



# NEWSLETTER

Council of Colleges of Arts and Sciences

Volume 26, Number 2

March-April 2005

Mary Hancock-Niemic, Editor

## CCAS will seek a new home and a new Executive Director in 2006

For the past ten years, CCAS has been headquartered at Arizona State University in Tempe. It moved there from Ohio State University in 1994, and has enjoyed the generous support of two successive Deans of Arts and Sciences since that time. Dean David Young has notified the organization that the university will not be able to renew its contract after 2006, so the organization will be seeking a new host institution. At its April meeting the Board of Directors expects to approve an RFP for a university to host our organization beginning in summer, 2006, and will send out a timeline for receiving proposals.

The host institution for CCAS provides space and infrastructure for the organization, and has contributed to the expenses of the office and staff. The Executive Director and staff work in the host institution. What kind of institution could host CCAS? We don't have many preconceptions, and would welcome interest from any university that would like to consider it. As the location for the office, the host university should preferably be in a location that could attract an Executive Director and staff, and should be reasonably accessible for meetings of the Board of Directors. But that leaves many universities in all parts of the country available. Certainly the most important requirement is the presence of administrators who are or have been active in the organization and support the arts and sciences. Please look for the RFP in late April!

Our current Executive Director Ernie Peck, after long and energetic service that has kept CCAS healthy and focused over the past years, has notified the Board of Directors that he plans to retire in December, 2006. The Board will begin the process of searching for a replacement for Ernie in the next few months, after we have identified a new host institution.

If your university might be interested in hosting CCAS, please feel free to talk to one of the current officers – Dee Abrahamse, President (dabraham@csulb.edu), Lee Edwards, Past President (lee.Edwards@ca.s.umass.edu), or Julia Wallace, President-Elect (Julia.Wallace@uni.edu), or talk to Ernie Peck directly about it (epeck@asu.edu).

—Dee Abrahamse, *President*

### Jane Earley Thanks CCAS

*Remarks by Jane F. Earley, Dean of the College of Arts and Humanities at Minnesota State University, Mankato, upon receiving an award from CCAS in November 2004 at the Annual Meeting.*

Thank you.

My first CCAS meeting was in 1976, at the Catamaran Hotel in San Diego.

My second meeting was in San Antonio, at the historic St. Anthony Hotel.

It was at that meeting that I started a women's caucus. I met these remarkable women in the

*Jane Earley continued on page 2*

### In this issue

Jane Earley Thanks CCAS . . . . .	1
Daylight Savings Time Changes	
CCAS Office Hours for Many Members . . . . .	2
CCAS Seminar Meeting Schedule . . . . .	3
CCAS Event Payment Policy . . . . .	3
CCAS Cancellation Policies . . . . .	3
Why Wait for a Confirmation? . . . . .	3
Changing of the Guard . . . . .	5
Membership Directory Addendum	
Now Available Online. . . . .	5
"What Are You Reading? . . . . .	5
Good Readings for Deans" . . . . .	5
Pell Institute and Lumina Foundation	
Release a New Report . . . . .	7
Job Announcement	
California State University, Channel Islands . . . .	4

## Daylight Savings Time Changes CCAS Office Hours for Many Members

It is getting to be that time of year again: Daylight Savings Time. As of April 3rd, the majority of the United States will set their clocks forward. However, Arizona is one in a handful of states that does *not* reset its time. This can be confusing when you are calling the CCAS office.

Every April, instead of going on Daylight Savings Time and continuing to be on Mountain time with the other states, Arizona's time stays the same. This means Arizona becomes aligned with the Pacific time zone when those states set their clocks ahead one hour.

Currently, Arizona is aligned with the rest of the Mountain time states. This means Arizona is now:

- 2 hours earlier than Eastern time
- 1 hour earlier than Central time
- 1 hour later than Pacific time.

But come April 3rd, this will change to:

- 3 hours earlier than Eastern time
- 2 hours earlier than Central time
- Same time as Pacific time.

*Jane Earley continued from page 1*

restroom (so few women that we all fit in the restroom at one time!).

Stavroula Fanos, Associate Dean, Maryland  
 Flavia McCormick, Associate Dean, New Mexico  
 Miriam Wagenschien, Dean, Corpus Christi, Texas  
 Marjorie Cook, Associate Dean, Miami of Ohio, now deceased

There were a few more women in attendance but they were busy with colleagues.

I suggested that we meet the next year for breakfast during the conference.

From this modest beginning, grew the women's breakfast—a network or caucus still in existence; this

### US Time Zones (Continental Zones Only)

**CCAS Office in Tempe, Arizona**

**Arizona does not go on Daylight Savings Time.**

**Summer: Same as Pacific Time.**  
**Winter: Same as Mountain Time.**

However, no matter what time you call, please be assured that we get your messages and follow up as soon as we can. ○

year, there are over 100 registered for the event.

Many of the men in the organization were mentors to me in the early days; some of them were also members of the much less formal National Conference of Academic Deans.

I'd like to call out their names—mentors who had time for a new dean with plenty of questions:

Stan Paulson from Penn State  
 Bud Williamson from Miami of Ohio  
 Bill Stamey from Kansas State  
 Bernard O'Kelly from North Dakota  
 George Gries from Oklahoma State

My survival as an administrator

*Jane Earley continued on page 4*

The CCAS Newsletter is published bi-monthly six times each year for its membership. CCAS membership is based on the **institution** and not the Dean or the individual College. If a Dean moves from a CCAS member institution to a non-member institution, the Dean must apply for CCAS membership for the new institution to continue CCAS membership benefits.

#### Membership Dues

No. of BA/BS Degrees Awarded	Dues
1 - 99	\$195.00
100 - 299	\$290.00
300 - 499	\$395.00
500 - 749	\$495.00
750+	\$595.00

#### The CCAS Staff

Executive Director . . . . . *Ernie Peck*  
 Assistant to the Executive Director and Newsletter Editor. . . *Mary Hancock-Niemic*  
 Clerical Assistant. . . . . *Selene Ball*

#### Contact Us

Phone . . . . . (480) 727-6064  
 Fax . . . . . (480) 727-6078  
 Email . . . . . ccas@asu.edu  
 Web site . . . . . www.ccas.net

#### CCAS Mailing Address

Council of Colleges of Arts and Sciences  
 College of Liberal Arts and Sciences  
 Arizona State University  
 PO Box 873108  
 Tempe, AZ 85287-3108

#### For UPS or FedEx ONLY

Council of Colleges of Arts and Sciences  
 ASU Community Services Bldg., Room 201  
 200 E. Curry Road  
 Tempe, AZ 85281-1203

**FBI: 42-6122857**

#### Advertisements

Advertisements must be received by the 15th of the month **prior** to publication (e.g., Aug. 15th for the Sept/Oct issue). Camera-ready ads should be submitted as eps files. For further information, please contact the CCAS office before submitting your ad.

Full page ad . . . . .	\$200
Size: 9.5 inches (H) x 7.5 inches (W)	
Half-page ad . . . . .	\$100
Horizontal Ad:	
4.75 inches (H) x 7.5 inches (W)	
Vertical Ad:	
9.5 inches (H) x 3.75 inches (W)	

For custom sizes or other special requests, please contact the CCAS office.

## CCAS Seminar Meeting Schedule

### JULY

July 14 – 16

**CCAS Seminar for Department Chairs**  
*Denver Marriott City Center*  
Denver, Colorado

July 17 – 20

**CCAS Seminar for New Deans**  
*Denver Marriott City Center*  
Denver, Colorado

### SEPTEMBER

September 10 & 11

**CCAS Seminar: Legal Issues at Union  
and non-Union Institutions**  
*La Posada de Albuquerque*  
Albuquerque, New Mexico

### NOVEMBER

November 2 – 5

**CCAS Annual Meeting**  
*Sheraton Vancouver Wall Centre Hotel*  
Vancouver, British Columbia, Canada

Information about these and other CCAS activities appear in the CCAS Newsletter and are posted on the CCAS website ([www.ccas.net](http://www.ccas.net)).

Brochures and registration forms are available from the CCAS website by clicking on the "Meetings" button (3rd button down in the left-hand column).

You may phone 480-727-6064 or fax 480-727-6078 or send email to [ccas@asu.edu](mailto:ccas@asu.edu) for further information.○

## CCAS Event Payment Policy

When you plan to attend a CCAS seminar, workshop or Annual Meeting, it is not necessary to include payment with your registration. Because CCAS **does not accept credit cards or institution payment cards**, registration fees must be processed the old fashioned way following the accounting procedures set up by each institution. The procedures vary in both the amount of paperwork and the time it takes to get processed. For this reason, it is not required that your payment accompany initial registration.○

### Mark your calendars for CCAS's 2005 Annual Meeting! Vancouver, BC, CANADA

The Sheraton Vancouver Wall Centre Hotel will be the site of this year's annual CCAS meeting to be held November 2-4, 2005. The Sheraton is located in the heart of the beautiful city of Vancouver, British Columbia and is centered close to the classy boutiques and wonderful restaurants of Robson Street and Yaletown. The beautiful views from the floor-to-ceiling windows in each room are awesome!

Since we are crossing international borders for this year's meeting (don't forget to pack a passport or a birth certificate) we have a general theme of "International Partnerships." Topics for panel discussions will include innovative ways to develop and sustain international exchanges and study opportunities for both faculty and students. We, of course, will also have general topics of interest to both new and veteran deans including case study sessions and sessions elucidating the legal intricacies of being a dean.

Our key note speakers this year will be the Honourable Vivienne Poy, Chancellor of the University of Toronto and Terry Hartle, Senior Vice President, Division of Government and Public Affairs for the American Council on Education (ACE).

## Why Wait for a Confirmation?

Most seminars and workshops sponsored by CCAS during the year are limited to a specific number of attendees. When the event is filled, you will be put on a waiting list; but there is no guarantee you will be able to attend. So if you make travel arrangements *before* getting a faxed confirmation from the CCAS Secretariat Office, you may find the seminar or workshop is full and you have been put on a waiting list instead. Unfortunately, this makes getting a refund from airlines and the hotel difficult, if not expensive. So it is important to wait until you receive confirmation before planning your trip.

However, this does not apply to the Annual Meeting any longer and will be removed from the registration information next year. As soon as you fax your registration materials to CCAS, please make your hotel and travel arrangements so you can get the best price available.○



*Jane Earley continued from page 2*

probably depended in large part on them, who taught me to say, “our university, our faculty, our students” and not “my faculty, my college” and a host of other small but significant things that save a person from thinking it is all about her, that focus attention on the joint enterprise, and thus make longevity possible.

Those people are gone from their campuses and from CCAS, but I hope that those of you attending from those campuses will go back home to your colleagues and say that these leaders are remembered, and their presence is still recognized.

CCAS has always seemed special to me because while the conferences included the latest trends, the political issues, the difficult problems to solve, they were also full of common sense and humor, made up of interesting folks who did not forget what is at the heart of our work: the student learning with a teacher who cares passionately about that learning and about his or her own life of the mind. I loved the organization from the first time I attended a conference; even after missing some years for health reasons, returning to the annual conference is like coming home. It's a great family.

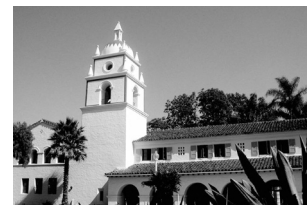
Thank you again for this great honor. ○



Jane Earley receives CCAS Award from Susan Coultrap-McQuin



## California State University Channel Islands Dean of the Faculty



California State University Channel Islands seeks a Dean of the Faculty beginning with the 2005-06 academic year. The newest of the 23-campus CSU System, Cal State Channel Islands is in its third year of operation and seeks a faculty leader interested in participating in the growth and development of a new campus.

The successful candidate will have administrative experience from an accredited four-year university at the level equivalent of department chair or above; demonstrated leadership and interpersonal skills; an earned terminal degree from an accredited institution and a record of quality teaching, research and scholarship appropriate for appointment as a tenured full professor in an academic department; demonstrated commitment to facilitating the pursuit of excellence in teaching, research and scholarly activities; demonstrated commitment to the development and support of cross-disciplinary programs; demonstrated commitment to shared governance; experience and a demonstrated commitment to fostering a culturally diverse academic community; commitment to a student-centered learning environment; commitment to building a total university; knowledge of and experience in the development and assessment of learning outcomes; experience in a new or growing institution and/or experience in planning for and developing new academic programs; a successful record of developing and sustaining community partnerships and experience in a collective bargaining environment.

Application review begins March 1<sup>st</sup>. The position is open until filled.

**Apply at [www.CSUCIFacultyJobs.com](http://www.CSUCIFacultyJobs.com)**  
**(805) 437-8455 for assistance**  
AN EQUAL OPPORTUNITY/TITLE IX EMPLOYER

## Changing of the Guard

**Todd Berry**, Assistant Dean, Thomas Harriot College of Arts and Sciences, East Carolina University, to Associate Dean, Thomas Harriot College of Arts and Sciences, East Carolina University.

**Kevin R. Carman**, Professor of Biology and Interim Dean, College of Basic Sciences, Louisiana State University at Baton Rouge to Dean, College of Basic Sciences, Louisiana State University at Baton Rouge.

**Thomas M. Christensen**, Associate Professor of Physics, University of Colorado at Colorado Springs, to Dean, College of Letters, Arts and Sciences, University of Colorado at Colorado Springs.

**David Cronrath**, Interim Dean, College of Art and Design, Louisiana State University at Baton Rouge to Dean, College of Art and Design, Louisiana State University at Baton Rouge.

**Fred Jandt**, Interim Dean, Palm Desert Campus, California State University San Bernardino, to Dean, Palm Desert Campus, California State University San Bernardino.

**Stephen Lefevre**, Dean of Faculty, California State University Channel Islands, to Associate Vice President, California State University Channel Islands.

**Robert A Young**, Associate Dean, College of Humanities and Social Sciences, California State University at Fullerton, to Associate Vice President of Academic Programs.

To have your changes included in the next newsletter, send, fax, or email them to the CCAS office. See page 2 of this newsletter for contact information. ○

---

## Membership Directory Addendum Now Available Online

The 2004-2005 CCAS Membership Directory has been sent out and by now, every member has received one. However, as with almost all directories, it is obsolete before its ink can dry, and the CCAS Membership Directory is no exception. Our members are a dynamic and ever-changing group who don't stay in one place for very long. And then, there is the human factor. As much as we would like to think we are careful and precise, errors do occur — and usually do not become visible until they are printed and distributed for all to see.

For these reasons, an Addendum for the 2004-2005 CCAS Membership Directory is now available. It has a few pages of corrections and additions that you can print out and keep with your directory. It is in the "Members Only" section of the CCAS website. Go to [www.ccas.net](http://www.ccas.net) and click on the "Mbrs Only" button, just below the flashing "News" button. ○

## "What Are You Reading?"

### Good Readings for Deans"

— Joe Gow



Joe Gow

In the summer of 2004 CCAS deans were asked, via the listserv, "What are the readings (books and articles) that have proved most useful in your work as a dean?" A list of the most frequently mentioned titles was compiled and subsequently presented for discussion at an interactive session held during the 2004 Annual Meeting in San Antonio. What follows is a summary of the list of readings along

with brief annotations designed to convey the flavor of the discussion in San Antonio. (While numerous other books and articles were mentioned in the survey and ensuing conversation, the summary below includes only those titles that were recommended by more than one CCAS dean.)

#### Most Frequently Recommended Titles

*Good to Great* by Jim Collins  
(New York: HarperCollins, 2001).

This popular study of the qualities and practices that have served 11 successful companies well over a sustained period seemed quite familiar to most of the CCAS deans who responded to the survey and/or attended the discussion session at the 2004 Annual Meeting. While many of the deans indicated that they have attempted to use Collins' ideas in their own colleges, several admitted that they felt the principles in the book were being nudged upon them by senior administrators eager to see their institutions become more "business-like." This raised questions about the utility of business principles in an academic context. Nonetheless, all deans seemed to agree that Collins' book provides useful insights for leaders of many different types of organizations.

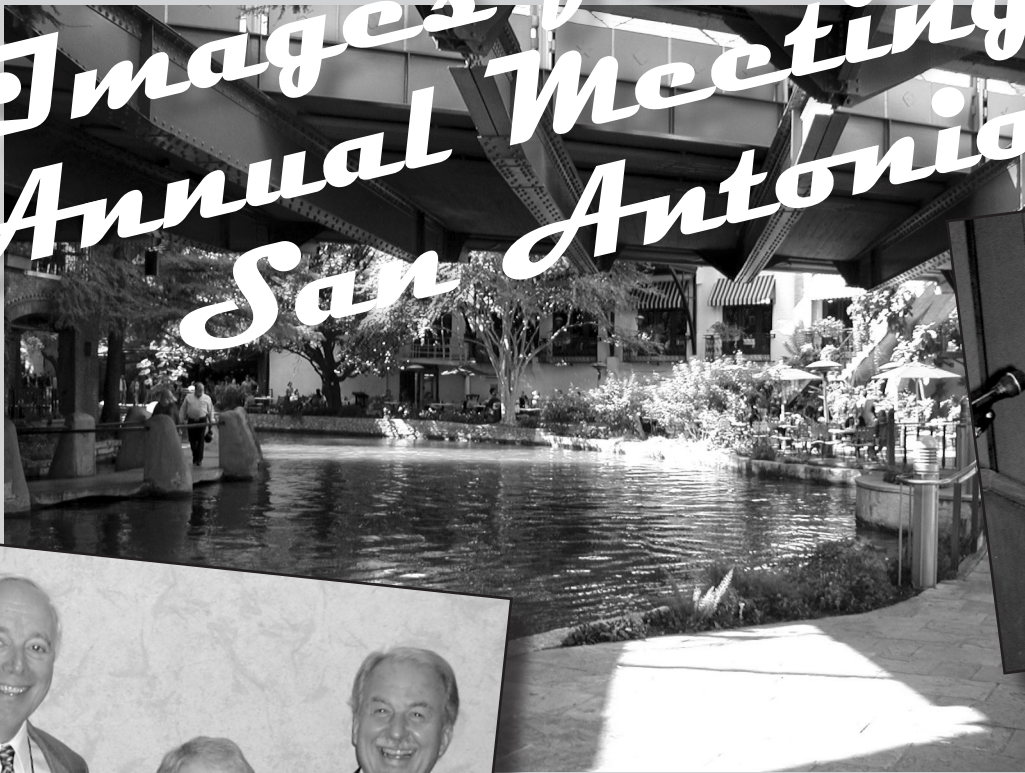
*Straight Man* by Richard Russo  
(New York: Random House, 1997).

Of all the books discussed with CCAS deans at the 2004 meeting this fictional account of the adventures of the chair of the English Department at West Central Pennsylvania State University elicited the most enthusiastic comments. Many of the deans praised Russo's ability to capture the more absurd qualities of faculty meetings, budget cycles and general institutional politics. In particular, one of them noted that *Straight Man's* depiction of academic life was so trenchant because Russo had been a faculty member at comprehensive public institutions in both Pennsylvania and Connecticut. While a few deans viewed Russo's book as reflecting something of an "old school" outlook, several said his humorous depiction of academe had helped them to better understand and connect with the faculty in their colleges.





*Images from the  
Annual Meeting in  
San Antonio*



**Our thanks to Dick Webb  
for sharing these photos.**

Good Books continued from page 5

*College Deans: Leading from Within* by Mimi Wolverton and Walter H. Gmelch (Westport, CT: Oryx Press, 2002). One of several books on the subject of deaning written by current or former deans, this national survey of over 800 deans received high marks from CCAS members. Several of the attendees in San Antonio noted how much they valued the insights the book provides into the paths deans take to their positions, the stresses and satisfactions they experience, and the reasons they choose to either stay in or leave their posts. In particular, the deans noted how comforting it was to learn from Wolverton and Gmelch's work that an unfamiliar and somewhat painful process of reinvention is a common feature of a new dean's "rite of passage." The book's chapters on "Female and Minority Deans and the Keys to Success" and "Leadership Development: Answering the Call to Leadership" were also cited for their helpfulness. (And several of the attendees in San Antonio added that those who found Wolverton and Gmelch's book useful might also enjoy reading *Building the Academic Deanship: Strategies for Success*, a new book written by former CCAS President Gary Krahenbuhl.)

**Frequently Recommended Titles**

*The Academic Deanship* by David Bright and Mary Richards (San Francisco: Jossey-Bass, 2001). Two veteran deans provide insight into how to find the right decanal position and excel in it.

*The ACAD Resource Handbook for Academic Deans*, edited by George Allan (Washington: American Conference of Academic Deans, 1999). A diverse resource handbook, written by experienced deans, addresses key topics that will be of interest to new deans.

*Alma Mater* by P.F. Kluge (New York: Addison-Wesley, 1993).

An alumnus of Kenyon College returns to his alma mater as a writing instructor and explores the inner life of this elite liberal arts college.

*The Contrarian's Guide to Leadership* by Steven Sample (San Francisco: Jossey-Bass, 2001).

The President of USC provides unconventional insights into how to be an effective leader.

*The Lecturer's Tale: A Novel* by James Hynes (New York: Picador, 2002).

A dark academic satire follows an untenured lecturer's triumph over the "horrors" of life at a prestigious Midwest university.

*Making the Most of College* by Richard Light (Cambridge: Harvard University Press, 2001).

A summary of a series of interviews with over 1600 Harvard students provides insight into how students, faculty and administrators can make the college environment and experience more rewarding.

## Pell Institute and Lumina Foundation Release a New Report

The Pell Institute for the Study of Opportunity in Higher Education and Lumina Foundation for Education has released a new report. Entitled *Raising Graduation Rates of Low-Income Students*, the report studies retention practices at institutions that enroll high percentages of Pell Grant recipients. The research, funded by a grant from Lumina Foundation, focused on 20 colleges and universities across the country.

This report has been distributed to a broad spectrum of higher education policy-makers and practitioners in order to share what has been learned about effective practices for fostering student success, particularly among low-income and first-generation students.

The project is continuing in the exploration of retention of low-income students through follow-up research. The findings will be released when the work is completed in 2006. For further information, please contact:

The Pell Institute  
1025 Vermont Avenue, NW, Suite 1020  
Washington, D.C. 20005  
Phone: (202) 638-2887  
Fax: (202) 638-3808  
[www.pellinstitute.org](http://www.pellinstitute.org) ○

*Reframing Organizations* by Lee Bolman and Terrance Deal (San Francisco: Jossey-Bass, 1997).

An exploration of the structural, human resource, political and symbolic frames essential to effective management and leadership of contemporary organizations.

*Shakespeare, Einstein, and the Bottom Line* by David Kirp (Cambridge: Harvard University Press, 2003).

A series of case studies exploring colleges and universities that have embraced business values including efficiency, integrated marketing and technological innovation.

Shakespeare's tragedies and history plays Classics including *Macbeth*, *King Lear*, *Hamlet*, *Othello*, *Julius Caesar*, *Richard II*, *Henry IV* (parts one and two), *Henry V*, and *Richard III* are must reading for anyone who is, or aspires to be, a leader.

*The University: An Owners Manual* by Henry Rosovsky (New York: W.W. Norton & Co., 1990).

A former Dean of the Faculty of Arts and Sciences at Harvard University provides an in-depth look at the rich organizational dynamics of this private research university.

*Joe Gow is the Provost and Dean of the College of Liberal Arts and Sciences at Nebraska Wesleyan University in Lincoln, NE. He is also on the CCAS Board of Directors.* ○





Council of  
Colleges of Arts  
and Sciences

College of Liberal Arts and Sciences  
Arizona State University  
PO Box 873108  
Tempe, AZ 85287-3108

*Upcoming Seminars You Don't Want to Miss!*

July 14-16, 2005 in Denver, Colorado  
**SEMINAR IS FILLED! CALL TO BE PUT ON WAITING LIST.**  
**CCAS Seminar for Department Chairs**

July 17-20, 2005 in Denver, Colorado  
**CCAS Seminar for New Deans**

September 10 & 11, 2005 in Albuquerque, New Mexico  
**CCAS Seminar: Legal Issues at Union  
and non-Union Institutions**

*Remember: Space is limited. Register soon!*