

CCAS

50th ANNUAL MEETING PROGRAM

WASHINGTON DC

November 4-7, 2015



Message from Dean Elizabeth A. Say

CCAS President-Elect and 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 pro-

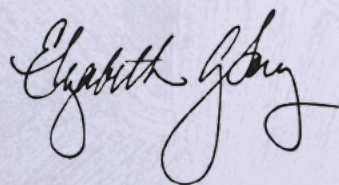


fessionalism. As Arts and Science deans, we share a commitment to strengthening institutions of higher education and providing leadership in our communities and on our campuses. CCAS supports our advocacy efforts at both the national and local level while also providing a national voice in support of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

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. There will be a New Deans Workshop as well as a special session on Issues in Higher Education Law. 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 also again will 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 and career development for assistant/associate deans. During the Annual CCAS Business Meeting, the Board of Directors will share the results of our ongoing Strategic Planning efforts and solicit feedback from the membership.

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. I am confident that this year's talk by Amanda Huron, 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 beautiful National Press Club.





CCAS 50th Annual Meeting Program at a GLANCE

WEDnesday Nov.4th	THURSDay Nov.5th	FRIday Nov.6th	SATurday Nov.7th
11:00 am – 7:00 pm <i>Conference registration open</i>	7:00 am – 5:00 pm <i>Conference registration open</i>	8:00 am – 12:00 pm <i>Conference registration open</i>	8:00 am – 12:00 pm <i>Return evaluations to registration desk</i>
8:00 am – 2:45 pm Pre-Conference Workshop: Conflict Management for Deans	7:00 am – 7:45 am Meetings of CCAS Standing Committees	7:00 – 7:30 am Meeting of the Standing Committee on Cultural Diversity	7:30 – 8:45 am Gender Issues Continental Breakfast: “Gender and Fund-raising: Does it Matter?”
9:00 am – 12:30 pm Pre-Conference Workshop: Associate & Assistant Deans: Positioning Oneself for, and Transitioning into, a Deanship	7:45 am – 8:45 am Breakfasts by Sector	7:30 am – 8:45 am Open Continental Breakfast Special Discussion Topics for Breakfast Tables Breakfast for Minority Deans	9:00 am – 10:15 am Concurrent Sessions VI
12:00 pm – 2:45 pm Board of Directors Meeting	10:15 am – 10:45 am Refreshment Break	9:00 am Ballots are due at the Registration Desk by 9:00 am	10:15 am – 10:30 am Refreshment Break
3:00 pm – 4:30 pm Case Study Leaders Meeting	10:45 am – 12:00 pm Concurrent Sessions I	9:00 am – 10:15 am Concurrent Sessions III	10:30 am – 11:45 am Concurrent Sessions VII
3:00 pm – 5:00 pm State Deans Meetings	12:15 pm – 1:30 pm Luncheon & Presidential Address Special Discussion Topics for Luncheon Tables	10:15 am – 10:45 am Refreshment Break	12:00 pm – 3:00 pm Meeting of the New CCAS Board of Directors
3:00 pm – 4:00 pm Washington, D.C.: The Symbolic and the Everyday	1:45 pm – 3:00 pm Case Study Sessions	10:45 am – 12:00 pm Annual CCAS Business Meeting	1:00 pm – 5:00 pm Post-Conference Workshop: Mediating Conflict: Roles for Deans
4:00 pm – 5:00 pm Newcomers Welcome Session	3:00 pm – 3:30 pm Refreshment Break	12:15 pm – 1:45 pm Luncheon and Plenary Address	
5:30 pm – 6:30 pm Reception for Registrants and Guests First Night Dinner for Newcomers	3:30 pm – 4:45 pm Concurrent Sessions II	2:00 pm – 3:15 pm Concurrent Sessions IV	
	5:30 pm – 6:30 pm Reception for Registrants & Guests	3:15 pm – 3:30 pm Refreshment Break	
		3:30 pm – 4:45 pm Concurrent Sessions V	
		6:00 pm – 8:00 pm 50th Anniversary Gala	

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

9:00 am – 12:30 pm

PRE-CONFERENCE WORKSHOP:
Associate & Assistant Deans: Positioning Oneself for, and Transitioning into, a Deanship
By pre-registration only

12:00 pm – 2:45 pm › Georgetown East

Board of Directors Meeting
PRESIDING: Timothy D. Johnston,
University of North Carolina at Greensboro

3:00 pm – 4:30 pm › Georgetown East

Case Study Leaders Meeting
PRESIDING: Pat Mosto,
Rider University

3:00 pm – 5:00 pm › DuPont

Michigan Deans Meeting
PRESIDING: Pamela Gates,
Central Michigan University

3:00 pm – 5:00 pm › Lincoln West

New York Deans Meeting
PRESIDING: Jerome O'Callaghan,
State University of New York College at Cortland

3:00 pm – 5:00 pm › Lincoln East

North Carolina Deans Meeting
PRESIDING: Jeffery P. Braden,
North Carolina State University

3:00 pm – 5:00 pm › Monroe

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

3:00 pm – 5:00 pm › Jefferson East

Pennsylvania Deans Meeting
PRESIDING: David Beougher,
Kutztown University of Pennsylvania

3:00 pm – 5:00 pm › Jefferson West

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

3:00 pm – 4:00 pm › Georgetown West

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

PRESIDING: Marshall F. Stevenson,
Delaware State University
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 › Georgetown West

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 › International Terrace

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: Sametria R. McFall Dickerson,
Savannah State University
Newcomers wishing to join up to go out for small-group dinners will meet in the Terrace Level Foyer 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** › Lincoln West
- Committee on Comprehensive Institutions** › Lincoln East
- Committee on Gender Issues** › Holmead
- Committee on Liberal Arts Institutions** › Georgetown West
- Committee on Metropolitan/Urban Institutions** › Georgetown East
- Committee on Private Institutions** › Jefferson West
- Committee on Research Institutions** › Jefferson East

7:45 am – 8:45 am

Breakfasts by Sector

Breakfast Buffets will be set up in the Crystal Ballroom Foyer

Comprehensive Institutions (under 10,000) › Lincoln East
 PRESIDING: Karl R. Kunkel, *Pittsburg State University*

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

Liberal Arts Institutions › Georgetown West
 PRESIDING: Richard Finkelstein, *University of Mary Washington*

Metropolitan/Urban Institutions › Georgetown East
 PRESIDING: Barbara Schneider, *University of Toledo*

Private Institutions › Jefferson West
 PRESIDING: Kim Martin Long, *Delaware Valley College*

Research Institutions › Jefferson East
 PRESIDING: Simon Rhodes, *Indiana University, Purdue University Indianapolis*

9:00 am – 10:15 am › International Ballroom East

Opening Plenary Session

WELCOME: Anne-Marie McCartan, *CCAS*

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

SPEAKER: Shirley Malcom, *American Association for the Advancement of Science*

REMARKS: **“Lenses and Frames: When the Arts and Sciences Meet”**

10:15 am – 10:45 am

Refreshment Break

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

10:45 am – 12:00 pm » Jefferson East

Session A: New Deans Workshop

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

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

Elizabeth Kavran, *Ursuline College*

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 » Lincoln West

Session B: Issues in Higher Education Law: What Deans Need to Know

PRESIDING: Luis Falcón, *University of Massachusetts Lowell*

PANELISTS: 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 address how to work effectively with your university’s legal department.

10:45 am – 12:00 pm » Georgetown East

Session C: CCAS Past Presidents Reflect on the Challenges Facing Liberal Education

PRESIDING: Matthew C. Moen, *University of South Dakota and CCAS President, 2007-2008*

PANELISTS: E. Gerald Meyer, *CCAS President 1969-70*

Bill Wilkins, *CCAS President, 1992-93*

Carolyn T. Adams, *CCAS President, 1997-98*

Lee R. Edwards, *CCAS President, 2001-2002*

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 » Monroe

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

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

PANELISTS: Kirsten Fleming, *California State University, San Bernardino*

Andrew Lawson, *California State University, Fresno*

Kim Costino, *California State University, San Bernardino*

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. Drawing on Wenger's community of practice model for learning (2000, 2002) and Kezar's theory of institutional change (2001), a variety of professional development 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 on their campuses that allowed for implementing professional development activities for faculty members to redesign courses; 2) the specifics of these professional development activities; 3) their impact upon teaching and student learning; 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 » Lincoln East

Session E: Realistic and Radical Solutions to a Changing Landscape

Sponsored by the Committee on Comprehensive Institutions

PRESIDING: Katherine Frank, *Northern Kentucky University*

PANELISTS: Christopher Maynard, *University of North Alabama*

Mark Anderson, *Kennesaw State University*

Karl Kunkel, *Pittsburg State University*

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 – 11:45 pm » Jefferson West

Session F: Building a Positive Identity for Arts and Sciences in our Local Environment

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

PRESIDING: Kim Martin Long, *Delaware Valley University*

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 for 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, among our local environments, as we compete for resources, students and even existence for some of our programs. Those in private institutions, which are more tuition-driven, are particularly vulnerable to shifts in sentiment about what programs are valuable. Several deans from private institutions (Noelle Norton, University of San Diego; Carol Richardson, National University; Emily Sallee, Park University; Al Mueller, Newman University; and Jennifer Drake, University of Indianapolis) will share challenges faced in advocating for programs in the arts and sciences and ways we have made strides in educating those in our local environments about our value. Participants will be invited to join the conversation.

12:15 pm – 1:30 pm » International Ballroom East

Luncheon and Presidential Address

FEATURING: Lemon Pepper Crusted Salmon with Caperberry Emulsion & Mascarpone Polenta

Vegetarian: Garden Vegetable Medley with Quinoa

Rustic Berry Tart

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

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

REMARKS: **“Reimagining the Liberal Disciplines in Our 2nd Half-Century”**

12:15 pm – 1:30 pm » Jefferson West

Special Discussion Topics for Luncheon Tables

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

To provide an environment more conducive to discussion, these tables are located in Jefferson West. The Presidential Address will be streamed live into this room.

ORGANIZER: Catherine Albrecht, *Ohio Northern University*

TABLE 1: **Program Assessment and Faculty Motivation in Unaccredited Programs**

HOST: Sundee R. Muppidi, *University of Hartford*

TABLE 2: **Faculty Engagement with Development**

HOST: José A. Díaz, *California State University, Fresno*

TABLE 3: **Business Programs and the Liberal Arts: Unlikely Partners?**

HOST: Michael Wolfe, *Queens College, CUNY*

TABLE 4: **Creating a Culture of Professional Behavior Regarding University Policies**

HOST: Simon Rhodes, *Indiana University, Purdue University Indianapolis*

TABLE 5: **Title IX Issues and Implications**

HOST: Alfred G. Mueller, *Neumann University*

TABLE 6: **Scholarship and Funding Amidst Budget Cuts**

HOST: Jeffrey Brown, *New Mexico State University*

TABLE 7: **Interdisciplinary Research and Degree Programs: Creating, Managing, Building**

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

TABLE 8: **What is the Proper Role for the College in Enrollment Management?**

HOST: Wayne Raskind, *Wayne State University*

TABLE 9: **Succession Planning in Academia: Does It Make Sense?**

HOST: Donna M. Murasko, *Drexel University*

TABLE 10: **Is there a Correlation between Financial Stability of the Institution and Academic Standards within Colleges of Arts & Sciences? Facts and myths**

HOST: Vishal Shah, *West Chester University of Pennsylvania*

TABLE 11: **Best Practices in Cross-College Collaboration**

HOST: Perla Myers, *University of San Diego*

1:45 pm – 3:00 pm**Case Study Sessions**ORGANIZERS: Pat Mosto, *Rider University*Goldie S. Byrd, *North Carolina A&T State University*Sametria R. McFall-Dickerson, *Savannah State 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. Douglas Biggs, *University of Nebraska at Kearney* » Northwest (Lobby Level)
2. Elizabeth Birmingham, *North Dakota State University* » Oak Lawn (Lobby Level)
3. Steven Brown, *University of West Florida* » Piscataway (Lobby Level)
4. Deborah Chappel Traylor, *Arkansas State University* » Holmead East (Lobby Level)
5. Laura Galligan, *Johnson & Wales University* » Holmead West (Lobby Level)
6. Joan Gorham, *West Virginia University* » Jay (Lobby Level)
7. Ellen Gregg, *University of Northern Colorado* » Kalorama (Lobby Level)
8. Timothy Hall, *Central Michigan University* » Morgan (Lobby Level)
9. Andrew Harris, *Keene State College* » Fairfield East (Terrace Level)
10. Holly Harris, *Creighton University* » Fairfield West (Terrace Level)
11. Sandra Hill, *University of Baltimore* » Gunston East (Terrace Level)
12. Karen Olmstead, *Salisbury State University* » Gunston West (Terrace Level)
13. Scott Jones, *Indiana University, Kokomo* » Embassy (Terrace Level)
14. Robert Kase, *University of St. Francis* » DuPont (Terrace Level)
15. Paula Lutz, *University of Wyoming* » Georgetown East (Concourse Level)
16. Katherine McCall, *University of Nevada, Reno* » Georgetown West (Concourse Level)
17. Renee McDonald, *Southern Methodist University* » Cabinet (Concourse Level)
18. Andrew McMichael, *Western Kentucky University* » Lincoln East (Concourse Level)
19. Jonathan Millen, *Rider University* » Lincoln West (Concourse Level)
20. Sundeep Muppidi, *University of Hartford* » Monroe (Concourse Level)
21. Steve Peters, *University of Montevallo* » Jefferson East (Concourse Level)
22. Wamucii Njogu, *Northeastern Illinois University* » Second Floor B
23. Crista Slaton, *New Mexico State University* » Second Floor C
24. Alison Wheatley, *Kansas State University* » Second Floor D

3:00 pm – 3:30 pm**Refreshment Break**

Concurrent Sessions II » 3:30 pm – 4:45 pm

3:30 pm – 4:45 pm » Jefferson East

Session G: : It Takes a Village: Best Practices in Minority Student Retention

Sponsored by the Committee on Cultural Diversity

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

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

April Massey, *University of the District of Columbia*

Patricia Witherspoon, *University of Texas at El Paso*

Student persistence is one of the most pressing issues facing higher education. In 2013, Carnevale and Strohl published “Separate & Unequal: How Higher Education Reinforces the Intergenerational Reproduction of White Racial Privilege.” This report makes a compelling commentary about disparities in access and persistence of minority students. Mitigating these disparities has become increasingly more important to the success of universities and colleges, given demographic shifts in enrollments and greater demand for the higher educational experience from first generation and non-traditional student groups. Presenters will share the latest research and models of student success that have evolved at different types of institutions to address these concerns and will examine which models/practices appear to be most effective and scalable across a variety of institutions.

3:30 pm – 4:45 pm » Lincoln East

Session H: : Federal Funding Sources: Where the Money Really Is...

Sponsored by the Committee on Research Institutions

PRESIDING: Jeffrey Brown, *New Mexico State University*

PRESENTING: Cathleen Webb, *Western Kentucky University*

Julia C. Hayes, *University of Massachusetts Amherst*

Simon Rhodes, *Indiana University, Purdue University Indianapolis*

Many federal agencies support the arts, humanities, and sciences, but many faculty are only aware of the grant programs offered by a subset of the total. Further, some of the agencies commonly targeted by faculty for funding do not have the largest budgets for research grants. This session will describe the full array of federal funding agencies, their interests and goals, what funds they have to disperse for research, and their review methodologies and applicant success rates.

3:30 pm – 4:45 pm » Georgetown East

**Session I: Mental and Cognitive Illness in Faculty:
Identification and Intervention**

PRESIDING: Charles R. Martin-Stanley, *University of Wisconsin, La Crosse*

PANELISTS: Linda M. Fleming, *Gannon University*

Adrienne McCormick, *State University of New York at Oswego*

Theresa M. Lee, *The University of Tennessee, Knoxville*

One in five adults experiences a mental illness each year and 14 percent of adults over the age of 71 experience dementia, although dementia can arise for individuals as early as in their 40's. The symptoms of mental illness are often misidentified as character traits. With more faculty members choosing to remain employed past the age of 65, the likelihood of having a faculty member with dementia increases. Given the prevalence of these problems, Deans need to be aware of the symptoms of mental illnesses and dementia as well as the life events that can trigger an episode of mental illness so they can appropriately intervene. This session will also discuss partnering with Human Resources and navigating the challenges of managing a department while protecting a faculty member's right to privacy. Case examples will be presented.

3:30 pm – 4:45 pm » Monroe**Session J: Trending Now: Dean's Office Stuck in the Cross Currents**PRESIDING: Lena Walton, *University of the District of Columbia*PANELISTS: David Wallace, *California State University, Long Beach*
Lynn Sargeant, *California State University, Fullerton*
Paul Levesque, *California State University, Fullerton*

The *Chronicle of Higher Education* has identified several trends whose cross currents we as Deans navigate daily, including appeals to improve student-retention rates, graduation rates, and career preparation; improve our use of social media; increase our focus on STEM; improve the plight of our adjunct instructors; increase our attention on teaching; and improve our donor relations. How does a leadership team guide a college through this turbulence, respecting the value of such federal and state mandates, while maintaining and promoting both the college's and the university's own vision and goals? This panel will explore the nature of this turbulence as it occurs within large, comprehensive, state universities. In three presentations interlaced with audience input, we will describe how to create an organizational structure for the Dean's office that responds to the trends in higher education without losing the unique identity of the college. By building structures that incorporate teams of administrators, staff, and faculty into leadership groups, colleges of Arts & Sciences can navigate the expectations created by externally generated trends—within the context of our commitment to the liberal arts education and our self-identified role as purveyor of civic and community engagement.

3:30 pm – 4:45 pm » Jefferson West**Session K: CRITICAL ISSUE FORUM: Civility and Ethics in the College: Challenges, Responses and Implications**PRESIDING: Jennifer Drake, *University of Indianapolis*DISCUSSION LEADER: Robert W. Smith, *Savannah State University*

The College is like any other large organization. It faces multiple challenges from internal and external stakeholders. With ever increasing pressures that demand excellence, accountability, efficiency and performance, these factors often create pressures on the ethical climate in the College. Colleges often take center stage for dealing with ethical lapses, missteps in civility and even more egregious actions. Deans, administrators, colleagues and students must respond to these pressures and incidents that affect the ethical foundations of the academy itself. This forum tackles this thorny issue of “ethics” by creating an opportunity for dialogue on a series of issues framed as mini vignettes that Deans and other administrators have faced or will face during their tenure. Vignettes will focus open discussion on how to deal with infighting among colleagues, conflict between students and faculty, issues of academic dishonesty and pressures to misrepresent the institution. These fictional exercises will open the door to frank and difficult issues that do not necessarily have easy or simple solutions. The only certainty or outcome of this forum will be to sensitize Deans and other administrators to the reality of these ethical pressures and explore some proactive approaches for possible responses.

5:30 pm – 6:30 pm » International Terrace**Reception for Registrants and Guests**

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

Conference registration is open from 8:00 am - Noon

7:00 am – 7:30 am » Cabinet

Meeting of the Standing Committee on Cultural Diversity

7:30 am – 8:45 am » Cabinet

Breakfast for Minority Deans

Coordinated by the Committee on Cultural Diversity

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

FACILITATOR: Wartyna L. Davis, *William Paterson University of New Jersey*

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 » International Ballroom Center

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: Catherine Albrecht, *Ohio Northern University*

TABLE 1: **2015 New Deans Seminar Reunion**

HOST: Gregory Sadlek, *Cleveland State University*

TABLE 2: **New Jersey Deans Meeting**

HOST: Robert Prezant, *Montclair State University*

TABLE 3: **Georgia Deans Meeting**

HOST: Lila Roberts, *Clayton State University*

TABLE 4: **Laboratory Safety: Giving Feedback to the APLU Taskforce**

HOST: Lesley Rigg, *University of Calgary*

TABLE 5: **Science in the Public Interest – What Are We Doing?**

HOST: Karen Kashmanian Oates, *Worcester Polytechnic Institute*

9:00 am

Deadline for Election Ballots

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

Only one ballot per institution will be counted.

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

9:00 am – 10:15 am ›› Georgetown East

Session L: **Gender Isn't Binary: Do University Policies Recognize This?**

Sponsored by the Committee on Gender Issues

PRESIDING: Donna M. Murasko, *Drexel University*

PANELISTS: Leanne Doherty, *Simmons College*

Julia Johnson, *University of Wisconsin, La Crosse*

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 ›› Jefferson East

Session M: **Seismic Shifts and the Dean's Office**

PRESIDING: Christopher Jespersen, *University of North Georgia*

PANELISTS: Mark Anderson, *Kennesaw State University*

Charles "Skip" Clark, *Georgia Regents University*

Ric Kabat, *University of North Georgia*

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 roundtable discussion will focus 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, problems, and issues addressed in this discussion are relevant to any institution undergoing enormous change resulting from growth or contraction. Some of the major 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 how can that office worked to make that sense a reality; and 3) the factors that arise during major institutional changes that create a need and opportunity for administrative service.

9:00 am – 10:15 am ›› Lincoln East

Session N: **Science in the Public Interest**

PRESIDING: Chand Midha, *The University of Akron*

PANELISTS: Karen Kashmanian Oates, *Worcester Polytechnic Institute*

DonnaJean Fredeen, *Rider University*

Ellen Faszewski, *Wheelock College*

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 that are making and will continue to make very 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. To develop these skills, science teaching should be consistent with the nature of science. 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. Addressed in the session will be current 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 ›› Lincoln West

Session O: On the Road to the Engaged Campus: Three Campuses, Three Stories

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

PANELISTS: Kevin J. Corcoran, *Oakland University*

Roy Barnes, *University of Michigan, Flint*

Michael Lachance, *University of Michigan, Dearborn*

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.” There are currently over 360 institutions with 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 and 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 ›› Georgetown West

Session P: Dos and Don’ts of Advisory Boards

PRESIDING: Wamucii Njogu, *Northeastern Illinois University*

PANELISTS: J. Chris Arndt, *James Madison University*

Anthony Calamai, *Appalachian State University*

Michael D. Johnson, *University of Central Florida*

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 working with boards.

9:00 am – 10:15 am ›› Jefferson West



Session Q: CRITICAL ISSUE FORUM: Talking to Legislators and Government Officials about the Arts & Sciences

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

David Manderscheid, *The Ohio State University*

DISCUSSION LEADER: Stacy Rastauskas, *The Ohio State University*

Bradley Ballou, *University of North Carolina*

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 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.

10:15 am – 10:45 am

Refreshment Break

10:45 am – 12:00 pm ›› Lincoln West

Annual CCAS Business Meeting

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

REPORTING: Kate Conley, Treasurer, *The College of William & Mary*

Anne-Marie McCartan, *Executive Director and Secretary to the Board, CCAS*

Business items include discussion of the draft *2016-2019 Strategic Plan*, the annual report on seminars and workshops, the Treasurer's Report, work of the Standing Committees, details on the evening's 50th Anniversary Gala Celebration at the National Press Club, and results of the elections to the Board of Directors.

12:15 pm – 1:45 pm ›› International Ballroom Center

Luncheon and Plenary Address

FEATURING: Honeyed Orange Marinated Breast of Chicken with Sun-dried Cherry
& Ham Risotto

Vegetarian: Chickpea Cutlet with Curried Cauliflower Mousse

Grilled Pound Cake with Fruit

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

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

RECIPIENT & 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

2:00 pm – 3:15 pm ›› Georgetown East

Session R: Structuring Sustainable Community Engagement

Sponsored by the Committee on Metropolitan/Urban Institutions

PRESIDING: Barbara Schneider, *University of Toledo*

PANELISTS: Veronica Dujon, *Portland State University*

Richard Greenwald, *CUNY Brooklyn College*

Laura Koppes Bryan, *Transylvania University*

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 our students can engage in meaningful ways when their engagement is constrained by institutional requirements and personal time lines? The first presenter considers the question of sustainability through the experience of Portland State, an urban campus of 29,000, populated mostly by community college transfers, that engages with community partners through multiple means, including a required senior capstone where seniors work in interdisciplinary teams to understand and find solutions for emerging issues that engage them as both scholars and citizens. The second presenter considers questions of structure through the experience of Brooklyn College CUNY. In the newly-developed college-wide "The Brooklyn Listening Project," 25 faculty members trained 200 students to go into the communities of Brooklyn and conduct interviews that are stored as part of what they aim to make an on-going oral history project. The final presenter engages 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 » Jefferson East

Session S: Dialectical Leadership, Academic Community, and Faculty Performance

PRESIDING: Lourdes Alvarez, *University of New Haven*

PANELISTS: Shelly Schaefer Hinck, *Central Michigan University*
John Fritch, *University of Northern Iowa*
Salma Ghanem, *DePaul University*

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. Academic leadership requires engaging in dialogue about common problems while recognizing that power is an inherent part of the tension generated by the organizational context (Kezar, 2011). 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.

2:00 pm – 3:15 pm » Lincoln East

Session T: Making it to Full: Supporting Mid-career Faculty

PRESIDING: Michele Gillespie, *Wake Forest University*

PANELIST: Dawn Kirby, *Utah State University*
Jeffrey Elwell, *University of Tennessee at Chattanooga*
George Shields, *Bucknell University*

Administrators in higher education engage in numerous activities to help early-career junior faculty (assistant professors) 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. Key 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? How are incentives used?

In this session, we will discuss the 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 land-grant research university with 21K+ students; one program is well established at a private liberal arts, predominately undergraduate institution with ~3700 students; and one program for long-term (10+ years) associates of underrepresented groups at an urban master's comprehensive university with 11K+ students offers course buy-outs and sabbaticals for faculty. Commonalities and unique characteristics across universities, the structure of the programs for faculty, participation incentives, funding, available data, and the leadership role of the Dean will be discussed, with time allotted for Q&A.

2:00 pm – 3:15 pm » Lincoln West

Session U: The Pros and Cons of Cluster and Interdisciplinary Hires

PRESIDING: Nicol C. Rae, *Montana State University*

PANELISTS: Theresa M. Lee, *The University of Tennessee, Knoxville*
Kent Sandstrom, *North Dakota State University*
Nanette Hanks, *University of Minnesota*

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 › Georgetown West

Session V: Developing and Implementing a College-Level Strategic Plan

PRESIDING: Banita Brown, *University of North Carolina at Charlotte*

PANELISTS: Kara M. Rabbitt, *William Paterson University of New Jersey*

Nancy Harris, *Elon University*

Andrew Drummond, *University of Arkansas at Little Rock*

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. Panelists will discuss topics that include aligning resources with priorities, developing buy-in, designing a realistic and honest plan, reconciling vision and goals, the importance of small successes, as well as struggles and tensions involved in implementing the college-level strategic plan.

2:00 pm – 3:15 pm › Jefferson West



Session W: CRITICAL ISSUE FORUM: Making Lemonade: The Positive Benefits of a Comprehensive Staff Reorganization

PRESIDING: Alan T. Dorsey, *University of Georgia*

DISCUSSION LEADERS: Mark Kornbluh and Kirsten Turner, *University of Kentucky*

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. Many times reductions are done in a reactive fashion, and wholesale staff reorganizations are thought of as a last resort. However, if 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 forum will showcase such a reorganization. Staff and faculty satisfaction surveys, data analytics, and efficiency measures that have been collected during the three years following the reorganization point to the reorganization's success. We will 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 audience about the efficacy of integrated business/shared services models and their effects on staff members.

3:15 pm – 3:30 pm

Refreshment Break

CONCURRENT SESSIONS V » 3:45 pm – 4:45 pm

3:30 pm – 4:45 pm » Jefferson West

Session X: Mindful Leadership Practices for Deans

DISCUSSION LEADERS: Lori A. Vermeulen, *West Chester University of Pennsylvania*

Vickie Rutledge Shields, *Eastern Washington University*

Dolores Guerrero, *Texas A&M University, Kingsville*

Do you find yourself running on auto-pilot 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? Oops! I missed the exit again. 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 share their experiences with mindful leadership and how mindful approaches to work life have assisted them in appearing “calm,” “put together,” and “unfrazzled,” even as they juggle the complex and competing priorities and demands of the Dean’s office. The panelists 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.

3:30 pm – 4:45 pm » Lincoln East

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

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

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

Donald E. Hall, *Lehigh University*

Dorothy Abrahamse, *CCAS President 2004-05*

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 & 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.

6:00 pm – 8:00 pm

50th Anniversary Gala

National Press Club

Wear your festive attire and join the CCAS Board of Directors, past CCAS presidents, and VIP guests in celebrating the occasion of our founding in 1965. Guests of attendees may purchase a pass at the Registration Desk. Bus transportation will be offered free of charge to attendees and their registered guests. Board the buses at the T Street Entrance on the Terrace Level beginning at 5:30, and be returned to that location at the conclusion of the festivities. Attendees can also walk, take a cab to the National Press Club, 529 14th St NW, or take the Metro to Metro Center.

7:30 am – 8:45 am ›› Lincoln East

Gender Issues Continental Breakfast

“Gender and Fundraising: Does it Matter?”

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

PRESENTER: David Manderscheid, *The Ohio State University*

Debra J. Mesch, *Indiana University*

Ben Vinson, *The George Washington University*

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.

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.

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

9:00 am – 10:15 am ›› Jefferson East

Session AA: A Toolbox for Promoting the Liberal Arts

Sponsored by the Committee on Liberal Arts Institutions

PRESIDING: Richard Finkelstein, *University of Mary Washington*

PANELISTS: Monica Cowart, *Merrimack College*

Todd Pfannestiel, *Clarion University of Pennsylvania*

Carmen R. Cid, *Eastern Connecticut State University*

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 ›› Georgetown East

Session BB: Dealing with the “Dysfunctional”

PRESIDING: Jeffrey W. Fagen, *St. John’s University*

PANELISTS: Alfred G. Mueller II, *Neumann University*

Kirsten Fleming, *California State University, San Bernardino*

Catherine Albrecht, *Ohio Northern University*

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. The literature of higher education has called attention to incivility, bullying, deviance, toxicity, and other forms of dysfunction for some time. But 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 › Georgetown West

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

PRESIDING: Jennifer E. Walsh, *Azusa Pacific University*

PANELISTS: Sharon Diane Nell, *St. Edwards University*

Jeffrey Elwell, *University of Tennessee at Chattanooga*

Donald Kaczvinsky, *Louisiana Tech University*

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 › Lincoln West

Session DD: The Use of Reporting and Analytic Tools for Making Data-Driven Management Decisions

PRESIDING: Answari Voley, *University of North Carolina at Wilmington*

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

Charles C. Somerville, *Marshall University*

Marla M. Bell, *Kennesaw State University*

With an increased demand for accountability and efficiency, institutions are turning more and more 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, an enterprise reporting solution designed by Evisions, also provides quick dashboard access and reporting from institutional data tables including Banner and Degree Works and can be set to send preprogramed reports and email alerts. Another analytic reporting tool, 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. We will also include a few cautionary tales that stress the importance of human interpretation and analysis when making data-driven management decisions.

9:00 am – 10:15 am › Jefferson West



Session EE: CRITICAL ISSUE FORUM:

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

PRESIDING: Elisabeth Mermann-Jozwiak, *Gonzaga University*

DISCUSSION LEADER: Nicole Stokes-DuPass, *Holy Family University*

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 respectfully 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) and other administrators 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.

10:15 am – 10:30 am

Refreshment Break

CONCURRENT SESSIONS VII » 10:30 am – 11:45 am

10:30 am – 11:45 am » Jefferson East

**Session FF: Comparing Associate/Assistant Dean Models:
How Effective Is Your Office Structure?**

Sponsored by the Committee on Associate/Assistant Deans

PRESIDING: Joe Wilferth, *University of Tennessee at Chattanooga*

PANELISTS: Jonathan Millen, *Rider University*
Orlando Pérez, *Millersville University of Pennsylvania*
Prashant Sansgiry, *Coastal Carolina University*

Colleges of Arts and Sciences divide their Assistant/Associate Deans' responsibilities 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, students, or other administrators), 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 pre-dates the current personnel, having been passed down from one Dean to another. This panel will compare various Assistant/Associate 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 to consider alternative models for increased effectiveness, and (3) allow future Deans to contemplate how best to structure their own 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 » Georgetown West

Session GG: Restructuring the Unit – Lessons in How to Survive

PRESIDING: Brad Rawlins, *Arkansas State University*

PANELISTS: William R. Law, *Purdue University Calumet*
Christine Shearer-Creamean, *Montana State University, Billings*
Frances Zauhar, *Marywood University*

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 ›› Georgetown East

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

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

PANELISTS: Michael H. Roberts, *Coastal Carolina University*

Kerry Pannell, *Agnes Scott College*

Darlene Motley, *Chatham University*

While part of the puzzle of managing revenues 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 used by all faculty and connected to the Dean's office; and others where combinations of early alert, career mentoring, and course redesign have been employed to focus on retention of students.

10:30 am – 11:45 am ›› Jefferson West



Session II: CRITICAL ISSUE FORUM: Proactive Leadership in the Face of Change

PRESIDING: Janice Nerger, *Colorado State University*

DISCUSSION LEADER: Dennis M. Rome, *Columbus State University*

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 ›› Cabinet

Meeting of the New CCAS Board of Directors

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

1:00 pm – 5:00 pm ›› Monroe

Post-Conference Workshop: Mediating Conflict: Roles for Deans

By Pre-Registration Only

NOTES



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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
2019 **Atlanta, GA**, November 6-9, Hilton Atlanta
2020 **Austin TX**, November 4-7, JW Marriott Austin

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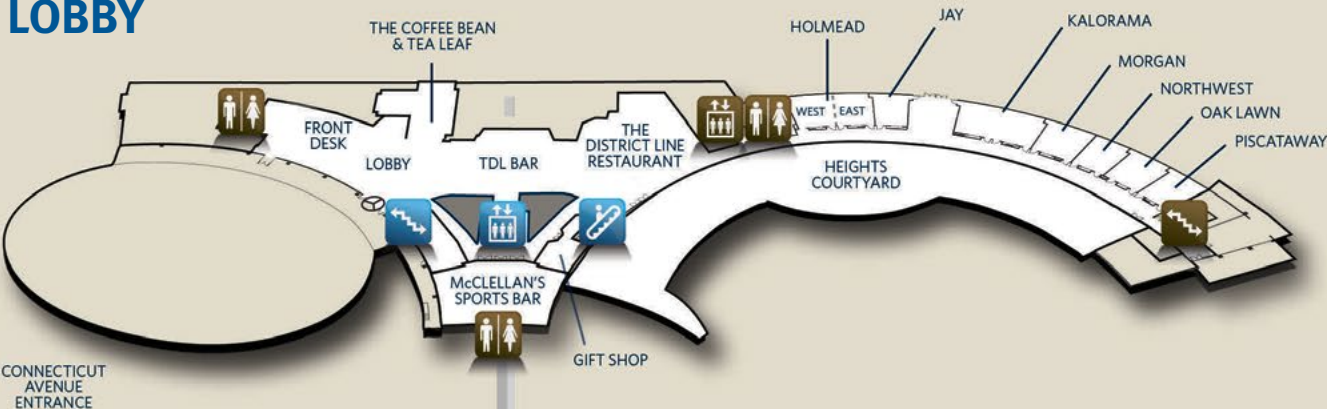
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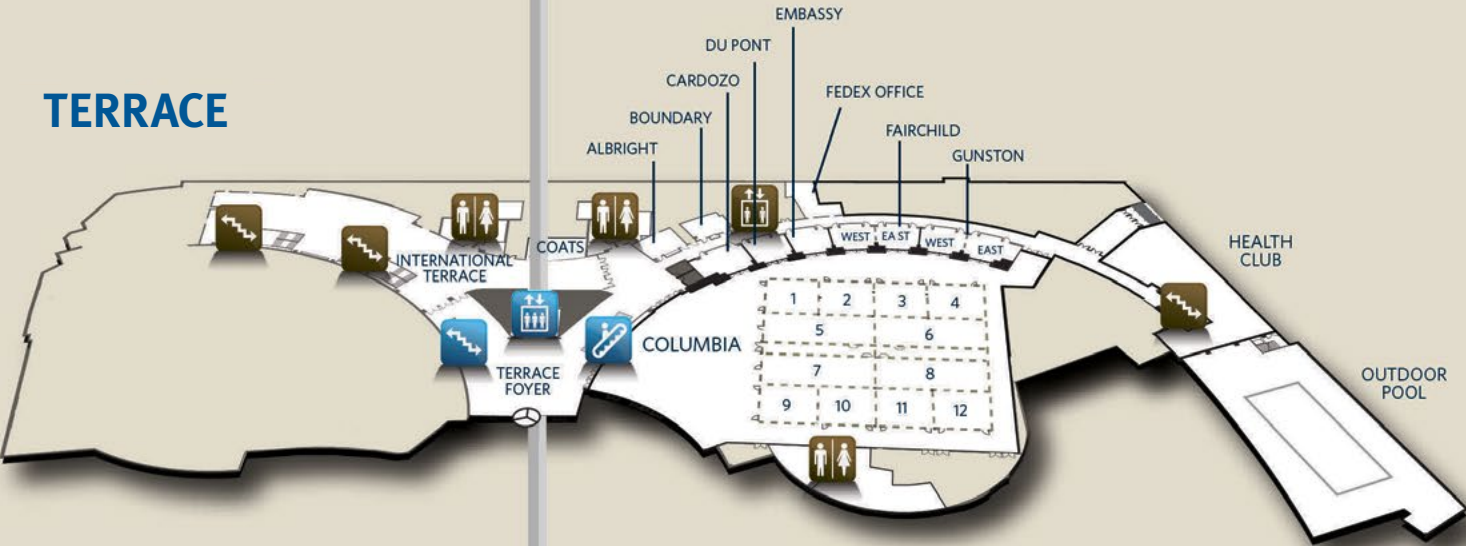
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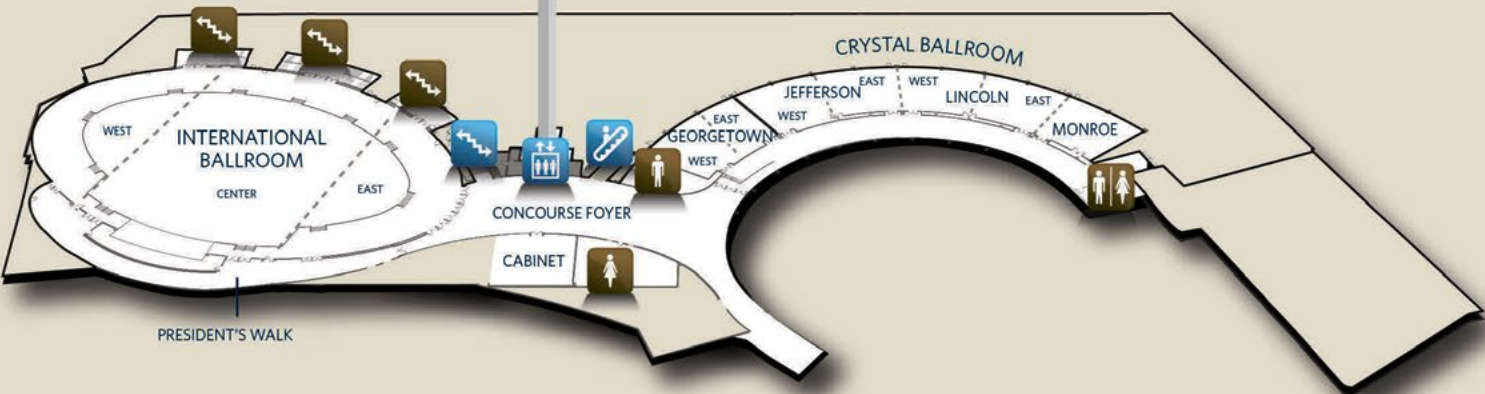
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COVER ARTIST

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Zachary Sasim (also known as Zakhar) has considered himself a painter most of his life. While working professionally for 12 years in Bulgaria, he gradually crafted a unique impressionistic style that is marked by wild and passionate play of colors and is created by



combining traditional brush strokes and palette knife technique. Since moving to the United States in 2004, Zachary has earned the recognition and the respect of the Washington, D.C., community while working at the Eastern Market. His bright and colorful paintings have found homes in numerous residential houses around the D.C. area, and in federal government offices. Several United States senators and congressmen are among Zachary's patrons.

Zachary produces two types of art work: Original paintings (oil and acrylic) and Giclée (enhanced print on canvas of his original paintings). Turbopolis is the name of Zachary's enterprise. It signifies his fondness of the city architecture and the use of bright and dynamic images (polis - for city and turbo - for movement and dynamics). Several of his pieces feature collaboration with his father, Nikolay Sasim, a well-known Bulgarian painter. Some of the art work signed "Turbopolis", includes brush strokes by Zachary and by Nikolay.

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