



PROGRAM PREVIEW

Council of Colleges of Arts & Sciences
46th Annual Meeting

November 2-5, 2011
Fairmont The Queen Elizabeth
Montréal, Quebec, Canada



FEATURED SPEAKERS



Valerie Gray Hardcastle
University of Cincinnati
Annual Meeting Program Chair



Terry W. Hartle
Senior Vice President
Division of Government & Public Affairs
American Council on Education
[“View from the Hill: Higher education and public policy in 2001-2011”](#)



Mia Ong
Project Leader, Education Research Collaborative, TERC
[“Advancing Women of Color in Higher Education and Careers in Science, Technology, Engineering and Mathematics: Strengths, challenges, and strategies”](#)



Vickie Rutledge Shields
Eastern Washington University
2010-2011 CCAS President
[“The Dean’s Speech: Finding our voice through intentional communication”](#)



Paul Davidson
President
Association of Universities & Colleges of Canada
[“The Value of the Arts and Sciences in a Globalizing World”](#)



THIRTY-ONE sessions

FOUR days

HUNDREDS of colleagues

Gather up your decanal ideas & questions,
make sure your passport is up to date, and join us
in Montréal for the 2011 CCAS Annual Meeting.

[Pre-Conference Workshop 2](#)

SCHEDULE OF EVENTS

[Wednesday 3](#)

[Thursday 4](#)

[Friday 9](#)

[Saturday 14](#)

[Post-Conference Workshops 17](#)

[Montréal 18](#)

[Conference Hotel 18](#)

[Registration Form 19](#)

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

7:30 am – 2:45 pm

Conflict Management for Deans

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

Presenter: Suzanne McCorkle

Room Location: Hochelaga 4

Schedule:

7:30 am – 8:00 am
Workshop check-in & light refreshments

8:00 am – 12:00 pm
Morning session

12:00 pm – 1:00 pm
Networking luncheon (provided)

1:00 pm – 2:45 pm
Afternoon session

Registration fee: \$195



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



Montréal is the second largest primarily French-speaking city in the world, after **Paris**.

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

8:00 am – 2:45 pm

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

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

12:00 pm – 2:45 pm

Board of Directors Meeting

Presiding: **Vickie Rutledge Shields**,
Eastern Washington University

3:00 pm – 4:00 pm

Newcomers Welcome Session

Hosted by the CCAS Board, the welcome
session greets newcomers to our
organization and offers an informed
and informal introduction to CCAS.

3:00 pm – 4:30 pm

Case Study Leaders Meeting

3:00 pm – 5:00 pm

State Deans Meetings

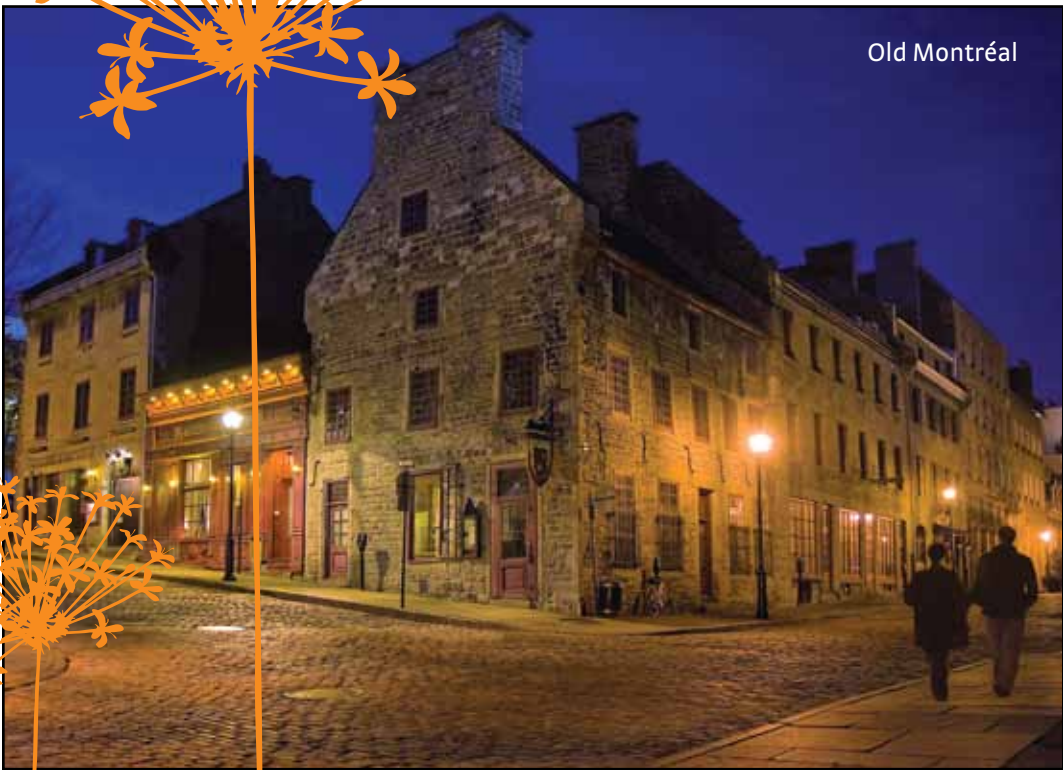
- New Jersey Deans Meeting
- Ohio Deans Meeting
- University of North Carolina System
Deans Meeting
- Michigan Deans Meeting
- Pennsylvania State System Deans Meeting

4:00 pm – 5:00 pm

Orientation to Montréal

5:30 pm – 6:30 pm

Reception for Registrants & Guests



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SCHEDULE of EVENTS

THURSDAY

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

7:45 am – 8:45 am

Breakfasts by Sector

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

9:00 am – 10:15 am

Opening Plenary Session

Welcome:

Anne-Marie McCartan, CCAS

Presiding:

Vickie Rutledge Shields, CCAS President

Speaker:

Terry Hartle, American Council on Education

Title:

“View from the Hill: Higher education and public policy in 2011-2012”

CONCURRENT SESSIONS I

10:45 am – 12:00 pm

Session A:

Fostering Interdisciplinary Curricular and Faculty Development

The proliferation of interdisciplinary initiatives in general education, as well as undergraduate and graduate programs, has created both opportunities and challenges. Opportunities include faculty collaboration and reinvigoration; student engagement and retention; and institutional renewal. Challenges include administration of programs that do not fit neatly into existing departmental structures; hiring, developing and retaining faculty; and convincing colleagues and curriculum committees of the value and academic rigor of interdisciplinary courses of study. In this interactive panel, Associate Deans from three diverse institutions will present a variety of approaches to interdisciplinary efforts at their institutions, including Environmental Studies, Queer Studies, Film Studies, Peace and Justice Studies, Liberal Studies, and Latin American Studies. The remainder of the session will be a guided discussion with the audience of best practices in the development of faculty, interdisciplinary curriculum, and administrative structures and supports.

Session B:

New Deans Workshop

This workshop will be an interactive discussion of the responsibilities and obligations of a new dean, including “getting started,” resource issues, dealing with budget cuts, fundraising, organizational operations, personnel management, planning, and whatever other topics the audience wishes to address. This session is run by the same team that conducted the 2011 summer CCAS New Deans Seminar. All Deans, old and new, are invited to attend. (For those who attended the 2011 summer NDS, this can be a reunion!)



Inside the Palais des congrès (convention center)

Session C:

The Role and Impact of Regional Accreditation on Institutional Well-Being

This session will focus on the influence of regional accreditation associations and how they impact and influence institutional effectiveness in a time when the nature of what we do is under question. Recent publications such as Kuh and Ikenberry, *More Than You Think, Less Than We Need: Learning Outcomes Assessment in American Higher Education* (2009), Arum and Roksa, *Academically Adrift: Limited Learning on College Campuses* (2011), and the Lumina Foundation *Degree Qualifications Profile* (2011) point to shortcomings of higher educational practices while offering possible remedies. Since periodic reviews such as regional accreditation offer the most significant lever for us to evaluate and rethink what we do and how well we do it, this panel will examine how accreditation has impacted – for good and ill – our institutional well-being. In addition to addressing this question, we will examine how expectations and processes differ from region to region and, just as important, how these expectations have evolved over the years.

Session D:

The Interim Deanship

What are the advantages/disadvantages of an Interim Deanship? Should an Interim Dean manage or lead, build or be a caretaker, reorganize or maintain the status quo, make hard decisions or let things be? What level of authority is appropriate? What should be the relationship with the provost? What is the ideal length of service? These are some of the questions the panel will explore. Having been called out of the ranks of the faculty or out of retirement, each of the panelists currently is or has served as Interim Dean of both public and private institutions. We will share lessons learned, talk about the learning curve, the frustrations, the isolation, the new expected roles they are to play, and the hard decisions we have to make. The session will be audience-interactive, with the expectation that great insights will be shared by those in attendance.

Session E:

Deans and Departmental Data

Deans need data to make decisions—data on budgets, positions, facilities, teaching effectiveness, and faculty

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THURSDAY

activities outside the classroom. The panel will discuss positive and negative components of their data collection systems and methods used to collect data on departments and faculty, and solicit better approaches from participants. We will address the Delaware system, individually developed on-line and paper systems, and consider how to get started, if you do not already have a data collection system. We will discuss how the data can be used to improve departmental performance. Please join the conversation about what data a dean needs to collect on/from departments to do his/her job and effective strategies to collect, analyze and use the data.

Session F:

Deans and Economic Development

Premise: Higher education is entering a period of great transition fueled in part by the depressed national and state economies, increased expectations, and rapidly changing technology. Deans of Arts & Sciences engage in many different ventures to focus on student achievement of liberal education goals. It is clear Deans must now be prepared to engage in activities “outside this box” to ensure the health and vitality of their college and perhaps entire university. This presentation focuses on the role A & S Deans can play in economic development. Once thought of as the exclusive domain of the business dean, economic development offers many opportunities for the A & S dean with the desire to make a difference for the faculty and students in the college.

12:15 pm – 1:30 pm

Luncheon and Address

Presiding:

Valerie Gray Hardcastle,
President-Elect, CCAS

Speaker:

Paul Davidson, *Association of Universities & Colleges of Canada*

Title:

“The Value of the Arts and Sciences in a Globalizing World”

12:15 pm – 1:30 pm

Special Discussion Topics for Luncheon Tables

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

Organizer:

Lynn Weiner, *Roosevelt University*

1:45 pm – 3:00 pm

Case Study Sessions

Organizers:

Tom Otieno, *Eastern Kentucky University*

Olufunke Fontenot, *Georgia College and State University*

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

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

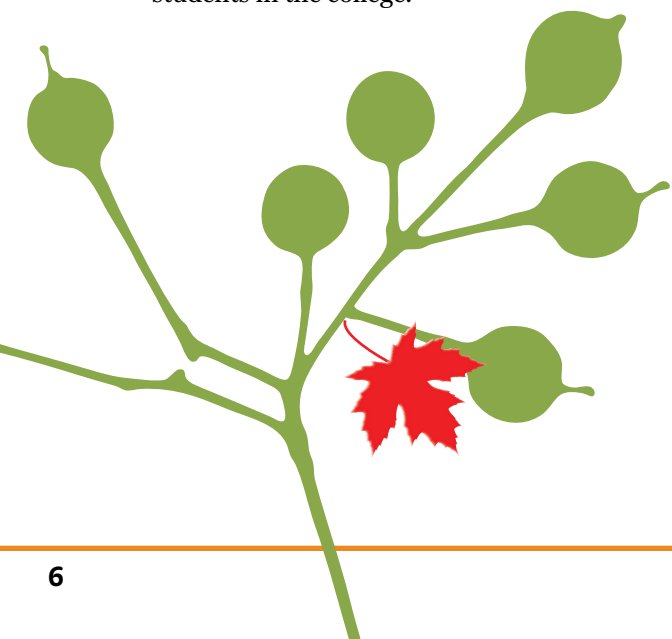
CONCURRENT SESSIONS II

3:30 pm – 4:45 pm

Session G:

Drivers of Change in Undergraduate Biology Education

Three recent reports call for changes in biology education and in the preparation of future physicians. The reports have been issued by American Association for the Advancement of Science/NSF, Howard Hughes Medical Institute/American Association of Medical Colleges and the National Research Council. Each focuses



on the development of core competencies and assessment of learning outcomes. In addition to the reports, major changes are being made to AP Biology and the MCAT exam in 2014. At question are what competencies will be measured and how courses and programs in biology, chemistry and cognate areas will be modified in order to achieve the outcomes. The panelists will discuss the implications of the reports on the structure of curricula, the integration of research and the assessment of measurable student learning outcomes.

Session H:

The Formation of Centers and Institutes as the Nucleus for Interdisciplinary Research: Success stories and cautionary tales

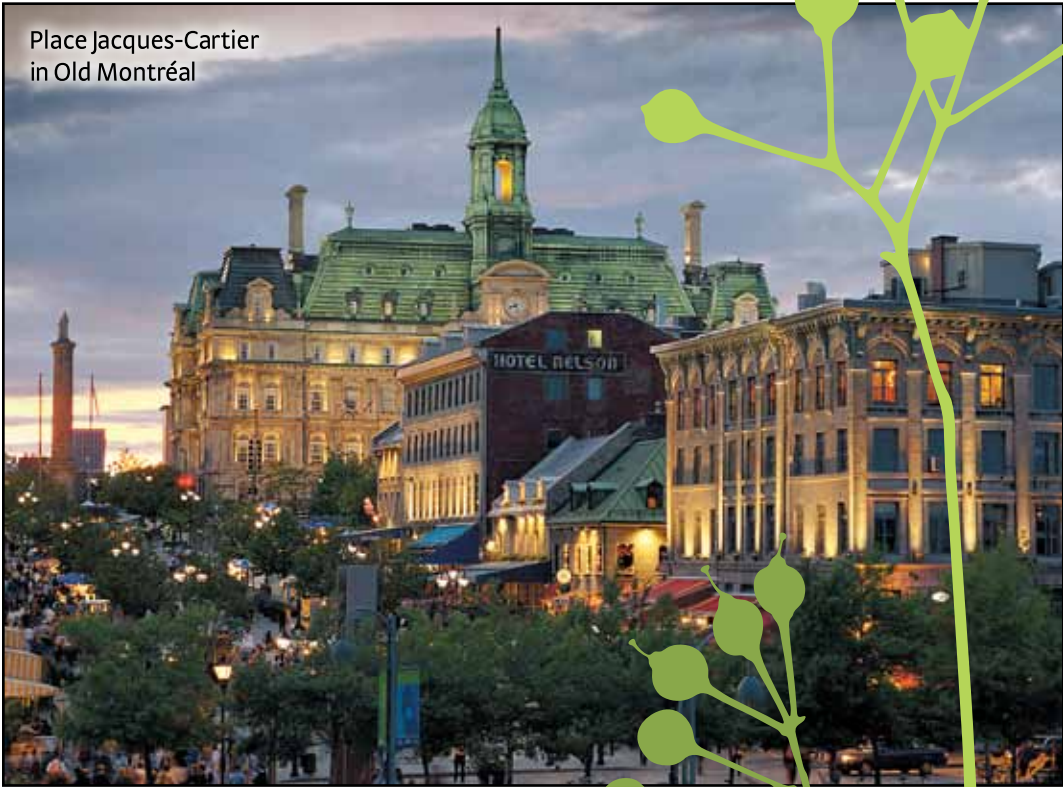
The efforts to grow interdisciplinary research have been around for some time, and have been repeatedly emphasized in the past decade. There are some notable successes in creating structures to support interdisciplinary research, and some

notable failures. We hope we can learn from both the successes and failures how to grow and support such activities on our campuses. *Sponsored by the Committee on Research Institutions.*

Session I:

Bridges to Somewhere: Looking across the college divide

What can Deans do to assist their institutions in re-visioning service delivery in an era of constrained resources? This session will explore ideas for leveraging collaborations across traditional silos that help Deans think creatively about models for service delivery that transcend the traditional college structure to effectively meet institutional goals. Panelists will facilitate a structured conversation with session attendees who will be asked to discuss and share promising practices that help arts and sciences Deans to look outward to develop and strengthen productive partnerships within the university.



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Session J:

Creating Communities of Scholars

One of the goals of the academy is to raise the intellectual level of students and faculty and create a community of scholars. In the recent past, universities across the nation have seen a decline in the number of students in the liberal arts and sciences, areas of study that tend to spearhead this community of scholars. Our panel will provide best practices on how to improve the level of intellectual activity in colleges and universities, how to support various faculty initiatives, how to best prepare our students, and how to infuse the general education curriculum with the value of an intellectual community.

Session K:

Replacing Mystery with Meaning: What can we do to help students understand and appreciate general education requirements and a liberal arts curriculum?

What are the best practices in helping students, faculty members, and advisors to understand and appreciate the goals on which a school's general education requirements are based? Educators spend a great deal of time trying to determine the best features to include in their gen-ed or liberal arts requirements and the best courses to provide students with those features. Panelists will share ideas about existing or potential practices that can help the advisor and the advisee fully appreciate the essential elements and underlying purpose of the requirements and understand how these requirements enhance and strengthen the educational outcomes of a baccalaureate degree. It is only by succeeding in this pursuit that students can make meaningful decisions when choosing courses that will complete their general education requirements and also complement their majors and minors--whatever these requirements are called.

Session L:

Leading for Diversity: History, examination, intervention, planning

What is this thing called "diversity?" What did it mean? What does it mean? Where did it come from? How did we get here? Where are we going? In this session, panelists will explore the intersections of the dimensions of diversity--such as race/ethnicity and sexual orientation--as they emerge in the experiences of students and faculty and in the development of university-wide planning efforts ranging from strengthening faculty-hiring processes to implementing diversity-focused academic requirements. History will provide a contextual thread throughout the presentations and the open discussions. *Sponsored by the Committee on Cultural Diversity.*

4:45 pm – 5:30 pm

CCAS ADVANCE Standing Committee Meeting

Chair:

Denise A. Battles, *University of Northern Colorado*

A meeting of the internal advisory group for the CCAS ADVANCE Initiative. Other interested individuals are welcome to attend.

5:30 pm – 6:30 pm

Reception for Registrants and Guests

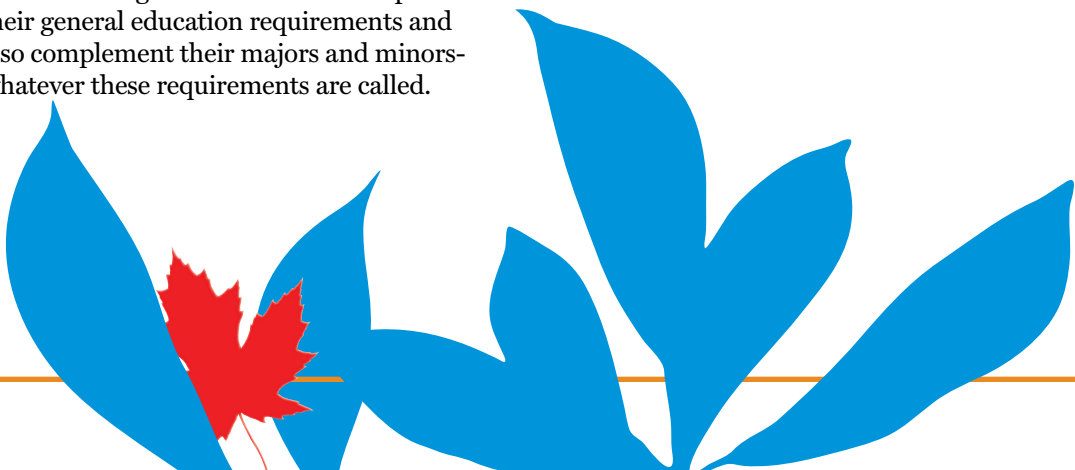
6:30 pm – 7:30 pm

Reception for Alumni & Friends of the ACE Fellows Program

Sponsored by The ACE Council of Fellows

Host:

Parviz Ansari, *Rowan University*



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



Notre Dame Basilica

7:30 am – 8:45 am

Open Continental Breakfast

All attendees are invited to this meet-and-greet continental breakfast.

7:30 am – 8:45 am

Breakfast for Minority Deans

Topic of Discussion:

Closing the Achievement Gap

The issue of “closing the achievement gap” between majority and minority students does not have a uniform definition across campuses. Do we mean closing the achievement gap between the two groups on college campuses or the gap between white and black students everywhere? As in general the entry requirements to Traditionally White Institutions are more stringent, they have a narrower gap to close, while HBCUs with less stringent entry requirements have a wider gap to close. At this breakfast, we will engage in a comparative analysis of the issues surrounding “closing the achievement gap” in our two types of institutions. *Hosted by the Committee on Cultural Diversity.*

CONCURRENT SESSIONS III

9:00 am – 10:15 am

Session M:

**When faculty members go wild:
Effective strategies for managing
disruptive faculty**

Deans occasionally struggle with faculty members who--due to personality and/or psychological issues--damage their careers, disrupt the work of departments, intimidate or harass others, frustrate institutional functioning, or generally fail to discharge their duties. Sometimes these behaviors may only approach crossing a line without making documentation or administrative action easy. When must behavior be treated as a wellness issue, require the involvement of general counsel, or necessitate police intervention? Dealing with disruptive faculty members is challenging, and many new Deans do not have extensive training in dealing with these situations. Through an interactive discussion between attendees and presenters, this roundtable will provide participants with an overview

SCHEDULE of EVENTS

FRIDAY

of critical issues involved and furnish specific examples of problem situations and their outcomes. Participants should leave the session with a greater awareness of resources for dealing with disruptive faculty and practical strategies to assess and intervene when these kinds of issues arise.

Session N:

How Are Your Numbers? The Dean's role in recruitment, retention & enrollment management

The increasing competition for students and the exigent economic realities make recruitment, retention, and enrollment management strategies important concerns for most Deans. This panel will present some "best practices" in these areas based on real-world models. Perspectives will be given from three different universities that have experienced significant enrollment challenges. One panelist will discuss the changes from a university-based to department-based student recruitment strategy that came about as a result of a strategic enrollment management initiative. Another panelist will discuss student retention strategies including ways to increase student success in barrier courses, reinventing developmental courses, establishing an Advising Center with a special emphasis on serving undecided students, and promoting a culture where retention-related activities are both

supported and recognized. The third panelist will discuss the move from an informal method of course scheduling and enrollment management to a data-driven and methodologically structured process in the context of limited university resources and support. *Sponsored by the Committee on Private Institutions.*

Session O:

Where I'm Calling From: The Dean's relationship with the registrar

Often, when one moves into decanal work, the university or college is suddenly larger, given the new, wider perspective spurred by new contacts and relationships within the university. This panel will address the Dean's relationship with the registrar's office, with more specific emphasis on Associate and Assistant Deans, who normally handle advising and administrative questions, concerns and issues with direct involvement of the Registrar. There is a significant level of administrative/management coordination necessary for the College's academic programs to be implemented in a consistent way. In light of this, the panelists will seek to discover how we achieve consistency and best serve our students. In addition, how do we bridge the gap between the technical demands of the registrar's world and the more holistic anti-bureaucratic world of the faculty?



Session P:

Breaking Down the Silos: Associate Deans, student affairs, and academic advising

Demonstrably effective advising has repeatedly proven to be one of the most important ingredients to student success and retention, especially for universities serving diverse populations. Equally important, a shared or dual model in which academic advising is delivered through a collaboration between faculty and student affairs professionals has proven most effective for students in these institutions. For such a model to work, however, there needs to be fiscal and organizational realignment to ensure effective collaboration between personnel in student affairs and academic affairs. This panel will explore the roles played by Assistant and Associate Deans in planning and budgeting, in making possible cultural transformation and institutional buy-in, and in laying the foundations necessary to ensure sustainability. Panelists will provide best practices and share experiences of how they have helped to bring about this institutional transformation. They will also encourage session participants to engage in the conversation about the importance of and difficulties encountered in building partnerships across bureaucratic, institutional lines.

Session Q:

Preparing for Jobs, Preparing for Life: Balancing liberal arts education with professional training

Our aim in this panel is to prompt discussion of the relation between the aims of liberal arts education and the demand to prepare students for working in professional environments. First, we will ask, is the tension between liberal arts education and training for professional careers real or illusory? Second, how can college administrators best set a tone in their colleges for negotiating the balance among the mix of goals of these endeavors? More specifically: to what extent might the barriers among core disciplines have to give way, at least somewhat, in order for the practical pay-offs of liberal arts education to be realized? Finally, what are some of the available, practical strategies for broadening the professional horizons of liberal arts/fine arts students?

Session R:

Next Generation Universities: The path to reinvention and transformation

Over the next decade higher education institutions face huge challenges that demand institutional change. Economic uncertainty, increased competition for students and growing student expectations of technology for learning are forcing comprehensive universities to rethink

Place d'Armes



and change the structure and delivery of traditional education as well as their internal operating. This panel will discuss how comprehensive universities can manage and run their organizations given these challenges and how we can rethink and break down physical barriers to change as well as extending the reach of the university beyond its traditional campus walls. *Sponsored by the Committee on Comprehensive Institutions.*

Session S:

Developing and Fostering Scholarly Activities at Small Colleges and Universities

With excellence in teaching being the focus at many small colleges and universities, other scholarly activities (i.e. research) are frequently not cultivated within the faculty. At the same time, promotion and/or tenure decisions often include research as well as service, creating a need for Deans and other academic administrators to find ways to promote, support, or institutionalize these activities. In this session, panelists will discuss attempts to establish and integrate research using the teacher-scholar model, realignment of promotion and tenure standards, and development of internal policies and procedures to support faculty research. Audience members will be invited to share in an open forum the methods that have both succeeded and failed in attempts to develop and foster a culture of scholarship.

10:45 am – 12:00 pm

Annual CCAS Business Meeting

Business items include an update on the *2010-2013 CCAS Strategic Plan*; annual report on seminars and workshops; the Treasurer's Report; work of the Standing Committees; and results of the elections to the Executive Board.

12:15 pm – 1:45 pm

CCAS Luncheon & Presidential Address

Presiding:
Valerie Gray Hardcastle,
President-Elect, CCAS

Presentation:
CCAS 2011 Arts & Sciences Advocacy Award

Presidential Address:
Vickie Rutledge Shields,
Eastern Washington University

Title:
"The Dean's Speech: Finding our voice through intentional communication"

12:15 pm – 1:45 pm

Special Discussion Topics for Luncheon Tables

Sign-up begins at 8 am on Friday at the Registration Desk.

CONCURRENT SESSIONS IV

2:00 pm – 5:00 pm

Session T:

Workshop on Development for Deans

Presenters:
Paul W. Jagodzinski and Betsy Mennell,
Northern Arizona University

This workshop will provide sufficient information to allow Deans with little or no experience in development to understand the components of development and also provide them with enough confidence to undertake such activities. In addition, this session will provide information about the current fund-raising climate to allow those Deans experienced in fund raising to consider the approaches that are currently successful.

Session U:

Workshop on Assessing the Assessment: Practice what you preach

Presenters:
Debra Instone and David Ewing,
Canisius College

This workshop is geared toward Deans and Associate Deans responsible for communicating expectations for exemplary program assessment to their faculty and the structural supports they put in place to en-

courage and ensure quality in the reports generated. This ranges from program-review rubrics to a template for inclusion in departmental self-studies. Participants will explore venues available to them, apply a sample rubric to concrete examples, and debate the appropriateness of the various rubric elements to their own institutional needs. Workshop participants will: identify elements to be included in a rubric for assessment of program report reviews; identify elements to be included in a template for assessment to be included in a departmental self study; apply a rubric to a program level assessment report; and debate the appropriateness of the rubric/templates used.

Session V:

**Workshop on the Liberal Arts
Advantage: How the liberal arts
prepare students for their careers**

Presenters:

Stanton Green, *Monmouth University* and
Stephen Perlman, *Twin Oaks Inn*

“So, what can I do with a liberal arts degree?” How many times have liberal arts majors asked you this question? The answers advisors give too often rely on trying to map particular majors to particular jobs. This workshop takes a radically different approach from trying to link majors to jobs, arising from the presenters’ strongly held conviction that students can best gain the broad range of skills and competencies necessary for successful careers through study in the liberal arts. We demonstrate how to make these liberal art skills and competencies explicit in the classroom and in advising by linking liberal-arts learning outcomes with the expectations of employers. The workshop addresses three questions and provides strategies appropriate to each. 1) Are liberal arts courses teaching the general competencies needed for good careers? Yes, but the skills are not always clearly identified. 2) Are advisors able to explain how their majors connect with student career goals? Usually not, because many are not aware of the skills future employers are likely to value. 3) Are students able to understand these connections? Yes they are, if they are made aware of the linkages.

2:00 pm

Bus tour of Montréal

Hop on the bus for a three-hour guided tour of beautiful Montréal. Sites will include the Notre Dame Basilica, St. Joseph’s Oratory, residential and financial districts, Old Montreal, French Quarter, the site of the 1976 Olympics, McGill University, and a panoramic view from an observation point on top of Mont-Royal.

A separate registration fee of \$30 applies. Seats are limited, so please register online in advance.

Walking Tour of Underground City

Join a fellow dean for an informal exploration of Montréal’s Underground City (officially RÉSO or La Ville Souterraine in French). This set of interconnected complexes (both above and below ground) in and around Downtown



Montréal is known as the indoor city (ville intérieure) and is the largest underground complex in the world. The connections are considered tunnels architecturally and technically but appear no different from an enclosed above-ground mall. Many tunnels are large enough to have shops on both sides of the passage. With over 32 km (20 mi) of tunnels spread over more than 12 km² (4.6 sq mi), connected areas include shopping malls, apartment buildings, hotels, condominiums, banks, offices, museums, universities, seven metro stations, two commuter train stations, a regional bus terminal and the Bell Centre amphitheatre and arena. You can stop off any time you like on the tour to shop, browse, or have a refreshment.

9:00 pm –10:00 pm

**Dessert Reception for
Registrants and Guests**

Return from your evening out on the town in time to network over desserts, coffee, and other beverages. A local musical group will be featured.

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SATURDAY

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

7:30 am – 8:45 am

Gender Issues Breakfast
Advancing Women of Color in Higher Education and Careers in Science, Technology, Engineering and Mathematics: Strengths, challenges, and strategies

Presenter:
Maria Ong, TERC

Women of color— women from African American, Asian American, Latino, and Native American groups—are widely considered to be an untapped source of domestic talent that could critically contribute to the country’s scientific and technological workforce needs. Unfortunately, little is known about what attracts and retains them in higher education and careers in science, technology, engineering, and mathematics (STEM). Maria Ong, a social scientist and expert in STEM diversity issues, will draw on her recent research and advocacy work to share the challenges that women of color face in STEM as undergraduates, graduate students, and faculty, and the individual and institutional strategies that enable them to succeed. She will conclude by sharing policy recommendations recently submitted to the U.S. Congress and the National Science Foundation by the Committee on Equal Opportunities in Science and Engineering, of which she is a member.

Requires separate registration; fee applies.

Concurrent Sessions V

9:00 am – 10:15 am

Session W:

Cultivating Diverse Faculty Leadership in the STEM Disciplines: Best practices

Higher education institutions have placed substantial effort in recruiting and retaining a diverse faculty in the science, technology, engineering, and mathematics (STEM) disciplines. Equally important is fostering the advancement of women and underrepresented minority faculty into leadership positions, where they can

serve as role models and better facilitate transformative climate change. Panelists in this session will describe effective strategies for cultivating diverse faculty leadership that they have implemented in their settings. Also included will be an update on the CCAS ADVANCE Initiative, which is sponsoring this panel.

Session X:

Building Better Relationships with Colleges of Education

Many colleges of Arts and Sciences share students with colleges of education. This cross-collegiate relationship is often fraught with tension caused by faculty mistrust, lack of communication, fear of degree dilution, and so forth. This panel will address the difficulties that exist between these two colleges and discuss ways to better these relationships in ways to benefit our students.

Session Y:

Embracing the World: Internationalizing teaching and learning through the liberal arts

The liberal arts have long played a leading role in efforts to promote cultural understanding, to internationalize the curriculum, and to prepare students for global citizenry. Yet budgetary problems, changes in student demographics, innovative technology, and increasing demands for assessment present us with both challenges and opportunities for leading efforts in this area. By reflecting on U.S. and international studies, as well as on their own experience, panelists will discuss best practices for developing non-European language programs in the U.S., using classroom technology and joint curricular initiatives to create virtual cross-cultural spaces for faculty and students exchange, and coming to terms with the relatively high cost of study-abroad programs through an examination of financial aid and assessment data. *Sponsored by the Committee on Liberal Arts Institutions.*

Session Z:

**Strategic Planning —
Past, Present and Future**

Strategic planning has become a recurring event in academia for various reasons. Panelists will facilitate a dialogue with session attendees on the structure, process, use of technology and successful strategies in developing and operationalizing the strategic plan at public and private institutions. Discussions will include challenges associated with the faculty buy-in to strategic planning, budgetary and programmatic priorities, and how provost's strategic goals and the dean's goals can best be translated to the departments and programs in Arts and Sciences.

sion explores the Dean/Associate Dean relationship on a variety of levels and at institutions of divergent size and type. The panel consists of three pairs of experienced Deans/Associate Deans who will engage in a participative dialogue with the goals of: 1) articulating the division of responsibilities in their offices; 2) describing how each works internally (inside their colleges/schools) and externally (throughout the institution and with external stakeholders); and 3) sharing specific examples of how their abilities and personalities complement each other to produce relationships that advance the efforts of the dean's office and the institution as a whole. Participants will learn about challenges, opportunities, and strategies that enhance the Dean/Associate Dean working relationship.

Session AA:

**The Dean and Associate Dean
Partnership: A complementary
dynamic**

The effectiveness of the partnership between a Dean and his/her Associate Dean is critical to the success of any college but assumes an especially important role in times of financial stress. This ses-

CONCURRENT SESSIONS VI

10:45 am – 12:00 pm

Session BB:

**Liberal Education, Globalization,
Ethics and Politics**

Globalization is a major feature of our world, including colleges and universities. This panel will address the implications



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SATURDAY

of globalization for “normative ethics and politics” in the undergraduate liberal arts curriculum. Some goals of liberal education are to foster reasoning and critical thinking about ethics, ethical action, democratic citizenship, appreciation of ethical and political issues in the disciplines. These and related goals are components of what we call undergraduate liberal education in “normative ethics and politics.” In light of the globalization of the curriculum, how must liberal education change undergraduate education in normative ethics and politics? What are the implications for faculty and administrative development, faculty and student recruitment, travel budgets, and study abroad? What are the implications for professional preparation? What related developments in globalization of the ethics and politics curriculum are sponsored by the Association of American Colleges and Universities?

Session CC:

Associate/Assistant Deans: Making a difference on the institution's bottom line

In these times of shrinking budgets, more limited state support, and rising tuition, institutions are looking under the couch cushions to find creative ways to make ends meet. Although Associate and Assistant Deans do not control the major decisions regarding budget, hiring, or restructuring, they are often an important resource to help save institutional resources across many areas. This panel will describe the Associate/Assistant Dean responsibilities that can affect the bottom line, such as student retention initiatives, curriculum and scheduling, and facilities management. Panelists will discuss best practices and share experiences with saving their institution important resources. Participants will engage in a conversation about the critical role of the Associate/Assistant Dean/Dean partnership in managing resources. *Sponsored by the Committee on Associate/Assistant Deans.*

Session DD:

A Commitment to the City: Effective strategies for Deans to facilitate and optimize synergies between local communities and the college

Colleges of Arts & Sciences in urban universities can benefit from inter-disciplinary cross-college collaborations that partner with community business, cultural, or development organizations to launch entrepreneurial initiatives as well as to enhance educational opportunities for students and faculty scholarship. These partnerships must build upon pre-existing strengths and specializations of the university as well as the industrial, cultural, and community-organization bases of their local and regional economies. This session will offer examples of such collaborations from three different urban institutions to identify key practices that enable successful collaborations between diverse groups and organizations both within the university and in the local community. We will examine the issue of how much control external constituents should exert over curricular issues, balancing the university's important commitment to the urban environment while honoring other types of commitment to the curriculum. *Sponsored by the Committee on Metropolitan/Urban Institutions.*

Session EE:

Defining and Supporting Alternative Faculty Models

This panel speaks to calls to rethink faculty work roles and to offer alternative career models comparable in status, respect, and influence to that of tenure-track faculty. The panelists will describe the implementation of alternative career models at their three diverse institutions and issues that these models pose for college administrators with respect to performance criteria, professional development, reward structures, and departmental culture. They will share strategies and promote discussion with audience member about integrating and supporting faculty with alternative ranks.

12:00 pm – 3:00 pm

Meeting of the New CCAS Board of Directors

Separate registration and fees apply for workshops. Enrollment is limited, so register early.

1:00 pm – 5:00 pm

Legal Risks, Technology, and the Academy

As Deans, you are asked to resolve situations you would rather not know could even arise. You may be asked to deal with students who use social media to impersonate faculty; faculty who capture student images in their cell phones; faculty and students who defame one another on Facebook; parents and the press who want e-mails; law enforcement officials who want recorded statements, data logs and surveillance tapes. Is there law and policy to provide guidance? From FERPA to Facebook, the presenters will discuss the application of existing law to new technology being used by students and employees. This session will help you make more informed decisions about policy and practice, know when to consult your legal counsel, and understand what your attorney will need to know to provide the best advice.

Presenters:



Judith Siminoe has been a higher education attorney since 1989, serving public institutions in four states and currently serves as advisor to the President of St. Cloud State University, St. Cloud, Minnesota.



Phyllis Karasov is a partner with Moore, Costello & Hart, PLLP in the Twin Cities, Minnesota and practices in the area of higher education law. Ms. Karasov was named to the Minnesota Super Lawyers 2011 Top 50 Women.

Registration Fee: \$105

1:00 pm – 5:00 pm

Gen X, Gen Y, Gen Who? Understanding the different generations sitting in our classrooms

The college classroom of 2011 is primarily filled with students who are part of a generation unfamiliar to their instructors. Because different age-cohorts of students are raised in distinct historical, social, and cultural time periods, they often respond to different reinforcers and motivators. This workshop will take a very close look at the current cohort of students in comparison to those who came before them. We will discuss the ways colleges and universities can use this knowledge to make more cohort-appropriate events from orientation sessions to faculty evaluations.

Presenter:



Julia Wallace is Provost and Vice Chancellor for Academic Affairs at the University of Wisconsin-Green Bay. Previously, she served on the CCAS Board of Directors and as the 2005-2006 President.

Registration Fee: \$105





View from Mont-Royal Park

MONTREAL Canada's "Cultural Capital"

Montréal is the largest city in the province of Quebec and the second-largest city in Canada. Originally called Ville-Marie, or "City of Mary," the city takes its present name from Mont-Royal, the triple-peaked hill located in the heart of the city, whose name was also initially given to the island on which the city is located, or Mont Réal as it was spelled in Middle French.

As Canada's second most populous city with an estimated metropolitan-area population of nearly 4 million, French is the city's official language and is also the language spoken at home by 60 percent of the population, followed by English at 20 percent. Montréal is the second largest primarily French-speaking city in the world, after Paris.

Montréal is consistently rated as one of the world's most livable cities and recently was named a UNESCO City of Design. Though historically the commercial capital of Canada, it was surpassed in population—as well as economic strength—by Toronto after 1976. Montréal hosted the World Expo in 1967 and the Summer Olympics in 1976.

Visiting Canada



Don't forget to ensure you have a valid passport. American citizens returning home should also be aware that new custom requirements are in effect.

For more information, visit the web sites of [Citizenship and Immigration Canada](#) and the [U.S. Department of State](#).

CONFERENCE HOTEL: Fairmont The Queen Elizabeth

Since its opening in 1958, Fairmont The Queen Elizabeth has welcomed queens, princes and princesses, heads of state and international business leaders.

Political dignitaries have included the Queen Mother, Queen Elizabeth II and the Duke of Edinburgh, Prince Charles, General Charles de Gaulle, former Prime Minister Indira Gandhi of India, Zhao Ziyang of China, His Highness Felipe of Spain, Jacques Chirac, Nelson Mandela, the Dalai Lama, Mikhail Gorbachev, and President Jimmy Carter. The celebrity guest list covers Perry Como, Harry Belafonte, Joan Crawford, John Travolta, Mikhail Baryshnikov, Louis Malle, and—perhaps most famous of all—John Lennon and Yoko Ono, who held their famous 'bed-in' in 1969 in Suite 1742, where the song Give Peace a Chance was written and recorded.

The CCAS preferred rate is \$199 single/double (Canadian Dollars), plus tax. Rooms can be booked through a customized website, <https://resweb.passkey.com/go/ccas>.

This hyperlink is available online at www.ccas.net under *Meetings/Information-2011 Annual Meeting*.

Or, call 1 (800) 441-1414 and refer to *booking code CCS11*.



Bringing a Spouse/Guest to Montréal?

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

2011 CCAS Annual Meeting

Fairmont The Queen Elizabeth November 2-5, 2011

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

All payments must be received by October 26

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

REGISTRATION FEES

- CCAS Early Bird CCAS Member fee — \$495
Registration and payment must be received on or before September 26
- CCAS Member fee (for member institutions after September 26) — \$550
- Non-Member fee — \$650
NOTE: \$100 of this registration fee can be applied to CCAS membership for your institution. Please write ccas@wm.edu for details.
- One-day only fee (for non-members who are listed in the program) — \$175

ALL THESE FUNCTIONS ARE INCLUDED IN YOUR REGISTRATION FEE:

- Networking Social Hour, Wednesday, November 2
 - Breakfasts by Sector, Thursday, November 3
please check one...
 - Comprehensive Institutions (under 10,000)
 - Comprehensive Institutions (over 10,000)
 - Liberal Arts Institutions
 - Metropolitan-Urban Institutions
 - Private Institutions
 - Research Institutions
- Luncheon, Thursday, November 3
- Networking Social Hour, Thursday, November 3
- Continental Breakfast, Friday, November 4
- Breakfast for Minority Deans, Friday, November 4
- Presidential Luncheon, Friday, November 4
- Dessert & Coffee Reception, Friday, November 4

- Dietary restrictions
Specify: _____



REGISTRATION FORM

ADDITIONAL SPECIAL EVENTS

- Pre-conference workshop
“Conflict Management for Deans”
Wednesday, November 2 — \$195
- **Montréal City Bus Tour**
Friday, November 4 — \$30
- Gender Issues Breakfast
“Advancing Women of Color in Higher Education and Careers in STEM: Strengths, challenges, and strategies”
Saturday, November 5 — \$35
- Post-conference workshop
“Gen X, Gen Y, Gen Who? Understanding the different generations sitting in our classrooms”
Saturday, November 5 — \$105
- Post-conference workshop
“Legal Risks, Technology, and the Academy”
Saturday, November 5 — \$105

GUEST FEES

- **Spouse/Guest Registration Fee** (includes all receptions) — \$50
- **Luncheon & Address**, Thursday, November 3 — \$35
- **Presidential Luncheon & Address**, Friday, November 4 — \$35
- **Montréal City Bus Tour**, Friday, November 4 — \$30

CANCELLATION POLICY

All requests for refunds must be in writing. Requests made prior to October 26 will receive a full refund minus a \$50 administrative fee. We regret that after **October 26**, no refunds will be issued due to catering guarantees.

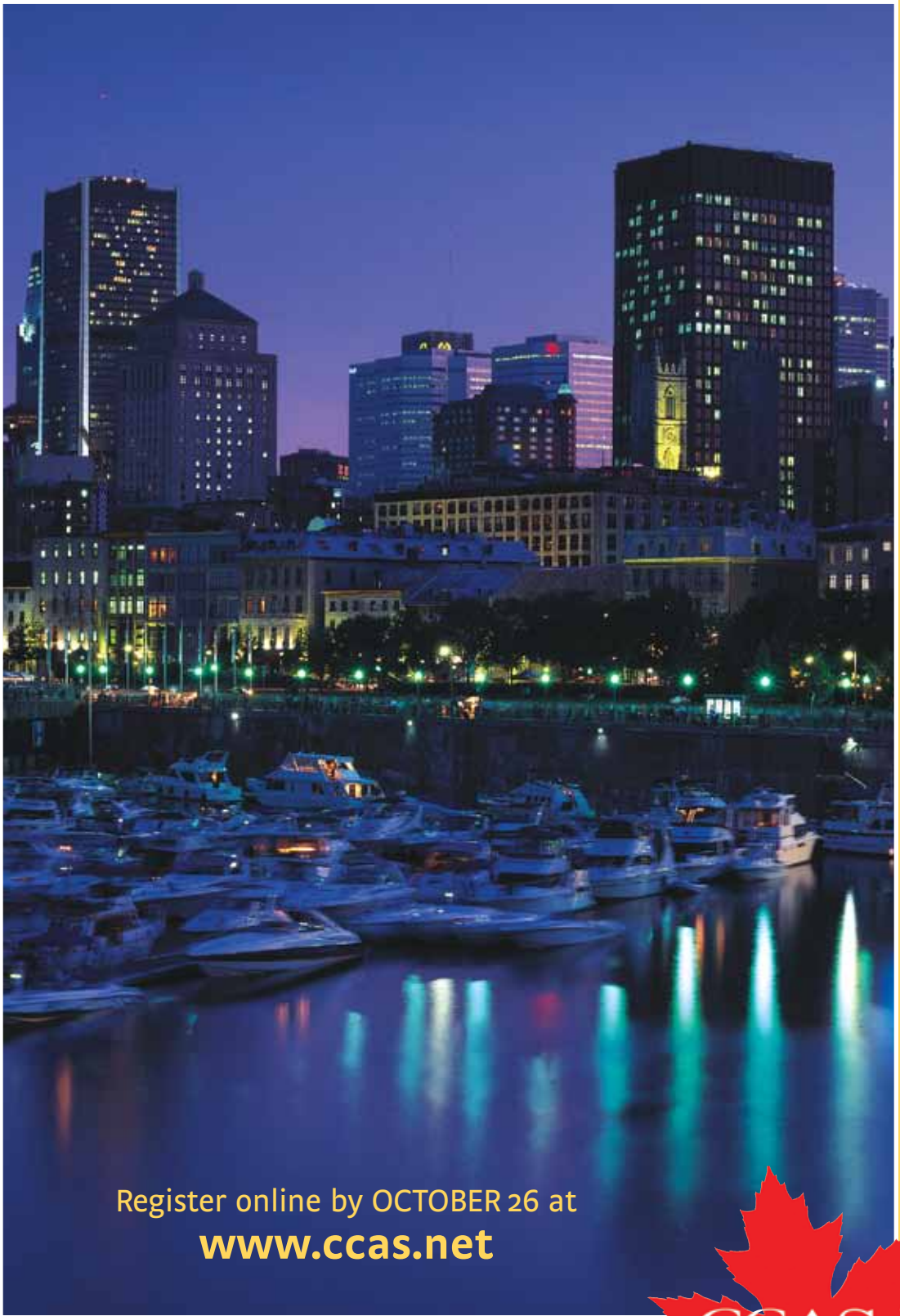
HOTEL RESERVATIONS

Fairmont The Queen Elizabeth is the conference hotel. The CCAS group rate is \$199 single/double (Canadian Dollars), plus tax. To book a reservation, link to: <https://resweb.passkey.com/go/ccas>.

Or, call 1 (800) 441-1414 and refer to booking code CCS11. Reservations must be made by **October 10, 2011**, to qualify for the group rate.

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





Register online by OCTOBER 26 at
www.ccas.net





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



46th Annual Meeting 🍁 Montréal, Canada