Academic Leadership: Advancing Liberal Learning for Global Mobility

Complementing AAC&U’s conference theme, *Global Positioning: Essential Learning, Student Success, and the Currency of U.S. Degrees*, ACAD’s annual meeting program features sessions that academic administrators will find useful, challenging, and enriching. Echoing the AAC&U emphasis on “imperatives of changing international economic and political power” and the importance of creativity in meeting the needs of our students, the 2011 ACAD meeting will focus on institutional structures and leadership that successfully advance liberal learning as our world becomes progressively flatter.

**ACAD Pre-Conference Workshops (additional fee)**

**Wednesday, January 26, 2:00—5:00 p.m.**

**General Education for Holistic Goals**

Current statements of the mission of liberal education focus on *holistic* goals such as the development of the ability to analyze and synthesize information, to construct new ideas, to deal with a future that does not yet exist, the development of intellectual and personal autonomy, and the development of responsible, engaged citizenship. Many of these goals are not discipline specific and are not likely to be achieved by specific courses. We do not have courses such as “Autonomy 101” in our curricula, nor do distribution categories seem suited for the attainment of such goals. Nevertheless, many institutions define their general education goals in terms of menus of courses, where each course or category of courses is relevant to the development of a particular aspect of knowledge or intellectual skill. Many of these menus have evolved in the last generation from heavy reliance on distribution requirements to the inclusion of courses that address such topics as global learning, diversity, or quantitative skill. What about the holistic abilities important to the development of the entire individual? What are the mechanisms in our academic programs that address them? With the probable exception of writing, where there is some emphasis on writing across the curriculum, our programs seem too compartmentalized.

In this presentation, we wish to lead discussion of two issues. First, we will consider some strategies for general education that can help emphasize the holistic development of liberally educated persons. We suggest several approaches. We will describe their characteristics, present concrete examples, and invite discussion. Second, we will discuss
some of the issues involved in trying to emphasize any set of strategies that is aimed at holistic goals.

Lawrence B. Breitborde, Vice President for Academic Affairs and Dean of the College, Knox College; David Burrows, Provost and Dean of the Faculty, Lawrence University; Gerald Seaman, Vice President and Dean of the Faculty, Ripon College

Educating for Global Citizenship at Baccalaureate Liberal Arts Institutions: Maximizing the Benefits of International Student Integration
Today, more and more institutions are building global education into their mission, and are therefore realizing new possibilities for the inclusion of international students on their campuses. However, true integration—that which maximizes the educational benefits for all students—is a very difficult process, and one that cannot happen without very thoughtful and deliberate planning. Among all baccalaureate liberal arts institutions in the United States, our institutions (Westminster, College of the Atlantic, Macalester, Mount Holyoke, and Principia) rank in the top ten in highest percentage of international students, as we have deliberately set out to create global communities on our campuses. Given the high concentration of international students, we have the unique opportunity of creating cross-cultural experiences for all our students.

This session will begin with an historical overview of the reasons for recruiting large numbers of international students and the typical challenges this objective creates. It will then focus on the specific objective of enhancing global education, with a particular emphasis on global citizenship. Next, each presenter will explain how global education is part of his/her institution’s mission and offer one or two examples of “best practices” in creating cross-cultural experiences that have been particularly effective. Finally, the presenters will convene “breakout” sessions with the participants, with each one focusing on ways to apply the “best practice” to other institutions and designed to help participants develop an action plan to take back to their campuses.

Carolyn Perry, Vice President for Academic Affairs and Dean of Faculty, Westminster College; Ken Hill, Academic Dean, College of the Atlantic; Kathleen M. Murray, Provost and Dean of the Faculty, Macalester College; Don O’Shea, Dean of Faculty and Vice President for Academic Affairs, Mount Holyoke College; Scott L. Schneberger, Dean of Academics, Principia College

Thursday, January 27

10:30—11:45am: Introducing Global Perspectives into the Liberal Arts Curriculum
The purpose of this session is, first, to explore how three liberal arts colleges (Beloit, Macalester, and Whitman) have integrated global perspectives into their academic programs; and, second, to invite other participants to share their initiatives on the same front.
Timothy V. Kaufman-Osborn, Provost and Dean of the Faculty and Bruce Magnusson, Director, Global Studies Initiative, both of Whitman College; Kathleen Murray, Provost and Dean of the Faculty, Macalester College; Ann Davies, Vice President for Academic Affairs and Dean of the College and Natalie Gummer, Director First and Second-Year Initiatives, both of Beloit College

1:30—2:30pm:
Implementing a Strategic Faculty Development, Evaluation, and Compensation System in an Egalitarian Culture: The Good, The Bad, and the Ugly
Few administrative tasks are more important than issues surrounding faculty development, evaluation, and compensation. This session outlines the shift to a merit system based on shared responsibility between faculty and administrators in a liberal arts setting. Discussion surrounds the promises, pitfalls, and lessons learned over time from the perspectives of both faculty members and administrators.

Laurie M. Joyner, Interim Provost, Richard E. Foglesong, George D. and Harriet W. Cornell Chair of Politics, and Jennifer J. Cavenaugh, Winifred M. Warden Chair of Theatre Arts and Dance, all of Rollins College

2:45—4:00pm:
The “Two Body Problem” in Small Colleges: Challenges and Opportunities
The “two body” problem is a challenge for all deans. Tight budgets and geography can stand in the way of successful hiring. What can be done to respond to this challenge? This panel will provide the opportunity to hear some success stories, as well as some stories of frustration at missed opportunities.

Gregory Mahler, Vice President for Academic Affairs and Academic Dean and Alice Shrock, Associate Academic Dean for Program Development, both of Earlham College; William Craft, Vice President for Academic Affairs and Dean, Luther College; Carolyn Newton, Provost, College of Wooster; Clark Ross, Vice President for Academic Affairs and Dean of Faculty, Davidson College

4:15—5:30pm:
Going Global, Going Mobile: Shenandoah University’s First Year Seminar
Shenandoah University recently launched two major initiatives, Going Global and iMLearning, designed to engage first-year students in the skills necessary to compete in the global workforce. This presentation will discuss the challenges faced when implementing a first year seminar based on global citizenship learning outcomes and a mobile technology program.

Bryon Grigsby, Senior Vice President and Vice President for Academic Affairs, Amy Sarch, Director of First Year Seminar and General Education, and Calvin Allen, Associate Vice President and Dean of Arts and Sciences, all of Shenandoah University
Friday, January 28

7:00—8:30am:
**ACAD Members Breakfast and Business Meeting (additional fee)**

10:30—11:45am:
**Creative Partnership for World Language Learning: Augsburg College and Minneapolis Community and Technical College**
Augsburg College and Minneapolis Community and Technical College (MCTC) are located just a few short miles away from one another. The two colleges are beginning to work more collaboratively on teaching world languages to classes of both Augsburg and MCTC students. This session will explore the process of their collaboration.

**Linnea A. Stenson**, Associate Vice President and Dean, Academic Affairs, Minneapolis Community and Technical College and **Amy S. Gort**, Assistant Vice President and Dean of Arts and Sciences, Augsburg College

11:45—1:15 pm:
**ACAD Keynote Luncheon (additional fee)**
**Mark Schapiro**, Senior Correspondent, Center for Investigative Reporting

*New Sources of Global Power in the Era of Climate Change and Environmental Crises*
This talk will address how the specter of climate change, and the world’s response to it, is leading to fundamental shifts in global power and influence. Countries from the richest to the poorest have engaged at an unprecedented level on a global scale. In the process new sources of leverage are emerging as non-fossil fuel based energy accumulate greater value, as developing countries with the resources to ‘offset’ developed country emissions take on added importance, and the UN’s role as arbitrator and overseer of the global approach takes on increasing prominence. In the broader picture, the shifting lines of power portend changes that will likely extend far beyond environmental concerns—into the realm of trade alliances, security and the interplay between science and public policy. These developments present an unprecedented set of opportunities and challenges for generations of students to come.

Mark Schapiro is the Senior Correspondent at the Center for Investigative Reporting. He has been living in and reporting from overseas for more than twenty years, primarily in Europe and Latin America. His award-winning work on international and environmental affairs appears in print, in such publications as Harpers and Mother Jones; on television, as a correspondent with the PBS newsmagazine Frontline/WORLD; and on the radio, with the public radio show Marketplace. He is currently conducting ongoing investigations into the global strategies to fight climate change. His most recent book, *Exposed: The Toxic Chemistry of Everyday Products and What’s at Stake for American Power*, probes into the response of U.S. business to the heightening of environmental standards in the European Union. He has lectured and taught at numerous universities in this country and abroad.
1:30—2:30pm:
**Give Faculty a Chance: The Leadership Responsibilities of Administrators in Curricular Change**
Transformative change is difficult enough; when economic pressures and other factors exacerbate the need for decisive, timely, and focused actions, faculty and administrators must embrace new approaches to governance and decision-making. This session will examine the roles and responsibilities of Deans, Vice Presidents and Provosts, to insure successful curricular revision processes.

_Cynthia M. Patterson_, Vice President for Academic Affairs, and _Katrina Carter-Tellison_, Chair, Center for Liberal Education, Chair, Dialogues of Learning, both of Lynn University

2:45—4:00pm:
**Middle Manager or Academic Leader? Thriving in the Associate Deanship**
Associate Deans exercise academic leadership from a position of middle management. They face several challenges: being “in-between,” managing transitions, and working across the institution. Participants will use case studies to develop strategies for thriving as Associate Deans. This is a networking and development opportunity for new and veteran Associate Deans.

_James M. Sloat_, Associate Dean for Assessment and New Initiatives, Washington and Jefferson College; _Kathleen E. Harring_, Associate Dean of Institutional Assessment, Muhlenberg College; _Benjamin Slote_, Associate Dean of the College, Allegheny College

4:15—5:30pm:
**ACAD Roundtable and Open-Mic Session**
To better facilitate open discussions on relevant topics ACAD has revised the format for the open-mic session. This year, tables will be assigned topics and moderated conversations will take place based on these topics. After a time the floor will open for full group discussions related to the initial topics. Three topics for discussion will be: 1) Faculty Personnel Matters; searching, hiring, tenure and promotion 2) Faculty Personnel Matters; workloads, dismissal for cause, emeritus/a status and 3) Curriculum; general education and interdisciplinary programs. Additional topics will be solicited from attendees at the meeting. Please stop by the ACAD booth for more information or to provide a topic of interest.

5:30—7:00pm:
**Reception Hosted jointly by ACAD and the Phi Beta Kappa Society—open to all.**
9:30—10:30am:  
The “Other” at Home: The Impact of Visiting International Students on the Home Campus and New Approaches to Global Mobility  
Despite increases in study abroad programs and participation in the past decade, most U.S. students still do not study abroad while in college. Given that, and given recent institutional trends toward internationalization, how can we help our students become global citizens even if they never leave campus? This session examines the impact of visiting international students on two very different institutions, Barnard College of Columbia University, which has only recently begun hosting “study abroad” students on its New York City campus, and the University of Melbourne, a long-time leader in global mobility for its undergraduate student body.

Hilary L. Link, Associate Provost and Dean for International Programs, Barnard College and Krista Northup, Regional Manager (North America), University of Melbourne