

Deans' Institute

A Virtual Event — Friday, October 24, 2025 — 11:30 A.M.—4:00 P.M. EST

The ACAD Deans' Institute is designed to provide a supportive environment where ACAD members and other academic administrators can develop their leadership abilities while building meaningful relationships with peers who understand the unique challenges of academic administration.

This Institute draws on insights gathered from ACAD members and institute participants, who include deans, associate deans and provosts, and other academic leaders who are committed to the ideals of liberal education and dedicated to advancing higher education.

The goals of the Institute are:

- **Advancing Leadership Excellence:** Develop and strengthen the leadership capabilities essential for effective academic administration, with focus on practical skills that can be immediately applied in your role.
- **Sharing Critical Intelligence:** Access valuable insights about the current state of academic leadership, emerging trends, and innovative approaches being implemented across diverse educational institutions.
- **Learning from Transformative Leaders:** Engage directly with accomplished executive academic leaders and peers who have successfully navigated complex challenges and can offer proven strategies for institutional success.
- **Building Lasting Professional Networks:** Connect with a diverse community of academic leaders from across the nation, creating relationships that provide ongoing mutual support and collaboration opportunities beyond the Institute.
- **Accessing Ongoing Resources:** Join an alumni network with continued professional development through dedicated communication channels, ensuring sustained growth and peer connection.

11:30 A.M.—11:35 A.M.

Welcome and Introduction

Laura Best, Executive Director, ACAD

11:35 A.M.—12:30 P.M.

Opening Plenary

Authenticity: The Best You is You

Jorge Gonzalez, President, Kalamazoo College

President Gonzalez will discuss his professional journey from his early life in Mexico to academic leadership in the United States. He will examine the enduring value of a liberal arts education and the critical role of experiential learning in preparing students for an increasingly complex world. Drawing on his leadership experience, President Gonzalez will offer reflections on the presidency, emphasizing the importance of institutional fit, trust, and empowering colleagues. The session will provide guidance for aspiring academic leaders on cultivating authenticity, building professional networks, and navigating the evolving challenges of higher education.

Jorge Gonzalez has served as President of Kalamazoo College since July 2016. A fierce champion of the liberal arts, Gonzalez has more than 30 years of experience in higher education. In his time at K, Gonzalez has overseen the development of two strategic plans and led the public launch of The Brighter Light Campaign, the institution's largest fundraising campaign to date, which focused on support for student access to every facet of the *K-Plan* and investments in the institution's faculty, instructional spaces, athletic programming, and other aspects of campus life. Previously Gonzalez served as Occidental College's Vice President for Academic Affairs and Dean of the College from 2010 until 2016 and he was a member of the Trinity University faculty for 21 years (1989–2010). Gonzalez served as chair of Trinity's economics department for nine years and as special assistant to the president from 2008 to 2010. At Trinity, he played an important role in the internationalization of the curriculum, the creation of faculty-led study abroad experiences, the development of an open access policy for faculty scholarship, and the implementation of new interdisciplinary initiatives. A graduate of the Monterrey Institute of Technology in Monterrey, Mexico, Gonzalez earned his M.A. and Ph.D. in economics from Michigan State University. He has published extensively on such topics as foreign investment, undocumented immigration, international trade in the Americas, the Mexican financial system, and the political economy of U.S. trade and immigration legislation. A winner of Trinity's top teaching award, he has taught courses in micro- and macroeconomics, international trade, economic development, and the economies of Mexico and Spain.

12:35 P.M.–1:30 P.M.

Round tables I—small group discussions on issues in Higher Education

Participants will be asked to pre-select their topics prior to attending the conference. Attendees will participate in two selections between opening and closing plenaries.

1:30 P.M.–2:00 P.M.

Session Break

2:00 P.M.–2:55 P.M.

Round tables II—small group discussions on issues in Higher Education

Participants will be asked to pre-select their topics prior to attending the conference. Attendees will participate in two selections between opening and closing plenaries.

3:00 P.M.–4:00 P.M.

Closing Plenary Panel Discussion***A Succession of Lessons: A Journey through Leadership in the Academy***

Beatriz González, President, Wolfson Campus of Miami Dade College.

In this closing plenary session, Dr. Beatriz González will share her lessons learned from a nearly 30-year career in higher education that includes a succession of leadership positions. Dr. González will discuss both the planned elements of her career and the unexpected turns, offering suggestions for maximizing the results of your efforts at different stages of your professional journey. The session will also suggest leadership tenets that have served her well in roles from faculty, to dean, to president and executed at a variety of institutional types. With her breadth and depth of experience, the included Q&A with Dr. Gonzalez gives participants the opportunity to discuss a comprehensive mix of career and leadership issues.

Beatriz González, Ph.D., is President of the Wolfson Campus of Miami Dade College. Her work in higher education spans nearly 30 years and includes the roles of Vice President, Vice Provost, Chief of Staff, Chief Diversity Officer, Dean, and Professor. Through these roles, she acquired deep and broad experience in academia with oversight of varied functions including sponsored research, faculty development & advancement, community engaged learning, library & learning resources, career services, tutoring, advisement & registration, institutional research, strategic planning & assessment, enrollment including admissions & financial aid, marketing & communications, health services,

residential & student life, and athletics. Committed to advancing education as a public good, Dr. González is an American Council on Education (ACE) Fellow, an E. Kika De La Garza Fellow, a member of the Board of Directors of Higher Education Resource Services (HERS), a member of the ACE Council of Fellows, and a member of the Resource Development Committee of the Hispanic Association of Colleges & Universities (HACU) Governing Board. With published works in assessment, leadership, and cultural competence, Dr. González is a Licensed Mental Health Counselor (LMHC) in the State of Florida.

Roundtable topics include but are not limited to:**So, You Want to be a Dean?**

Alicia Slater, Dean of Science and Senior Associate Provost for Academic Operations, Marist University, Poughkeepsie NY

Strategic Planning and Assessment: Aligning Vision with Action

Patricia Smith, Dean, Honors College and Learning Communities, University of Central Arkansas

Searching for Silver Linings: Leading through Uncertainty

Courtney B. Smith, Dean, School of Diplomacy, Seton Hall University

Beyond the CV—Crafting an Administrative Resume for Your Job Search

Marcy Brown Marsden, Provost and Vice President for Academic Affairs, Midwestern State University

Dispatches from the Trenches: Effective Tactics for Strategic Prioritization

Jamie Frueh, Vice President of Academic Affairs and Dean of the College, Westminster College, PA

Budget Basics in Higher Education

Carolyn S. Bargoot, Deputy Provost, Northeastern University

That's Mine, This is Yours: The Best of Shared Governance

Brian Peterson, Vice President for Academic Affairs, LaGrange College

Thriving as an Assistant/Associate Dean

James M. Sloat, Senior Associate Provost, Colby College

The First Year as Dean

Sheila Liotta, Vice President for Academic Affairs, Saint Anselm College

Leading Through Uncertainty: Frameworks for Confident Decision-Making

Sarah Tuskey, Dean of Faculty, Miami Dade College, Wolfson Campus