higher education and their larger communities," with over 360 institutions now receiving this designation. The three institutions represented on this panel reflect three stages in this process: an established (2010) "engaged campus," a newly designated (2015) "engaged campus," and a campus planning for review for this classification. Panelists will present some opportunities and challenges faced by institutions. Specifically, discussion will revolve around opportunities and challenges facing a college of Arts & Science—both internally and externally—at each stage in this process, and alignment with broader institutional mission. Panelists will facilitate a discussion about the role of colleges of Arts and Sciences on campus pursuing engagement with its community.

9:00 am – 10:15 am
SESSION P
Dos and Don'ts of Advisory Boards

This panel will offer perspectives on advisory boards from three different institutions. Panelists will discuss the need for such boards, how to create boards, how to reimagine and redirect the energies of existing boards, how to harness the expertise of advisory members to leverage additional resources for faculty and students, how to work with university advancement offices and offer suggestions as to what works (and what doesn't) in dealing with boards.

9:00 am – 10:15 am
SESSION Q
CRITICAL ISSUE FORUM
Talking to Legislators and Government Officials about the Arts & Sciences

 This forum is devoted to helping Deans understand how to communicate with legislators and other government officials about the important work they do within colleges of arts and sciences with the goal of influencing opinion, legislation, and funding decisions. DC-based federal legislative liaisons (from Ohio State and the University of North Carolina System) will provide candid and practical advice on planning and structuring messages, and will engage participants in crafting and practicing their own "elevator speeches" for use with federal, state, and local officials.

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



Join President **Tim Johnston**, *Treasurer* **Kate Conley** (left), and Executive Director **Anne-Marie McCartan** for the presentation of the 2015-2018 *Strategic Plan*, details on the evening's 50th Anniversary Gala

Celebration at the National Press Club, other results of the election.
It's your association – plan to attend!

12:15 pm – 1:45 pm
Luncheon and Plenary Address
 PRESIDING: **Timothy D. Johnston**,
 2014-2015 CCAS President

PRESENTATION: **CCAS 2015 Arts and Sciences Advocacy Award**



SPEAKER: **David J. Skorton**, *Secretary of the Smithsonian*
 REMARKS:
“Colleges of Arts and Sciences: Continuity and Change at the University’s Core”

CONCURRENT SESSIONS IV

2:00 pm – 3:15 pm
 SESSION R

Structuring Sustainable Community Engagement

Sponsored by the Committee on Metropolitan/Urban Institutions

How do we bring the expertise of our colleges to bear on the emerging issues in our communities in a structured and sustainable way? How do we assure that students can engage in meaningful ways when their engagement is constrained by institutional requirements and personal timelines? The first presenter considers the question of sustainability through the experience of Portland State, an urban campus that engages with community partners through multiple means, including a senior capstone where seniors work in interdisciplinary teams. The second presenter considers questions of structure through the experience of Brooklyn College CUNY. In the college-wide

“The Brooklyn Listening Project,” 25 faculty members trained students to go into communities in Brooklyn to conduct interviews that are stored as part of what they intend to make an on-going oral history project. The final presenter will engage the audience with questions designed to guide the development of new projects or prompt a critical reexamination of existing programs to ensure community engagement that is structured for sustainability.

2:00 pm – 3:15 pm

SESSION S

Dialectical Leadership, Academic Community, and Faculty Performance

This panel addresses the dialectical tensions inherent in academic administration. Drawing from the leadership literature and grounded in our own experiences, we identify tensions present in higher education leadership and

discuss how to lead from a dialectical perspective. Leading from a dialectical position requires administrators to manage normally mutually exclusive strategies of rationality, control, and objectivity with qualities of compassion, co-orientation, and subjectivity. This leadership style enables Deans to create a sense of academic community that supports and values non-tenure track faculty and encourages tenure track and tenured faculty to perform well at various points in their careers. The panelists will discuss the intersection of their leadership styles and the academic communities created, paying particular attention to the strategies and policies created that encourage all tenure track and non-tenure track faculty to perform effectively and innovatively.

If it was a state **The DISTRICT of COLUMBIA** would rank 50th in population. The only state in the United States that has fewer people is Wyoming. DC is a very international city, home to more than 170 embassies and international cultural centers.

The city’s colleges and universities host about 20,000 international students each year, and 15 percent of DC residents speak a language other than English at home.

2:00 pm – 3:15 pm

SESSION T

Making it to Full: Supporting Mid-Career Faculty

Administrators engage in numerous activities to help early-career faculty earn tenure and promotion. After achieving that milestone, faculty are often left adrift as support for further promotion wanes. Some tenured faculty become long-term associate professors, never progressing to full professor. Questions to be addressed include: What are the risks of remaining an associate professor? What are the rewards of attaining full professor rank? What is the Dean's role in helping faculty progress in their careers? Panelists will discuss features of three successful programs created with the purpose of helping associate professors "make it to full." One program is in its inaugural year at a large land-grant research university; one program is well established at a private liberal arts, predominately undergraduate institution; and one program is in its developmental stages at a comprehensive liberal arts public institution. Commonalities and unique characteristics across universities, the structure of the programs for faculty, participation incentives, available data, and the leadership role of the Dean will be discussed.

2:00 pm – 3:15 pm

SESSION U

The Pros and Cons of Cluster and Interdisciplinary Hires

Cluster/joint hires that bridge department and school/college lines are a popular mechanism to build "critical mass" in a particular research area. These approaches can build interdisciplinary teams that build substantial reputations for productivity and can attract significant funding. Some institutions have also used this mechanism to enhance faculty diversity through interdisciplinary hiring. Both success stories and cautionary tales will be reviewed in this session with the intent of conveying lessons learned and catalyzing a conversation on the national experience for Colleges of Arts and Science.

2:00 pm – 3:15 pm

SESSION V

Developing and Implementing a College-Level Strategic Plan

The process of developing and implementing a college-level strategic plan is among the most important exercises undertaken by a college of Arts and Sciences. Indeed, as Krahenbuhl (2004) rightly notes, "the primary value derived from developing a strategic plan is not the plan itself but rather [it is] the process of developing the plan that provides the greatest benefit." Why the process? Strategic planning relies on candid conversations among faculty, staff, students, and administrators about the past, present, and future of the college. There are, of course, benefits to be found in such conversations and in the process itself; however, there are pitfalls as well. This panel will address the benefits and pitfalls of developing and implementing a college-level strategic plan as it draws on common experiences of panelists from different types of universities.

2:00 pm – 3:15 pm

SESSION W

CRITICAL ISSUE FORUM

Making Lemonade: The Positive Benefits of a Comprehensive Staff Reorganization

As a handicraft industry, postsecondary budgets are salary driven. During times of budget constraint, position eliminations are among the only choices a Dean has. Tenure dictates that faculty are exempt; thus, downsizing staff is a viable option to meet mandated budget cuts. Promises of greater efficiency often accompany such staff reductions, particularly as institutions move towards shared services/integrated business models. Wholesale staff reorganizations are thought of as a last resort. However, when done thoughtfully, a large reorganization can be an opportunity to advance a unit's efficiency, improve its service to faculty and students, grow its professionalization, and increase work satisfaction among staff. This

session will showcase such a reorganization and demonstrate how moving from an ad hoc staffing structure to a shared services model resulted in a more efficient, professional, and better paid workforce while capturing savings. We also will foster a wider dialogue with the conference attendees about the efficacy of integrated business/shared services models and their effects on staff members.

CONCURRENT SESSIONS V

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

3:45 pm – 5:00 pm

SESSION X

Mindful Leadership Practices for Deans

Do you find yourself running on autopilot all of the time? Do you forget where you are and what you are supposed to be doing? Do you look at your calendar and your to-do list and see that there is no time on your calendar to do any of the tasks on the to-do list? Did you ever arrive somewhere and forget the journey? Fortunately, there is help out there. The techniques and philosophy of mindful leadership can help busy, overwhelmed, influential people like Deans develop their focus, clarity, creativity, and compassion. In this session, three mindful practitioners will provide practical tips that are grounded in the literature and research on mindfulness. They will provide concrete examples of how mindfulness techniques have empowered them to become transformational and conscious leaders, and, well, ...to enjoy the journey along the way. This session will include audience participation in the principles and practice of mindfulness.

3:45 pm – 5:00 pm

SESSION Y

The History and Future of Liberal Arts Education: From the Desk of the Dean

Past CCAS President Mary Anne Fitzpatrick and CCAS President-Elect Elizabeth A. Say have edited an

anthology titled *The History and Future of Liberal Arts Education: From the Desk of the Dean*. Contributors to the volume have been or are currently Deans of Arts and Sciences; many of them are CCAS member Deans. This book offers an inside look at how America's colleges and universities are run, the challenges they face, and the issues that affect their "owners"—students, faculty, alumni, trustees and others. Among the issues covered are how the liberal arts fit into the future not only of the academy but of the nation and what the core values are of those who support these majors and programs. The panelists, all contributors to the book, will share their reflections on where we have been and where we are going.

3:45 pm – 5:00 pm

SESSION Z

Some Things I Learned Along the Way

As a past Dean, CCAS President, VPAA, and college president, Dr. Paul Magelli believes he has learned a few things about academic administration and higher education. Some of the 'most' valuable and critical "things I learned along the way" were not learned in the classroom, in seminars, workshops, or at annual meetings. After nearly 60 years in academic administration behind him, he will share some of these insights with his fellow Deans.

6:00 pm – 8:00 pm

50th Anniversary Gala Celebration

NATIONAL PRESS CLUB

All are welcome to join the CCAS Board of Directors, past CCAS presidents and other VIP guests to celebrate the occasion of our founding in 1965. Guests of attendees may purchase a pass at the Registration Desk. Bus transportation will be provided.

The **WASHINGTON MONUMENT** is a massive failure in comparison to the ambitious original design which had called for a series of columns and statues of George Washington and 30 other figures from the Revolutionary War.

7:30 – 8:45 am

Gender Issues Continental Breakfast**“Gender and Fundraising:
Does it Matter?”**FEATURED PANELIST:
Debra J. Mesch

Dr. Debra Mesch is Director of the Women's Philanthropy Institute at the Indiana University Lilly Family School of Philanthropy. She holds the Eileen Lamb O'Gara Endowed

Chair in Women's Philanthropy at the Lilly Family School, the first such endowed chair in the world.

Over breakfast, a panel of scholars and practitioners will offer insight into the way gender must be taken into account in development activity. Topics covered include gender differences between Dean and potential donors, gender differences in giving, and differences in giving within categories of women.

This is a ticketed event. Check this option when registering online for the Annual Meeting. A light continental breakfast will be provided.

CONCURRENT SESSIONS VI

9:00 am – 10:15 am

SESSION AA

**A Toolbox for Promoting
the Liberal Arts**

Sponsored by the Committee on Liberal Arts Institutions

For promoting liberal arts enrollments, data sets which demonstrate that employers pay our graduates good salaries provide us with just one kind of tool. This session explores additional means for helping students see that liberal arts majors make sense for them. These practices include the development of interdisciplinary majors within and beyond the liberal arts; aggressively reaching out to first-year students to help them understand a B.A. degree; and building a sense of

community on campus by using experiential learning to engage students with core liberal arts values that develop ethical understanding, effective communication, and other interpersonal and professional skills associated with educating the whole person.

9:00 am – 10:15 am

SESSION BB

Dealing with the “Dysfunctional”

The role of the Dean is a complex and challenging one. To be sure, some of the challenges Deans face stem from financial constraints, enrollment management issues, and state or federal policy decisions. But some stem from the people and groups with whom Deans deal daily, or more precisely the dysfunctional behaviors that those people and groups sometimes exhibit. Yet many Deans come into their positions with little practical training on how to effectively deal with the dysfunctional. This panel focuses on dysfunctional behaviors at the level of individual faculty, departments, and upper-level administration in an effort to provide Deans with the opportunity to share experiences, best practices, advice, warnings, and practical plans. Our goals are to reassure Deans that they are not alone in dealing with the dysfunctional and to provide them with some tips and practical advice that help them navigate the waves that such behaviors often create.

9:00 am – 10:15 am

SESSION CC

**Re-structuring the Unit: Lessons in
How to Lead Re-Organization**

The only reliable aspect of modern academia is that change will occur. With ever-tightening budgets, new accreditation criteria, and increasing external scrutiny, there is the need to look internally at how colleges and schools are organized and interact. In this atmosphere, Deans are called upon to lead the change within their unit. The Dean will need to form the process and committees, lead discussions, balance the needs of internal and external constituencies, and in

many cases, have significant input into the final realignment, which means dealing with potential fallout from the change. This session will discuss effective strategies and lessons learned for leading such change.

9:00 am – 10:15 am

SESSION DD

**The Use of Reporting and Analytic
Tools for Making Data-Driven
Management Decisions**

With an increased demand for accountability and efficiency, institutions are turning to the use of reporting and analytic tools in curricular planning, resource management, and supporting student success. Panelists will present three different tools and approaches in this session. The Banner Extraction and Reporting Tool (BERT) is designed to rapidly mine student, faculty, course and program information from Banner, providing quick access to historical enrollment data and allowing academic managers the ability to make informed decisions. Argos also provides quick dashboard access and reporting from institutional data tables including Banner and Degree Works and can be set to send pre-programmed reports and email alerts. Ad Astra Platinum Analytics is being used to produce historical trend and program data to support student success and to manage the consolidation of two academic programs during the merger of two institutions. Presenters will discuss a few cautionary tales that stress the importance of human interpretation and analysis when making data-driven management decisions.

9:00 – 10:15 am

SESSION EE

CRITICAL ISSUE FORUM

**This IS Research: SoTL and Rewarding
and Supporting Faculty for Seizing
the Research Opportunities in the
College Classroom**

Faculty are faced with the challenge to utilize innovative teaching pedagogy while also measuring the effectiveness of these techniques on student learning and program/

institutional-level assessment outcomes. This forum builds upon this theme by bringing together Deans/Associate Deans for a guided discussion about collaborating with faculty to assist them in meeting these growing professional demands. We will discuss strategies for creating and keeping faculty champions who recognize the value of and contribute to the scholarship of teaching and learning. Discussion will highlight the role of and the value of SoTL (Scholarship of Teaching and Learning) in assessment initiatives, and faculty retention and promotion policies and the critical but often underutilized role that the research on scholarship of teaching and learning can play in these decisions. The goal is to engage Deans (at all levels) in candid conversation about creating institutional rewards and incentives for faculty who seize and contribute to research opportunities that occur daily in their classrooms but often are not recorded or studied.

CONCURRENT SESSIONS VII

10:30 am – 11:45 am

SESSION FF

**Comparing Associate/Assistant
Dean Models: How Effective is Your
Office Structure?**

Sponsored by the Committee on Associate/Assistant Deans
Colleges of Arts & Sciences divide responsibilities of Assistant/Associate Deans in a variety of ways. Some do so by disciplinary distinction (e.g., humanities, liberal arts, or sciences), some by the primary population served (e.g., faculty or students), some by the specific task orientation (e.g., scholarship, teaching, or development), and some by the general nature of the work (e.g., academic, administrative, or external relations). In many cases, the existing office structure predates the current personnel, having been passed down from one Dean to another. This panel will

compare various A/A Dean models with the goal of establishing best practices. The objective is to 1) enable A/A Deans to explore the broader landscape of their profession; 2) help current Deans consider alternative models for increased effectiveness, and 3) allow future Deans to contemplate how best to structure their teams moving forward. Panelists will share their experiences and invite audience members to do the same to ensure that a wide array of different structures is covered.

10:30 am – 11:45 am

SESSION GG

**Restructuring the Unit:
Lessons in How to Survive**

Re-organization within an institution does not always happen with the dean in a commanding role. When forces outside of the college mandate merging or restructuring institutions, the dean's role can be more like that of a caretaker who is on the outside of the process, looking in, not steering the ship, but expected to run around the ship plugging holes. He or she has to deal with all of the fallout, anxiety, and bad morale that the realignment process engenders while holding the enterprise together. At the same time that he or she is trying to convince faculty, staff, and students that everything is okay and that they should not jump ship, the dean might be looking at other jobs, as the realignment could easily leave him or her without one. This session will discuss experiences from institutions that have gone through such re-organizations and actions that can be taken to survive them with a sane mind.

10:30 am – 11:45 am

SESSION HH

**Moving the Needle on Student
Retention: Novel Ideas and
Ideas that Work**

While part of the puzzle of managing scarce resources is maintaining a strong pipeline of incoming students, an equally important aspect is maintaining students at the institution

once they matriculate. In this panel, Deans serving at institutions that have developed novel approaches to managing retention will present the challenges and successes they have experienced at their campuses. Six different approaches will be presented in both formal presentations as well as in guided and open discussion with attendees. Examples will include an institution where the faculty senate developed a plan to tie faculty salary increments to increasing retention rates; another where an early alert system is used by all faculty and connected to the Dean's office; and others were combinations of early alert, career mentoring, and course redesign have been employed to focus on retention of all students.

10:30 am – 11:45 am

SESSION II

CRITICAL ISSUE FORUM

**Proactive Leadership in
the Face of Change**

The daily news and the higher-education press are riddled with challenges facing higher education. These challenges include: 1) the public's negative perceptions that question the need and relevance of a four-year degree; 2) our ever-shrinking budgets; 3) challenges associated with online course offerings; 4) time to degree completion; and 5) faculty productivity. As Deans, how can we provide leadership—rather than simply react—to the changing higher education landscape? In this session, participants will break into small groups to discuss one of the challenges listed above and report back to the larger group with viable solutions.

12:00 pm – 3:00 pm

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

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

1:00 pm – 5:00 pm

Post-Conference Workshops

Pre-registration required; fee applies.

Saturday, November 7

1:00 pm – 5:00 pm

**Making the Connection between Student Needs and
Federal Requirements: The Role of the Academic Dean Under
the New World Order**

Over the past four years, colleges and universities have faced unprecedented attention regarding the institutional response to sexual and gender-based harassment and violence on campus – from their own students, alumni, community members, the courts and the federal government. Faculty and academic Deans play a critical role in helping to foster and maintain an environment free from harassment and discrimination. This workshop will explore the role of faculty in: 1) participating in training, education and curricular options in the classroom and beyond; 2) embracing the institutional values that underlie designating faculty as responsible employees; 3) balancing complainant agency and autonomy with campus safety considerations when a complainant requests confidentiality; 4) understanding the range and impacts of interim measures in the academic context; 5) navigating unique considerations in the classroom; and, 6) exploring other practical considerations (transcript notification, deferral of degree, syllabi trigger warnings).

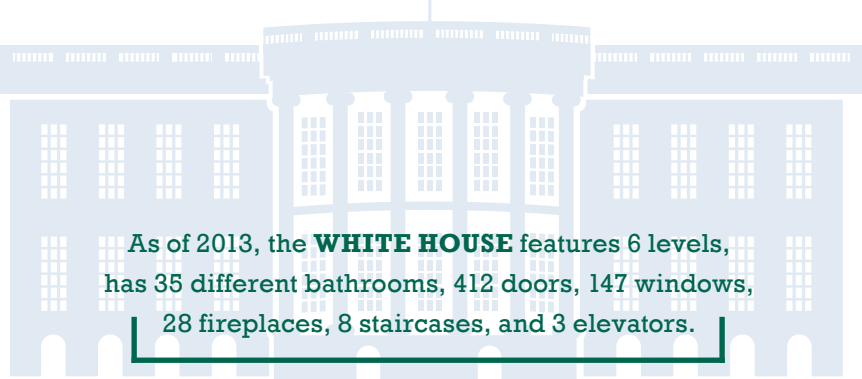


PRESENTER: **Gina Maistro Smith**

Gina Maistro Smith is a partner in the Education Counseling, Litigation and Investigation Services and White Collar Litigation and Investigations Groups of Pepper Hamilton LLP, and a resident in the Philadelphia office. She holds a J.D. from Temple University School of Law. Ms. Smith has a national practice focused on the institutional response to all aspects of sexual misconduct matters. She is frequently called upon to advise colleges and universities about sexual misconduct policies, changes in

the law, and investigations into allegations of sexual misconduct, including sexual violence. She regularly conducts policy audits and assists in the development of policy and in the design and implementation of internal and external operating procedures. She conducts training for multiple university constituencies, including Title IX coordinators, sexual assault response teams, judicial hearing boards, investigators, and members of the campus community. Ms. Smith also helps clients integrate the requirements of all federal, state, and local regulations (including Title IX and the Department of Education's Dear Colleague Letter of April 4, 2011, the Clery Act, Campus SaVE, criminal law, HIPAA, and FERPA) with their policies and procedures.

REGISTRATION FEE: \$95



As of 2013, the **WHITE HOUSE** features 6 levels,
has 35 different bathrooms, 412 doors, 147 windows,
28 fireplaces, 8 staircases, and 3 elevators.

Saturday, November 7
1:00 pm – 5:00 pm

Mediating Conflict: Roles for Deans

Students, staff, faculty, or department heads/chairs often bring their conflicts to the Dean's office. In some cases, the Dean personally will lead a problem-solving session to resolve the issue. This interactive workshop (1) examines the types of cases where the Dean could intervene as a mediator to settle these conflicts, (2) presents a model for conducting a problem-solving/mediation session, and (3) explores how to hire the right mediator when outside assistance is the better choice. Specific communication skills that the Dean will utilize within each step of the mediation model will be emphasized in the workshop.

PRESENTER: **Suzanne McCorkle**

Dr. Suzanne McCorkle's career in higher education includes ten years as a speech and debate coach, chair of a department of Public Policy, director of an academic Dispute Resolution program, eight years as an associate dean, and two stints as interim dean for the College of Social Sciences and Public Affairs at Boise State University.

As a professor emeritus, Dr. McCorkle continues to speak and publish on conflict management and other communication topics. Her most recent book is entitled *People Skills for Public Managers*. Dr. McCorkle's "retirement" writing projects include a travel e-book about the area north of Yellowstone National Park and a new book, *Less Drama More Leadership: Three Laws for Managing Conflict*.

REGISTRATION FEE: \$135

CAPITOL BUILDING

The Capitol Building is the 4th tallest masonry dome in the world, surpassed by only St. Peter's Basilica in Rome, St. Paul's Cathedral in London and St. Issac's Cathedral in St. Petersburg. The United States Capitol has its own underground subway line that connects the Capitol to the House and Senate office buildings.

In 1965, when a handful of Arts & Sciences deans become agitated enough about their status (or lack thereof) within a parent organization's annual meeting in Washington, D.C., to walk out and form their own organization, little did they know the legacy they were creating. Over the subsequent decades, thousands upon thousands of deans have benefited from the programs, services, and support network that characterize Council of Colleges of Arts & Sciences.

To help recognize our history and legacy at this year's Annual Meeting, a number of related events have been integrated into the program:

- Session C, where former CCAS presidents will draw from their experiences to reflect upon the liberal arts and sciences—"a work in progress" (Thursday morning)
- Thursday's luncheon speaker, CCAS President Timothy D. Johnston, will challenge us to "reimagine the liberal disciplines in the 21st century"
- A focus on the next chapter of CCAS as the Board of Directors launches its strategic plan at the Annual Business Meeting (Friday, 10:45)
- A plenary talk at the Friday luncheon by David J. Skorton, Secretary of the Smithsonian, on "Colleges of Arts and Sciences: Continuity and Change at the University's Core"
- Session Y, where the editors of a forthcoming book, along with several chapter authors, will discuss the role of the dean in the history and future of education in the arts and sciences (Friday, 3:30-5:00)
- Two Fun Friday sessions (3:45-5:00), one on "Some Things I've Learned Along the Way" with the CCAS President from 1983-84, and a sneak preview of a forthcoming book, *The History and Future of Liberal Arts Education: From the Desk of the Dean*.
- The 50th Anniversary Gala Reception (Friday, at the National Press Club, 6:00-8:00)

The Steering Committee hopes attendees find this meeting to be a memorable one, as we—united as A&S deans—plan for our future and continue as advocates for the vital role of Arts and Sciences in higher education.

50th Anniversary Steering Committee

Nancy A. Gutierrez, University of North Carolina at Charlotte, Chair
Mary Anne Fitzpatrick (through 2014), University of South Carolina
Timothy D. Johnston, University of North Carolina at Greensboro
Paula M. Lutz, University of Wyoming
Elizabeth A. Say, California State University, Northridge
Patricia Witherspoon, University of Texas at El Paso
Elizabeth Cole, 50th Anniversary Event Manager

With thanks to:



Gala Entertainment Sponsor





Washington Hilton
1919 Connecticut Avenue NW

The CCAS preferred rate is \$269 single or double, plus tax. Rooms can be booked through a personalized website, <http://ow.ly/O2W0B>

This hyperlink is available online at www.ccas.net on the homepage and also under EVENTS > Annual Meeting – November 2015/Hotel Reservations.

Or, call 1-800-HILTONS (445-8667) and reference the *CCAS Annual Meeting*.

Bringing a Spouse/Guest to Washington?

Guests are welcome to attend the receptions and pre-registration is required. One fee (\$100) covers two receptions and the 50th Anniversary Gala. Prices for the Thursday and Friday luncheons are \$35 per luncheon. Personal checks are accepted. Online pre-registration is preferred.



2015 CCAS Annual Meeting

Washington Hilton, November 4-7, 2015

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

All payments must be received by October 21

Registration must be completed online.

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 18**
- ☐ **CCAS Member fee** (for member institutions after September 18) — \$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 4

Networking Social Hour

THURSDAY, November 5

Breakfasts by Sector
Presidential Luncheon
Networking Social Hour

FRIDAY, November 6

Continental Breakfast
Breakfast for Minority Deans
Luncheon
50th Anniversary Gala

Dietary restrictions?

Specify: _____

FOR AN ADDITIONAL FEE

SATURDAY, November 7

- ☐ **Gender Issues Breakfast**
"Gender and Fundraising: Does it Matter?" — \$20



REGISTRATION FORM

WORKSHOPS

Register under Events > Annual Meeting–November 2015 > Workshop Name

WEDNESDAY, November 4: Pre-conference Workshops

- ☐ “Associate & Assistant Deans: Positioning Oneself for, and the Transitioning into, a Deanship” — \$45
- ☐ “Conflict Management for Deans” — \$195

SATURDAY, November 7: Post-conference workshops

- ☐ “Making the Connection between Student Needs & Federal Requirements: The Role of the Academic Dean under the New World Order” — \$95
- ☐ “Mediating Conflict: Roles for Deans”— \$135

GUEST FEES

- ☐ **Spouse/Guest Registration Fee**
(includes two receptions & 50th Anniversary Gala) — \$100
- ☐ THURSDAY, November 5 – **Presidential Luncheon & Address** — \$35
- ☐ FRIDAY, November 6 – **Luncheon & Address** — \$35

CANCELLATION POLICY

All requests for refunds must be in writing. Requests made by October 28 will receive a full refund minus a \$50 administrative fee. We regret that **after October 28, no refunds can be issued** due to catering guarantees.

HOTEL RESERVATIONS

Washington Hilton is the conference hotel. The **CCAS group rate is \$269 single or double, plus tax**. To book a reservation, link to: <http://ow.ly/O2oGO>

Or, call 1-800-HILTONS (445-8667) and reference the CCAS Annual Meeting.

Reservations must be made by October 13, 2015, 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