

CCAS

# EMPOWERING DEANS IN TURBULENT TIMES

Annual Meeting Program Preview \* Austin, Texas 2020



# UNABLE TO TRAVEL? REGISTER FOR VIRTUAL PARTICIPATION



Thursday night  
reception will be  
held at the iconic  
blues venue  
Antone's

3 REASONS TO MAKE THE TRIP:  
**NETWORK \* LEARN \* REJUVANATE**

# CCAS



## WELCOME!

On behalf of the Board of Directors and the conference planning committee, I welcome you to the 2020 CCAS Annual Meeting. The Council of Colleges of Arts & Sciences was founded in 1965 to network and support deans in colleges and schools of arts and sciences. Over the past 55 years the Council has remained true to our mission of connecting deans with each other, providing professional development, serving as a forum for discussing issues in higher education, and advocating for the liberal arts.

The 2020 Annual Meeting theme is Empowering Deans in Turbulent Times. Initially envisioned as a lens through which to address the political polarization of the day, our focus now will be expanded to address the dual crises of racism and COVID-19. The program will feature a variety of offerings including skills-based workshops, panel presentations, and open sessions for addressing emergent topics. We will enjoy our time together at an off-site reception Thursday evening at the historic Antone's Night Club, featuring jazz and barbecue in Texas tradition.

I want to thank the members of the conference planning committee for their efforts in putting together the program for this meeting. I also want to express my gratitude to our plenary speakers David A. Ortiz, Senior Vice President for Operations, Hispanic Association of Colleges and Universities (HACU) and Matthew C. Moen, former Gettysburg Foundation President and CEO.

I hope to see you in Austin where we will reconnect as friends and colleagues in support of one another as we explore strategies and skills for Empowering Deans in Turbulent Times. We are pleased to be able to introduce our plenary and concurrent sessions in a live and archived virtual format for all attendees. For those of you unable to make this year's journey to the CCAS Annual Meeting, you now have an option to register for virtual participation.

A handwritten signature in black ink that reads "Jonathan Millen". The signature is fluid and cursive, written in a professional style.

Jonathan Millen  
Dean, College of Arts & Sciences  
University of New England  
CCAS President-Elect



## NEW THIS YEAR EVENT CANCELLATION INSURANCE

CCAS will no longer administer meeting registration cancellations and refunds. Instead, we have contracted with a third party insurance agency whose coverage is underwritten by Lloyds of London. This Attendee Registration Insurance is now included in your registration fee and will be administered by Rainprotection Insurance.

You will receive a 100% refund, if you are unable to attend the event for a reason outside of your control *that is covered under the policy*. Please be sure to review the policy before registering. This coverage starts on the date you pay for registration and ends on the first day of the event, except where noted on the policy (#9).

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SPONSORED BY



**MENTOR  
COLLECTIVE**

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## HIGHLIGHTS

### INCLUDED:

All meetings  
Panels  
Forums  
Networking Events

### WEDNESDAY

Welcome Reception  
Speed Deaning

### THURSDAY

Breakfast  
Breakfast for Minority Deans  
*morning refreshment break*  
Luncheon w/ Plenary Address  
*afternoon refreshment break*  
Off-site Reception at Antone's

### FRIDAY

Continental Breakfast  
Committee on Gender Issues  
Breakfast Meeting  
*morning refreshment break*  
Luncheon & Presidential Address  
*afternoon refreshment break*

### SATURDAY

*morning refreshment break*  
Closing Conversation

## HELP

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

# HOTEL



## JW MARRIOTT AUSTIN

110 East 2nd Street  
Austin, Texas 78701

The CCAS preferred group rate is \$249 (single or double, plus tax)

Reservations must be made by October 19 to qualify for the group rate. To reserve accommodations, [click here](#) or call 877-622-3056 and identify yourself as being with CCAS2020 to book within the CCAS room block.

More info on page 25.

All reservation requests will require a credit card or a first night room deposit within 14 days after the guestroom is confirmed by the hotel. Personal checks, money orders or a valid major credit card will be needed for the deposit. Deposits will be refunded for rooms cancelled more than 72 hours prior to arrival. Name changes to room reservations may be made up to the day of arrival at no charge.

## REGISTER @ [CCAS.NET](https://ccas.net)

Login using your CCAS membership credentials.

If you have forgotten your login use the '[reset password](#)' link.

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

## IN PERSON REGISTRATION

Early Bird Member (through Friday, September 4).....	\$750
Member (after September 4).....	\$850
Non-Member .....	\$1,050
Guest (2 receptions: Wed. & Thurs. evenings) .....	\$125
Guest Lunch (each: Thursday Plenary, Friday Awards) .....	\$100

**PRE-CONFERENCE WORKSHOP** ..... \$125 each

In order to attend, you must also be registered for the Annual Meeting. Pre-registration is required – on-site registration will be available for the workshops only if space is available and is not guaranteed.

- Working with Your Provost
- Driving Student Success in Critical First Experience Courses
- Seminar for New Deans

*NOTE— registration includes virtual access to the plenary and breakout sessions during and after the program (for the registrant only).*

## VIRTUAL/ONLINE REGISTRATION

Member.....	\$300
2 or more members .....	\$550
Non-Member .....	\$800

Virtual participants will have access to plenaries and all breakout sessions during and after the program.

# AGENDA SUMMARY

WEDNESDAY 4TH

Working with your Provost

Driving Student Success in  
Critical First Experience Courses

Seminar for New Deans

Texas Deans

Newcomers Welcome Session

Case Study Leader Meeting

Standing Committee Chairs Meeting

Speed Deaning

Welcome Reception

## COLOR KEY

Workshop

Sessions

Networking

Meetings

Forums & Cases

# EMPOWERING DEANS IN TURBULENT TIMES

# THURSDAY 5TH

Breakfast for All &  
Breakfast for Minority Deans

Opening General Session

Slices of the PIE: Plan for Inclusive  
Excellence with Modest Resources

Burnout, Empathy, & Habits

Recruitment w/ Creative Degree Plans

Committee on Assoc./Asst. Deans

Controversial Speakers, the 1st  
Amendment... Across the Political  
Spectrum

Plenary Luncheon

Case Studies

Current Issues Discussion

Committee on Private Institutions

Committee on Private Institutions

Empowering Deans to Make a Holistic  
Approach to Addressing DFW Rates

Committee on Metropolitan/Urban  
Institutions

Productive Partnerships  
The Arts & Urban Partnerships

Dealing with Campus Safety

Committee on Cultural Diversity

Off-site Reception at Antone's

CCAS Board of Directors

# FRIDAY 6TH

Open Breakfast for All

Committee on Gender Issues  
Breakfast Meeting

Committee on Research Institutions

How to Lead Through the Impact of  
a Pandemic Outbreak

Pluses & Minuses of Different  
Advising Models

Committee on Liberal Arts Institutions

Committee on Comprehensive  
Institutions

Case Studies

Current Issues Discussion

Luncheon with Presidential Address  
& Business Meeting

On a Wing and a Prayer: Faith-Based  
Institutions in the Roaring '20s

Managing the Changing Expectations  
of Faculty

Course Schedules: Best Practices  
& Lessons Learned

A Prophecy for the Liberal Arts in 2022

Dealing With Parents

Managing Up: A Praxis Model of  
Diversity, Equity, & Inclusion for  
College Leadership

COVID-19 & the Transition to Online  
Learning: What I Learned...

From Program Prioritization to Pro-  
gram Revitalization: An Alternative  
Approach to the Dismantling of A&S

Federal Budget & Legislative Issues

Dealing With Campus Legal Counsel

Optional State/Regional Meetings

# SATURDAY 7TH

Gender Equity: Who is Doing the  
Institutional Service at a Small  
Regional Campus?

Practicing Shared Leadership: Lessons  
Learned & a Model Moving Forward

Utilizing General Education  
to Bring the Liberal Arts to All Majors

Right-sizing Your Administrative Model

Dealing With Donors, Politicians,  
& External Constituents

From Community Engagement to  
Anchor Institutions: The Vital Role of  
Colleges of Arts & Sciences

Moving to an Administrative Service  
Model: Efficiencies & Cost Savings?

Class Sizes: Empowering Deans &  
Faculty to Address Inequities  
and Maximize Resources

Administrative Challenges at a Consol-  
idated, Multi-campus Institution

Recruitment & Retention of Diverse  
Students & Faculty

Closing Conversation on Anti-Racism

New CCAS Board of Directors Meeting

Concurrent sessions  
are subject to change  
and a final agenda  
will be updated in  
WHOVA prior to  
the Annual Meeting

# PRE-CONFERENCE WORKSHOPS

## BY PRE-REGISTRATION ONLY

Separate registration and fees apply. Enrollment is limited to 50 participants, so register early! Pre-registration is required — on-site registration will be available for the workshops only if space is available and is not guaranteed.

### 8:30am–11:30am **Working with your Provost**

EXPERT PRESENTERS

*Presented by the Association of Chief Academic Officers*

### 8:30am–11:30am **Driving Student Success in Critical First Experience Courses**

EXPERT PRESENTER

*Presented by the Association of Public and Land Grant Universities*

There is increasing pressure on Deans, especially of Arts and Sciences, to improve student success by targeting high-DFW courses, gateway courses, and those courses that impact student success in later courses. With little in terms of resources—either financial, professional development, or institutional supports—chairs are often overwhelmed by the task. This workshop will cover how student success can be improved by leveraging active and adaptive learning in critical first experience courses. Based on years of grant work, we know that teaching matters. We also know that students need guidance and supports to effectively study and practice course materials. These key components are typically most successful when implemented together and when aligned across faculty and instructors. Learning from multiple case studies, attendees will gain insight on how to collaborate with faculty to effectively implement and scale these strategies across sections. Presented by colleagues from APLU.

### 12:30pm–3:30pm **Seminar for New Deans**

EXPERT PRESENTER

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. All deans are welcome to attend.

# WEDNESDAY

Registration opens at 11:00am

**8:00am–3:00pm Texas Deans**

*Shorter state dean meetings occur on Friday afternoon*

**8:30am–11:30am Pre-conference Workshops** (see page 6)

**11:00am–7:00pm Conference Registration is Open**

**11:00am–7:00pm CCAS Attendee Work Room**

*Lunch on your own*

**12:00pm–2:30pm Board of Directors Meeting & Lunch**

**12:30pm–3:30pm Pre-conference Workshop** (see page 6)

**3:45pm–4:30pm Newcomers Welcome Session**

NETWORKING

**Case Study Leader Meeting**

**Standing Committee Chairs Meeting**

**4:30pm–6:00pm Speed Deaning**

NETWORKING

Speed Deaning is a formalized mentoring and social opportunity to help new and seasoned deans make as many professional connections as possible in a fun and interactive way. Registration is required. Participants will engage in a series of short conversations in order to determine areas of mutual interest. By the end of the event, each dean will have networked with many new colleagues and hopefully made some lasting connections.

**6:00pm–7:00pm Welcome Reception for Registrants & Registered Guests**

NETWORKING

Featuring a jazz ensemble from St. Edwards University and hosted by the CCAS Board of Directors

*Dinner on your own*

**7:00pm–9:00pm CCAS Board of Directors Dinner**

# THURSDAY

Registration open 7:00am–5:00pm

**8:00am–8:45am**

NETWORKING

## Breakfast for All & Breakfast for Minority Deans

*Deans identifying as minorities will convene in a separate ballroom to consider related issues in a comfortable setting. All others are welcome to dine in the main ballroom.*

**9:00am–10:15am**

NETWORKING

## Opening General Session Presentation of the CCAS Arts & Sciences Advocacy Award & a Conversation with Matthew Moen



Matthew Moen

WELCOME: Amber E. Cox, *Executive Director, CCAS*

PRESENTING THE ADVOCACY AWARD:  
CCAS President Theresa M. Lee, *Dean, College of Arts and Sciences, The University of Tennessee, Knoxville*

Matthew Moen is a past CCAS Board Member and President and Past President of the Gettysburg Foundation.

**10:15am–10:45am**

Refreshment break



Texas State Capitol

**10:45am–12:00pm CONCURRENT SESSIONS****Committee meetings by sector (open to all)**

*NOTE—The Committee on Gender Issues and the Committee on Cultural Diversity meet at different times in the program so that attendees can participate in those as well. All registrants are encouraged to choose a committee meeting and attend, regardless of current or past involvement.*

**PAIRED THEORY/PRACTICE****Slices of the PIE: Launching, Supporting, and Assessing a Meaningful Plan for Inclusive Excellence with Modest Resources**

In 2012 a Delphi Study, a foresight tool that combines the collective opinion of experts in long-term forecasting, was conducted among CCAS member deans. The result was the determination of five top change drivers that liberal arts institutions would be facing in 2022. With two years left to go, a new Delphi study will be conducted to determine how well the experts predicted the future in 2012 and to predict the top five change drivers for the new decade.

**EXPERT PRESENTER****Burnout, Empathy, & Habits: Coming Back After a Campus Crisis**

As college administrators, there are a variety of expectations of us during, and now, after a campus-wide crisis. These expectations come with varying levels of intensity, immediacy, and frequency, but all require that we express ourselves with rational and appropriate amount of emotion (e.g., including such emotions as anger, joy, disappointment, surprise, irritation, etc.). However, in order to do so well we need to have also taken care of ourselves physically, mentally, and emotionally. As we come back to “normal” operations of our college, we have opportunities to understand and assist our colleagues with how such an intense crisis will/has affected the emotional labor we perform in the college. There will inevitably be faculty, staff, administrators, and students who have/will be impacted by this event in terms their health, job satisfaction, possible burnout, overall health of their work relationships, and the general health of their units. In this presentation, I’ll go over the main signs of burnout, how empathy plays a role in helping us deal with this, and offer practical strategies help with emotional exhaustion and how this can be an opportunity for forming new habits that can serve us well in the coming months.

# THURSDAY

Registration open 7:00am–5:00pm

## 10:45am–12:00pm **CONCURRENT SESSIONS/Committee meetings**

PAIRED THEORY/PRACTICE

### **Recruitment with Creative Degree Plans**

These times are, perhaps, even more turbulent for arts and humanities programs than for academe in general. Deans overseeing arts and humanities struggle in an environment where the devaluation of these degrees has led to declining enrollments, with a 12% loss in humanities majors nationwide between 2012-2015 and subsequent losses since then. The largest decreases are in history and English, with history down 45% and English down 37% between 2007 and 2018 (Inside Higher Ed, The Atlantic). At two regional comprehensive universities, one strategy being employed to combat these declines through recruitment is creative degree options. These interdisciplinary programs help fill the usual course offerings with students pursuing new, unique majors or minors, such as integrated studies, holistic senior living, game design, and international service. This session will provide the context for these innovative program offerings, the process for collaborative curriculum proposals, recruitment and advising strategies, and impact on credit hour production and enrollment.

GROUP DISCUSSION

### **Committee on Associate/Assistant Deans**

*Open to anyone interested in talking about the roles of the associate and assistant dean.*



SKILLS-BASED

*NEW skills-based session*

### **Dealing with Controversial Speakers, the 1st Amendment, Students, & Faculty Across the Political Spectrum**

New this year, CCAS will invite subject matter experts from local campuses to provide deans with practical skills for interacting with campus colleagues.

## 12:15pm–1:30pm **Plenary Luncheon**

EXPERT PRESENTER

NETWORKING



**David Ortiz**

WELCOME: Amber Cox, *CCAS Executive Director*

PRESIDING: Jonathan Millen, *Dean, College of Arts & Sciences, University of New England, CCAS President-Elect*

SPEAKER: David Ortiz, *Senior Vice President and Chief Operating Officer, Hispanic Association of Colleges & Universities (HACU)*

# THURSDAY

Registration open 7:00am–5:00pm



Congress Avenue Bridge and bat watching

## 1:45pm–3:00pm **Case Studies or Current Issues Discussion**

GROUP DISCUSSION

### **Case Studies**

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. Participants may join any open room.

GROUP DISCUSSION

### **Current Issues Discussion**

A panel of CCAS Deans will guide an exploration of current issues, encouraging small table discussions as well as full audience interaction.

## 3:00pm–3:30pm *Refreshment break*

# THURSDAY

Registration open 7:00am–5:00pm

## 3:30pm–4:45pm CONCURRENT SESSIONS

GROUP DISCUSSION

### Committee on Private Institutions

Open to anyone interested in the programming of the Committee on Private Institutions or talking about issues impacting private institutions.

TRADITIONAL PANEL

### Empowering Deans to Make a Holistic Approach to Addressing DFW Rates

This panel will examine how Deans can design holistic approaches and strategic solutions for addressing DFW rates on a college-wide basis.

GROUP DISCUSSION

### Committee on Metropolitan/Urban Institutions

Open to anyone interested in the programming of the Committee on Metropolitan/Urban Institutions or talking about issues impacting metropolitan/urban institutions.

TRADITIONAL PANEL

### Productive Partnerships The Arts & Urban Partnerships

The arts and humanities are essential to urban renewal. In this presentation, both contributors will consider the significance of partnerships with arts organizations in New Orleans and in Northwest Indiana.

SKILLS-BASED

*NEW skills-based session*

### Dealing with Campus Safety

New this year, CCAS will invite subject matter experts from local campuses to provide deans with practical skills for interacting with campus colleagues.

## 4:45pm–6:00pm Committee on Cultural Diversity

GROUP DISCUSSION

Open to anyone interested in the programming of the Committee on Cultural Diversity.

## 6:30pm–8:30pm Off-site Reception

NETWORKING

**Blues & BBQ at Antone's** CCAS Name Badge required

*Dinner on your own*

**7:30am–8:45am Open Breakfast for All**

NETWORKING

GROUP DISCUSSION

**Committee on Gender Issues Breakfast Meeting**

*Open to anyone interested in the programming of the Committee on Gender Issues or talking about gender issues in higher education.*

**9:00am–10:15am CONCURRENT SESSIONS**

GROUP DISCUSSION

**Committee on Research Institutions**

*Open to anyone interested in the programming of the Committee on Research Institutions or talking about issues impacting research institutions.*

TRADITIONAL PANEL

**How to Lead Through the Impact of a Pandemic Outbreak Without Breaking Apart**

This session will provide examples as to how a large, diverse college within the University of Indianapolis, a private, medium sized, liberal arts institution, successfully collaborated across the institution to respond to the impact of COVID-19. Items addressed will include how the Shaheen College of Arts and Sciences (SCAS) leadership team successfully ensured the continuity of academic programs, ensured the health and safety of all the members, as well as the continuity of our academic programs. Topics addressed will include budget and resource management, course delivery adjustment – emergency remote teaching, online learning, faculty and student curricular support, and planning for the future. The session will include break-out opportunities to discuss scenarios that will foster engagement and decision-making strategies that may assist the attendees in decision-making when considering disaster planning, response and recovery, and beyond.

PAIRED THEORY/PRACTICE

**Pluses & Minuses of Different Advising Models**

Colleges have been migrating from a faculty advising model to a professional one. We will offer perspective from a variety of models (including hybrid ones) in different types of institutions.

GROUP DISCUSSION

**Committee on Liberal Arts Institutions**

*Open to anyone interested in the programming of the Committee on Liberal Arts Institutions or talking about issues impacting liberal arts institutions.*

GROUP DISCUSSION

**Committee on Comprehensive Institutions**

*Open to anyone interested in the programming of the Committee on Comprehensive Institutions or talking about issues impacting comprehensive institutions.*

# FRIDAY

Registration open 8:00am–12:00pm

**10:15am–10:45am** *Refreshment break*

**10:45am–12:00pm** **Case Studies or Current Issues Discussion**

GROUP DISCUSSION

## Case Studies

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. Participants may join any open room.

GROUP DISCUSSION

## Current Issues Discussion

*Hosted by the Committee on Gender Issues*

A panel of representatives from the CCAS Standing Committee on Gender Issues will guide an exploration of current issues, encouraging small table discussions as well as full audience interaction.



Matthew Moen

FRIDAY

Registration open 8:00am–12:00pm

**12:15pm–2:00pm Luncheon with Presidential Address & Business Meeting**

NETWORKING



PRESIDING: Theresa M. Lee, *CCAS President, Dean, College of Arts and Sciences, The University of Tennessee, Knoxville*



## 2:15am–3:30am CONCURRENT SESSIONS

TRADITIONAL PANEL

### **On a Wing and a Prayer: Faith-Based Institutions in the Roaring '20s**

Everyone attending CCAS is concerned with providing students with a transformative education, faculty and staff with a rewarding and productive work environment, and all stakeholders with assurances of quality and excellence. But faith-based institutions face issues that state, land grant, and non-denominational institutions do not. This round-table wishes to discuss openly some of the issues we face, identify some of the ways we have elected to address those issues on our various campuses, and prophesy about the issues likely to affect us as we navigate the post-pandemic decade. Audience participation will be strongly encouraged.

TRADITIONAL PANEL

### **Managing the Changing Expectations of Faculty**

Even before COVID-19, the changing landscape of higher education demanded a variety of adaptations within academia. The consolidation of publishers and the changing expectations of tenure and promotion on campuses caused some colleges and universities to rethink what it meant to practice research. The increased demands placed on faculty and administration by changing processes of recruitment, retention, assessment, and accreditation demanded changes in shared governance. And the needs of 21st century students demanded rapid changes in technology and new partnerships with student life and student affairs. This panel will present case studies that focus on the ways in which our institutions attempted to navigate uncertain waters. The session will also permit members of the audience to discuss approaches or steps that they have taken or are embarking on to address the changing expectations of our faculty.

TRADITIONAL PANEL

### **Course Schedules: Best Practices & Lessons Learned**

This session provides insight into several institutions' experiences with improving course scheduling practices and processes. Topics will include proactive ways to address enrollment and planning issues; types of data that can help schools plan; insights into specific consulting companies and software; and lessons about the process of navigating such a large institution-wide shift.

**2:15am–3:30am** **A Prophecy for the Liberal Arts in 2022 –**  
**How close are we & where do we go from here?**

EXPERT PRESENTER

In 2012 a Delphi Study, a foresight tool that combines the collective opinion of experts in long-term forecasting, was conducted among CCAS member deans. The result was the determination of five top change drivers that liberal arts institutions would be facing in 2022. With two years left to go, a new Delphi study will be conducted to determine how well the experts predicted the future in 2012 and to predict the top five change drivers for the new decade.



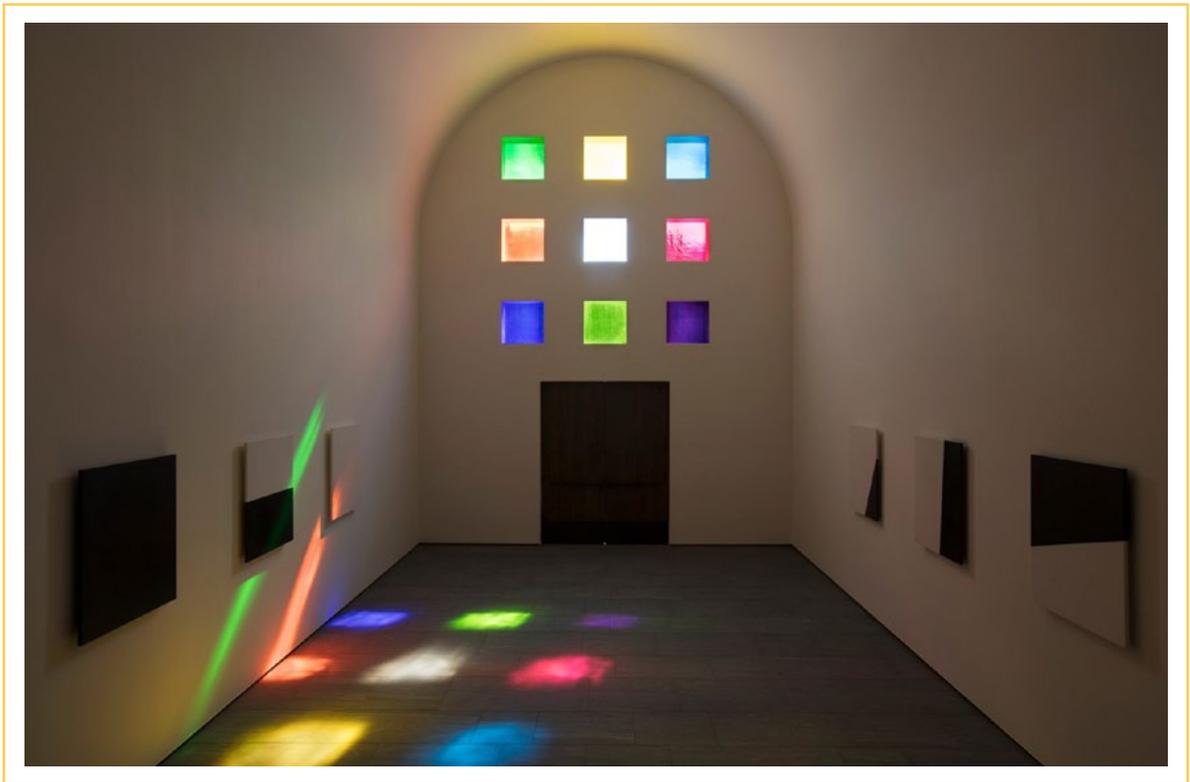
*NEW skills-based session*

SKILLS-BASED

**Dealing With Parents**

New this year, CCAS will invite subject matter experts from local campuses to provide deans with practical skills for interacting with campus colleagues.

**3:30pm–4:00pm** *Refreshment break*



Ellsworth Kelly's *Austin* at Blanton Museum of Art

# FRIDAY

Registration open 8:00am–12:00pm

## 4:00pm–5:15pm CONCURRENT SESSIONS

TRADITIONAL PANEL

### **Managing Up: A Praxis Model of Diversity, Equity, & Inclusion for College Leadership**

This panel will describe a 2-year process used at one institution to undertake strategic planning focused on diversity, equity, and inclusion of the faculty, including the early phases of implementation. The panel will include a liberal arts college dean, an associate dean for faculty and shared governance, and a department chair-turned-special assistant discussing a series of strategies that have led to college-endorsed diversity/inclusion strategic recommendations, planning, and implementation at our institution. Each of the presenters will focus on different aspects of our process as it relates to efforts at different levels of college leadership, and as we worked in tandem to develop strategies to overcome polarization in discussions of diversity, and to disrupt silos in equity and inclusion efforts. Presentations will include themes and strategies such as:

- building an all-college consciousness about and commitment to diversity and inclusion through shared governance and strategic planning;
- chairs and faculty associate deans "managing up" to empower dean leadership and action;
- moving beyond shared values and planning to distributed actions and accountability in the dean's office, departments and programs, and among individual faculty members;
- integration of diversity, equity, and inclusion work in program review, resource allocation, hiring, and mentoring; and
- identifying and working with campus partners for cross-institutional impact. Panelists will share documents developed in our process, including an implementation logic model, and examples of concrete actions being undertaken at different levels of the college, as well as tactics for overcoming apathy and resistance.



View of Lake Austin from Mt. Bonnel



4:00pm–5:15pm

TRADITIONAL PANEL

### COVID-19 & the Transition to Online Learning: What I Learned about My Job, My Faculty Colleagues, & Higher Ed in General

The international response to the COVID-19 outbreak was unprecedented. Universities had to make wide ranging decisions in a short period of time. Lessons learned from this experience can assist deans in policy and procedures in future decision making. This panel will explore some of those lessons from Research I, residential, rural, private, and international institutions.

TRADITIONAL PANEL

### From Program Prioritization to Program Revitalization: An Alternative Approach to the Dismantling of Arts & Sciences

Many institutions are conducting holistic institutional reviews employing external consultants with an unstated goal of slashing arts and sciences majors in the pursuit of financial sustainability, stabilized enrollment, and institutional efficiency. This panel discusses the issues A&S leaders face caught between administrative needs and faculty/program concerns. Using our college as a case study approach, our A&S dean team suggests how to negotiate the most contentious issues, what pitfalls to avoid, and how to transform potential cuts into potential vision and planning opportunities to embrace real change benefiting your programs and college. Panelists conclude with insights on the imperative parts of the process, including a focus on students as our legal and moral responsibility, transparency, consistent methodology and criteria with constituent involvement in their development, customization, and respect for existing governance processes.

EXPERT PRESENTER

### Overview of Federal Budget & Legislative Issues

*Hosted by APLU*

SKILLS-BASED

*NEW skills-based session*

### Dealing With Campus Legal Counsel

New this year, CCAS will invite subject matter experts from local campuses to provide deans with practical skills for interacting with campus colleagues.

# FRIDAY



## Bullock Museum of Texas History

### 5:30pm–6:30pm **Optional State/Regional Meetings**

GROUP DISCUSSION

Alabama Deans  
DC/Baltimore Deans  
Georgia Deans  
Kentucky Deans  
Michigan Deans  
North Carolina Deans  
Ohio Deans  
Pennsylvania Deans  
Tennessee Deans

\*INSERT YOUR STATE HERE.

If you'd like to convene deans from your state or region, email Amber at [aecox@wm.edu](mailto:aecox@wm.edu); limited space available.

*Dinner on your own*



*Breakfast on your own*

*Only coffee, tea, and soft drinks available Saturday morning*

**8:30am–9:45am CONCURRENT SESSIONS**

TRADITIONAL PANEL

**Gender Equity: Who is Doing the Institutional Service at a Small Regional Campus?**

This presentation reviews institutional service for gender equity in Liberal Arts and Sciences at a small regional comprehensive campus. Using data reported by faculty in annual reports (Digital Measures Activity Insight – DMAI) and assessed on the basis of required effort and responsibilities involved, we are able to determine who is doing the institutional service work. Our study is similar to those conducted at large research institutions (O'Meara, Kuvaeva & Nyunt, 2017; Guarino and Borden, 2017; Hanasono, Broido, Yacobucci, Root, Peña, O'Neil, 2019); however, it is based at different kind of campus with a primary focus on teaching. Service loads at this institution are also different due to the size of the institution and number of faculty. Our work addresses the issue of equitable distribution of service as a form of resource management. It also suggests a framework for deans to talk to faculty about how they are recording and describing their service activities, to lay the ground work to be able to compare loads, and to try to make them more equitable.

TRADITIONAL PANEL

**Practicing Shared Leadership within Portland State University's College of Liberal Arts and Sciences: Lessons Learned & a Model Moving Forward**

For the most part Universities have perpetuated strong hierarchies, which have helped these institutions endure for many years. In the past decade, higher education has come face-to-face with a series of complex challenges (such as budgetary constraints, changing demographics and changing learning technologies) and the current organizational structures are not adequate for addressing those challenges. Shared leadership is a contrasting approach to hierarchical leadership – where the burden of leadership is shared across multiple stakeholders; this provides a series of benefits ranging from leadership resilience, to being able to advance unique approaches to complex issues, to sharing the weight of hard decisions. Shared leadership also comes with its own set of challenges related to implementation, such as a difficulty understanding who makes decisions, overlapping areas of influence, and pressures to conform to the hierarchy. By the time of this presentation, the Dean's office at Portland State University will have been operating for two years under shared leadership. This panel presentation will discuss the steps taken to establish this shared leadership structure, the benefit and challenges and also what is next for the team.

# SATURDAY

**8:30am–9:45am** **Utilizing General Education  
to Bring the Liberal Arts to All Majors**

TRADITIONAL PANEL

The Liberal Arts often take a back seat to professional programs. This panel explores way to infuse the liberal arts into career oriented majors through general education. The panel will discuss how General Education curriculum can support and round out the learning happening in your professional programs. We will address ways to make the liberal arts meaningful to students in professional programs.

EXPERT PRESENTER

**Right-sizing Your Administrative Model**

Southern Oregon University moved, from one large college and two professional schools, to a seven division model of academic administration. Divisions are headed by Directors who came out of the faculty and function for all purposes as Deans over their respective programs. This model developed out a perfect storm, including severe financial challenges much like now. It has provided some significant benefits to both administrative function and the management team under the Provost. This session will share what mandated the need for change and reflect on the surprising benefits that have arisen.

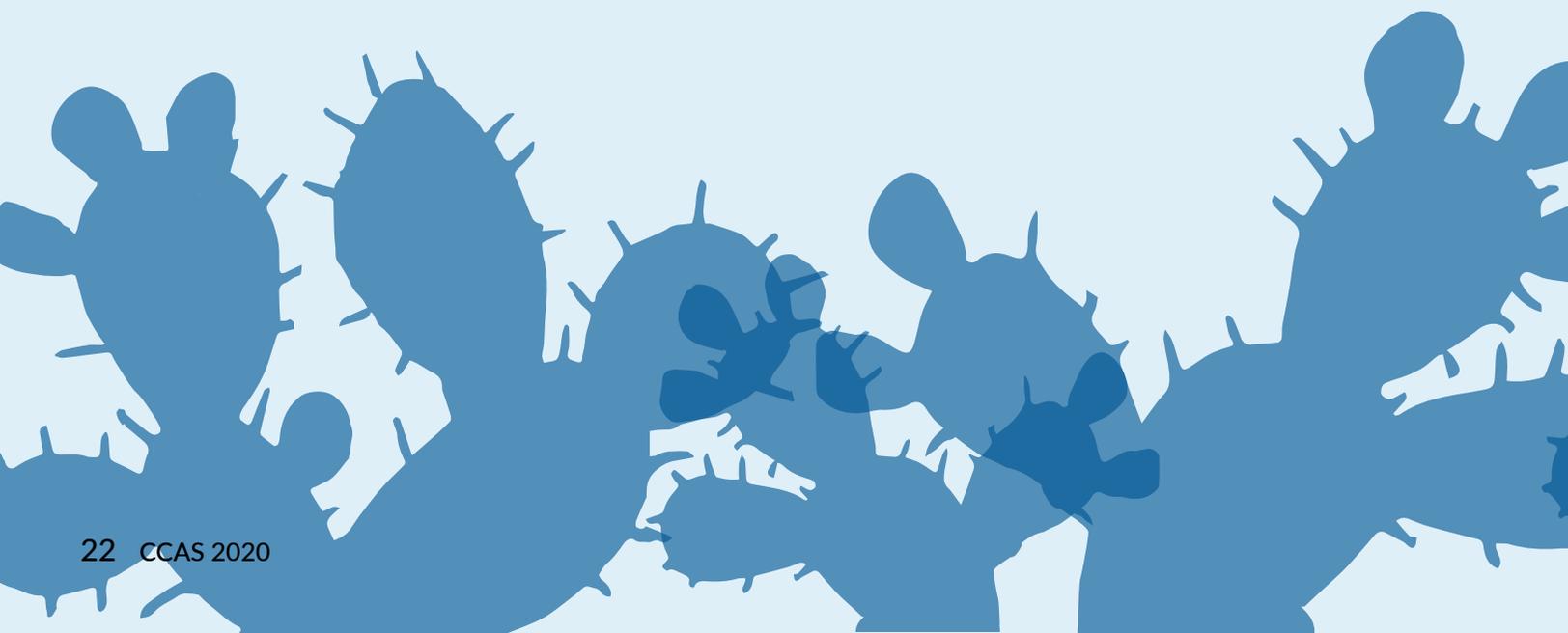
SKILLS-BASED

*NEW skills-based session*

**Dealing With Donors, Politicians, & External Constituents**

New this year, CCAS will invite subject matter experts from local campuses to provide deans with practical skills for interacting with campus colleagues.

**9:45am–10:00am** *Refreshment break*



**10:00am–11:15am CONCURRENT SESSIONS**

## TRADITIONAL PANEL

**From Community Engagement to Anchor Institutions:  
The Vital Role of Colleges of Arts & Sciences**

Challenges abound as well as opportunities. How Colleges of Arts & Sciences connect what their faculty and students do in the classroom with community neighbors and partners has never been more important. This panel will feature ways in which public and private metropolitan colleges and universities are assuming a more central role in the local communities. We will consider how our community-practices and needs are evolving given the crises we now face as we try to figure out what the “new normal” means.

## TRADITIONAL PANEL

**Moving to an Administrative Service Model:  
Efficiencies & Cost Savings?**

The University of Northern Colorado (UNC) has implemented an Administrative Service Center (ASC) Model where there are generalists within each College instead of departmental administrative assistants. The purpose of this model is to improve efficiencies in our administrative functions in order to invest in our fiscal sustainability and our students' success. It has resulted in layoffs. This model was introduced to the campus in January and will be implemented in May 2020. Our presentation will outline the model and report on the challenges and successes thus far.

## PAIRED THEORY/PRACTICE

**A Case Study in the Assessment of Class Sizes:  
Empowering Deans & Faculty to Address Inequities  
and Maximize Resources**

The issue of maximum class sizes in higher education is a complicated one that directly impacts student success, faculty workloads, and appropriate and efficient allocation of human and physical resources. Prior research in this area supports the theory that pedagogical intent should dictate maximum class sizes. However, less scholarly attention has been devoted to the practice of assessing appropriate maximum class sizes, particularly under that theoretical assumption and given the situational constraints of limited space and/or instructional faculty. We will present a theory-driven case study where a task force of faculty conducted an internal and external investigation of maximum class sizes across a set of peer institutions.

# SATURDAY

10:00am–11:15am

TRADITIONAL PANEL

## Administrative Challenges at a Consolidated, Multi-campus Institution

As administrators in a consolidated, multi-campus institution within the University System of Georgia, we have experienced a tremendous amount of change. In 2013, the USG brought together a state college with a single, residential campus and 6000 students and merged it with a mostly two-year, commuter institution with 7000 students, 2 satellite campuses, and an access mission. We are now a university with 20,000 students, 5 total campuses, and some PhD programs to go along with our access mission. It's been hard at times, but big institutional change, and here's a cliché, can be an opportunity. In our consolidated structure, the key is looking for room to be flexible and collaborative while allowing departments to negotiate for structures and systems that work best for them. While it sounds and sometimes feels chaotic, what emerges is a system with diverse ways to deal with scheduling, annual reviews, promotion and tenure, and USG system initiatives. Join us to discuss how this constant state of flux is a part of the frustration of being an administrator at a branch campus, and to learn how we see it as enabling our branch campus to work in an otherwise siloed university.



*NEW skills-based session*

SKILLS-BASED

## Recruitment & Retention of Diverse Students & Faculty

New this year, CCAS will invite subject matter experts from local campuses to provide deans with practical skills for interacting with campus colleagues.

11:15am–11:30am

*Break*

11:30am–1:00pm

NETWORKING

## Closing Conversation on Anti-Racism

*Meeting adjourns at 1:00pm*

1:00pm–3:00pm

## Meeting of the New CCAS Board of Directors

# JW MARRIOTT, AUSTIN



Voted #1 hotel in Texas by Condé Nast readers in 2019, JW Marriott Austin is situated in the heart of downtown Austin, amenities include:

- On-site spa
- Room service
- Seven bars
- Three restaurants
- Starbucks
- The largest guest rooms in the city with floor-to-ceiling windows

The hotel is located just steps from the best attractions and entertainment options Austin has to offer including the Sixth Street Entertainment District and the University of Texas.

## RESERVATIONS

The CCAS preferred group rate is \$249 (single or double, plus tax)

Reservations must be made by October 19 to qualify for the group rate. To reserve accommodations, [click here](#) or call 877-622-3056 and identify yourself as being with CCAS2020 to book within the CCAS room block.



# 2021 ANNUAL MEETING

November 10-13 \* Portland, Oregon

