



76th Annual Meeting
January 22-25, 2020
Washington, DC

Leadership in Turbulent Times

Now more than ever, higher education needs leaders who can navigate our institutions through these turbulent times. Parents and prospective students are questioning the value of a liberal arts education, and indeed, the value of a college degree. Demographic trends are exerting enrollment pressure on our institutions. In our increasingly polarized society, we must model respectful and civil discourse for our students. Recent conflicts suggest that successful leaders must have a sophisticated understanding of and sensitivity to diversity and inclusion, academic freedom, freedom of speech, and conflict mediation. New technologies and media, such as social networking, present powerful tools for outreach and social engagement, but are fraught with potential perils.

All of these challenges call for academic leaders who understand the current higher education landscape and have the wisdom, experience, and courage to move our institutional missions forward in a sustainable way. The 2020 ACAD Annual Meeting program will feature sessions that academic administrators will find useful, challenging, and enriching. ACAD sessions will engage participants asking them to consider the multiple capacities, approaches, and opportunities that academic leaders must develop in order to lead during turbulent times.

ACAD Pre-Conference Deans' Institute (*additional fee*)

Wednesday, January 22 8:45am—4:30pm

The Deans' Institute, sponsored by the American Conference of Academic Deans (ACAD), provides an opportunity for academic administrators to develop their leadership abilities in a supportive environment. It is designed especially for deans, provosts, associate deans and associate provosts, and other academic leaders above the rank of department head.

The featured opening plenary speaker for the day is **Bonnie Irwin**, Chancellor, University of Hawai'i at Hilo. The closing plenary will feature a panel discussion on *Preparing "Next Generation" Colleges: Deans Leading the Way*. The Institute will also include a series of roundtable discussion opportunities on over 16 different topics/themes.

The goals of the day-long institute are:

- Advancing the leadership abilities of deans and academic administrators
- Sharing valuable information about the current state of the deanship

- Providing updates on important developments in the world of higher education
- Creating networking opportunities

A full Institute program can be found by visiting the ACAD website at www.acad.org.

ACAD Pre-Conference Workshops (*additional fee*)

Wednesday, January 22, 2020 2:00—5:00pm

A Year in the Life of a College Restructure Process

Contemporary challenges of higher education compel institutions to advance their mission by making bold academic alignment decisions. Academic leaders must continually re-evaluate the effectiveness and relevance of their academic programs, structures, and organizational alignment. If they are no longer serving them well, there's a demand to reevaluate the organizational model to become a leaner and stronger entity with opportunities for growth. Institutions are driven to have organizational structures that enhance opportunities and to enable effective leadership. The goal should be for an institution to have an organizational structure that supports creativity, flexibility, and the interdisciplinary dialogue and collaboration that will allow it to respond to opportunities. Regardless at what level you are considering academic restructure, this session will provide the knowledge and planning tools to strategically evaluate your situation and identify the right approaches for various unique institutional contexts. Facilitated by individuals from three different institutions, each of whom have overseen and been intimately involved in a variety of restructure initiatives, the session will expose attendees to:

- Consider relevant literature/best practices pertaining to change in higher education
- Application of models such as: merging schools or departments, and/or establishing schools and/or colleges
- Face and embrace campus culture and conflict amidst constant change
- Explore workflow and staffing deployment
- Review research on how social networks relate to faculty perceptions about change
- Use of data (enrollment, retention, program outcomes) to engage in strategic program evaluations

Workshop attendees will also be provided the opportunity to reflect on, share and discuss their own experiences in addressing realignment or restructuring initiatives at their home institution. The goal of the workshop is to provide all in attendance best practices and an exchanging of ideas of how to navigate the structural and cultural challenges of an academic realignment or restructure project.

Jeffrey R. Breese, Provost & Vice President for Academic Affairs, University of Mount Union; **Elizabeth Bushnell**, Assistant Vice President for Institutional Effectiveness, Manchester University; **Michael K. Schuchert**, Associate Vice President for Planning & Institutional Effectiveness, Marymount University

Cultivating and Sustaining a Grants Culture on Campus through National Science Foundation Grants

This presentation focuses on building a grants culture on campus and uses a review of National Science Foundation Grants as a case study in how grants that support teaching and scholarship can energize a campus and set it up for future grants success. Discussion, a small group exercise, and plenty of time for questions will be worked into the time period. Participants will leave the session with some concrete ways to cultivate a grants culture on their campus and a sense of how some NSF grants that small and mid-sized colleges have successfully managed might work on their campus.

Jessica C. Gerrity, Vice President, McAllister & Quinn; **Tracy Parkinson**, Executive Vice President, Coker University

Thursday, January 23

11:30 a.m.—12:30 p.m.:

Breaking Down the Silos: Genuine Academic Engagement with Institution-Wide Retention

The higher education community talks a good game about academic and student affairs collaboration in retention, but academic contributions have been peripheral. These three institutions report that full engagement of the campus, working across traditional silos, to review evidence, plan and implement retention initiatives resulted in the improvement and enhancement of the core academic work already underway (pedagogy, curriculum and advising).

Victoria McGillin, Resident Fellow, John N. Gardner Institute; **Ian Binnington**, Dean of Curriculum & Registrar, Allegheny College; **Forrest Anderson**, Associate Provost, Catawba College; **Tracy Parkinson**, Executive Vice-President and **Susan Henderson**, Provost and Dean of the Faculty, both from Coker University

2:15—3:30 p.m.:

Preparation and Leadership during a Natural Disaster: Lessons Learned in the Midst of Crisis

Hurricane Florence closes campus for four weeks. Tragedy claims a student's life and 20 hours later wildfire shuts campus operations for two weeks. How would you respond to serve your institution's and people's needs? Grounded in theory but infused with the authenticity of first-hand experience, leaders from Pepperdine University and UNC Wilmington share lessons learned as leaders during crisis.

Michael Feltner, Dean, Seaver College, **Kendra Killpatrick**, Senior Associate Dean, Seaver College and **Kindalee DeLong**, Associate Dean for Student and Faculty Development, Seaver College, all from Pepperdine University; **Aswani Voley**, Provost, Elon University; **Jess Boersma**, Associate Dean, College of Arts & Sciences and

Director of Applied Learning, Academic Affairs and **Rich Ogle**, Dean, College of Arts and Sciences both from University of North Carolina Wilmington

4:00—5:00 p.m.:

Building the Next Generation of Academic Leaders

This panel presentation provides an overview of new and innovative ways utilized by Provosts and Deans at small, liberal arts colleges to build the next generation of academic leaders, including faculty leaders and academic administrators. We provide the perspectives of those who helped implement some of these programs as well as some of the rising leaders benefiting from them.

Paula O’Loughlin, Provost and Dean of Faculty, and **Angela Ziskowski**, Associate Dean of Faculty Development, both from Coe College; **Amy Jaspersen**, Associate Dean of Faculty Development, Rhodes College; **Frank Boyd**, Provost, Guilford College; **Jan Thomas**, Special Advisor for Community Relations, Kenyon College; **Angela Bos**, Associate Dean, College of Wooster

5:15—6:15 p.m.:

Navigating a “Perfect Storm”: Lessons from a Disruptive Campus Incident

This session draws upon a recent experience at Augsburg University in Minneapolis, MN, to help campus leaders prepare themselves for disruptive racial incidents that occur without warning, go viral through social media, displace institutional agendas and initiatives, advance alternative narratives that serve various agendas in a “post-truth” era, and highlight radically divergent experiences, perspectives, expectations, and lived realities.

Karen Kaivola, Provost and Chief Academic Officer, **Tim Pippert**, Professor, Sociology and Director of Center for Teaching and Learning, **Stacy Freiheit**, Professor Psychology and Director of General Education, **Katie Bishop**, Chief Student Success Officer, **Joaquin Munoz**, Assistant Professor of Education, all from Augsburg University

Friday, January 24

8:00—9:30 a.m.:

ACAD Members Breakfast and Business Meeting (*additional fee*)

9:45—10:45 a.m.:

Assistant/Associate Deans--Extending Impact in Turbulent Times

Associate deans often work as academic project managers to translate institutional vision (from deans) into operational practice (for faculty and students). This interactive session offers case studies on entering the associate dean role, facilitating curriculum revision from that role, and building sustainable communities. This is a networking and development opportunity for new and veteran assistant/associate deans.

James Sloat, Associate Provost and Associate Dean of Faculty and **Russell Johnson**, Associate Provost for Academic Programs, both from Colby College; **Nathan Goodale**, Associate Dean of Faculty, Hamilton College; **Sheryl Culotta**, Associate Provost, Wesleyan University

11:15 a.m.—12:15 p.m.:

Difficult Conversations in Challenging Times

Difficult conversations can be stressful and time-consuming; thus, effective communication strategies benefit academic leaders across multiple interactions. By increasing the number of ‘communication tools’ in our toolkit, we can successfully accomplish goals, manage conflict and lead change in difficult times. Topics will include understanding yourself and your audience, balancing facts and emotions, using non-verbal communication effectively, and maximizing your resources.

Shannon Scott, Interim Associate Dean, College of Arts and Sciences, **Annie Phillips**, Executive Director, International Affairs, and **Abigail Tilton**, Dean, College of Arts and Sciences, all from Texas Womans’ University

12:30—1:45 p.m.: (doors open at 12:15 p.m.)

ACAD Keynote Luncheon (*additional fee*)

Still Standing: Leadership & Resilience in Turbulent Times

Donna M. Carroll, President, Dominican University (IL)

The relentless pressures on higher education today can squeeze the joy out of leadership if resilience-building strategies are not part of your toolbox. Academic leaders face a particular set of challenges, sandwiched between the expectations of presidents and faculty, public opinion and student outcomes, and mission and market. How do you cope in these turbulent times? Where are the opportunities and pitfalls? What strategies can amplify your leadership contribution? Dr. Carroll will share some practical wisdom and present a framework for grappling with the pace and complexity of academic leadership today.

Donna M. Carroll is in her 26th year as President of Dominican University (IL). She has served with seven board chairs, launched four strategic plans, completed three capital campaigns, changed the name of the university, and she is still standing. Since 2013, she has co-facilitated the CIC Seminar on Presidential Vocation and Institutional Mission for aspiring university presidents.

2:00—3:00 p.m.:

Framework for Cultivating Leaders within Your Academy

Department Chairs have a critically important leadership role in the University, with many duties and responsibilities throughout the institution involving faculty, students, staff, and administrators. Unfortunately, the investment and cultivation of successful Chair leadership skills within academic institutions has been largely neglected. We have developed and successfully implemented a framework and program for systematically preparing department chairs to be leaders.

Rajni Goel, Professor and Director, and **Okianer Dark**, Associate Provost, both from Howard University

2:00—5:00 p.m.

Joint AAC&U and ACAD Session: *Next-Gen Leadership: Building an Inclusive Pipeline of Changemakers*

In May 2018, the *Chronicle of Higher Education* posed the question, “Is College President ‘the toughest Job in the Nation’?” Whether rhetorical or not – the question deserves consideration. Amid scandals, scarce resources, waning public support, and persistent disinvestment by state and federal governments, what will encourage the next generation of college leaders to take the helm? And, equally important, what will ensure that the pipeline of talent is populated with future leaders who reflect the increasingly diverse population of college students? This session, held jointly by AAC&U and ACAD, welcomes leaders at all levels to discuss and reflect upon the issues that create barriers to leadership, particularly for rising leaders of color. Participants will explore strategies for supporting professional development and mentorship at the campus and national levels that will promote inclusive excellence and sustained change leadership for years to come.

3:15—4:15 p.m.:

Courageously Collaborative Leadership: Engaging Campus Stakeholders for Positive Change

This interactive workshop will provide strategies on how to engage campus stakeholders to support new or refined campus initiatives. Using two case studies, the presenters will discuss how having courageous conversations can bolster project outcomes and implementation. During the workshop, participants will identify an initiative on their home campus and create an outline of how they might use the strategies presented to achieve positive campus engagement.

Nicola Blake, Dean of Faculty Affairs and **Niesha Ziehmke**, Associate Dean of Academic Programming and Planning, both from Guttman Community College

4:45—5:45 p.m.:

Walk the Talk: A Cross-Divisional Approach to Institutionalizing Diversity at The College of Wooster

This session focuses on how colleges can design and implement a cross-divisional approach to institutionalizing equity and inclusion to address campus climate concerns and improve recruitment, retention, and mentoring of underrepresented faculty, staff, and students. Participants will produce blueprints of how to implement a collaborative approach among divisional deans to connect Academic and Student Affairs with centralized diversity structures.

Ivonne García, Chief Diversity, Equity and Inclusion Officer, **Bryan Karazsia**, Dean for Curriculum and Academic Engagement and **Shadra Smith**, Interim Associate Dean of Students, Dean of the Class 2023, all from The College of Wooster

5:45—7:15 p.m.:

ACAD and CCAS Joint Reception—Celebrating 75 Years With ACAD!

ACAD and CCAS (Council of Colleges of Arts & Sciences) are co-hosting a reception Friday evening. All are welcome to join us as we celebrate 75 years of partnerships, collaboration and community.