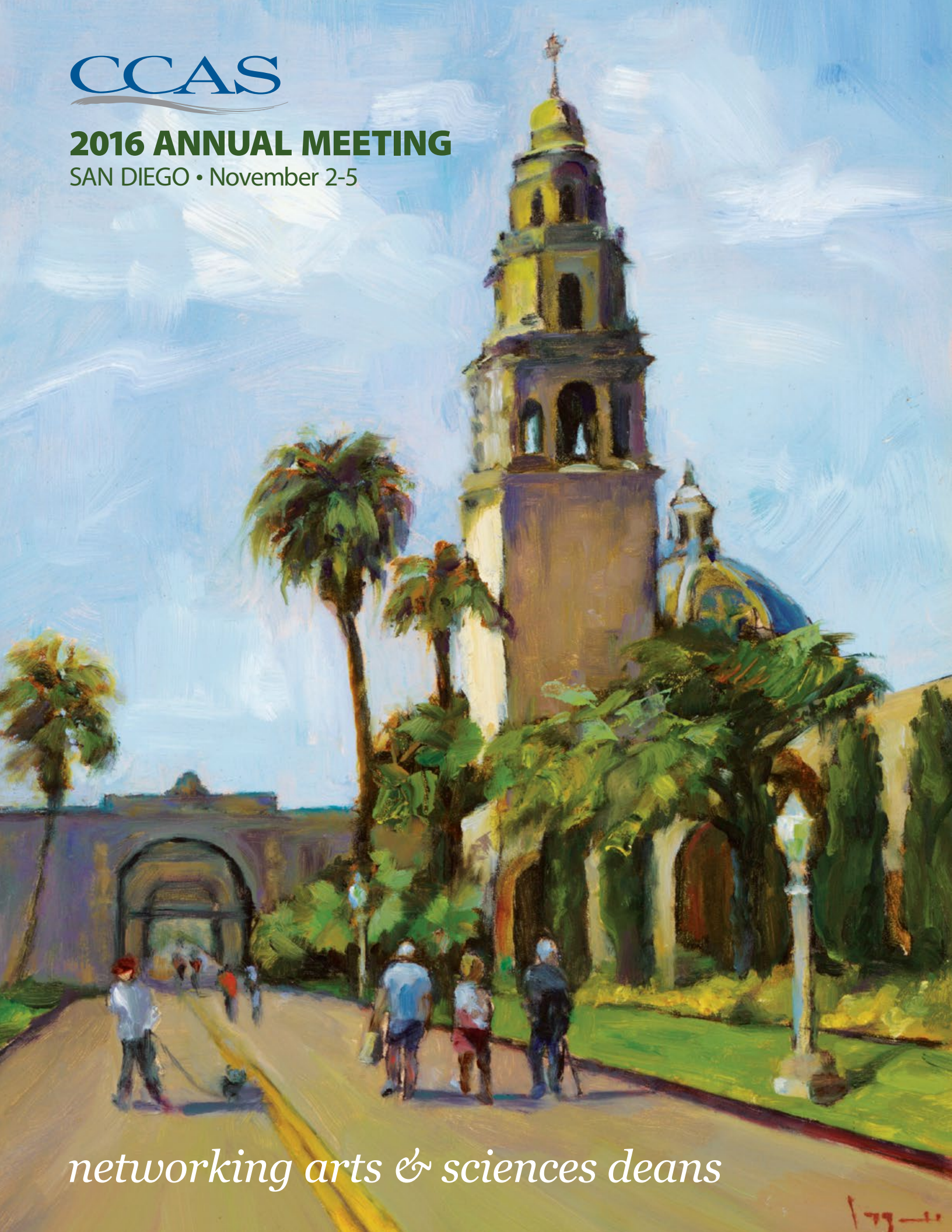


CCAS

2016 ANNUAL MEETING

SAN DIEGO • November 2-5



networking arts & sciences deans

Message from Dean David Manderscheid

CCAS President-Elect and 2016 Program Chair



On behalf of the CCAS Board of Directors and the Annual Meeting Program Committee, it is my pleasure to welcome you to the 2016 Annual Meeting of the Council of Colleges of Arts and Sciences. CCAS is the largest association of deans of colleges of arts and sciences with over 1,700 members at more than 550 institutions of higher education. Taken together, our member institutions educate some four million students per year. CCAS offers professional development, support and networking opportunities for arts and sciences deans, and national advocacy for the liberal arts.

This year's program speaks to the challenges and opportunities that we face as arts and sciences deans. A number of the topical sessions deal with ways to navigate institutional changes often necessitated by forces outside our control. Others address topics as varied as recruiting and retaining faculty and students, succession planning, recruiting and retaining diverse faculty, advocating for and marketing the liberal arts,

sexual harassment, the roles of assistant and associate deans, and effectively addressing difficult personnel issues. We have designated six sessions as critical issue forums to provide an opportunity for focused discussion on topics of special interest. These forums cover a variety of topics including campus civility and evaluating teaching performance and student learning.

We also again feature the CCAS case study sessions which allow for lively discussion of actual cases drawn from the experiences of our membership. Two of our three plenary speakers will provide innovative and engaged perspectives on the value proposition for diversity, especially in the liberal arts: Dr. Sylvester Gates from the University of Maryland and Dr. Scott E Page from the University of Michigan. Our CCAS President, Dr. Elizabeth Say, will provide a decanal perspective in her Presidential Address. We will have several workshops (some of which require separate registration) on topics such as conflict resolution, mindful leadership practices, and dealing with dysfunctional departments. Breakfast and lunch discussion tables offer opportunities to engage colleagues in informal conversation over topics of shared interest. And then there are also the nightly receptions which provide opportunity for food, drink, and informal networking.

As CCAS returns to San Diego, we hope you will have the opportunity to enjoy the wealth of history and culture this city and metropolitan area provide. One of my favorite sessions at the Annual Meeting is the introduction to the host city on Wednesday afternoon and I am confident that this year's talk by a historian of the region will enrich your visit. In addition I trust we will get a chance to enjoy some beautiful Southern California weather. I know we will leave this annual meeting reinvigorated to face the challenges and celebrate the triumphs that lie ahead.

David Manderscheid

*Executive Dean and Vice Provost
College of Arts and Sciences
The Ohio State University
Columbus, OH*

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agenda & table of contents



2016 ANNUAL MEETING

workshops

meetings

panels

forums & cases

networking

Wednesday, November 2 page 2

Conflict Management for Deans

Mindful Leadership Practices for Deans

Board of Directors Meeting

Meeting of Case Study Leaders

Meeting of Standing Committee Chairs

State/System Deans Meetings

San Diego: California's Cornerstone

Newcomers Welcome Session

Reception for Registrants and Guests

First Night Dinner for Newcomers

Thursday, November 3 page 4

Meetings of CCAS Standing Committees

Breakfasts by Sector

Opening Plenary Session

New Deans Workshop

Negotiations to Hire Your Top Faculty Candidates

From "Leaders in Place" to Academic Leaders

Student Retention

Marketing the Liberal Arts

Mentoring Inclusively

Special Discussion Topics for Luncheon Tables

Luncheon and Plenary Address

Case Study Sessions

Pipeline for Deans

Leading from the Middle

Research Agenda While "Dean-ing" – Strategies

Making Decisions on Starting/Ending Programs

Strategies to Improve Retention & Engagement

Risky Business: Minimizing Threats

Standing Committee on Gender Issues

Reception for Registrants and Guests

Friday, November 4 page 11

Standing Committee on Cultural Diversity

Breakfast for Minority Deans

Open Continental Breakfast

Performing the Role of the Associate/Assistant Dean

Recruitment and Retention of a Diverse Faculty

Administrative Culture to Support Online Education

Mental Health Intersects Academic Responsibilities

Sexual Harassment and Sexual Violence, Part 1

Teaching Performance versus Student Learning

Annual CCAS Business Meeting

Luncheon and CCAS Presidential Address

Retention at Urban & Metropolitan Institutions

Faculty Mental Health/Academic Responsibilities

Sexual Harassment and Sexual Violence, Part 2

Inclusive Excellence

Deans and the Art of the Deal

Championing the Liberal Arts

Leadership Opportunities in CCAS

Top Ten Things I've Learned as Dean

"At Your Service" CCAS Concierge

Dessert Reception for Registrants and Guests

Saturday, November 5 page 17

Gender Issues Continental Breakfast

Liberal Arts and the Workforce

Living with the Ghosts of Deans Past

Improving First-Year Retention, Part 1

Boutique Programs or Crucial Units

Faculty Incivility in a Tenured, Unionized Environment

Models/Best Practices of Curriculum Alignment

Improving First-Year Retention, Part 2

Dean's Office as the Middle Ground in Times of Crisis

Promoting Humanities in a Hostile Political Culture

Meeting of the New CCAS Board of Directors

Dealing with Dysfunctional Departments

2016 Board Elections page 21

Board of Directors page 27

Standing Committees page 28

Volunteer Form page 32

PRE-CONFERENCE WORKSHOPS

7:30 am – 2:45 pm, Solana Beach AB, Third Level- Seaport Tower

Conflict Management for Deans

By pre-registration only

9:00 am – 12:30 pm, Torrey Hills B, Third Level- Seaport Tower

Mindful Leadership Practices for Deans

By pre-registration only

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

Seaport Foyer, Second Level- Seaport Tower

12:00 pm – 2:45 pm, Bankers Hill, Third Level-Seaport Tower

Board of Directors Meeting

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

3:00 pm – 4:30 pm, Torrey Hills A, Third Level- Seaport Tower

Case Study Leader Meeting

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

3:00 pm – 4:30 pm, Bankers Hill, Third Level- Seaport Tower

Standing Committee Chairs Meeting

PRESIDING: Julia Johnson, *University of Wisconsin, La Crosse*
Bret Danilowicz, *Oklahoma State University*

3:00 pm – 5:00 pm, Golden Hills B, Third Level-Seaport Tower

Georgia Deans Meeting

PRESIDING: Funke Fontenot, *Georgia College and State University*

3:00 pm – 5:00 pm, Torrey Hills B, Third Level- Seaport Tower

Kentucky Deans Meeting

PRESIDING: Andrew McMichael, *Western Kentucky University*

3:00 pm – 5:00 pm, Cortez Hill A, Third Level- Seaport Tower

Michigan Deans Meeting

PRESIDING: Pamela Gates, *Central Michigan University*

3:00 pm – 5:00 pm, Hillcrest B, Third Level- Seaport Tower

North Carolina Deans Meeting

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

3:00 pm – 5:00 pm, Hillcrest D, Third Level- Seaport Tower

Ohio Deans Meeting

PRESIDING: Chand Midha, *The University of Akron*

3:00 pm – 5:00 pm, Golden Hills B, Third Level- Seaport Tower

Pennsylvania Deans Meeting

PRESIDING: David Beougher, *Kutztown University of Pennsylvania*

3:00 pm – 5:00 pm, Hillcrest A, Third Level- Seaport Tower

Texas Deans Meeting

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

3:00 pm – 4:00 pm, Mission Beach AB, Third Level- Seaport Tower

San Diego: California's Cornerstone

PRESIDING: Pauline Berryman Powell, *University of San Diego*

PRESENTING: Iris Engstrand, *University of San Diego*

San Diego is not only California's Cornerstone, but part of the country's origin story. More than sixty years before Jamestown or Plymouth Rock, Spain's ship the San Salvador reached its shores in 1542, marking what would become the birthplace of a lasting cultural exchange between the indigenous peoples and new settlers from Europe. San Diego passed through the eras of Native, Spanish, Mexican, and American rule, each with their distinct characteristics of shelter, land distribution, agricultural settlement, port facilities, town building, and urban development. From missions to ranchos, sprawling haciendas to bungalow cottages, from spectacular high rises to elegant homes, the City of San Diego, bounded by its spectacular Pacific Coast, scenic eastern mountains, and a frontier with Mexico, represents the best of local events for residents and tourists alike. Its major universities and research institutions have brought San Diego to the forefront in education, and its monuments and museums have re-recorded its rich history in depth. University of San Diego Professor of History Iris Engstrand offers insight into San Diego's colorful history from its earliest days to its present role as a vibrant city.

NETWORKING 

4:00 pm – 5:00 pm, Mission Beach AB, Third Level- Seaport Tower

Newcomers Welcome Session

PRESIDING: Elizabeth A. Say, *CCAS President* & David Manderscheid, *CCAS President-Elect*

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

5:30 pm – 6:30 pm, Seaport Foyer & Terrace, Second Level- Seaport Tower

Reception for Registrants and Guests

Hosted by the CCAS Board of Directors, the reception features artisanal cheeses and hors d'oeuvres.

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

Dinner on your own

NETWORKING 

First Night Dinner for Newcomers

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

Newcomers wishing to join up to go out for small-group dinners may meet immediately following the reception.

CCAS RESOURCE



Standards of Practice: A Self-Assessment Guide for Colleges/Schools of Arts & Sciences. The Standards were developed to help deans evaluate whether their colleges or schools maintain policies and practices that align with the best practices and standards in higher education.

MEMBERS: Log into www.ccas.net to access the Standards of Practice guide and Excel-based scoring rubric today.

Conference registration is open from 7:00 am - 5:00 pm, Seaport Foyer
Sign-up for Thursday luncheon tables begins at 7:00 am.

7:00 am – 7:45 am, (all rooms Second Level-Seaport Tower)

Meetings of CCAS Standing Committees

Committee on Associate/Assistant Deans, Balboa C
Hosted by Joe Wilferth, University of Tennessee at Chattanooga

Committee on Comprehensive Institutions (under 10,000), Seaport A
Hosted by Delores Guerrero, Texas A & M University-Kingsville

Committee on Comprehensive Institutions (over 10,000), Seaport B
Hosted by Anne Gaillard, Sam Houston State University

Committee on Liberal Arts Institutions, La Jolla AB
Hosted by James Simon, New York Institute of Technology

Committee on Metropolitan/Urban Institutions, Old Town B
Hosted by Richard Greenwald, City University of New York-Brooklyn College

Committee on Private Institutions, Balboa AB
Hosted by Elizabeth Kavran, Ursuline College

Committee on Research Institutions, Seaport C
Hosted by Theresa M. Lee, University of Tennessee, Knoxville

7:45 am – 8:45 am, Seaport Foyer

Breakfasts by Sector

Comprehensive Institutions (under 10,000), Seaport A
PRESIDING: Delores Guerrero, *Texas A&M, Kingsville*

Comprehensive Institutions (over 10,000), Seaport B
PRESIDING: Anne Gaillard, *Sam Houston State University*

Liberal Arts Institutions, La Jolla AB
PRESIDING: James Simon, *New York Institute of Technology*

Metropolitan / Urban Institutions, Old Town AB
PRESIDING: Richard Greenwald, *CUNY Brooklyn*

Private Institutions, Balboa AB
PRESIDING: Elizabeth Kavran, *Ursuline College*

Research Institutions, Seaport C
PRESIDING: Theresa M. Lee, *University of Tennessee, Knoxville*

9:00 am – 10:15 am, Seaport DE & 2, Second Level- Seaport Tower

Opening Plenary Session

WELCOME: Amber Cox, *CCAS Executive Director*

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

SPEAKER: Scott E Page, *Leonid Hurwicz Collegiate Professor of Complex Systems, Political Science, and Economics, The University of Michigan – Ann Arbor*

REMARKS: **"The Diversity Bonus: How Cognitive (and Identity) Diversity Improve Performance"**

10:15 am – 10:45 am, Seaport Foyer

Refreshment Break

NETWORKING 

CONCURRENT SESSIONS I, Second Level-Seaport Tower

10:45 am – 12:00 pm, Seaport H

New Deans Workshop (SESSION A)

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

PANELISTS: Kevin Corcoran, *Oakland University*

Wamucii Njogu, *Northeastern Illinois University*

Steve Peters, *University of Montevallo*

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 2016 summer CCAS New Deans Seminar. Time will be saved for questions from the audience. All Deans, experienced and new, are invited to attend.

10:45 am – 12:00 pm, Seaport B

Working Through Negotiations to Hire Your Top Faculty Candidate (SESSION B)

Sponsored by the Committee on Research Institutions

PRESIDING: Cathleen Webb, *Western Kentucky University*

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

Nicol Rae, *Montana State University*

Michael Johnson, *University of Central Florida*

This session will explore the process of negotiating with a faculty candidate to lure them to your university while also making sure they understand the assessment process for getting tenure. We will discuss how salaries are determined, how start-up offers are determined and distributed, and what is typically included in a start-up offer for a position in which research excellence will be a major component of gaining tenure. We will also consider how different institutions deal with situations requiring spousal/partner accommodations and a candidate’s need for a delayed start date. Finally, we will discuss how we tell the person about teaching, research and service expectations in the pre-tenure period and the assessment process.

10:45 am – 12:00 pm, Seaport G

From “Leaders in Place” to Academic Leaders: Succession Planning, Pipeline Development, and Mentoring Within and Across Institutions (SESSION C)

PRESIDING: Carlton Wilson, *North Carolina Central University*

PANELISTS: Robbin D. Crabtree, *Loyola Marymount University*

Margaret E. Farrar, *John Carroll University*

Elisabeth Mermann-Jozwiak, *Gonzaga University*

Most Deans were once “leaders in place” (Wergin, 2007), individuals who are vocal in their deep care for—and sometimes critique of—an institution and its mission, folks who are driven by passions and commitments for our universities and initiatives, and who develop the drive to lead as a result. This panel is made up of Deans who had previously served as department chair, center director, associate dean, and/or in a variety of shared governance roles prior to being identified for, discerning the call to, and competitive selection into titular academic leadership. Brief narratives of our emergent leadership in longstanding male-dominated institutions will be provided, followed by focused attention on processes associated with identifying, cultivating, and leveraging the talents of “leaders in place” as part of concerted efforts to build leadership pipelines, engage in succession planning, and systematically develop leadership within and across campuses in the Association of Jesuit Colleges and Universities. These narratives, experiences, models, and processes are adaptable to other institutions and consortia, as we mentor effective and passionate leadership for our distinctive missions. Discussion will be informed by various leadership theories and models, describe formal and informal mentoring programs, and engage notions of equity-mindedness and cura personalis.

10:45 am – 12:00 pm, Seaport F

Student Retention: Strategies to Improve Retention and Engagement (SESSION D)

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

PANELISTS: Nancy Harris, *Elon University*

Sundeep Muppidi, *University of Hartford*

Jonathan Millen, *Rider University*

This panel will present methods and measures for student retention through a discussion of engagement and academic engagement initiatives at three institutions. Elon University uses a multi-pronged approach to positively impact student engagement and academic climate by a focus on new students and through efforts that span residence life, academic advising, student professional development center, and the core curriculum. Two initiatives at the University of Hartford are designed to improve student engagement and academic success among undergraduate students through First Year Seminars in the College of Arts and Sciences, and a university-wide initiative to integrate High Impact Practices and writing across all four years at the University. Rider University emphasizes collaborative relationships across “divisions,” where the strategic planning process is anchored by a working group charged with addressing Academic Excellence and Engaged Learning and a new engaged learning graduation requirement is being implemented across the university. This session focuses on how such initiatives can facilitate the meaningful integration of the academic and co-curricular experiences of students.

10:45 am – 12:00 pm, Seaport C

Marketing the Liberal Arts: Challenges and Strategies (SESSION E)

PRESIDING: Matthew Moen, *University of South Dakota*

PANELISTS: Abbey Zink, *Sam Houston State University*

Carol Richardson, *National University*

Greg Sadlek, *Cleveland State University*

According to statistics compiled by the U.S. Department of Education, over the past decades the number of undergraduate degrees awarded in the liberal arts has not grown nearly as strongly as degrees awarded in other, more career-oriented majors and, particularly, degrees in the STEM areas. In some cases, the numbers have even declined, and many Deans are seeing this trend playing out on their own campuses. In addition, the public discourse has often reinforced this trend, suggesting that degrees in the liberal arts are neither as valuable nor as marketable as degrees in other areas.

Because of the advocacy and research of organizations like CCAS and AAC&U, A&S Deans know that this public discourse is wrong-headed. They are convinced that the most successful graduates have followed their intellectual passions. Moreover, they know that attaining a B.A. in any field increases one's career-long earning potential; that by mid-career, earnings of graduates in the liberal arts compare favorably to that of graduates from various professional degree programs; and that liberal arts graduates must be able to articulate in job interviews the transferrable skills that employers find attractive. Deans know these things because they have seen the success of scores of alumni who have built brilliant careers on the foundation provided by their liberal arts degrees. Yet Deans often struggle to find effective ways to make the case for the liberal arts not only to applicants or current undecided students but to their parents as well. This panel assembles some innovative approaches to marketing degrees in the liberal arts to these very important audiences.

10:45 am – 12:00 pm, Seaport H



CRITICAL ISSUE FORUM: **Mentoring Inclusively: Supporting Administrators and Faculty from Historically Underrepresented Populations**

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

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

DISCUSSION LEADERS: Sametria McFall-Dickerson, *Savannah State University*

Luis Falcón, *University of Massachusetts Lowell*

The purpose of this CIF is to address the mentoring needs of faculty and administrators from historically underrepresented populations (HUP). Through mentoring, faculty and administrators learn the formal and implicit rules and hurdles that are part-and-parcel for success and advancement in an institution. As research of HUP in higher education indicates, access to mentoring is uneven, and persons from non-dominant groups experience what Zambrana et al., (*American Educational Research Journal*, February 2015) describe as “unique identity-related constraints within the academy.” Discussion leaders will guide a conversation about some of these constraints, their impacts on HUP, and strategies for effectively mentoring populations such as people of color and women.

12:15 pm – 1:30 pm, Seaport DE & 2

Special Discussion Topics and Plenary Address

Sign up begins at 7:30 am on Thursday at the Registration Desk.

ORGANIZER: Gerry Greenberg, *Syracuse University*

TABLE 1: **Programming New Science and Technology Buildings: Best Practices and Lessons Learned**

HOST: John Pascarella, *Sam Houston State University*

TABLE 2: **Accommodating Students with Disabilities**

HOST: Vickie Hess, *Saint Mary's College*

TABLE 3: **Creating and Nurturing an Alumni Board**

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

TABLE 4: **Fostering Effective Online Course Evaluation**

HOST: Marc Geisler, *Western Washington University*

TABLE 5: **Unintended Consequences of Leave Policies on Tenure and Promotion —Discussion and Solutions**

HOST: Janeen Hill, *Chapman University*

TABLE 6: **Predatory Journals and Conferences**

HOST: John Pratte, *Arkansas State University*

TABLE 7: **Undergraduate Research**

HOST: Simon Tavener, *Colorado State University*

TABLE 8: **Integrating and Supporting Full Time Non-Tenure Track Faculty**

HOST: Karen Pugliesi, *Northern Arizona University*

TABLE 9: **What Can Arts and Sciences Deans do to Advance Diversity and Inclusion Initiatives on Their Campuses?**

HOST: Abbey Zink, *Sam Houston State University*

TABLE 10: **Innovations in Summer Curricula and Funding**

HOST: Nancy Westphal-Johnson, *University of Wisconsin, Madison*

TABLE 11: **Talking About Race on Campus**

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

TABLE 12: **Models for Faculty Hiring Decisions**

HOST: Kim Martin Long, *University of New Orleans*

12:15 pm – 1:30 pm, Seaport DE & 2, Second Level-Seaport Tower

Luncheon and Plenary Address

Featuring spinach salad, roasted local chicken with forest mushroom ragout, sweet and white mashed potatoes, roasted vegetables, and yogurt panna cotta with toasted pistachios and whipped cream

PRESIDING: Elizabeth A. Say, *President, CCAS*

PRESENTATION: **CCAS 2016 Arts and Sciences Advocacy Award**

RECIPIENT AND SPEAKER: Dr. Sylvester James (Jim) Gates, *University System of Maryland Regents Professor, Center for String and Particle Theory Director, Distinguished University Professor, John S. Toll Professor of Physics, University of Maryland*

REMARKS: **"Einstein v. Roberts: Does Diversity Matter in Science?"**

1:45 pm – 3:00 pm, Located on Second and Third Levels, Seaport Tower

Case Study Sessions

ORGANIZERS: Sametria R. McFall Dickerson, *Savannah State University*
Luis Falcón, *University of Massachusetts Lowell*
John R.D. Stalvey, *University of Alaska Anchorage*

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

Each registrant is assigned to a session, and all sessions will discuss all of the cases.

SESSION # — LOCATION

- CASE STUDY GROUP 1 — Hillcrest A, Third Level-Seaport Tower
- CASE STUDY GROUP 2 — Hillcrest B, Third Level-Seaport Tower
- CASE STUDY GROUP 3 — Hillcrest C, Third Level-Seaport Tower
- CASE STUDY GROUP 4 — Hillcrest D, Third Level-Seaport Tower
- CASE STUDY GROUP 5 — Cortez Hill A, Third Level-Seaport Tower
- CASE STUDY GROUP 6 — Cortez Hill B, Third Level-Seaport Tower
- CASE STUDY GROUP 7 — Cortez Hill C, Third Level-Seaport Tower
- CASE STUDY GROUP 8 — Golden Hill A, Third Level-Seaport Tower
- CASE STUDY GROUP 9 — Golden Hill B, Third Level-Seaport Tower
- CASE STUDY GROUP 10 — Banker's Hill, Third Level-Seaport Tower
- CASE STUDY GROUP 11 — Gaslamp A, Second Level-Seaport Tower
- CASE STUDY GROUP 12 — Gaslamp B, Second Level-Seaport Tower
- CASE STUDY GROUP 13 — Gaslamp C, Second Level-Seaport Tower
- CASE STUDY GROUP 14 — Gaslamp D, Second Level-Seaport Tower
- CASE STUDY GROUP 15 — Seaport G, Second Level-Seaport Tower
- CASE STUDY GROUP 16 — Old Town A, Second Level-Seaport Tower
- CASE STUDY GROUP 17 — Old Town B, Second Level-Seaport Tower
- CASE STUDY GROUP 18 — Seaport C, Second Level-Seaport Tower
- CASE STUDY GROUP 19 — Seaport B, Second Level-Seaport Tower
- CASE STUDY GROUP 20 — Seaport F, Second Level-Seaport Tower
- CASE STUDY GROUP 21 — Seaport H, Second Level-Seaport Tower
- CASE STUDY GROUP 22 — Torrey Hills A, Third Level-Seaport Tower
- CASE STUDY GROUP 23 — Torrey Hills B, Third Level-Seaport Tower
- CASE STUDY GROUP 24 — Balboa C, Second Level-Seaport Tower

3:00 pm – 3:30 pm, Seaport Foyer
Refreshment Break

NETWORKING



CONCURRENT SESSIONS II, Second Level-Seaport Tower

3:30 pm – 4:45 pm, Seaport H

Pipeline for Deans: Developing University Culture (SESSION G)

Sponsored by the Committee on Cultural Diversity

PRESIDING: Marcelo Sztainberg

PANELISTS: Lawrence T. Potter, *University of La Verne*

Lorna Shaw-Berbick, *Kentucky State University*

Patricia D. Witherspoon, *The University of Texas at El Paso*

Cultural diversity and representation at colleges and universities tend to drastically diminish in numbers as we move from student body to faculty and from faculty to administration (chairs, deans, provosts and presidents). This panel will identify causes that inhibit this progress and address possible strategies to create a climate that will foster promotion of diversity from within institutions and that will also attract and retain diverse talent in external searches. Panelists will share their experiences implementing programs that support faculty and staff, develop talent, and recognize leadership opportunities throughout different types of institutions.

3:30 pm – 4:45 pm, Seaport C

Leading from the Middle: Maintaining Positive Academic Leadership during Uncertain Times (SESSION H)

Sponsored by the Committee on Private Institutions

PRESIDING: Elizabeth Kavran, *Ursuline College*

PANELISTS: Noelle H. Norton, *University of San Diego*

Kim Martin Long, *University of New Orleans*

During times of great financial and political uncertainty in higher education, how do deans effectively balance pedagogical needs, educational priorities and budgetary constraints to ensure that teaching and learning remain top priority? How do we improve student outcomes, support faculty and initiate new academic initiatives? How do we influence others to follow our lead from our faculty, other deans, vice presidents and the president? This panel offers practical strategies for leading from the middle in the context of three increasingly common scenarios: 1) advocating for our programs amidst declining enrollments and questions about the career ROI of the liberal arts, 2) negotiating program prioritization metrics based primarily on financial performance, and 3) working effectively with leadership recruited from outside academia.

3:30 pm – 4:45 pm, Seaport G

Research Agenda While “Dean-ing” – Strategies for Success and Sanity (SESSION I)

PRESIDING: Leanne Doherty, *Simmons University*

PANELISTS: Yolanda Bogan, *Florida A&M University*

John Fritch, *University of Northern Iowa*

Kevin Tutt, *Grand Valley State University*

Faculty who engage in research activities often demonstrate the skills that are consistent with successful administrators: visionary, organized, collaborative. In addition, they are usually tenured and full professors which are also critical credentials in navigating the politics of the administrative role. While maintaining a research agenda is often recommended to enhance one’s portfolio as a Dean, the time and energy it takes to manage a research agenda invariably is siphoned off by reports, meetings, long hours, and an unpredictable schedule. This panel discussion will provide useful approaches for participants’ consideration and application. Time will also be used to help attendees problem-solve and share their challenges and successes in this arena. The panelists’ research experiences are based in their discipline-specific areas as well as the requirements of the institution for tenure and promotion.

3:30 pm – 4:45 pm, Seaport F

Making Decisions on Starting or Ending Programs (SESSION J)

PRESIDING: Nicole Stokes-DuPass, *Holy Family University*

PANELISTS: Theresa M. Lee, *The University of Tennessee Knoxville*
Maria Galli Stampino, *University of Miami*

One of the most exciting aspects of academia is when a group of faculty and/or students come together to propose a new academic or research program/center reflecting the development of an organized research/academic group's interests. However, getting such programs up and running can be costly. How do we help this process along and make the cost/benefit analysis about how much or whether to invest? In contrast, one of the most difficult decisions can be to help a group decide that there is no longer sufficient interest in a research/academic area and that it is time for the demise of a program. Too often such decisions are made when financial savings are needed adding to the negative response from faculty. How else can we make such decisions more routine and less painful?

3:30 pm – 4:45 pm, Seaport A

Strategies to Improve Retention & Engagement (SESSION K)

PRESIDING: Walt Jacobs, *San Jose State University*

PANELISTS: Jessica Nicklin, *University of Hartford*
Lynn M. Sargeant, *California State University, Fullerton*
Richard Forgette, *University of Mississippi*

Continuing the focus of Session D, these panelists will highlight methods and measures for student retention through a variety of intervention strategies and academic engagement initiatives. In the first presentation, three initiatives designed to improve first- to second-year retention in the College of Arts and Sciences at the University of Hartford will be discussed. These include the Summer Bridge Program, specifically for undecided majors; Dialogue 100, an advising program for first-year students; and a pilot career preparation program, Dialogue 200. The second presentation features the success of the Career Integration pilot program, at CSU, Fullerton, which is a collaboration of four academic departments (Psychology, History, Sociology, and Chicano Studies). The third presentation is the University of Mississippi's successful "FAstrack" initiative reporting assessment results indicating improvements in first-year retention.

3:30 pm – 4:45 pm, Balboa AB



CRITICAL ISSUE FORUM: Risky Business: Minimizing Threats to Maximize Academic and Research Outcomes (SESSION L)

PRESIDING: Patricia D. Witherspoon, *University of Texas at El Paso*

DISCUSSION LEADER: Jeffery P. Braden, *North Carolina State University*

This forum provides a conceptual framework for understanding and managing (not just avoiding) risks inherent in academic and research programs that are the heart of arts and sciences colleges. Whether a college is seeking to increase students' engagement in high-impact learning experiences (e.g., undergraduate research, study abroad, internships) or to maximizing extramural funding of research, there are risks inherent in achieving those goals.

4:45 pm – 5:30 pm, Bankers Hill, Third Level-Seaport Tower

Meeting of the Standing Committee on Gender Issues

Hosted by Kristin Sobolik, *Wright State University*

Interested parties are welcome to attend.

5:30 pm – 6:30 pm, Grand CD, Lobby Level

Reception for Registrants and Guests

Featuring a taco bar and beverages. Nametags required. Guests of attendees may purchase a pass for all three receptions at the Registration Desk. Dinner on your own.

NETWORKING 

Conference registration is open from 8:00 am – Noon, Seaport Foyer

7:00 am – 7:30, La Jolla AB, Second Level-Seaport Tower

Meeting of the Standing Committee on Cultural Diversity

Hosted by Marcelo Sztainberg, *Northeastern Illinois University*

7:30 am – 8:45 am, La Jolla AB, Second Level-Seaport Tower

Breakfast for Minority Deans

Coordinated by the Committee on Cultural Diversity

TOPIC OF DISCUSSION: **Professional Development for Minority Deans**

FACILITATOR: Marcelo Sztainberg, *Northeastern Illinois University*

In this conversation, attendees will discuss professional-development opportunities for minority Deans and Associate/Assistant Deans. We will explore traditional venues as well as those focused on increasing representation across the board. How can we benefit from networking and mentoring? All interested parties are welcome and encouraged to attend.

NETWORKING 

7:30 am – 8:45 am, Seaport DE & 2m Second Level-Seaport Tower

Open Continental Breakfast

All attendees are invited to this meet-and-greet continental breakfast. In addition to topics listed below, attendees wishing to discuss a particular topic or engage with others from similar institutions can write and put up a sign naming the topic/group and locate a table where interested parties can meet. Or, simply use the time to meet some new people.

Discussion Topics and Meet-Ups

Seating is first-come, first served.

ORGANIZER: Gerry Greenberg, *Syracuse University*

TABLE 1: Faculty Expectations: What Deans Can Expect from Faculty and What Faculty Can Expect from the College

HOST: Donna Murasko, *Drexel University*

TABLE 2: Interdisciplinarity: Promises and Perils

HOST: Jackie Krasas, *Lehigh University*

TABLE 3: Earning College Credit in High School

HOST: Barbara Schneider, *The University of Toledo*

TABLE 4: Building Trust and Sharing Power

HOST: Laura Galligan, *Johnson & Wales University*

TABLE 5: Embracing Diversity in the Arts

HOST: Mitch Avila, *California State University, Dominguez Hills*

TABLE 6: Sharing Best Teaching Practices in an Active Learning Classroom Environment

HOST: Hamoud Salhi, *California State University, Dominguez Hills*

TABLE 7: Interim and Acting

HOST: Jeffrey Bodwin, *Minnesota State University, Moorhead*

TABLE 8: Budget and Incentive Models

HOST: Kevin Belfield, *New Jersey Institute of Technology*

TABLE 9: Strategies for Improving Freshman to Sophomore Retention

HOST: Anil Kukreja, *Xavier University of Louisiana*

TABLE 10: Setting Department Budgets in RCM

HOST: N. Doug Lees, *Indiana University, Purdue University Indianapolis*

TABLE 11: 2016 New Deans Seminar Reunion

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

NETWORKING 

**9:00 am****Deadline for Election Ballots**

New for 2016: Ballots for CCAS Officers and Members of the Executive Board must be submitted online. One ballot per institution will be counted.

CONCURRENT SESSIONS III, All located on Second Level-Seaport Tower**9:00 am – 10:15 am, Seaport G****Performing the Role of the Associate/Assistant Dean (SESSION M)**

Sponsored by the Committee on Associate/Assistant Deans

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

PANELISTS: Susan Roberson, *Texas A&M University – Kingsville*

Mark Sirkin, *Mercy College*

Kelly McConaughay, *Bradley University*

"You have to be 'more than' what you were before!" As Associate or Assistant Deans in the College of Arts and Sciences, we are frequently asked to take on responsibilities that are not directly related to our positions—viz. interim department chairs/heads, interim Writing Center Director, interim Director of Women and Gender Studies Program, Dual Enrollment Liaison with Student Success, Title IX Deputy Coordinator, and more. This panel will address the initial transition from faculty member to A/A Dean and then from A/A Dean to, well, just about anything. The panelists will address desirable and requisite qualities that A/A Deans must have, including keen organizational skills, institutional knowledge, a willingness to shoulder and handle every-increasing responsibility, and downright tenacity.

9:00 am – 10:15 am, Seaport H**Recruitment and Retention of a Diverse Faculty: Training, Hiring, Mentoring, and Development (SESSION N)**

Sponsored by the Committee on Gender Issues

PRESIDING: Donna Murasko, *Drexel University*

PANELISTS: Kathrin Engisch, *Wright State University*

Gina Sanchez Gibau, *Indiana University – Purdue University Indianapolis*

Kent Sandstrom, *North Dakota State University*

The recruitment and retention of diverse faculty is a central component of institutional efforts to create a faculty that is at least as diverse as its student body. The number of women faculty in many fields—particularly in the sciences and engineering—continues to lag behind student numbers, and while much attention has been paid to retention of underrepresented students, retention of underrepresented faculty falls behind. CCAS members have previously discussed initiatives that seem to work, as well as those that have failed or only recently been implemented. We continue this important discussion with illustrations of policies, programs, and changes in mentoring, leadership development, recruitment, and search committee training from a diverse array of institutions, pointing out both successful and unsuccessful approaches. Our examples indicate that while some general practices may work in most situations, success can depend on modifying initiatives according to specific institutional cultures.

9:00 am – 10:15 am, Seaport C**Establishing an Administrative Culture to Support Online Education (SESSION O)**

PRESIDING: Abbey Zink, *Sam Houston State University*

PANELISTS: Ross Alexander, *Indiana University East*

Ellen Meyer Gregg, *University of Northern Colorado*

Michael McGuire, *Brandman University*

The purpose of this panel is not to debate the merits of online education, but rather to discuss and present administrative strategies, approaches, and methods employed by Deans to support, coordinate, facilitate, grow, and foster online education in their respective schools and colleges. The presenters serve at institutions that are significantly invested in online education and utilize administrative structures to effectively support faculty, market and grow programs, ensure program quality and consistency, and foster student learning. The panel will communicate several administrative best-practices and strategies based on the experiences of the presenters and found throughout the literature and academy.

9:00 am – 10:15 am, Seaport B

Where Faculty Mental Health Intersects Academic Responsibilities (SESSION P)

PRESIDING: Pamela Gates, *Central Michigan University*

PRESENTER: Laura Rothstein, *Louis D. Brandeis School of Law at the University of Louisville*

This session will address the difficulties and possibilities in addressing faculty mental health and related issues on campus. In the academy, our faculty members are our greatest resources. Like every other part of society, some of our faculty will suffer mental health problems, and some may have a mental or emotional illness that interferes with their ability to perform the essential functions of the job. Finding a method to address these issues on behalf of the institution and our faculty members is in everyone's best interest, and the responsibility is shared between the institution and the faculty member. We will explore the myths concerning disabilities in the workplace, and the myths about academic freedom and responsibility as they relate to faculty members with mental and emotional disabilities. Hopefully this will provide a workable roadmap for administrators to negotiate through these thorny paths. Laura Rothstein is Professor of Law and Distinguished University Scholar at the University of Louisville, Louis D. Brandeis School of Law.

9:00 am – 10:15 am, Seaport F

Sexual Harassment and Sexual Violence: Academic Advocacy and Overall University Policies and Procedures (SESSION Q)

PRESIDING: Lisa Dorr, *The University of Alabama*

PANELISTS: Aaron Fowler, *The University of Alabama*

Beth Howard, *The University of Alabama*

Robin Jones, *The University of Alabama*

Since the Department of Education distributed its Dear Colleague letter of April 2011, sexual assault on campus has been defined as a form of gender-based discrimination, potentially depriving its victims of equal access to educational opportunities. This has, as we know, made sexual misconduct a primary focus of campus life. Like most institutions, the University of Alabama has a team of personnel to address the various legal and social issues related to sexual misconduct. And while incidents of misconduct have legal (even criminal) and social dimensions, they also affect students' academic lives. This panel explores how Deans in Colleges of Arts and Sciences might best work with other campus personnel to address the academic issues faced by students (as either complainant, respondent, witness or friend) when allegations of sexual conduct are raised. Panelists will discuss, from their vantage points, how Title IX issues intersect with the academic arena, and opportunities for coordination with college Deans. Ultimately, the panel seeks to foster discussion about best practices for protecting students' academic progress when Title IX issues arise.

9:00 am – 10:15 am, Seaport A



CRITICAL ISSUE FORUM: Teaching Performance versus Student Learning (SESSION R)

PRESIDING: Janice Neger, *Colorado State University*

DISCUSSION LEADER: Simon Tavener, *Colorado State University*

Evaluations of teaching performance through student evaluations and peer observations are commonly used in promotion and tenure decisions. Student evaluations of teaching undoubtedly provide information, but are also open to criticism. A recent study appears in Boring et al. *ScienceOpen Research* 2016 (DOI: 10.14293/S2199-1006.1.SOR-EDU.AETBZC.v1). Peer evaluations of teaching are not required by all institutions and unless a template or rubric is provided, are likely to be highly variable, though nonetheless informative. Teaching portfolios provide an alternative route for evaluating teaching. Meaningful evaluations of teaching and of student learning are important not only for tenure and promotion decisions, but are necessary to improve the effectiveness of the education we provide. A recent email thread on the CCAS Deans ListServ has indicated a wide range of teaching observation practices among member institutions. We broaden this topic to include all approaches to teaching evaluation and seek to share ideas, experiences and aspirations.

10:15 am – 10:45 am, Seaport Foyer
Refreshment Break

NETWORKING



10:45 am – 12:00 pm, Seaport B, Second Level-Seaport Tower

Annual CCAS Business Meeting

PRESIDING: Elizabeth A. Say, *President, CCAS*

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

Amber Cox, *Executive Director and Secretary to the Board, CCAS*

The featured topic will be the presentation of a draft CCAS marketing and communication plan. Business items include an update on the 2016-2019 Strategic Plan, the annual report on seminars and workshops, the Treasurer's Report, work of the Standing Committees, and results of the elections to the Board of Directors.

12:15 pm – 1:45 pm, Seaport DE & 2

Luncheon and CCAS Presidential Address

Featuring heirloom onion soup, grilled local seabass, and chocolate flourless tort.

PRESIDING: David Manderscheid, *President-Elect, CCAS and 2016 Program Chair*

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

REMARKS: **"The Unknown Unknowns: Meeting the Challenges of Shifting Demographics"**

NETWORKING



CONCURRENT SESSIONS IV, 2:00 pm – 3:15 pm

2:00 pm – 3:15 pm, Seaport G

In the Age of Pre-Professionalism, Tips on Promoting Your Liberal Arts Program (SESSION S)

Sponsored by the Committee on Liberal Arts Institutions

PRESIDING: James Simon, *New York Institute of Technology*

Even as the economy rebounds, liberal arts programs continue to face an uphill battle to attract students in the same numbers as before the 2008 financial crisis. Using a dispersed speaker format, up to eight participants will each offer a remedy that has worked to strengthen programs on their campus. Then the discussion will be opened to the group at large. How do you get your Admissions office and Marketing office to promote liberal arts? How do you combat the pro-business school tendency of many Presidents and Boards of Trustees? How do you turn the Deans of the professional schools into advocates for the liberal arts? How do you downplay any rivalry with professional schools and instead marry their programs, when appropriate? How do you gain attention for all of your departments when some, like Communication, may be far more successful and marketable? The discussion is designed to give attendees several take-away best practices to strengthen your programs in making the case for university resources.

2:00 pm – 3:15 pm, Seaport H

Retention Strategies at Urban and Metropolitan Institutions (SESSION T)

Sponsored by the Committee on Metropolitan/Urban Institutions

PRESIDING: Richard Greenwald, *CUNY Brooklyn College*

PANELISTS: Sharon Diane Nell, *St. Edward's University*

Barbara Schneider, *University of Toledo*

Michael Wolfe, *Queens College, CUNY*

All higher education institutions deal with retention. For urban and metropolitan institutions, retention is often tied to mission, and to the diverse populations we serve. As recent media focus reminds us, there has been a continued gap in success rates for minority students at institutions of higher learning. Each of these three institutions have developed unique strategies to improve retention and graduation rates for students of color. These strategies offer paths forward for others institutions facing similar issues. Queens College partnered with the Education Trust's Oasis Program as part of 11 regional, comprehensive intuitions serving large numbers of URM's. The University of Toledo turned to a summer bridge program, with remarkable success. And St. Edwards University has implemented an intensive advising model based on professional advisors for undecided majors.

2:00 pm – 3:15 pm, Seaport C

Where Faculty Mental Health Intersects Academic Responsibilities (SESSION U)

PRESIDING: Kevin Corcoran, *Oakland University*

PRESENTER: Laura Rothstein, *University of Louisville*

This session will address the difficulties and possibilities in addressing faculty mental health and related issues on campus. In the academy, our faculty members are our greatest resources. Like every other part of society, some of our faculty will suffer mental health problems, and some may have a mental or emotional illness that interferes with their ability to perform the essential functions of the job. Finding a method to address these issues on behalf of the institution and our faculty members is in everyone's best interest, and the responsibility is shared between the institution and the faculty member. We will explore the myths concerning disabilities in the workplace, and the myths about academic freedom and responsibility as they relate to faculty members with mental and emotional disabilities. Hopefully this will provide a workable roadmap for administrators to negotiate through these thorny paths. Laura Rothstein is Professor of Law and Distinguished University Scholar at the University of Louisville, Louis D. Brandeis School of Law.

2:00 pm – 3:15 pm, Seaport B

Sexual Harassment and Sexual Violence: How Deans and the Campus Community Work Together (SESSION V)

PRESIDING: Lesley Rigg, *University of Calgary*

PANELISTS: Bernadette T. Muscat, *California State University, Fresno*

Perla Myers, *University of San Diego*

Monica R. Cowart, *Merrimack College*

This panel follows on the issues of academic progress raised in Session Q by exploring the role that universities can play in addressing and preventing sexual misconduct on campus, and how Deans can facilitate those efforts. The panelists approach sexual assault from distinct perspectives, including research, student conduct, and advocacy. They also have experience working with Dean's offices to educate students, faculty, administrators and the larger campus community about processes and resources related to sexual assault on campus.

2:00 pm – 3:15 pm, Seaport F

Inclusive Excellence: Practical Strategies for Enhancing Faculty Diversity (SESSION W)

PRESIDING: Neena Din, *University of San Diego*

PANELISTS: Pauline Berryman Powell, *University of San Diego*

J. Scott Elwell, *University of Tennessee at Chattanooga*

Sandra B. Hill, *University of Baltimore*

Yes: Diversifying the faculty at our institutions is essential. Yes: Diversity enriches the conversations, provides different perspectives for solving complex problems and innovation, and expands our minds. Yes: The increasingly diverse student population expected in our institutions needs to be reflected in, and well-served by the faculty. But, how do we do it? We need to approach this issue from all directions, from attracting future faculty in the pipeline and nurturing them, to taking advantage of leadership transitions, to educating the community, to recruiting, mentoring and advancing faculty from underrepresented populations. During this session, we will share initiatives our institutions have implemented towards diversifying the faculty and their outcomes. Then we will take advantage of all the wisdom in the room by working in small groups to discuss the session attendees' ideas and brainstorm to create other practical strategies for diversifying the faculty. The presenters will leave the majority of the session for sharing and creating strategies that will be compiled for all participants.

2:00 pm – 3:15 pm, Seaport A



CRITICAL ISSUE FORUM: Deans and the Art of the Deal: Negotiating Faculty Compensation (SESSION X)

PRESIDING: Christopher McCord, *Northern Illinois University*

DISCUSSION LEADER: Janice Nerger, *Colorado State University*

One of the many roles of the Dean is to negotiate employment issues for the faculty and staff of their college, such as hiring, startup packages, critical retention

packages and counter-offers, as well as the negotiations involved in recruiting faculty into leadership or service roles. Sometimes these issues emerge with lead times that allow for planning and preparation; sometimes they emerge overnight. Navigating these negotiations involves balancing quality, resources, personalities, and equity issues. Finding that balance requires real creativity. This CIF examines creative approaches that promote successful negotiations, including ways to draw on other offices (e.g. departments, research office, provost, HR) in supporting the Dean in these negotiations.

3:15 pm – 3:45 pm, Seaport Foyer

Refreshment Break

NETWORKING



CONCURRENT SESSIONS V, 3:45 pm – 5:00 pm

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

3:45 pm – 5:00 pm, Seaport A

Championing the Liberal Arts: A Discussion of Advocacy Strategies (SESSION Y)

DISCUSSION LEADER: Patricia D. Witherspoon, *University of Texas at El Paso*

CCAS members who already have advocated for the arts and sciences in speeches, media spots, media coverage, university discussions, etc. will join individuals who WISH to be advocates in public settings. This is a discussion, which will begin with a listing of strategies used to advocate for the arts and sciences and move to questions and open discussion in small groups and then the group at large.

3:45 pm – 5:00 pm, Seaport C

Leadership Opportunities in CCAS (SESSION Z)

DISCUSSION LEADERS: Members of the CCAS Board of Directors and Committee Chairs

This session is designed for individuals who would like to be involved in CCAS as committee chairs, seminar and conference program faculty, webinar leaders, members of the Board of Directors, or to take on other leadership roles.

3:45 pm – 5:00 pm, Seaport G

Top Ten Things I’ve Learned as Dean (SESSION AA)

DISCUSSION LEADER: Bret Danilowicz, *Oklahoma State University*

As Deans, we often encounter unusual situations, receive advice, and even make mistakes. The lessons we learn from these experiences make us better at our jobs. In this informal session, the presider will describe the ten most valuable lessons learned. In the discussion, audience members will be able to share their own learning experiences with the goal of all of us learning from each other.

3:30 pm – 5:00 pm, Balboa C



“At Your Service”

A hotel concierge will be available to provide information on tours, sights, arts, and cultural activities, and to assist CCAS members with dinner and tour reservations.

9:00 pm – 10:00 pm, Grand D, Lobby Level

Dessert Reception for Registrants and Guests

NETWORKING



Hosted by the CCAS Board of Directors; Cash bar

Featuring the Sacha Boutros Quartet

Introduced by Steve Brown, University of West Florida

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

7:30 – 8:45 am, Seaport DE

Gender Issues Continental Breakfast

Featuring gruyere and spinach strata with fruit and hashbrowns.

SPONSORED BY: *University of San Diego, College of Arts and Science*

California State University, Northridge, College of Humanities

California State University, San Marcos, College of Science and Mathematics

NETWORKING 

“Mind the Gap: Higher Education and Undergraduate Men”

PRESIDING: *Kristin Sobolik, Wright State University*

PRESENTER: *Jonathan Bowman, University of San Diego*

In recent years, colleges and universities throughout the United States have reported decreasing rates of matriculation, retention, and persistence of undergraduate men. Applying core social science approaches to better understand the experiences of young men – and their engagement with the American system of higher education – attendees at the CCAS Gender Issues Breakfast will consider the opportunities that emerge for increasing the student success of young men on their campuses. By framing the higher education experience in a way that attracts young men and highlights opportunities for curricular and co-curricular engagement, this event begins a conversation about how to marshal extant resources and personnel to retain and graduate men from our academic institutions.

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

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

9:00 am – 10:15 am, Seaport H

Liberal Arts and the Workforce (SESSION BB)

Sponsored by the Committee on Comprehensive Institutions

PRESIDING: *Noah Zerbe, Humboldt State University*

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

Kristin Sobolik, Wright State University

James H. Mike, Shippensburg University

For several years, college bound students (and their parents) have shown a preference for academic majors that offer a direct path to employment and careers. Most universities have obliged these preferences through the creation of numerous pre-professional and applied majors. The shift to such majors has led to a decline in the number of students majoring in traditional liberal arts disciplines. Many—both in the public and academic spheres—ponder the value of such a degree and lament for the future of the liberal arts. This panel will demonstrate how three different institutions are addressing the issue of maintaining the integrity of the liberal arts degree while helping students, faculty and parents better understand the connections between liberal arts and careers. Presentations will be brief to provide ample time for audience interaction.

9:00 am – 10:15 am, Seaport C

Living with the Ghosts of Deans Past (SESSION CC)

PRESIDING: *Luis Falcón, University of Massachusetts Lowell*

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

Paula M. Lutz, University of Wyoming

John Pratte, Arkansas State University

Unless you founded a college, you walk in the footsteps of Deans who came before you. They left imprints on the culture, people and processes you now lead and manage. There are ghosts you know, and those you don't. Their spirits, and even their bodies, still wander about. Sometimes you didn't know about them until you were in the thick of it: The plight of the external hire! It can be hard to follow a good ghost, especially if you are left with messy business left untended by a widely acclaimed leader. But it can also be challenging to follow

a bad ghost, if you have to un-teach counterproductive patterns, responses and attitudes. New leaders bring different styles, priorities and strategies. How can you – a living, breathing Dean – effectively navigate through change in leadership? What are the challenges and opportunities of engaging the ghosts, as living beings or as memories? A panel of experienced Deans will speak to these issues, and provide war stories and advice about how to parse a new leadership situation, understand the on-going effects of past leaders, and chart a course that gives past leaders due respect but looks unequivocally to the future.

9:00 am – 10:15 am, Seaport F

Innovative Approaches to Improving First-Year Retention: Part 1 (SESSION DD)

PRESIDING: Kim Martin Long, *University of New Orleans*

PANELISTS: Laura Hartley, *George Fox University*
Michael Lachance, *University of Michigan-Dearborn*
Anil Kukreja, *Xavier University*

Increasing the retention rate of first year students has been a priority at universities and colleges across our nation, and recently the focus on it has only increased. While institutions pour their ever-scarcer resources into first-year success efforts and launch new programs, many of them see little in the way of results. In this session—the first of two related ones—panelists will share first-year retention efforts on their campuses and then lead a discussion with the audience on such efforts. One panelist will outline a successful first-year experience course that features a mostly common syllabus designed to promote students’ transition to college through an intensive focus on the skills of critical reading and discussion, connecting to peers and professors, and reflection on the purpose of education and the liberal arts. Another panelist will focus on two programs: summer bridge programs for incoming students and first-year seminars that partner a topic course with a composition course. A final panelist focuses on a data-based model that identifies high academic risk students and then employs a variety of strategies to promote student success and retention. Note: audience members do not need to attend both consecutive sessions.

9:00 am – 10:15 am, Seaport B

Boutique Programs or Crucial Units: Developing and Sustaining Ethnic Studies Programs (SESSION EE)

PRESIDING: Maria Galli Stampino, *Miami University*

PANELISTS: DoVeanna Fulton, *University of Houston-Downtown*
Lawrence T. Potter, *University of La Verne*
Carlton Wilson, *North Carolina Central University*

Many institutions of higher education have responded to demands or recognize the needs for ethnic studies programs, particularly African American, Latino/a and Latin American studies. This situation is a result of increased racial and ethnic diversity in student populations and the need to prepare students for success in diverse communities. Often these programs are considered “boutique programs” that are peripheral with minimal impact on the institution. For this reason, the programs are underfunded and experience limited growth. This panel explores the importance and impact of ethnic studies programs and presents various, sometimes indirect, paths of developing and sustaining them for growth as well as relevant observations to enhance institutional and student success.

CCAS RESOURCE



“Liberal Arts & Sciences FAQs” brochure, authored by former CCAS President Matthew C. Moen (University of South Dakota), defines liberal education and offers arguments for its centrality in undergraduate education. Visit www.ccas.net to order copies.

9:00 am – 10:15 am, Seaport A



CRITICAL ISSUE FORUM: Responses to Faculty Incivility in a Tenured, Unionized Environment (SESSION FF)

PRESIDING: Cheryl R. Kaus, *Stockton University*

DISCUSSION LEADER: Lisa Honaker, *Stockton University*

Increasing attention is being paid to the lack of civility among faculty colleagues. These behaviors, frequently termed “bullying” and “harassment” lead to personal diminishment and a damaging work environment. As recently as March 13, 2016, an article appeared in *The Chronicle of Higher Education* on “Halting Academic Incivility (That’s the Nice Word for It).” The comments that followed are numerous and telling. The purpose of this forum is not to debate the presence of incivility, but rather to discuss appropriate responses, particularly when protections are guaranteed by tenure and collective bargaining.

10:15 am – 10:30 am, Seaport Foyer
Refreshment Break

NETWORKING 

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

10:30 am – 11:45 am, Seaport H

Models and Best Practices of Curriculum Alignment: Different Institutions – Common Goals (Session GG)

PRESIDING: Chris Heavey, *University of Nevada, Las Vegas*

PANELISTS: Teresa Dorman, *University of Central Florida*

Sally Parry, *Illinois State University*

Jeff Robertson, *Arkansas Tech University*

To increase, improve, and streamline access to education, articulation agreements are developed and adopted at both the state and institutional levels. One often-cited component of these articulation agreements is the guaranteed transferability of individual courses or “packaged” coursework across different institutions. Efforts to align curriculum become increasingly important to ensure that course learning outcomes (core content and competencies) are sufficient for successful inter-university progression. This panel will describe the curriculum alignment efforts for general education courses at three institutions. Illinois State University operates within the Illinois Articulation Initiative (IAI), a state legislated articulation agreement between state colleges and universities for the general education program. The University of Central Florida operates within a state legislated articulation agreement, a Statewide Common Numbering System (SCNS), and a separate articulation agreement between UCF and six state college partners. Arkansas Tech University operates within a legislated statewide articulation agreement as part of the Arkansas Course Transfer System (ACTS). Efforts by each of these institutions will be shared with time allowed for deeper exploration into the challenges and opportunities that are created by these efforts.

10:30 am – 11:45 am, Seaport F

Innovative Approaches to Improving First-Year Retention: Part 2 (SESSION HH)

PRESIDING: Kim Long, *University of New Orleans*

PANELISTS: Julie Nash, *University of Massachusetts Lowell*

Timothy Hall, *Central Michigan University*

Scott Jones, *Indiana University Kokomo*

Increasing the retention rate of first year students has been a priority at universities and colleges across our nation, and recently the focus on it has only increased. While institutions pour their ever scarcer resources into first-year success efforts and launch new programs, many of them see little in the way of

results. In this panel—following upon Session DD—the presenters will share first-year retention efforts on their campuses and then lead a discussion with the audience on such efforts. One panelist will outline programs promoting the retention of high-achieving students at risk of transferring. Another panelist will discuss his university's recent efforts as part of AACU's Re-Imagining the First Year of College initiative, including a focus on improving advising and a new general education program featuring small, writing intensive courses. A final panelist will focus on another campus's participation in AACU's Re-Imagining the First Year of College initiative. His campus is piloting a variety of strategies based on recent research, including expanded freshmen learning communities built around blocks of three to five courses and an institution-wide emphasis on addressing non-cognitive factors.

10:30 am – 11:45 am, Seaport C

The Dean's Office as the Middle Ground between Faculty and Administration in Times of Crisis (SESSION II)

PRESIDING: Andrew McMichael, *Western Kentucky University*

PANELISTS: Nanette Hanks, *University of Minnesota, Twin Cities*
Noelle Norton, *University of San Diego*
Matthew Schneider, *High Point University*

In recent years some universities have turned to hiring non-academics as chief executives, and to trustees who often bring different workplace assumptions and expectations to academe. Deans—natural intermediaries—may be left to translate these differences to faculty. At other institutions, chief executive officers find themselves under internal and external pressure to act quickly on initiatives in a way that puts them at odds with university mores. These situations can place the Dean's office between the desires of the chief executive and the faculty.

Inspired by recent events at Mt. St. Mary's University in Maryland, where the university became embroiled in controversy after a series of public comments and then termination of faculty without clear due process by the then-president, this panel explores the question "what should be the role of the Dean's Office when upper administration takes action or makes statements that seems to threaten the academic freedom, rights, and responsibilities of faculty, or that violate the normative culture of a university?" Panelists will explore the issue from the perspective of three different types of universities—a small private liberal arts university, a comprehensive state research university, and a private Roman Catholic university—focusing on questions of faculty autonomy in different scenarios.

12:00 pm – 3:00 pm, Bankers Hill, Third Level-Seaport Tower

Meeting of the New CCAS Board of Directors

PRESIDING: David Manderscheid, *CCAS President, The Ohio State University*

1:00 pm – 5:00 pm, Seaport A, Second Level- Seaport Tower

POST-CONFERENCE WORKSHOP

Dealing with Dysfunctional Departments

By Pre-Registration Only

CCAS RESOURCE



The **2017 CCAS Membership Directory** will be posted online in January, under MEMBERS ONLY in the blue navigation bar when you log in to the [CCAS website](#) using your membership credentials. The directory is SEARCHABLE and a valuable resource for networking with your colleagues.

ELECTION PROCEDURES

Each institution receives one (1) vote. Those attending the Annual Meeting in San Diego should be prepared to vote for president-elect (1) and term members (4 vacancies).

Votes must be cast online @

<https://www.surveymonkey.com/r/CCASBoard>

by 9:00 am on Friday, November 4.

PRESIDENT-ELECT

MEET THE CANDIDATE For President-Elect



CHRIS McCord

Christopher McCord is Dean of the College of Liberal Arts & Sciences at Northern Illinois University, and holds the Ray & Pat Smerge Endowed Dean's Chair. In his five years as dean, McCord has led the creation of the university's first interdisciplinary degree programs, established "engaged learning" and community engagement as unifying

principles of the college's mission, formed three interdisciplinary centers, and grown international engagement. He has also played a leading role in the university's strategic planning efforts, including developing enrollment forecasting tools for the university's enrollment management plan, leading the development of academic enrichment programs, program prioritization, and serving on the board of the university's Research Foundation. He has also led NIU's ADVANCE IT-Catalyst grant, studying the status of women in science and engineering at NIU. Prior to joining NIU, McCord was associate dean for graduate affairs in the McMicken College of Arts & Sciences at the University of Cincinnati. His work there included leading the development of a new program review process, creating a funding model for summer school, and overseeing the college's involvement in major space projects.

McCord earned Bachelor's degrees in mathematics and physics from Bowling Green State University and a Ph.D. in mathematics from the University of Wisconsin-Madison. His work as a mathematician explored the interplay between geometry and differential equations, with a particular focus on the impact of geometry on the "N-Body Problem" – the movement of particles under their mutual attraction as described by classical Newtonian mechanics. He has also worked in operations research and optimization of manufacturing processes. His work has been

supported by DARPA and the National Science Foundation. He has served the mathematical community as a member of the American Mathematical Society's Committee on the Profession.

McCord has been an active member of CCAS since 2003, and has served on the Board of Directors since 2012. He is currently serving as Chair of the board's Governance Committee and is a member of the board's executive committee. He has previously served as chair of the Committee on Research Institutions. He co-led the 2009 workshop on "Deans and Fiscal Management", and has organized and let at least one panel at the annual meeting every year since 2007, including presentations on engaged learning; responding to campus tragedies; budget models; supporting interdisciplinary research; community engagement; enrollment forecasting; fostering international connections and managing interdisciplinary research centers.

2016 board elections

MEET THE CANDIDATES

For Term Representatives to the Board of Directors



WALTER R. Jacobs

Walter R. Jacobs is the Dean of the College of Social Sciences at San José State University, and a professor of sociology. From July 2013 through June 2015 he was the Founding Dean of the College of Social Sciences & Professional Studies at the University of Wisconsin-Parkside. Prior to joining UW-Parkside he was on the

faculty of the University of Minnesota-Twin Cities for 14 years, including five years as the Chair of the Department of African American & African Studies (2007-2012). He received his B.S. degree in electrical engineering from the Georgia Institute of Technology (1990), and his M.A. and Ph.D. degrees in sociology from Indiana University-Bloomington (1995, 1999). He has received department, college, and university awards for undergraduate teaching.

Jacobs is the author of the ethnography *Speaking the Lower Frequencies: Students and Media Literacy* (State University of New York Press, 2005), and is co-editor (with Jeffrey Di Leo) of *If Classrooms Matter: Progressive Visions of Educational Environments* (Routledge, 2004). His current research explores personal and social possibilities of undergraduate students' generation of creative digital nonfiction; an article he co-published about digital storytelling in the online journal *Seminar.net* provides a good overview (<http://z.umn.edu/seminarnet>). He is a member of the Board of Directors for StoryCenter [formerly known as the Center for Digital Storytelling], a founding organization in the global digital storytelling movement.

Jacobs has been active in the CCAS since becoming a Dean in July 2013. He attended the 2013 Seminar for New Deans, and sent his Associate Dean to the 2014 Seminar for New Deans. Jacobs was the Co-Director of the July 2015 Seminar for Department Chairs/Heads, and Director of the October 2015 Seminar for Department Chairs/Heads. Over the 2013-2014 academic year he maintained a blog about his first year as a Dean, and in the 2015-2016 academic year he wrote about leading a social science college (<http://thesocietypages.org/newdean/>).



THERESA M. Lee

Theresa M. Lee is dean of the College of Arts and Sciences and professor of psychology at the University of Tennessee, Knoxville—a land grant and research intensive public university and partner with Battelle Institute in the management of the Oak Ridge National Laboratory. Lee came to UT as dean in January 2012 from the University

of Michigan where she chaired the Department of Psychology from 2007-2011.

Lee currently leads twenty-one departments, thirteen interdisciplinary programs, and eight college-based research centers. Since arriving at UT, she has led her units in the development of strategic plans (with key metrics identified through a gap analysis at the college and department levels); developed new internal and external communication strategies and tools; reorganized the Dean's Advisory Board to encourage the group to engage more effectively in advocacy and philanthropy; collaborated with campus planning on restoring and building new infrastructure for education and research; and led the development team in setting and meeting campaign goals.

Lee has served on various national committees and panels including the Society of Neuroscience, the American Psychological Association, Women in Science, and National Institutes of Health, and as a reviewer for the National Science Foundation. She was a co-project investigator on an ADVANCE grant designed to increase the number of women faculty in leadership positions in neuroscience units. She is a past member of the board of the Council of Graduate Departments of Psychology. Lee is a fellow of the Association for Psychological Science, the American Psychological Association, and the American Association for the Advancement of Science.

Lee participated in CCAS special seminars and annual meetings since 2012. A member of the Committee for Research Institutions, in 2014 she participated in "The focus on Accountability in Higher Education: the Impact at Research Universities" panel. In 2015, Lee participated in the CCAS Strategic Planning Process in the spring, and was the 2016 director of the CCAS New Deans Seminar.

Her research in behavioral and developmental neuroscience focuses on environmental interactions with behavior and physiology, as well as the interaction of early steroid hormones on social interactions and the development of adult behavior.

DIRECTORS



KIM Martin Long

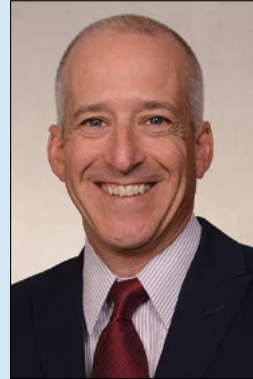
Kim Martin Long is professor of English and the new dean of Liberal Arts, Education and Human Development at the University of New Orleans. She was most recently the founding dean of Business and Humanities at Delaware Valley University in Doylestown, PA, in the greater Philadelphia area (2012-2016). Kim's college includes arts

and humanities, as well as social sciences. She was the associate dean of Arts and Sciences at Shippensburg University of Pennsylvania from 2006-2012.

Graduating with a PhD in English/American literature from the University of North Texas in 1993, Kim moved through the ranks at Shippensburg before moving into administration. While a faculty member she worked for many years on general education revision and transformation and was active in union leadership and in university-wide governance before finding her true passion as an academic leader. As an administrator she has focused on program quality, faculty development and student success.

First being invited to a CCAS meeting in 2006, Kim has attended every meeting except one since then (casualty of a budget cut!). She recently served as chair of the standing committee on Private Institutions and, before that, the chair of the standing committee on Associate/Assistant Deans. She considers CCAS to be the most influential professional development activity of her career and would very much like to contribute more by being a member of the board. As a board member she would help CCAS to continue to strengthen its core mission, to network deans, while exploring other opportunities for CCAS to advance the liberal arts.

Her areas of scholarship include literature (especially ethnic American writers), teaching and pedagogy, and curricular reform. Recently, she has been involved in writing about magazine journalism and had a book chapter and a short article published in the spring of 2015. She currently serves as the treasurer of MELUS (Multi-ethnic Literatures of the United States), the secretary of the Research Society for American Periodicals, and has a book in progress on ecofeminist approaches to some classic American texts.



JONATHAN H. Millen

Jonathan H. Millen is Dean of the College of Liberal Arts and Sciences at Rider University in New Jersey. Jonathan earned his Ph.D. from the University of Massachusetts, Amherst (1992) in Communication. He joined the faculty in the Department of Communication and Journalism at Rider in 1991 and served as department chair from

2005-2010. Prior to being appointed Dean, he was Associate Dean for seven years. He currently is serving as the Chair of Rider's Academic Excellence and Engaged Learning committee for the University's Strategic Planning.

In addition to teaching a wide array of communication courses, Jonathan is a member of the Law and Justice program for which he created a Mediation course and the American Studies program, for which he created a course on the Social Impact of Rock and Roll. He also is a faculty member in the Baccalaureate Honors Program. In 1997 he received Rider's award for distinguished teaching and in 2000 the award for distinguished service. Named to the Princeton Review's Best 300 Professors, a past president of the New Jersey Communication Association and member of the editorial board of the Atlantic Journal of Communication, his research on conflict resolution has been published in Mediation Quarterly, Human Communication, and Human Systems. His work on political discourse appears in the Atlantic Journal of Communication and Studies of Communication in the 2012 Presidential Campaign.

Jonathan has been active in CCAS since 2011. Most recently, he was the director of the CCAS Seminar for Department Chairs in July 2016. He had served as a facilitator for seven previous CCAS Seminars, been a member of the Committee on Associate/Assistant Deans, a mentor in the Mentoring Program and a participant in the 2016-2019 strategic planning process. He aspires to increase his leadership in CCAS while focusing specifically on the importance of professional development and representing the perspective of private institutions.

2016 board elections

MEET THE CANDIDATES

For Term Representatives to the Board of Directors



MARIA Stampino

Maria Galli Stampino has served as Senior Associate Dean for Academic Affairs in the College of Arts and Sciences at the University of Miami since July 2013. Previously, she served as Associate Chair of the Department of Modern Languages and Literatures and headed several ad-hoc committees that developed new programs in the Department

and in the College. The University of Miami has been her academic home for her entire career, having joined it as a beginning Assistant Professor twenty years ago. Her research concerns early modern performance and literature, mostly by women; she is the author or co-author of five books and several book chapters and journal articles.

In her work in the Dean's office, she emphasizes availability and transparency to students and colleagues. She has worked to strengthen the Advising arm of the College, has supported new retention strategies for students, and is starting to implement a development and career path for professional advisors. In addition to shepherding several new majors and minors through all approval levels and to implementation, she spearheaded an innovative undergraduate cohort-forming program, named after Leonardo da Vinci, which compels students to bridge disciplines. She has also implemented pedagogy workshops for departments, programs, and faculty groups. She led efforts to appoint faculty in a Digital Humanities cluster.

Stampino served on the Assistant and Associate Dean standing committee and is currently on the Research standing committee. Connecting the liberal art mission of Colleges with the many issues facing us in the 21st century should be a challenge that we are excited and proud to address. CCAS is the one organization that can bring Deans together to imagine education as a critical activity in a complex, interconnected world, at the graduate and undergraduate levels, and with keen awareness of the practical circumstances under which we educate and discover new knowledge every day.



JOE Wilferth

Joe Wilferth is in his fourth year as associate dean for the College of Arts and Sciences at the University of Tennessee at Chattanooga where he recently co-chaired the process of developing the college's first strategic plan. Leading the development of such a plan required a thorough understanding of the college's academic departments, the college's

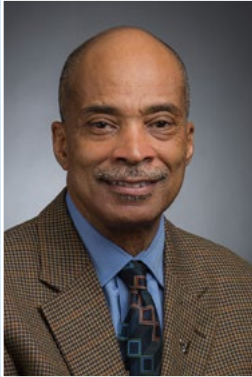
role in delivering a dynamic General Education curriculum, as well as an understanding of the research, laboratory, studio, and instructional needs of the college's 270 full-time faculty.

In preparation for his role in UTC's comprehensive College of Arts and Sciences, Wilferth led the Department of English for 7+ years as associate head and head where he led 23 tenure-track faculty, 20+ instructors, and 30+ part-time faculty. He likewise established an English alumni association and a visiting writer program, facilitated curriculum changes and a senior capstone experience, and he chaired the campus-wide Council of Academic Department Heads. Now as associate dean, he manages the college's adjunct budget, coordinates professional development for department heads, and evaluates annual performance of 60+ instructors.

Working at the intersections among rhetoric studies, linguistics, and literature, Wilferth's scholarship appears in the journals *Enculturation*, *The Writing Instructor*, *Southern Indiana Review*, *Computers and Composition Online*, *Kairos*, *Text Technology*, *Christianity and Literature*, and more. He is perhaps most proud of his edited collection, *Image Events: From Theory to Action*, a collection he co-edited with Dr. Kevin M. DeLuca (University of Utah). This collection contains essays from both emerging and major scholars who work in the intersections of rhetorical theory, rhetorical practice, protest rhetoric, social movement theory, and visual rhetoric. More recently, Wilferth's research agenda has turned toward adaptive technologies that faculty may use to assist in teaching students with disabilities.

Wilferth has been fortunate to serve CCAS alongside outstanding colleagues on the Committee for Associate and Assistant Deans since 2013. He has chaired that committee from 2014 to the present. Wilferth's interests rest firmly in promoting a 21st century liberal arts and sciences education. He is likewise wildly enthusiastic about campus teaching gardens, particularly as sites for interdisciplinary work and undergraduate student research.

DIRECTORS



CARLTON Wilson

Carlton Wilson has been Dean of the College of Arts and Sciences at North Carolina Central University (NCCU) since 2012. Previously, he was Dean of the College of Liberal Arts, Chair of the Department of History and Director of the General Education Curriculum. In addition to holding leadership positions at NCCU, Wilson has served on

the executive councils of the Southern Conference on British Studies and the Association for the Study of African American Life and History, and he was chair of the American Historical Association's Committee on Minority Historians. Currently, he is a member of the University Of North Carolina Press Board Of Governors. Wilson's research and teaching interests are Modern British Social History, the Black Presence in Britain, and the African Diaspora. He has received several recognitions for outstanding teaching including the University Of North Carolina Board Of Governors Award for Excellence in Teaching.

As Dean of the College of Arts and Sciences, Wilson led the creation and development of the College through the merger of the College of Liberal Arts and the College of Science and Technology. He has worked to create several interdisciplinary degree programs and minors, i.e., Computer Science and Business, Women's and Gender Studies, and Interdisciplinary Studies. He has also directed efforts to increase retention and graduation rates in STEM and the development of a more diverse faculty. Under Wilson, internal and external collaboration and partnerships have been enhanced in the areas of academic programs, industry and community relations, and fund raising.

Wilson has been an active member of CCAS since 2013. He participated in the Strategic Planning process during the spring of 2015 and attended his first annual meeting in November 2015. As a Dean at a mid-size (8,300 students) comprehensive institution, Wilson is very much interested in ensuring that appropriate administrators at these institutions are aware of and able to benefit from what CCAS has to offer in regards to leadership, program, and student development. He is particularly interested in issues related to students having access to higher education. One of the strengths of CCAS should be a commitment to diversity by ensuring service to the variety of institutions that shape the landscape of higher education.



ABBY Zink

Abbey Zink has been Dean of the College of Humanities and Social Sciences at Sam Houston State University (SHSU) in Huntsville, TX, since 2014. Previously, she served as Dean of the College of Arts and Sciences at Texas A&M University-Kingsville (TAMUK) and as Interim Dean and Assistant Dean of the School of Arts and Sciences at

Western Connecticut State University (WCSU) in Danbury, CT. She would bring to the CCAS board experience on campuses ranging from 5,500 to 20,000 students, in union and non-union environments, and at a Hispanic Serving Institution.

As an administrator, Zink has focused her efforts on developing community partnerships, creating opportunities for liberal arts students to gain applied skills, and making the case for the arts and sciences. Since joining SHSU, Zink championed a new minor in Community Leadership developed collaboratively with the Sociology Department, the Center for Community Engagement, and local community groups. She also has worked to create a minor in Applied Ethics and Critical Thinking featuring use of original texts, problem-based inquiry, and peer-group learning. At TAMUK, Zink led the effort to partner with LULAC Council #1 Foundation to create the Tejano Civil Rights Museum in Corpus Christi, TX. For several years, while at WCSU, she coordinated a K-16 partnership with two local school districts.

Zink has attended CCAS annual meetings since 2010 and participated in the 2011 Seminar for New Deans. She has presented at CCAS on topics related to community engagement and to collaboration with vice presidents for research. She has served on the Comprehensive Institutions and Gender Issues standing committees and on the strategic planning task force. She also has been active in the Texas Association of Deans of Liberal Arts and Sciences (TADLAS) as an interim board member and as secretary. SHSU hosted the 2015 TADLAS conference with then CCAS President Timothy Johnston as keynote speaker. As a CCAS board member, Zink would work to encourage formation of more statewide deans' groups, to develop additional programming to support member institutions' diversity efforts, and to foster collaborative partnerships as a way of making the case for the liberal arts and sciences.



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UP NEXT



CCAS Reception at AAC&U Annual Meeting

JANUARY 27, 2017

Hyatt Regency San Francisco (5:30-7:00 PM)



CCAS @ NEH Annual Meeting & Advocacy Day

MARCH 13-14, 2017

Washington, DC



CCAS Department Chairs Seminars (DCS)

FEBRUARY 2-4, 2017

Hilton Savannah Desoto

JULY 6-8, 2017

Sheraton Nashville Downtown

OCTOBER 1-3, 2017

Bahia Resort Hotel (San Diego, CA)



CCAS New Deans Seminar (NDS)

JULY 9-12, 2017

Sheraton Nashville Downtown



CCAS 2017 Annual Meeting

NOVEMBER 1-4, 2017

Sheraton Denver Downtown Hotel

2016

Standing Committee Membership

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Carol Richardson, *National University*

Kent Sandstrom, *North Dakota State University*

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Simon Rhodes, *Indiana University,
Purdue University Indianapolis*
Maria Stampino, *University of Miami*
Ben Vinson, *The George Washington University*
Cathleen Webb, *Western Kentucky University*



index of speakers

- A** Alexander, Ross 12
 Arndt, J. Chris 7, 17
 Avila, Mitch 7, 11
- B** Belfield, Kevin 11
 Beougher, David 2
 Bodwin, Jeffrey 11
 Bogan, Yolanda 9
 Bowman, Jonathan 17
 Braden, Jeffery P. 2, 7, 10
 Brown, Steve 16
- C** Conley, Kate 14
 Corcoran, Kevin 5, 15
 Cowart, Monica R. 15
 Crabtree, Robbin D. 5
- D** Danilowicz, Bret 2, 16
 Din, Neena 15
 Doherty, Leanne 9
 Dorman, Teresa 19
 Dorr, Lisa 14
- E** Elwell, J. Scott 15
 Engisch, Kathrin 12
 Engstrand, Iris 3
- F** Falcon, Luis 7, 8, 17
 Farrar, Margaret E. 5
 Fontenot, Funke 2
 Forgette, Richard 10
 Fowler, Aaron 13
 Fritch, John 9
 Fulton, DoVeanna 18
- G** Gaillard, Anne 4
 Galligan, Laura 7, 11
 Gates, Pamela 2, 13
 Gates, Sylvester James (Jim) 8
 Geisler, Marc 7
 Gibau, Gina Sanchez 12
 Greenberg, Gerry 7, 11
 Greenwald, Richard 4, 14
 Guerrero, Dolores 4
 Gutierrez, Nancy A. 17
- H** Hall, Timothy 19
 Hanks, Nanette 20
 Harris, Nancy 6
 Hartley, Laura 18
 Heavey, Chris 19
 Hendrickson, Kenneth E. 2
 Hess, Vickie 7
 Hill, Janeen 7
 Hill, Sandra B. 15
 Honaker, Lisa 19
 Howard, Beth 13
- J** Jacobs, Walt 10
 Johnson, Julia 2, 7
 Johnson, Michael 5
 Jones, Robin 13
 Jones, Scott 19
- K** Kaus, Cheryl R. 19
 Kavran, Elizabeth 4
 Krasas, Jackie 7, 11
 Kukreja, Anil 11, 18
- L** Lachance, Michael 18
 Lee, Theresa M. 4, 5, 10, 11
 Lees, N. Douglas 11
 Long, Kim Martin 7, 9, 18
 Lutz, Paula M. 17
- M** Manderscheid, David 14, 20
 McConaughay, Kelly 12
 McCord, Christopher 15
 McFall Dickerson, Sametria 2, 3, 7, 8
 McGuire, Michael 12
 McMichael, Andrew 2, 20
 Mermann-Jozwiak, Elisabeth 5
 Meyer Gregg, Ellen 12
 Midha, Chand 2
 Mike, James H. 17
 Millen, Jonathan 6
 Moen, Matthew 6
 Muppidi, Sundeep 6
 Murasko, Donna 7, 11, 12
 Muscat, Barnadette T. 15
 Myers, Perla 15
- N** Nash, Julie 19
 Nell, Sharon Diane 14
 Nerger, Janice 13
 Nerger, Janice 15
 Nicklin, Jessica 10
 Njogu, Wamucii 5
 Norton, Noelle H. 9, 20
- P** Page, Scott E. 4
 Parry, Sally 19
 Pascarella, John 7
 Peters, Steve 5
 Potter, Lawrence T. 9, 18
 Powell, Pauline Berryman 3, 15
 Pratte, John 7, 17
 Pugliesi, Karen 7
- R** Rae, Nicol 5
 Rhodes, Simon 5
 Richardson, Carol 6
 Rigg, Lesley 15
 Roberson, Susan 12
 Robertson, Jeff 19
 Rothstein, Laura 13, 15
- S** Sadlek, Greg 6
 Salhi, Hamoud 7, 11
 Sandstrom, Kent 12
 Sargeant, Lynn M. 10
 Say, Elizabeth A. 2, 3, 4, 8, 14
 Schneider, Barbara 7, 11, 14
 Schneider, Matthew 20
 Shaw-Berbick, Lorna 9
 Simon, James 4, 14
 Sirkin, Mark 12
 Sobolik, Kristin 10, 17
 Stalvey, John R.D. 7, 8
 Stampinol, Maria Galli 10, 18
 Stokes-DuPass, Nicole 10
 Sztainberg, Marcelo 9, 11
- T** Tavener, Simon 7, 13
 Tutt, Kevin 9
- V** Vermeulen, Lori A. 2
- W** Webb, Cathleen 5
 Westphal-Johnson, Nancy 7
 Wilferth, Joe 4, 6, 12
 Wilson, Carlton 5, 18
 Witherspoon, Patricia D. 9, 10, 16
 Wolfe, Michael 14
- Z** Zerbe, Noah 17
 Zink, Abbey 6, 7, 12





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SEEKING VOLUNTEERS

CCAS depends heavily upon its dean-volunteers.

Do you have a special interest or expertise — and a little time to spare?
Indicate your interest with a ✓, and return this form to the Registration Desk.

COMMITTEES

Committee members meet at the annual meeting & develop a session for next year's meeting

	CONTINUE AS MEMBER	INTEREST IN JOINING
Associate/Assistant Deans	<input type="radio"/>	<input type="radio"/>
Cultural Diversity	<input type="radio"/>	<input type="radio"/>
Comprehensive Institutions	<input type="radio"/>	<input type="radio"/>
Gender Issues	<input type="radio"/>	<input type="radio"/>
Liberal Arts Institutions	<input type="radio"/>	<input type="radio"/>
Metropolitan/Urban Institutions	<input type="radio"/>	<input type="radio"/>
Private Institutions	<input type="radio"/>	<input type="radio"/>
Research Institutions	<input type="radio"/>	<input type="radio"/>

SEMINAR FACILITATORS

Seminar for New Deans	<input type="radio"/>
Seminar for Department Chairs	<input type="radio"/>

OTHER

I can preside at a session for the 2017 Annual Meeting	<input type="radio"/>
I can help write case studies for the 2017 Annual Meeting	<input type="radio"/>
I'd be happy to assist with ad-hoc projects or committees	<input type="radio"/>

As there are limited volunteer slots, you may not be called upon this year.
Nonetheless, we appreciate your willingness to serve!

NAME _____

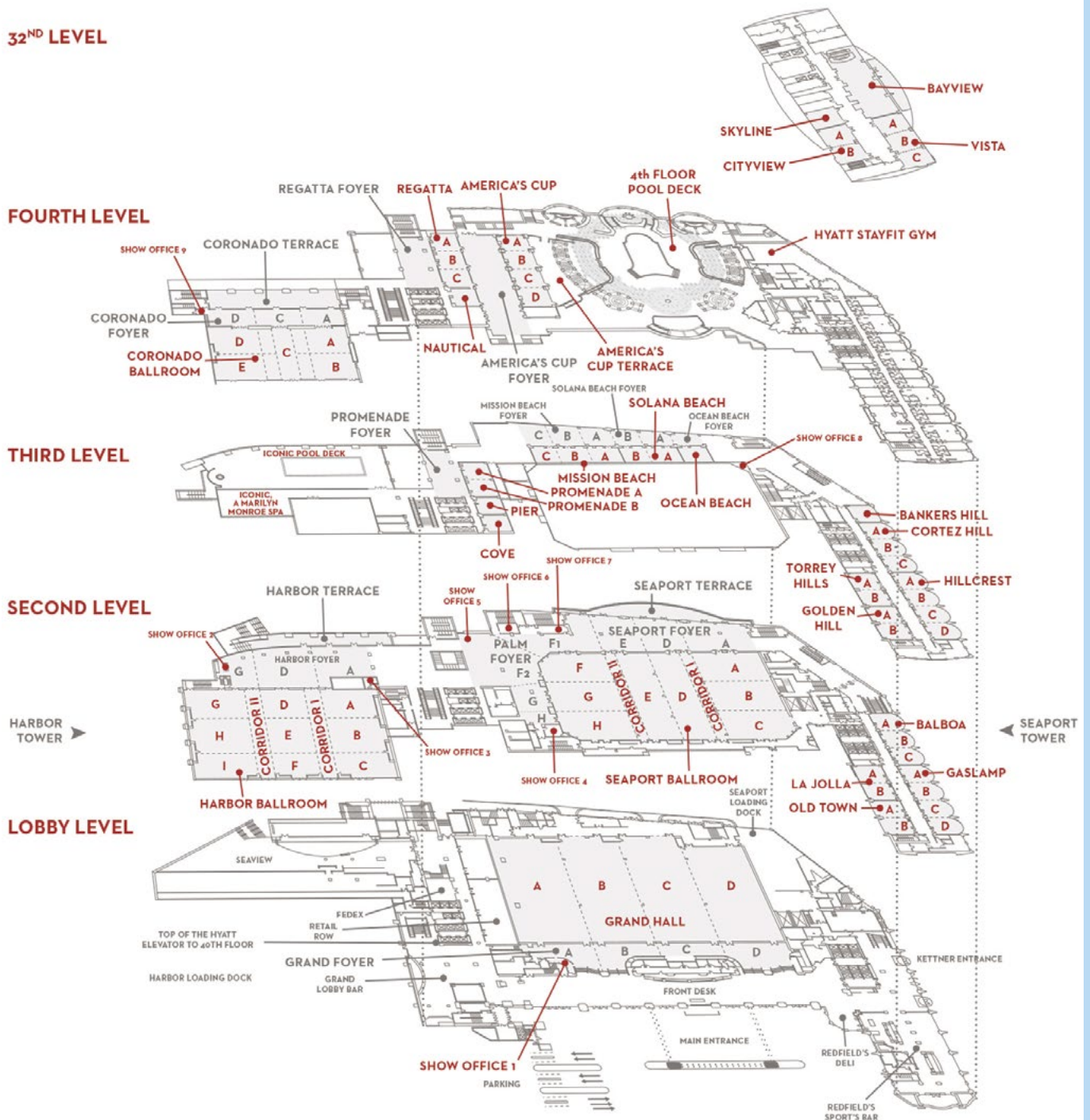
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Machester Grand Hyatt San Diego

FLOOR PLAN

32ND LEVEL





COVER ARTIST

Pamela Ingwers

PamelaIngwersfineart.com

'A Walk to Balboa Park' was painted *en plein air* while taking advantage of the street closure.

My focus as a painter is to tell a story, and the language I use is light. Preferring to paint directly from life outdoors, capturing the true spirit of the location while interpreting the transitory light, is a challenge and passion. My goal is to capture a peaceful moment with a strong sense of place, the viewer can feel and be part of. It is usually at the crack of dawn, the last golden hour of the day, or a moonlit night, when I head out with my plein air painting gear in search of that special moment in time which tells a story worth returning to when viewed on canvas. Many of these outdoor studies are used as references for larger paintings in my studio in San Diego. I primarily focus on oils, as I love its ability to be manipulated on my canvas with expressive brush work.

MEMBER OF:

Plein Air Painters of San Diego,
Laguna Plein Air Painters Association,
and The California Art Club

GALLERY REPRESENTATION:

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