



CCAS

52nd Annual Meeting

PREVIEW

NOVEMBER 1-4, 2017
DENVER, COLORADO

About this Year's Program

As leaders, deans have always been advocates. Our advocacy begins within our institution, making the case for our students, faculty and staff to the rest of the institution; and in return making the case for the institution to our students, faculty and staff. From there, our advocacy role extends outward, making the case for colleges, our institutions and our values to prospective students and their families, to donors, to the media, to legislators and government agencies, to partner organizations, to the public at large. It has always been a challenge to deliver our message effectively to those varied audiences. The explosion of social media, the ever-accelerating news cycle and the increasing polarized political climate have all raised the stakes, and increased our needs to be effective advocates for our mission and our institutions.

Recognizing that shifting landscape, the CCAS mission has evolved, adding a commitment to advocacy and national leadership to our long-standing commitment to assisting each other in the challenging craft of deaning. This year, we advance our commitments to advocacy, and to providing support to our members, by introducing a theme to our annual meeting. **This year's theme is Advocating for the Arts & Sciences: What we stand for; how we stand up for it.** It will provide an opportunity both to sharpen our understanding of our shared values; and to explore the ways to effectively engage others, inside higher education and outside, in the issues that concern us.

We're bringing you multiple perspectives, both from within higher education and without. Our presenters are still being finalized, but we have plenary presentations from Rep. David Price, co-chair of the House Humanities Caucus; Jaime Casap, chief education evangelist for Google, and presentations from partner organizations such as Consortium of Social Science Associations (COSSA), National Humanities Alliance (NHA) and State Higher Education Executive Officers Association (SHEEO). **We will also feature a number of experts who can help us understand different aspects of advocacy: legal experts; government relations experts; media experts.**

Our theme of advocacy will occupy about half of the program. The other half will adhere to the CCAS motto of "deans helping deans to dean". Sessions will cover the many aspects of our work, from promoting multicultural competence to addressing the challenges of chronic mental illness; from workload policies to research ethics; from sustaining programs during periods of change to the pros and cons of college restructuring; from strategies for avoiding implicit bias to addressing the administrator/faculty divide. For career development, you can participate in our "speed-deaning" session to find (or become) a mentor; attend a panel presentation by academic search



**President-elect
Christopher McCord**

consultants; sign up for the pre-conference workshops on development, conflict management and implicit bias, or the post-conference workshop for assistant and associate deans on navigating the "in-between."

If you're a regular attendee at the annual meeting, you'll notice some changes this year.

- **We're going paperless**, with our meeting app Whova, backed up by WiFi throughout the conference area, replacing the conference program. Whova will help you plan your meeting, vote for board members, download slides from presentations.
- **We're bringing new presentation formats**, such as the "point/counterpoint" session on "Liberal Arts Under Attack: Reality or Myth?", paired theory/practice sessions on topics ranging from "Leading from the inside out" to High Impact Practices to the role of the liberal arts in workforce development to ensuring equity in personnel processes. We'll draw on the expertise of our colleagues to provide expert presenters on professional branding for the humanities, core career competencies for liberal arts students; and using research to address campus sexual assault. We'll also feature expert presentations from university legal counsel, government relations and media relations.
- **We've moved the Gender Issues presentation by Alex Madva out of its Saturday morning breakfast time slot, and made it a plenary session.** This means that rather than a ticketed breakfast event accessible to a limited audience, Dr. Madva's presentation will be included in the registration and open to all conference participants. It will also be linked to the Gender Issues Committee's panel presentation.
- **We've retired the Friday night dessert reception and the "Fun Friday" format for Friday afternoon sessions.** It's not that we don't want you to have fun in Denver, but we're guessing you don't need us to organize your fun for you. But, something that we're confident will be organized fun: we're excited to host the Thursday evening reception at the Denver Art Museum, including access to the museum's premier collection of Native American art.

A handwritten signature in black ink, appearing to read "C. McCord".

Christopher McCord
*Dean, College of Liberal Arts & Sciences
Smerge Endowed Dean's Chair
Northern Illinois University*

10 Reasons to Attend

1. **ADVOCACY:** Get the tools for effective communication
2. **WORKSHOPS:** Such as “Succeeding as an Assistant/Associate Dean”
3. **NETWORKING:** Rub shoulders with your favorite deans
4. **POINT/COUNTERPOINT:** New presentation formats
5. **PLENARIES:** Get re-inspired by outside experts
6. **FREEDOM:** One registration fee allows access to most events
7. **OPENING RECEPTION:** A little get together with 500 of ‘your people’
8. **DENVER ART MUSEUM:** Thursday night reception
9. **PAPERLESS:** Wifi & Whova for everyone
10. **MENTORING:** Be a mentor or find a mentor through speed deaning

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Plan Your Meeting

HOW TO REGISTER

Register online at www.ccas.net. Login using your CCAS membership credentials.

If you have forgotten your login or are registering on behalf of someone else, please contact us at ccas@wm.edu for assistance.

All payments must be made by credit card at the time of registration.

ANNUAL MEETING REGISTRATION

Member, before September 10.....	\$625
Member, after September 10	\$700
Non-Member.....	\$900
One Day (only for non-members listed in the program).....	\$200

PRE- & POST CONFERENCE WORKSHOP REGISTRATION

In order to attend, you must also be registered for the Annual Meeting. Pre-registration required, no on-site registration available for workshops.

Pre-Conference Workshops

Conflict and Conflict Resolution.....	\$85
Strengthening Leadership by Addressing Bias.....	\$85
The Art and Science of Fundraising for the Arts and Sciences	\$85

Post-Conference Workshop

Learning to Thrive "In-Between": Succeeding as an Assistant/Associate Dean.....	\$85
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SPOUSE/GUEST REGISTRATION

Guests are welcome to attend sponsored events and must be pre-registered.

Receptions (Wednesday & Thursday evenings)	\$100
Luncheon & Plenary Address (Thursday)	\$75
Luncheon & Awards (Friday).....	\$75

INCLUDED WITH REGISTRATION

All meetings, panels, forums, and networking events

Highlights

WEDNESDAY

Networking Welcome Reception

THURSDAY

Breakfasts by Sector
morning refreshment break
Luncheon with Plenary Address
afternoon refreshment break
Reception at the Denver Art Museum

FRIDAY

Continental Breakfast & Breakfast for Minority Deans
morning refreshment break
Luncheon & Presidential Address
afternoon refreshment break

SATURDAY

morning refreshment break

HOTEL

Sheraton Denver Downtown/1550 Court Place, Denver, CO 80202

The CCAS preferred group rate —\$189 (single or double, plus tax)

Reservations must be made by October 9, 2017, to qualify for the group rate. To reserve accommodations, [click here](#) or call 888-627-8405 and reference CCAS 2017.

Cancellation Policy

All requests for refunds must be made in writing to ccas@wm.edu. Requests made prior to October 25, 2017 will receive a full refund minus the following administrative fee. After October 25, no refunds will be issued due to catering guarantees.

Administrative Fees:

Annual Meeting — \$65

Pre- and Post-Conference Workshops — \$15

Guests — \$15

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

Pre-conference workshops

Separate registration and fees apply. Enrollment is limited to 50 participants, so register early! There will be no on-site registration for this workshop.

9:00 am – 12:00 pm

STRENGTHENING LEADERSHIP BY ADDRESSING BIAS

The purpose of this workshop is to address the ways implicit bias manifest in key leadership decisions, including hiring, personnel review, and more. The workshop will balance the presentation of key concepts and research with case analysis.

Participants of this session will:

1. Understand the interrelationship between bias, diversity, inclusion, and social identity
2. Become familiar with the ways bias manifests in fundamental higher education practices, including recruitment and retention
3. Identify and apply strategies for addressing implicit bias

Julia Johnson, *Dean, College of Humanities, Arts, Behavioral, and Social Sciences at CSU San Marcos*

BY PRE-REGISTRATION ONLY

\$85 includes refreshment break and program materials



VISIT DENVER

9:00 am – 12:00 pm

THE ART AND SCIENCE OF FUNDRAISING FOR THE ARTS AND SCIENCES

In this 3-hour workshop, current Deans and Development officers from several Arts and Sciences colleges will present best practices and strategies for securing major gifts within the constraints of different organizational structures.

Topics will include:

- Building a robust culture of philanthropy
- Moving an individual donor from major to transformational giving
- Fundraising across disciplinary and/or college boundaries
- Incorporating Foundations and Corporations into the mix
- Doing more with less and how to leverage campus resources
- Including chairs, faculty, and volunteers/boards in college fundraising
- Utilizing fundraising vs. advisory boards

Simone Clasen, *Executive Director of Development and Operations & Janice Nerger*, *Dean, College of Natural Sciences, Colorado State University*

BY PRE-REGISTRATION ONLY

\$85 includes refreshment break and program materials

1:00 pm – 4:00 pm

CONFLICT AND CONFLICT RESOLUTION

Conflict is a natural aspect of all relationships and organizations, and working through conflicts effectively is not easy. In fact, conflict resolution is among the most taxing challenges facing deans. This workshop will provide a practical model for understanding conflict and a strategic approach to resolving differences. Utilizing rich examples and relevant case scenarios, this hands-on session is designed to empower academic leaders to manage conflict productively.

Participants will:

- Develop a practical framework for understanding conflict
- Develop strategies for facilitating conflict resolution
- Develop interpersonal communication skills

Jonathan Millen, *Dean, College of Liberal Arts & Sciences, Rider University*

BY PRE-REGISTRATION ONLY

\$85 includes refreshment break and program materials

PRE-CONFERENCE WORKSHOPS**9:00 am – 12:00 pm**

Strengthening Leadership by Addressing Bias

By pre-registration only: fee applies. [See page 2](#)**9:00 am – 12:00 pm**

The Art and Science of Fundraising for the Arts and Sciences

By pre-registration only: fee applies. [See page 3](#)**1:00 pm – 4:00 pm**

Conflict and Conflict Resolution

By pre-registration only: fee applies. [See page 3](#)*Conference registration is open from 11:00 am – 7:00 pm***12:00 pm – 1:00 pm****BOARD OF DIRECTORS MEETING**PRESIDING: **David Manderscheid**, *CCAS President & Dean, College of Arts & Sciences, The Ohio State University***1:30 pm – 2:30 pm****CASE STUDY LEADER MEETING****2:30 pm – 3:30 pm****STANDING COMMITTEE CHAIRS MEETING****2:45 pm – 4:45 pm****STATE/SYSTEM DEAN MEETINGS**Limited space available: to request space for your state, email aecox@wm.edu.**4:00 pm – 4:45 pm****NEWCOMERS WELCOME SESSION****4:45 pm – 5:30 pm****SPEED DEANING**

Speed Deaning is a formalized mentoring and social opportunity to help new and seasoned Deans make as many professional connections as possible in a fun and engaging way. Participants will engage in a series of short conversations in order to determine areas of mutual interest with diaconal colleagues. By the end of the event each Dean will have networked with many new colleagues and hopefully made some lasting connections. This is an excellent opportunity to explore mentoring possibilities with CCAS.

5:30 pm – 6:30 pm**NETWORKING RECEPTION FOR REGISTRANTS AND GUESTS***Hosted by the CCAS Board of Directors*

Dinner on your own

*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

*Breakfast buffets will be set up in the foyer***9:00 am – 10:15 am****OPENING PLENARY SESSION**WELCOME: **Amber Cox**, CCASPRESIDING: **David Manderscheid**, *CCAS President & Executive Dean & Vice Provost, College of Arts & Sciences, The Ohio State University*SPEAKER: **Jaime Casap**, Education Evangelist, Google**Amber Cox**REMARKS: **"Using Liberal Arts to Create a Generation of Problem Solvers"**

CCAS members are preparing students to solve global problems that haven't been defined yet, using technology that hasn't been invented, in roles that do not exist. To thrive in this new era, students need to know how to learn, problem solve, iterate, create, collaborate, communicate, and to think critically. Are our institutions meeting this challenge? Where are the gaps and opportunities, from a global employer's perspective?

**Jaime Casap**

Thursday

10:15 am - 10:45 am
Refreshment Break

10:45 am - 12:00 pm

CONCURRENT SESSIONS I *

*Concurrent Session titles and sequences may be adjusted and will be confirmed by August 2017.

HOW THE LIBERAL ARTS CHANGE THE WORLD: MAKING THE CASE TO DONORS, PARENTS, AND ALUMNI

The liberal arts are under attack. The dominant narrative in the United States today privileges “professional” schools over the liberal arts - even as evidence mounts that employers in every sector value the skills and discernment that only the liberal arts can provide. Student recruitment is fundamentally important to our educational mission and our financial survival and donors’ support enables transformative programs that could never otherwise exist. In the state of Kansas, the panelists made an effective, compelling case that attracted historic levels of funding and they are turning the corner on previously declining enrollment. This approach is transferrable and scalable - if it works in Kansas, it will (literally) work anywhere. Participants will leave with concrete tools they can use to make their case.

QUANTIFYING THE UNQUANTIFIABLE: CREATING A WORKABLE WORKLOAD POLICY

When two attempts to create a university-wide faculty workload policy fail, what do you do? Create your own. The UTC College of Arts & Sciences is developing and piloting its own faculty workload policy starting with the 2017-2018 academic year. Starting with model policies from peer institutions, UTC leaders iterated through several versions internally. Each new version refined the language based on suggestions and concerns from department heads, faculty members, and the college leadership. The final version respects departmental norms, sets clear but flexible teaching expectations, and values faculty service within and without the institution. Not only have faculty and department heads become more aware of workload balance and equity, but the college now has a new tool to justify demands for new resources and positions.

ISSUES TO CONSIDER: COMPREHENSIVE UNIVERSITIES—THREATS AND OPPORTUNITIES

Sponsored by the Committee on Comprehensive Institutions

The comprehensive university, a diverse mix of institutions of varied sizes and missions, is being pulled in a variety of directions. Focused on undergraduate education but also carrying a graduate mission, facing increased calls for

accountability, squeezed by tightened finances (both publics and privates), and responding to demands for traditional liberal arts education and work force training, the comprehensive university has an identity crisis. This session will examine just a few of the major issues facing today’s regionals in an effort to demonstrate the threats, illuminate the opportunities, and to stimulate conversation among the audience as to how academic leaders at the various institutions that are characterized as comprehensive universities might respond to these threats.

NAVIGATING THE EXECUTIVE SEARCH PROCESS

To be successful in participating in and leading executive level searches for dean and provost positions (as a chair or member of a search committee or for your own journey to these positions), it is helpful to know how to navigate the process and to be aware of current trends. Three consultants with great depth of experience in facilitating searches for positions of deans and provosts will share insights and wisdom about how to navigate processes for these executive level positions.

16th Street Mall



VISIT DENVER

RESEARCH ETHICS AND RESPONDING TO RESEARCH MISCONDUCT OR MISMANAGEMENT

Sponsored by the Committee on Research Institutions

An issue that continues to haunt research institutions is ensuring the integrity of the research done by our faculty. Traditionally, faculty have operated as lone agents when it comes to research, with little direction or supervision given by the institution. Yet, there is a growing expectation that the institution vouches for the validity of their research, especially in cases where the research is funded with federal or state funds. Having the institution's name mentioned in materials sent by faculty to predatory journals or other inappropriate outlets also risks diminishing the standing of the college and the university. The problem of researchers working on their own without any oversight potentially risks the status and funding of the institution. This has become even more potentially problematic in an era of instant, ubiquitous communication, reduced funding, divisive politics, and a "post-evidence" culture. In these situations, Deans may be in the difficult position of trying to explain research misconduct after the fact to the general public and state legislators. In addressing these issues the panel will discuss the process of dealing with research misconduct (due process etc.), and ensuring that research works are sent to appropriate scholarly outlets. How universities should exercise oversight over research and publications bearing the institution's name (and how to exercise such oversight without endangering academic freedom), how to respond when occurrences of research misconduct become public, and the danger of more intrusive measures being forced on research institutions by external agencies will also be discussed.

12:15 pm – 1:30 pm

LUNCHEON & CCAS PRESIDENTIAL ADDRESS

PRESIDING: **Christopher McCord**, *CCAS President-elect & 2017 Program Chair*



SPEAKER: **David Manderscheid**,

David Manderscheid, *CCAS President & Executive Dean & Vice Provost, College of Arts & Sciences, The Ohio State University*

David Manderscheid

1:45 pm – 3:00 pm

CASE STUDY SESSIONS

A highlight of the CCAS meetings, case study sessions provide participants the opportunity to discuss difficult situations and consider various solutions. There are not always clear answers; this is an opportunity to share experiences useful to everyone.

3:00 pm – 3:30 pm

Refreshment Break

3:30 pm – 4:45 pm

CONCURRENT SESSIONS II

REIMAGINING STRUCTURE: THE CHALLENGES AND BENEFITS OF RESTRUCTURING A COLLEGE

College restructuring is neither an easy nor a quick task, but rather requires a lengthy planning period that involves breaking longstanding traditions. Multiple factors often demand college reorganization that include departmental imbalances with respect to the number of full-time faculty, number of majors, number of degree programs and student credit hours as well as disciplinary alignments that hinder productivity. The dean's office can lead this process that requires the collaboration of deans, chairs, faculty, and staff, consultation with other academic administrators, data analysis, budget review and allocation, and changes in institutional policy. This session provides an overview of the challenges and benefits of changing the organization of a college and offers suggestions to improve the process and outcome for deans facing similar circumstances.

THE MULTI-STATE COLLABORATIVE (MSC) TO ADVANCE QUALITY STUDENT LEARNING

The State Higher Education Executive Officers Association (SHEEO), state higher education agencies in 12 states, 55 institutions, and 1,156 faculty worked together to evaluate 7,114 pieces of authentic student work in a way that allowed faculty, institutions, and states to consistently assess not only student achievement of learning outcomes, but their own effectiveness in promoting student success. Using the Association of American Colleges & Universities' (AAC&U) VALUE rubrics for Written Communication, Critical Thinking, and Quantitative Literacy, faculty at institutions in the MSC gathered student work which was then scored by faculty trained in the above rubrics. The scoring data will allow faculty to pinpoint how to improve instruction, make curricular changes, rethink course design, and implement more effective classroom teaching and learning methods with the overall goal of improving learning outcomes. The evidence generated by the project, aggregated across similar institutions, is expected to be useful to states and systems of higher education for cross-institutional and/or cross-state benchmarking and for public reports that will more accurately inform governors, boards, state legislators and other interested parties about the quality of student learning.

LIBERAL ARTS WORKFORCE PATHWAYS: THEORY AND PRACTICE

This presentation of theory and practice will directly address the general conference theme by discussing advocacy strategies for liberal arts education. It will also address key subthemes such as liberal arts and workforce development, cultural competencies, and using data effectively.

Seven years ago the College of Humanities at Brigham Young University launched its Humanities Plus initiative with the aim of developing a robust message on the value of humanities training supported by meaningful programming. That initiative led to exponential growth in student experiential learning participation and corresponding increases in funding support for programs. This presentation will focus on the research that informed the competency-based curriculum and the relationship between the liberal arts value message and experiential learning rooted in studies from the Collegiate Employment Research Institute, the National Association of Colleges and Employers, and the National Society for Experiential Education.

The second half of the presentation will address past, present, and future measures within the Humanities Plus initiative as it has evolved in recent years. It will include details on how the competencies-based professional development curriculum has been taught, assessed, and translated outside the academy. It will also feature tools they have developed to collect, analyze, and incorporate data into advocacy efforts as they prepare their students for an increasingly unpredictable workforce. Data gathering and visualization has become integral to program development and assessment and it informs significant aspects of their messaging to students, parents, and industry partners.

COMMUNICATING ARTS, HUMANITIES AND SOCIAL SCIENCE RESEARCH IN THE STEM ERA

As deans of Arts & Sciences colleges, we are responsible for communicating the research achievements of our faculty and students. In fulfilling this part of our mission, communicating Arts, Humanities and Social Science research accomplishments is equally as important as communicating our achievements in the sciences. This has been particularly challenging in the "STEM" era, however, as senior university leaders, external stakeholders – state boards, legislatures, governors and alumni – and state and local news media been often been less receptive to Arts, Humanities and Social Science research. This panel will discuss deans' challenges in advocating for the non-STEM disciplines in these times, and potential and successful strategies for effective communication of Arts, Humanities and Social Science research. In considering this general topic, the panel will discuss how we should communicate the critical role of the non-STEM fields in fulfilling Arts & Sciences colleges' mission of enhancing critical thinking, citizenship, and cultural competency in general. Other possible issues might include the appropriate role of students, faculty, alumni and donors in advocacy; appropriate venues and media of communication; and what kinds of data should be presented in advocating for Arts, Humanities and Social Science. In their role as advocates, Deans also need to consider how to balance their personal reviews with the research priorities of their institutions as a whole.

UNDERSTANDING AND CIRCUMVENTING BARRIERS TO EQUITY IN PERSONNEL PROCESSES

This session is designed to impart the foundations of fair hiring and employment practices in higher education by linking applied psychological research (e.g., the impact of implicit bias and stereotyping in personnel selection), federal legal requirements (e.g., avoidance of disparate treatment and engagement in affirmative action), and effective discrimination-limiting hiring and retention processes.

4:45 pm – 5:30 pm

MEETING OF THE STANDING COMMITTEE ON GENDER ISSUES

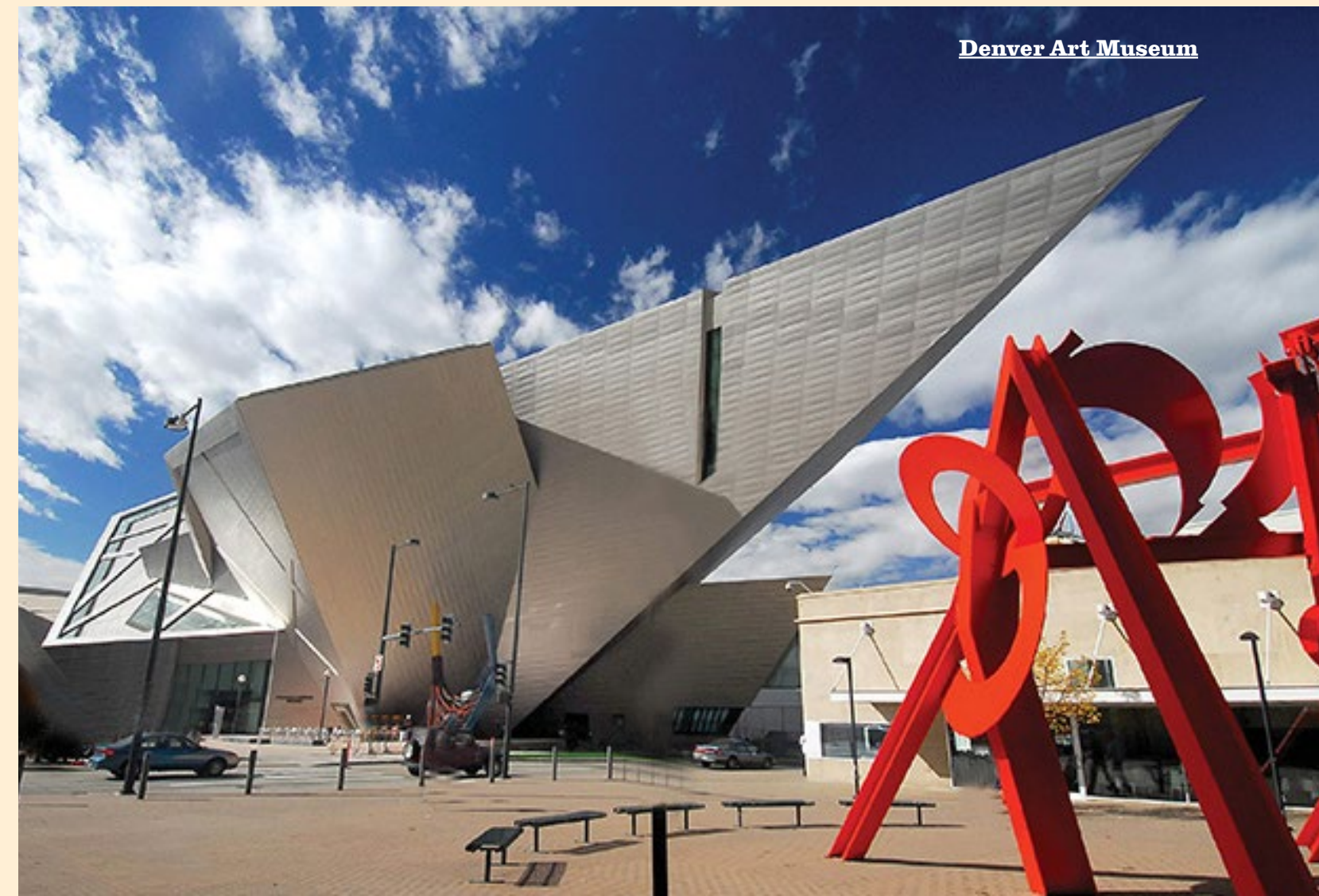
Interested parties are welcome to attend.

6:00 pm – 8:00 pm

NETWORKING RECEPTION FOR REGISTRANTS AND GUESTS

Denver Art Museum, with exclusive access to the American Indian Galleries

Dinner on your own.



Denver Botanic Gardens



Conference registration is open from 8:00 am - Noon

7:00 am – 7:30 pm

MEETING OF THE STANDING COMMITTEE ON CULTURAL DIVERSITY

7:30 am – 8:45 am

BREAKFAST FOR MINORITY DEANS

Coordinated by the Committee on Cultural Diversity

7:30 am – 8:45 am

OPEN CONTINENTAL BREAKFAST

All attendees are invited to this meet-and-greet continental breakfast. Seating for discussion tables and meet-ups is first-come, first served.

Seating is first-come, first served.

9:00 am

Deadline for Election Ballots; all ballots must be submitted online.

9:00 am – 10:15 am

CONCURRENT SESSIONS III

COME TOGETHER: BRIDGING THE DIVIDE BETWEEN LIBERAL ARTS AND PROFESSIONAL PROGRAMS

Sponsored by the Committee on Liberal Arts Institutions

Professional programs in business, education, health professions, and the like are often viewed as being in competition with the liberal arts and sciences for students, resources, and public attention. Many past CCAS sessions have sought to provide ideas for winning that competition. This session starts from the premise that this contest is in many ways artificial, and instead investigates strategies for reframing the dialogue as cooperation rather than competition by identifying successes in integrating liberal arts and sciences disciplines and approaches with professional programs at a range of institutions, from liberal arts campuses without separate professional colleges to comprehensive and research universities.

CHRONIC MENTAL ILLNESS IN FACULTY: AWARENESS AND INTERMEDIATION

The prevalence of personality disorders in adults in the United States is approximately 9%. Further, adults with personality disorders may also experience depressive and anxiety disorders, substance abuse, and impulse control disorders. Faculty working in institutions of higher education are not immune. Deans need

to be aware of the symptoms of these mental illnesses as well as the life events that can exacerbate symptoms in order to make appropriate referrals and inter-mediations. This session will also discuss partnering with Human Resources and other campus resources to navigate the challenges of managing a college and department while protecting a faculty member's right to privacy and accommodating their needs to reduce risk to students and faculty. Case examples will also be presented.

STRATEGIES TO INTENTIONALLY ENGAGE STUDENTS IN COLLEGE-LEVEL INITIATIVES

Sponsored by the Committee on Assistant and Associate Deans

In our efforts toward advocacy, students are our greatest allies. However, students are often underutilized in dean's office processes. While student feedback collected via assessments and council meetings is valuable, there are much more intentional ways through which we can tap our students' potential. This session will explore initiatives that engage students in college efforts, which benefit their personal and professional development and advance the mission of the college. The panel will introduce three unique strategies: (1) a programmatic and service-based student advisory council (2) a student ambassador team and (3) a STEM mentorship program. Presenters will take a comprehensive approach to discussing their initiative by covering topics such as recruitment and selection of students, utilizing students to provide service to the college and larger university, and collecting feedback from student leaders. Following the presentation, presenters invite a discussion on applying their strategies to unique institutional climates with varying access to funding for such programs. Through this session, participants will be equipped with a new initiative to take back to their campus or a creative approach to reimaging a preexisting program.

INSTILLING MULTICULTURAL COMPETENCE AMONG FACULTY: CURRENT PRACTICES AND LESSONS LEARNED

As our student body becomes more diverse, faculty must develop skills for working with a variety of student characteristics. These vary from race, ethnicity, and gender issues to disabilities, learning styles, and disenfranchised groups. This panel explores the ways in which three institutions have managed faculty development around these issues. Specifically, presenters will address ways to help faculty work in the classroom with students who have physical disabilities that affect the classroom experience, teaching students on the Autism Spectrum, identifying and managing faculty bias, and working with marginalized groups such as Native Americans.

LIBERAL ARTS UNDER ATTACK: REALITY OR MYTH?

Is liberal-arts education under attack? Or do we use that claim as a way to avoid facing the real challenges in Colleges of Arts and Science? In this debate, one side will argue that the liberal arts are threatened by funding cuts, popular critiques of the "value" of a liberal arts education, and the focus on career-oriented higher education. The other side will argue that these threats are overblown and point to the true challenges that liberal arts educators need to address.

10:15 am – 10:45 am

Refreshment Break

10:45 am – 12:00 pm

ANNUAL CCAS BUSINESS MEETING

Join president David Manderscheid and executive director Amber Cox to hear what the Board has focused on this past year and its intentions for the year to come. It's your association – plan to attend!

12:15 pm – 1:45 pm

LUNCHEON & CCAS ADVOCACY AWARD

PRESIDING: **David Manderscheid**, *CCAS President & Executive Dean & Vice Provost, College of Arts & Sciences, The Ohio State University*

2:00 pm – 3:15 pm

CONCURRENT SESSIONS IV

ACADEMIC FREEDOM IN 2020: HOW FREE IS FREE?

Academic freedom is one of the most common, but least understood, concepts in higher education. This seminar will explore the evolution of academic freedom through the decades, both in the academy and the courts. Among the questions we will address are: What is academic freedom? Who enjoys academic freedom? How does academic freedom apply to student speech? Does academic freedom apply to extramural speech? Can a faculty member sue an administrator for violating her academic freedom? Are institutions of higher education obliged to defend academic freedom? The program will center on providing deans with a framework for understanding academic freedom and addressing problems at an early stage.

HIGH IMPACT PRACTICES: SCHOLARLY FOUNDATIONS and PRACTICAL APPLICATIONS

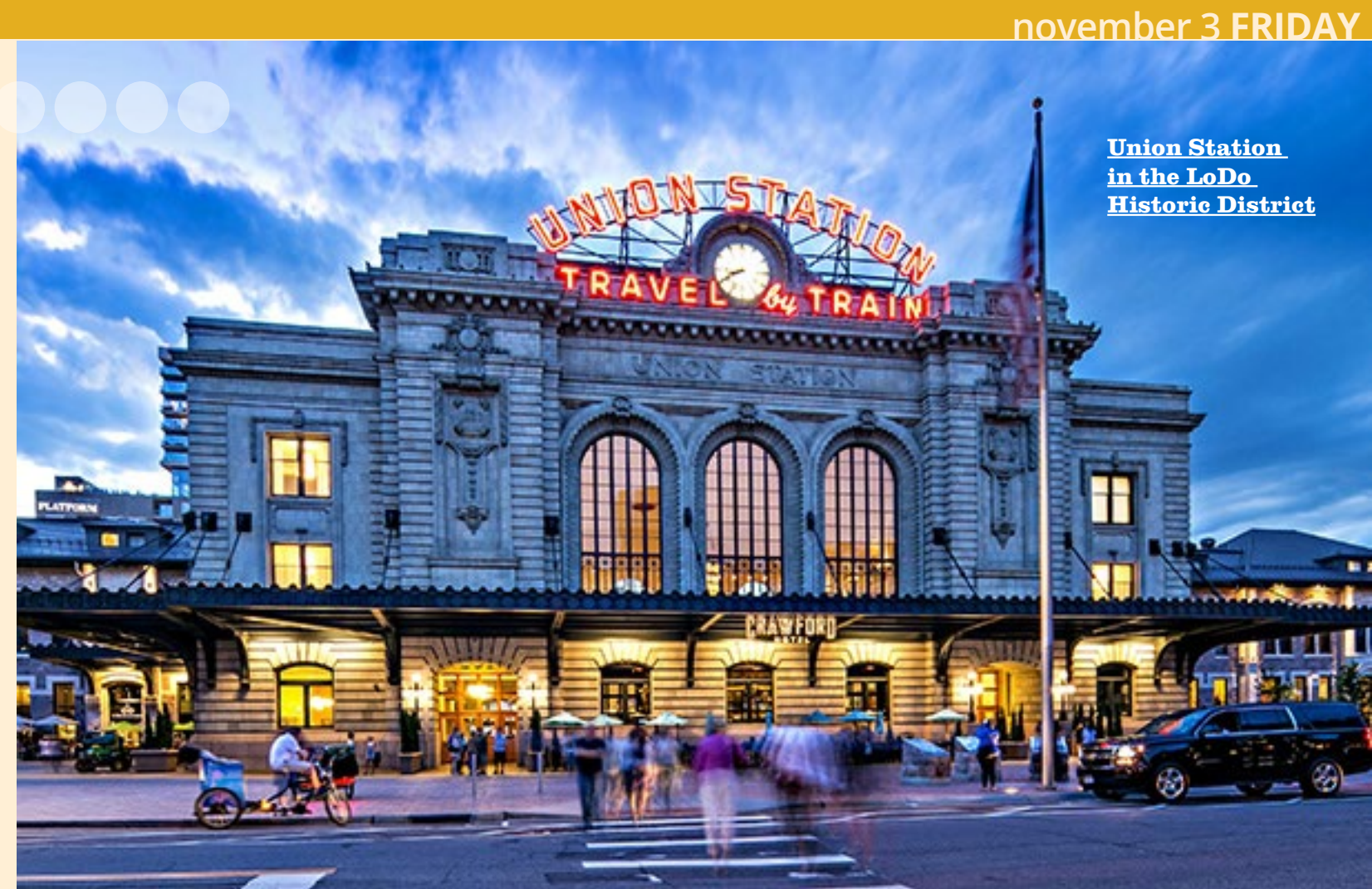
High Impact Practices (HIPs) are evidence-based approaches to improving undergraduate student outcomes. The scholarly foundations and evidence base supporting HIPs are presented by an educational psychologist. Representatives of three institutions discuss how they develop, administer, and evaluate HIPs on their campuses to provide practical strategies for implementation.

ADDRESSING FACULTY-ADMINISTRATOR DIVISIONS

In this talk, panelists will address the divide that can exist between faculty and administrators, and the steps that we as deans take to prevent or address divisions. Speaking from the disciplines of English, Psychology and the Sciences, and from both private and public universities, they will review some of the research that has been conducted on faculty-administrator conflicts before offering their own suggestions for ways these conflicts can be productively avoided or addressed. Their strategies are preceded on a commitment to shared governance. They speak to the importance of faculty understanding and engaging more fully in administrative decisions and challenges, and of administrators retaining connections to teaching and research and other activities so that they too remain genuinely connected with the evolving challenges that faculty face.

CORE CAREER COMPETENCIES FOR LIBERAL ARTS STUDENTS

There is an ongoing national discussion about the value of higher education in general and the value of a liberal arts education in particular that is also ongoing in Minnesota. In response to this conversation and also responding to the expressed interest of its undergraduate students as well as parents and employers, the College of Liberal Arts is committed to prepare CLA students for successful lives and careers after graduation. Career Readiness is one of four goals of the Dean's Roadmap and states, "CLA alumni will be the most desirable graduates available." The Core Career Competencies are grounded in the liberal arts and distributed across academic curricular and co-curricular experiences. These competencies are not narrow job specific skills, rather they represent complex and comprehensive conceptual and procedural knowledge that results from the intentional and intensive engagement with one's liberal arts education. CLA seeks to help students leverage the totality of their liberal arts degree, insert dialogue related to core career competencies into the conversation about career readiness, reinforce choices of majors based on interests and passion, and emphasize the importance of core career competencies and what employers and graduate schools seek in highly desirable candidates.



Union Station
in the LoDo
Historic District

VISIT DENVER

ADVOCATING FOR THE SOCIAL SCIENCES WITH THE CONSORTIUM OF SOCIAL SCIENCE ASSOCIATIONS (COSSA)

COSSA is a non-profit, non-partisan advocacy organization working to secure sustainable federal funding for social and behavioral science research and support federal policies that positively impact the conduct of research. Through advocacy and outreach efforts, COSSA seeks to:

- Promote and protect social and behavioral science programs administered by agencies across the federal government and across social and behavioral science disciplines.
- Increase the visibility and utilization of the social and behavioral sciences by policymakers in Congress and at federal agencies.
- Inform members, stakeholders, and the broader social and behavioral science community of federal actions impacting the research community, positively or negatively.
- Mobilize members to take grassroots action when needed.

COSSA Executive Director Wendy Naus will discuss the organization's efforts in Washington to effect change in the federal policy making process and promote social and behavioral science research to influential decision-makers. She will also highlight some of COSSA's resources and tools, as well as ways CCAS members can get involved.

CCAS is a member of COSSA and the two organizations have partnered together to advance shared advocacy goals. The COSSA membership also includes more than 50 individual colleges and universities.

3:15 pm – 3:45 pm

Refreshment Break

3:45 pm – 5:00 pm

CONCURRENT SESSIONS V

ESTABLISHING INTERDISCIPLINARY PROGRAMS: LOGISTICS, BENEFITS, CHALLENGES

Many institutions of higher education have responded to the shifting demographics of the traditional age first year student and the demand to link liberal arts to a job by creating interdisciplinary programs. These programs help institutions increase enrollment and increase outreach) as they benefit a different population of students. This panel will present the decisions and approaches used at three institutions to introduce various interdisciplinary programs. Gannon University has created a new school with a new program in Public Service and Global Affairs. Ursuline College designed an undergraduate Art Therapy major pulling together the Art and Psychology departments. Their next step is starting a Public Health BA and MPH. Emporia State University created a M.S. in Forensic Science, jointly managed by the Chemistry and Biology departments. In addition, they are developing a M.S. in Informatics. Discussion leaders will guide conversation around strategies used and challenges faced in starting interdisciplinary programs.

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 facilitated by the same team that conducted the 2017 summer CCAS New Deans Seminar.

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

WHY US? PRIVATE SCHOOLS' IDENTITY, MISSION, AND AFFORDABILITY

Sponsored by the Committee on Private Institutions

Many private institutions of higher education continue to face an uphill battle to attract students. In this ever increasing competitive environment private institutions need to be able to tell a succinct and clear institutional story, "why us". Added to this challenge, for arts and sciences colleges in particular, is how to sell the liberal arts. This panel will discuss strategies, approaches, and methods employed to tell the story of our financial affordability, the importance of our missions, and the value of the liberal arts. Panelists will discuss the role of the mission in hiring faculty and the P&T process, how tuition or resetting tuition impacts the institutional identity, the role of the institutional mission in enrollment practices and student success initiatives, and the integration of the liberal arts with career readiness.

PROFESSIONAL BRANDING FOR THE HUMANITIES

This presentation gives an overview of innovative and aggressive branding initiatives/strategies the presenters are taking/implementing in the College of Humanities to partner with professional colleges and disciplines at the University of Arizona. The presentation is in 3 parts:

1. Starting definition and vision for the humanities and for the College of Humanities;
2. The branding and structure they are establishing to accomplish this vision;
3. The new degrees they are working toward implementing.

OLD DOGS, NEW TRICKS: REMAINING ENGAGED AND RELEVANT AFTER MORE THAN A DECADE AS DEAN.

Like professional football players, the average tenure of many deans is 3-4 years. This panel explores what longevity can mean for colleges, departments, and programs. It will consider the pros and cons of serving as dean for more than a decade and will discuss ways for long-serving deans to remain engaged and relevant. Specifically, it will address the challenges of fundraising, why experience matters, and what are the advantages and disadvantages – both personally as well as professionally – of staying in the job for a long time.

Evening on your own

8:00 am – 9:00 am

GENDER ISSUES PLENARY PRESENTATION**Understanding and Overcoming Implicit Bias in Higher Education****Alex Madva**, Assistant Professor, California State Polytechnic University, Pomona

While most people in the United States sincerely reject prejudice and discrimination, many exhibit patterns of unwitting bias in our thoughts, feelings, and actions—and displays of explicit intergroup hostility and division are increasingly visible as well. This interactive session will explore the social, cultural, and psychological origins of intergroup biases, and the most problematic effects such biases can have on students, faculty, staff, and administrators in higher education. Participants will also explore strategies that individuals and institutions of higher learning can employ to combat prejudice, stereotyping, and discrimination.

9:15 am – 10:30 am

CONCURRENT SESSIONS VI**IDENTIFYING THE PATH FROM AN UNDERGRADUATE DEGREE TO EMPLOYMENT TO PROFESSIONAL LEADERSHIP**

We are faced with an incongruity between increased workforce needs and increased public doubt about the long-term value of degrees in liberal arts and sciences. We in higher education must illuminate for our students and our publics how our programs prepare students for successful professional careers and rewarding, civically engaged personal lives. Undergraduates deserve not just to be reassured they are employable, but also to be coached to identify paths by which they can develop from student to leader and from meaningful first job to well-established professional career. This panel will provide the conceptual context within which conversations about employability and employment are valued within the liberal arts and sciences. In light of this context, the presenters consider particular challenges within colleges of Humanities and Social Sciences and Natural Sciences and Mathematics, shifting the focus from “workforce” to “leadership,” and describing the importance of empowering students at a large public university to see themselves as engaged and enabled citizens who will, through their undergraduate degree program, acquire the skills needed to build fulfilling life-long careers. Finally, they demonstrate the connection between the skills and knowledge gained in their undergraduate degree programs and the programs they have developed in advising centers, the curricular and co-curricular changes they have made, and the classroom practices faculty employ to integrate conversations about leadership, career development, and professional employment throughout students’ undergraduate experience.

HOW TO MAKE GOOD WORK LAST: SUSTAINABILITY THROUGH LEADERSHIP*Sponsored by the Committee on Metropolitan and Urban Institutions*

With continuing changes in leadership in higher education—Deans, Provosts, Presidents—and shorter tenures in many leadership positions, it is incumbent on all to build programs/initiatives that will last. This is especially important for those from Metropolitan/Urban serving institutions where such efforts are often conducted in collaboration with their regions, or in service to individuals from underserved groups. This panel will present ideas on increasing the likelihood of sustainability and facilitate a discussion of challenges.

ADDRESSING BIAS: PRACTICAL STRATEGIES FOR LEADERSHIP*Sponsored by the Committee on Gender Issues*

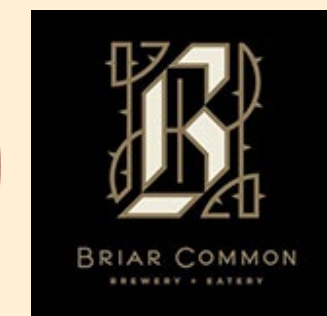
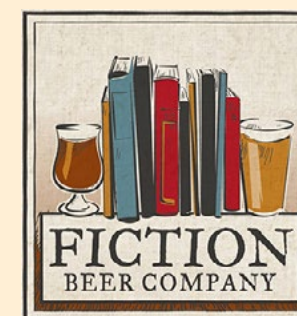
Also known as “implicit social cognition” or “unconscious bias,” implicit bias can undermine people’s intentions to make fair and objective decisions in a wide range of academic contexts. Panelists will present and evaluate initiatives to raise awareness of implicit bias and decrease its impact. Whether focusing directly on practical barriers—e.g., educating search committees, aligning hiring processes with best practices—or broadly addressing campus environment—e.g., intercultural leadership development, professional development related to diversity and inclusion—deans can play a key role in countering the effects of implicit bias. Panel members will offer concrete examples of such efforts, especially in two interrelated areas: (1) search and hiring processes, and (2) developing leadership practices that support diversity and gender equity.

ADVOCATING FOR RESEARCH IN THE HUMANITIES AND SOCIAL SCIENCES

This panel on “Advocating for Research in the Humanities and Social Sciences” will discuss advocacy strategies for promoting research and scholarship in the social sciences and humanities.

10:30 am – 10:45 am

Refreshment Break

**The Denver Beer Trail**

10:45 am – 12:00 pm

CONCURRENT SESSIONS VII**MODELS FOR INTERDISCIPLINARY TEACHING AND LEARNING**

The goals of liberal arts education include providing students with a well-rounded curriculum, the ability to appreciate diverse perspectives and to understand problems from multiple points of view. These goals also align well with the soft skills that employers indicate that they frequently seek in our graduates. However, these outcomes may not be achieved merely by requiring students to fulfill a list of general education requirements chosen from a menu of course offerings that have little coherence, and expecting students to make those interdisciplinary connections on their own. In this session, panelists from both public and private institutions with a variety of missions will share purposeful methods that they have implemented for providing students with interdisciplinary learning experiences in ways that demonstrate the continued relevance of core liberal arts content and skills in a variety of professional fields.

MAKING CHANGE MATTER BY LEADING FROM THE INSIDE OUT

In addition to negotiating internal structural and personnel changes at our individual institutions, academic leaders must continue to achieve results while managing increasingly-challenging external demands. The arts and sciences are uniquely positioned to maintain the flexibility required in the current academic climate. As academic leaders, we can leverage the strengths of our disciplines to hone our own ability to be nimble as well as to advocate for faculty and programs during periods of change. Developing and sustaining relationships both inside and outside the university requires adaptability, openness to change, and the ability to be an agent of change, yet such skills can be challenging for administrators to build and maintain. In this session, participants will discuss how to leverage disciplinary expertise to lead and manage change on campus. The facilitators will review theories of change and provide specific strategies for initiating and managing change from the Dean's office as well as identifying how creative change management can create opportunities and positive outcomes for faculty, staff, and students

YOU CAN DO IT!: RAISING THE PROFILE OF THE LIBERAL ARTS WITH STORIES, STUDENTS AND ALUMNI

This panel will focus on how to compose and disseminate stories that increase the profile of the liberal arts and inform the public about the many ways that liberal arts graduates contribute to their communities. The panel presupposes, first, that the most persuasive messaging does not talk about the Liberal Arts but shows them in action and, second, that to be successful, such messaging must appear in a variety of forms and involve as many of the university's constituents as possible. The panelists will discuss how to: cultivate current students as liberal arts advocates by employing



**Denver
Museum of
Nature and
Science**

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them to design and produce your messaging; convey compelling stories from students and alumni across multiple media with a limited budget; take your story to the community through programming like Clemente courses; and use donors in small but meaningful ways to reinforce your stories and broaden their reach.

**WHAT DEANS CAN DO:
USING RESEARCH TO ADDRESS CAMPUS SEXUAL ASSAULT**

Recent legislative and public attention to campus sexual assault creates the opportunity and the challenge for higher education administrators to integrate policy, science and practice. While challenges are well-known (e.g., multiple, unfunded federal and state regulations; requirements for training of disparate constituent groups; implementation of preventive programs with an ever-changing student audience), opportunities and vision for the future may be less clear. First, we must insist that campuses use validated measures of campus sexual violence and evidence-based preventive programs. Second, administrators must shift from a focus on compliance and liability reduction to a focus on care for victims of sexual assault and effective prevention. Finally, we will need continued feedback from the campus community to ensure that administrative approaches are effective and beneficial. Managing this opportunity will require collaboration across campus and community silos in order to be effective, bringing the best of what each area has to offer in addressing this critical problem.

12:00 pm – 2:00 pm

MEETING OF THE NEW CCAS BOARD OF DIRECTORSPRESIDING: **Christopher McCord**, *Northern Illinois University*

Post-conference workshop

1:00-4:00

LEARNING TO THRIVE “IN-BETWEEN”: SUCCEEDING AS AN ASSISTANT/ASSOCIATE DEAN

*New this year: Co-sponsored by CCAS and ACAD
(the American Conference of Academic Deans)*

Assistant/Associate Deans are often caught “in-between”: in-between the faculty and the Dean, in-between different departments and/or faculty, in-between Academic Affairs and other offices at the institution, and even in-between career steps. This “in-betweenness” creates challenges (mistrust, lack of power, confusion), but it also opens opportunities to build bridges that can lead to institutional transformation and professional growth.

In this interactive session, participants will consider many elements of associate deaning—such as entering administrative work, (re)building trust with faculty colleagues, launching and leading academic initiatives, working across the entire institution, supervising staff, prioritizing a seemingly-endless workload, managing “up”, communicating with grace, and preparing for one’s next professional step. Using case studies and shared insights, the group will explore the challenges of this work and develop practical strategies that can apply to a variety of institutional settings. This is a valuable development and networking opportunity for both new and not-as-new Assistant/Associate Deans.

BY PRE-REGISTRATION ONLY

\$85 includes refreshment break and program materials



Denver Highlights

Colorado State Capitol www.state.co.us

Stand exactly 5,280 feet above sea level (one mile high!) on the west steps, then climb to the rotunda for a panorama of snowcapped peaks. It's against state law to block the view of the 200 named mountains visible from the dome. Free tours are available on weekdays.

Denver Botanic Gardens www.denverbotanicgardens.org

This 23-acre oasis in the middle of the city has 45 different gardens (some 33,000 plants), as well as one of the nation's top 10 conservatories. Relax in the Japanese Garden or climb through the Rock Alpine Garden.

16th Street Mall

Lined with 200 trees and 50,000 flowers, this festive, mile-long pedestrian promenade has more than two dozen outdoor cafés and offers Denver's best people-watching. I.M. Pei designed the gray and pink granite pathway to resemble the pattern of a diamondback rattlesnake. Hop on the shuttle — they're free and stop on every corner. After dark, horse-drawn carriages clatter up and down the mall.

Denver Art Museum www.denverartmuseum.org

There are two buildings — one a fortress-like structure from Italian architect Gio Ponti, the other, a structure that resembles a titanium crystal with peaks and shards designed by Daniel Libeskind. Inside, find one of the world's greatest collections of Native American art and 68,000 other art objects, including works from European masters, Old West classics and phenomenal traveling exhibitions.

Denver Museum of Nature & Science www.dmns.org

The Denver Museum of Nature & Science is filled with the Earth's treasures — dinosaurs, dioramas, space exhibits and science experiments. Plus, there's a digital planetarium, IMAX theater and touring exhibitions.

LoDo Historic District www.lodo.org

Denver's happening historic district is filled with turn-of-the-century warehouses, now home to brewpubs, sports bars, restaurants and rooftop cafés. Stop by Rockmount Ranch Wear for a snap button Western shirt at the store where they were invented; browse from 6:30 a.m. to 9 p.m. at the Tattered Cover Book Store; or sip a handcrafted beer at the Wynkoop Brewing Company, Denver's first brewpub.

Denver Beer Trail

Take a self-guided tour along the Denver Beer Trail and sample the craft beer paradise in The Mile High City. Explore the featured breweries, most in the walkable downtown area, and you will find everything from Stouts to Lagers and all the flavors in between.



Sheraton Denver Downtown

The Mile High City – where 300 days of sunshine, a thriving arts and cultural scene, diverse neighborhoods and the Rocky Mountain backdrop combine for spectacularly. Denver offers impressive architecture, award-winning dining and unparalleled views, all within walking distance from the famed 16th Street pedestrian mall. A free shuttle carries visitors up and down this central corridor, providing quick access to world-class art and culture, wine bars, restaurants, and live music hot spots in Larimer Square or historic LoDo. Upscale shopping awaits in Cherry Creek, while Denver's seven professional sports teams showcase the city's active spirit.

Sheraton Denver Downtown

The CCAS preferred group rate —\$189 (single or double, plus tax)

Reservations must be made by October 9, 2017, to qualify for the group rate. To reserve accommodations, [click here](#) or call 888-627-8405 and reference CCAS 2017.