



THE COUNCIL OF
INDEPENDENT COLLEGES

SECURING AMERICA'S FUTURE: THE VITALITY OF INDEPENDENT COLLEGES



2016 PRESIDENTS INSTITUTE
JANUARY 4-7 • MIAMI BEACH, FLORIDA
LOEWS MIAMI BEACH HOTEL

REGISTRATION BROCHURE

New Presidents Program • January 3-4
Presidents Governance Academy • January 3-4
Spouses and Partners Program • January 4-7

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SECURING AMERICA'S FUTURE: THE VITALITY OF INDEPENDENT COLLEGES

As cultivators of countless innovations in education, independent colleges and universities are vital to America's future—on both domestic and global fronts. Without independent colleges and universities, America would not have as many engaged citizens, the most efficient preparation of STEM professionals, proven paths to success for low-income and first-generation students, or relief from the cost of fulfilling the national goal of expanding access to higher education. Yet politicians and journalists often overlook the evidence of these successes and undervalue independent liberal arts colleges.

The pressures that presidents of independent colleges face also stimulate imaginative leadership. Which innovative approaches to higher education are most promising? Do the newer business models respect the integrity of the characteristics that have made our colleges successful? How can we demonstrate that the liberal arts remain essential to students' preparation for rewarding careers and meaningful lives? Which traditional characteristics of independent colleges are crucial for their continued superior performance and to the rigor and quality of the education they provide?

CIC's 2016 Presidents Institute will explore these and other issues of presidential leadership, drawing on the lessons learned by experienced presidents and the perspectives of other distinguished speakers. The largest annual meeting of college and university presidents in the country, the Institute provides a forum for candid discussion of controversial issues, opportunities to learn from experts, and time to network with presidential colleagues who lead similar institutions.

Additional program information and registration materials may be found by visiting www.cic.edu/2016PresidentsInstitute.

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SCHEDULE-AT-A-GLANCE *(as of August 11, 2015)*

SUNDAY, JANUARY 3

- 8:15 a.m.–8:00 p.m. **New Presidents Program** *(including spouses and partners of new presidents)*
8:15 a.m.–8:00 p.m. **Presidents Governance Academy**

MONDAY, JANUARY 4

- 7:00 a.m.–3:00 p.m. **New Presidents Program** *(including spouses and partners of new presidents)*
7:00 a.m.–3:00 p.m. **Presidents Governance Academy**
8:30 a.m.–3:00 p.m. **CIC Board of Directors Meeting**

PRESIDENTS INSTITUTE BEGINS

- 5:00–6:15 p.m. **Welcome and Keynote Address:** *Roger W. Ferguson, Jr.*
6:30–8:30 p.m. **Welcoming Dinner**

TUESDAY, JANUARY 5

- 7:15–8:15 a.m. **Breakfast Meetings**
8:30–9:45 a.m. **Plenary Session:** *Esther L. Barazzone, Paul J. LeBlanc, Elizabeth J. Stroble, John S. Wilson, Jr., and Holiday Hart McKiernan*
10:15 a.m.–1:00 p.m. **Concurrent Sessions** *(including lunch)*
10:15 a.m.–1:00 p.m. **Welcome, Address, and Luncheon for Spouses and Partners**
1:00–2:00 p.m. **Affiliated Group Meetings**
1:30–5:00 p.m. **Optional Excursion: Little Havana Walking Food Tour**
2:00–3:30 p.m. **Workshop—Inside the Head and Heart of a Philanthropist**
2:00–4:00 p.m. **Workshop—Tuition Resets: Considerations for Presidents Based on Case Examples**
2:00–4:00 p.m. **Networking Session for Spouses and Partners: Getting to Know You**
4:00–5:00 p.m. **Affiliated Group Meetings**
5:00–6:30 p.m. **All-Institute Reception**
6:30 p.m. **Dinner on Your Own**

WEDNESDAY, JANUARY 6

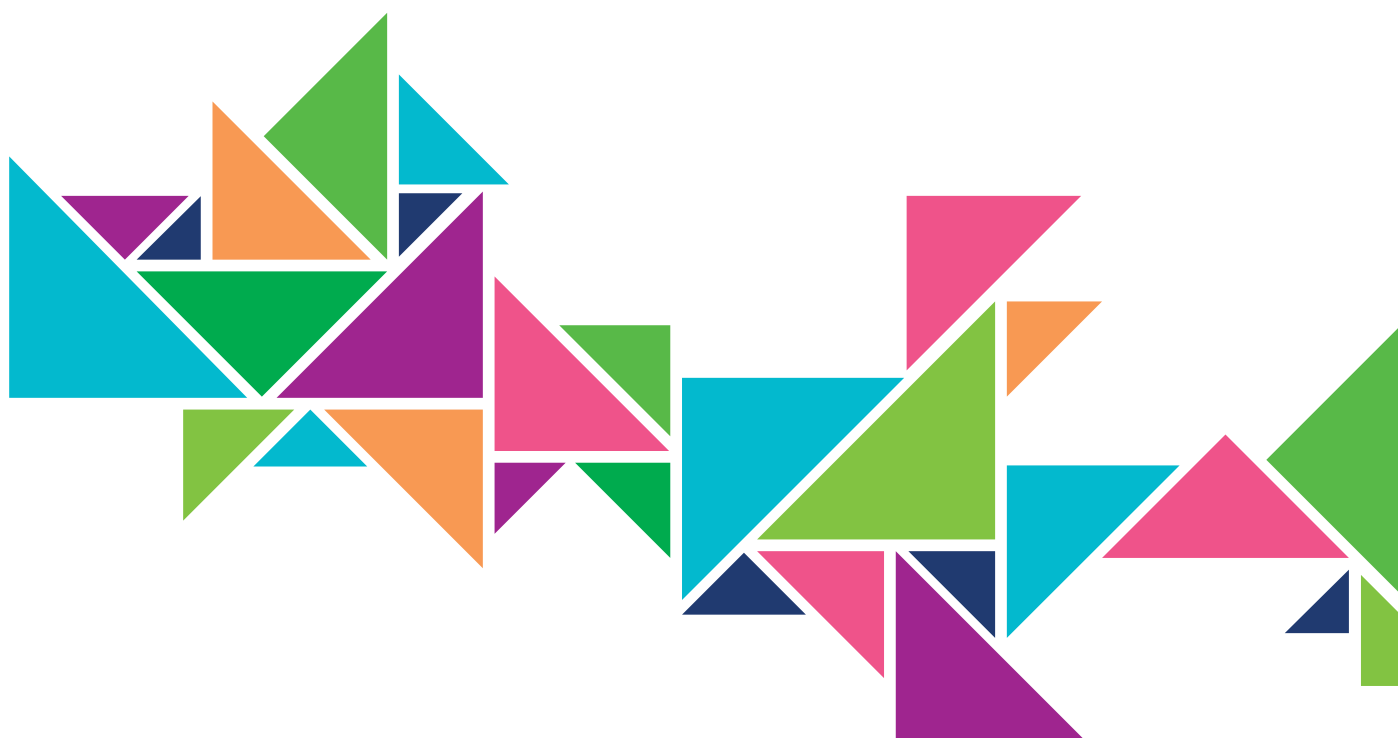
- 7:15–8:15 a.m. **Breakfast Meetings**

8:30–9:45 a.m.	Plenary Session: <i>Frank Bruni</i>
10:15 a.m.–1:00 p.m.	Concurrent Sessions (<i>including lunch</i>)
10:15 a.m.–1:00 p.m.	Sessions for Spouses and Partners (<i>including lunch</i>)
1:00–2:00 p.m.	Affiliated Group Meetings
1:30–5:00 p.m.	Optional Excursion: Vizcaya Museum and Gardens Tour
1:30–3:30 p.m.	Networking Session for Spouses and Partners: Events, Programs, and Processes That Work
2:00–4:00 p.m.	Workshop—Maintaining Financial Vitality and Access to Capital in Challenging Times
	Workshop—Prioritizing Academic and Administrative Programs
4:00–5:00 p.m.	Affiliated Group Meetings
6:00–9:00 p.m.	Awards Reception and Banquet

THURSDAY, JANUARY 7

7:30–8:30 a.m.	Breakfast
7:30–8:30 a.m.	CIC Annual Business Meeting
8:45–9:45 a.m.	Concurrent Sessions
8:45–9:45 a.m.	Sessions for Spouses and Partners
10:00–11:30 a.m.	Closing Plenary Session: <i>Eboo Patel, Ken Starr, Eileen B. Wilson-Oyelaran, and Sanford J. Ungar</i>

PRESIDENTS INSTITUTE ENDS



PLENARY SESSIONS

KEYNOTE ADDRESS • Monday, January 4, 5:00–6:15 p.m.

Leading Organizational Transformation in a Changing Economy

The head of one of the world's largest financial services companies and a noted economist will address the president's role in leading transformational change in nonprofit colleges and universities. Much has been written about the economic challenges confronting all of higher education—pressures that are particularly acute in the nonprofit college sector. Many point to the “disruptions” in other industries—telecommunications, publishing, and health care—as examples of the radical change that higher education now faces. Roger W. Ferguson, Jr., has led TIAA-CREF through a period of rapid change in the financial services industry. What lessons can be shared with college presidents who are leading major changes at their institutions? How should presidents determine which services are essential and need to be preserved versus the functions that can be dropped, replaced, or modified, and which should be added? How does a president galvanize support for significant change from the senior leadership team, trustees, faculty and staff members, and other key constituents? Ferguson will discuss these and other issues of transformational leadership in nonprofit colleges and universities.



Roger W. Ferguson, Jr., is president and chief executive officer of TIAA-CREF, the leading provider of retirement services in the academic, research, medical, and cultural fields and a Fortune 100 financial services organization. He is the former vice chairman of the Board of Governors of the U.S. Federal Reserve System. As the only governor in Washington, DC on 9/11, he led the Fed's initial response to the terrorist attacks, taking actions that kept the U.S. financial system functioning while reassuring the global financial community that the U.S. economy would not be paralyzed. Prior to joining TIAA-CREF in 2008, Ferguson was head of financial services for Swiss Re and chairman of Swiss Re America Holding Corporation. He served on President Obama's Council on Jobs and Competitiveness as well as its predecessor, the Economic Recovery Advisory Board. Ferguson is a fellow of the American Academy of Arts and Sciences and a member of the Academy's Commission on the Humanities and Social Sciences. He is a board member of the Business-Higher Education Forum and a member of the Economic Club of New York, the Council on Foreign Relations, and the Group of Thirty. Ferguson earned a BA, JD, and a PhD in economics, all from Harvard University.

PLENARY SESSION • Tuesday, January 5, 8:30–9:45 a.m.

Forging the Future: Emerging Approaches for Independent Higher Education

A panel of accomplished CIC presidents will explore how independent higher education can respond to disruptive changes in society and the academy without compromising the core characteristics of independent colleges that have assured the delivery of a high-quality education for decades. Some experts argue that market forces will so “disrupt” higher education that the business and delivery models of the traditional, residential, liberal arts college will be fundamentally altered. Others contend that the residential community of traditional-aged college students, with small classes taught by full-time, tenure-track professors, and robust co-curricular activities and support are the essential distinctive characteristics that result in superior student success and therefore must be preserved. The panelists will share insights based on their own efforts to balance these competing claims. The discussion will be lively and will include contributions from the audience.



Esther L. Barazzone has served as president of Chatham University for 23 years. During her tenure, Chatham has expanded from a small women’s college to a fully coeducational university with quadrupled enrollment, an endowment that has more than doubled, and a significant increase in the physical space of the campus. Barazzone previously served as vice president for academic affairs at Philadelphia University and as associate provost and director of foundation and corporate relations at Swarthmore College. She served as chair of the board of the Association of Independent Colleges and Universities of Pennsylvania and the Pittsburgh Council of Higher Education and as a member of the CIC Board of Directors. A former Fulbright Scholar to Spain, Barazzone has served on the board of the Council for International Exchange of Scholars, the Carnegie Museum of Natural History, and the World Affairs Council. She has received honorary degrees from Doshisha Women’s College in Kyoto, Japan, and Seoul Women’s University in South Korea as well as the University Medal from Fatimah Jinnah Women’s University in Pakistan. She received the Susan B. Anthony Leadership Award and the Gandhi, King, Ikeda Award for outstanding leadership in peace and humanitarianism. Barazzone earned a BA in philosophy and history from New College of Florida and a PhD in European intellectual history from Columbia University.



Paul J. LeBlanc has been president of Southern New Hampshire University since 2003. Under his leadership, the institution has more than quadrupled in size and is the second-largest nonprofit provider of online higher education in the country. In 2012 Southern New Hampshire was the only university on *Fast Company* magazine’s “World’s Fifty Most Innovative Companies” list. This year LeBlanc has served as senior policy advisor to Under Secretary Ted Mitchell at the U.S. Department of Education, working on competency-based education, new accreditation pathways, and innovation. Previously, LeBlanc was president of Marlboro College. He received the New England Higher Education Excellence Award in 2012 and the 2015 New Hampshire Entrepreneur of the Year Award. Born in Canada, LeBlanc was the first person in his extended family to attend college. He is a member of CIC’s steering committee for the Project on the Future of Independent Higher Education and a former member of the CIC Board of Directors. He earned a BA in English at Framingham State University, an MA at Boston College, and a PhD in rhetoric, composition, and technology at the University of Massachusetts Amherst.

PLENARY SESSION

Forging the Future: Emerging Approaches for Independent Higher Education (cont'd)



Elizabeth J. Stroble became president of Webster University in Missouri in 2009. Since then, Webster has more than doubled its endowment; invested in leadership development for faculty, staff, and students; significantly increased private support for student scholarships; and made major investments in buildings and technology. Prior to joining Webster, she served as senior vice president, provost, and chief operating officer and dean of the school of education at the University of Akron. She also held academic and administrative appointments in the School of Education at the University of Louisville and at the Center for Excellence in Education at Northern Arizona University. Stroble currently serves on the board of the National Association of Independent Colleges and Universities and is a member of CIC's steering committee for the Project on the Future of Independent Higher Education. She earned an AB in history and English from Augustana College (IL), two MA degrees, one in history and one in American and English literature, both from Southern Illinois University-Edwardsville, and a PhD in curriculum studies from the University of Virginia.



John S. Wilson, Jr. became president of Morehouse College, his alma mater, in 2013. Previously, Wilson served as the executive director of the White House Initiative on Historically Black Colleges and Universities, a position to which he was appointed by President Barack Obama in 2009, and as executive dean and associate professor of higher education at George Washington University. In his role as the nation's executive director of the White House Initiative on HBCUs, he was charged with strengthening the capacity of HBCUs to participate in federal programs; fostering private-sector initiatives and public-private partnerships; improving the availability and dissemination of information on HBCUs to inform public policy; sharing best practices within the HBCU community; and exploring ways to improve the relationship between HBCUs and the federal government. He has served on the boards of the Andover Newton Theological School and Spelman College, on the Kresge Foundation's Black College Advisory Board, and was a consultant for the United Negro College Fund's Institute for Capacity Building. After earning his BA from Morehouse College, he earned two master's degrees, one in theological studies and one in education, and a PhD in education at Harvard University.



Holiday Hart McKiernan is chief of staff and general counsel for the Lumina Foundation, where she oversees strategic operations, legal affairs, and board governance. Part of her work has included exploring the Bologna Process and the implications that reform might have for American higher education. McKiernan began her career practicing law with a focus on nonprofit and tax-exempt organizations. Prior to joining Lumina in 2003, she was executive director and counsel for Alpha Chi Omega, advising universities on approaches to deal with high-risk student behavior. She serves on the board of directors of Christian Theological Seminary, Association of American Colleges and Universities, Higher Education Resource Services, Inc., Antioch University Board of Governors, and the International Advisory Board for the Stetson University College of Law Center for Excellence in Higher Education Law and Policy. McKiernan has spoken at the CIC Institute for Chief Academic Officers and the CIC Foundation Conversation. She earned a BA from DePauw University and JD from Indiana University.

PLENARY SESSION • Wednesday, January 6, 8:30–9:45 a.m.

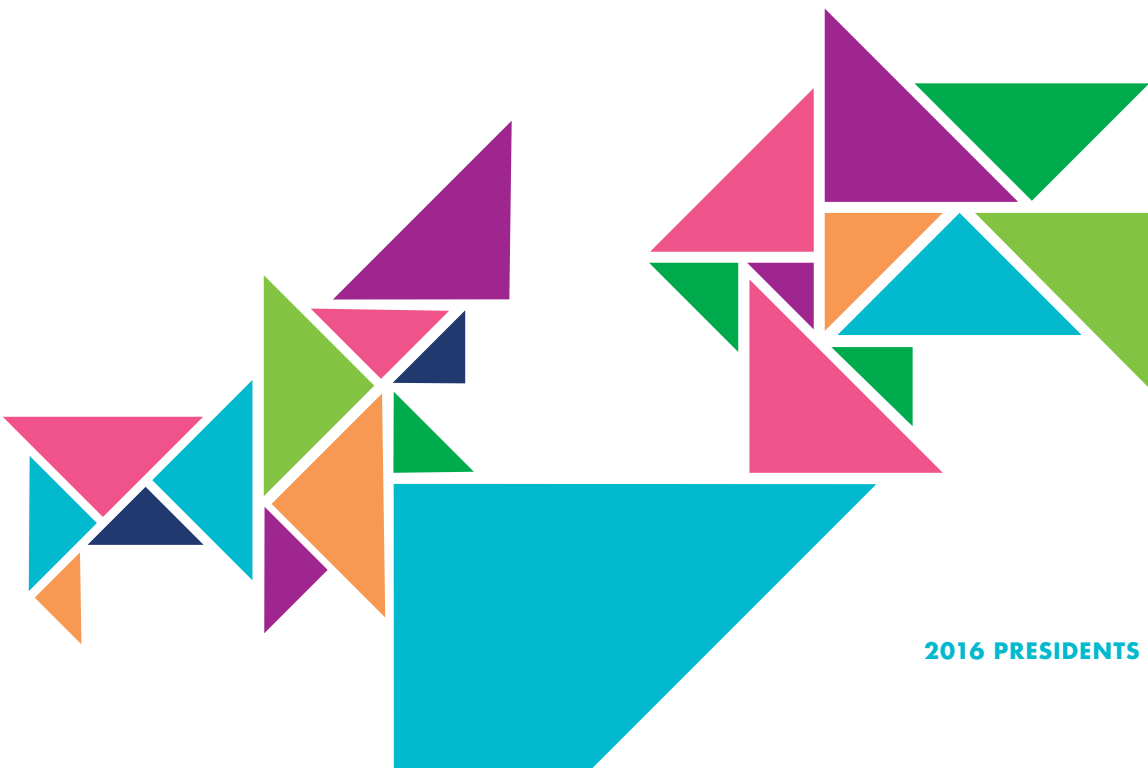
What Matters in College: The Vital Role of Independent Colleges

A best-selling author and acclaimed columnist will discuss why independent colleges and universities deserve important consideration by prospective students and their parents. In *Where You Go Is Not Who You'll Be: An Antidote to the College Admissions Mania* (2015), Frank Bruni provides a new perspective on the college admissions process, which often triggers needless anxiety for students and parents focused exclusively on getting into highly selective institutions. Bruni shows that the Ivy League has no monopoly on corner offices, governors' mansions, or the most prestigious academic and scientific grants. Through his research and the stories of highly successful people who did not attend the most selective and affluent colleges and universities, he demonstrates that many kinds of colleges can serve as ideal springboards to a lifetime of success and fulfillment. His insights are sure to encourage—and at times challenge—the presidents of independent colleges and universities.



Frank Bruni is op-ed columnist for the *New York Times*, a position he has held since 2011. In his columns, which appear every Sunday and Wednesday, he reflects on diverse topics including American politics, higher education, and gay rights. Since joining the paper in 1995, he has served as White House correspondent, chief restaurant critic, staff writer for the *New York Times Magazine*, and the Rome bureau chief. Bruni is the author of three *New York Times* best sellers, including the recent *Where You Go Is Not Who You'll Be*. The book examines the obsession by high school students and their parents to

gain admission into so-called elite colleges, dispels the belief that getting into a highly selective college is necessary to future success, and features a handful of CIC colleges as great places for students to learn and grow. His previous best sellers were the 2009 memoir *Born Round*, about the joys and torments of his eating life, and a 2002 chronicle of George W. Bush's initial presidential campaign, *Ambling into History*. Bruni earned a BA in English from the University of North Carolina at Chapel Hill and an MS in journalism from Columbia University's Graduate School of Journalism.



CLOSING PLENARY SESSION • Thursday, January 7, 10:00–11:30 a.m.

Campus Civility and First Amendment Freedoms: Presidential Leadership in a Pluralistic Society

A distinguished panel will address the role of presidents in shaping campus culture, balancing the competing claims of political correctness and freedom of speech, and influencing society to learn from and respect increased diversity on campus and in the nation. In a society polarized by race, political affiliation, gender, class, nationality, and other “isms,” how can academic communities be both centers of inquiry about genuine differences and venues for free expression? How can flashpoints of intolerance or hate be turned into learning opportunities to transcend mistrust and build understanding? Can the inflammatory use of social media and anonymous online bullying be controlled? When does the president need to take a public stance in any of these controversies? What role do independent colleges play in developing citizens who will keep democracy robust and who embrace the free exchange of ideas in an atmosphere of civility and respect?



Eboo Patel is the founder and president of Interfaith Youth Core (IFYC), a Chicago-based organization building the interfaith movement on college campuses. He is the author of *Sacred Ground: Pluralism, Prejudice, and the Promise of America* (2013); *Acts of Faith: The Story of an American Muslim, in the Struggle for the Soul of a Generation* (2011), which won the Louisville Grawemeyer Award in Religion; and the forthcoming *Interfaith Leadership: A Primer*. Patel served on President Obama’s inaugural Advisory Council of the White House Office of Faith-based and Neighborhood Partnerships, the Religious Advisory Committee of the Council on Foreign Relations, and the Department of Homeland Security’s Faith-based Advisory Council. He was named by *U.S. News & World Report* as one of America’s Best Leaders of 2009, honored by *Islamica Magazine* as one of ten young Muslim visionaries shaping Islam in America, and chosen by the *Harvard Kennedy School Review* as one of five future policy leaders to watch. Both Patel and IFYC were honored with the Roosevelt Institute’s Freedom of Worship Medal in 2009, and Patel recently was awarded the Guru Nanak Interfaith Prize, an award given to an individual who enhances awareness of the crucial role of religious dialogue in the pursuit of peace. He has spoken previously at CIC’s Presidents Institute and NetVUE Conference and co-leads CIC’s Teaching Interfaith Understanding seminars for faculty members. Patel earned a BA in sociology from University of Illinois at Urbana-Champaign and a PhD in the sociology of religion from Oxford University, where he studied on a Rhodes scholarship.



Ken Starr is president and chancellor of Baylor University, where he also serves as the Louise L. Morrison Chair of Constitutional Law of Baylor Law School. Starr has argued 36 cases before the U.S. Supreme Court, including 25 cases during his service as solicitor general of the United States from 1989 to 1993. He also served as United States circuit judge for the District of Columbia Circuit from 1983 to 1989, as law clerk to Chief Justice Warren E. Burger from 1975 to 1977, and as law clerk to Fifth Circuit Judge David W. Dyer from 1973 to 1974. Starr was appointed to serve as independent counsel for five investigations, including Whitewater, from 1994 to 1999. Prior to coming to Baylor, Judge Starr served for six years as the Duane and Kelly Roberts Dean and Professor of Law at Pepperdine University, where he taught current constitutional issues and civil procedure. He also has been of counsel to the law firm of Kirkland & Ellis LLP, where he was a partner from 1993 to 2004, specializing in appellate work, antitrust, federal courts, federal jurisdiction, and constitutional law. Starr is the author of more than 25 publications, most notably *First Among Equals: The Supreme Court in American Life* (2002).

He serves on the board of directors of the National Association of Independent Colleges and Universities and is immediate past president of the Southern University Conference. He earned a BA from George Washington University, an MA from Brown University, and a JD from Duke University School of Law.



Eileen B. Wilson-Oyelaran has served as president of Kalamazoo College since 2005. Her first academic position was at the University of Ife (now Obafemi Awolowo University) in Nigeria where she served as a faculty member in the education and psychology departments, department chair, and vice-dean of the faculty of social sciences. Wilson-Oyelaran served as visiting scholar in education at North Carolina Wesleyan College, associate professor and chair of the department of education at Winston-Salem State University, and vice president and dean of the college at Salem College (NC). Her primary areas of

scholarly interest are early child development and multicultural education. Wilson-Oyelaran has worked with faculty in higher education and K–12 to improve educational outcomes for women and students from underrepresented groups and, while in Nigeria, she served as a consultant to UNICEF in the area of early childhood development. She is the past chair of the council of presidents of the Association of Governing Boards of Universities and Colleges and of the board of directors of the National Association of Independent Colleges and Universities. She has served on the CIC Board of Directors. A member of the Pomona College board of trustees, she also serves on the boards of the Kalamazoo Community Foundation, the Bronson Healthcare Group, Southwest Michigan First, and the W. E. Upjohn Institute. Wilson-Oyelaran earned a BA in sociology from Pomona College and an MA and PhD in education from the Claremont Graduate University.



Sanford J. Ungar served as president of Goucher College from 2001 to 2014. He is currently a distinguished scholar in residence at Georgetown University, a fellow of the Lumina Foundation, and a visiting lecturer in the government department at Harvard University. At both Harvard and Georgetown, he teaches a seminar on free speech. Prior to assuming the presidency of Goucher, Ungar was director of the Voice of America, the U.S. government's principal international broadcasting agency. From 1986 until 1999, he served as dean of the School of Communication at American University. Before that, Ungar was

the host of several National Public Radio programs, including the award-winning *All Things Considered*. He also was Washington editor of the *Atlantic*, managing editor of *Foreign Policy* magazine, and staff writer for the *Washington Post*. Ungar has contributed to the *Economist*, the *New York Times Magazine*, the *Columbia Journalism Review*, the German magazine *Cicero*, *New York* magazine, the *Chronicle of Higher Education*, and *Inside Higher Ed*. He is the author of many books, including *Fresh Blood: The New American Immigrants* (1998), which was the result of more than four years of research among immigrant groups around the United States; and *FBI: An Uncensored Look Behind the Walls* (1976), which is still regarded as a valuable source on that agency and its history. Ungar serves on the boards of the Institute for Christian and Jewish Studies, Collegiate Directions, Inc., and IAU College in Aix-en-Provence, France. He is a member of the Council on Foreign Relations and a congressionally appointed member of the U.S. Public Interest Declassification Board.



CONCURRENT SESSIONS *(as of August 11, 2015)*

Compelling Findings: Results from Research on the Future of Independent Higher Education

CIC's Project on the Future of Independent Higher Education, supported by the Lumina Foundation and the TIAA-CREF Institute, generated a number of research studies to inform presidents of small and mid-sized private colleges and universities about important trends and considerations in making private higher education sustainable. Panelists will present and discuss findings from two important studies. One study examines strategies for adaptation and change that remain congruent with the missions of smaller private colleges and universities. The other explores changes to the composition, roles, and expectations of the faculties serving CIC member institutions.

James C. Hearn, Professor and Associate Director, Institute of Higher Education, University of Georgia, and Fellow, TIAA-CREF Institute

Chris Kimball, President, California Lutheran University, and Chair, CIC Project on the Future of Independent Higher Education Steering Committee

Christopher Morphew, Professor and Executive Associate Dean for Research and Innovation, College of Education, University of Iowa

Creating Cohesive Paths to Civic Engagement

Panelists will present findings from a recent study of civic engagement and social responsibility in higher education and will offer specific examples that highlight the strengths of these programs. The project examined strategies to inventory, map, and develop more

cohesive and integrated curricular programs for students in all disciplines that incorporate civic engagement into their courses of study. Presenters will discuss the mapping process, how that process served as a catalyst for change on campuses, and how clearly articulating opportunities and linkages to students can enhance their development as ethnically engaged citizens and prepare them for future careers.

MaryAnn Baenninger, President, Drew University

Jonathan Lash, President, Hampshire College

Jan R. Liss, Executive Director, Project Pericles

James H. Mullen, Jr., President, Allegheny College

Evaluating Alternative Business Models

Over the past decade, new approaches to funding, structuring, and delivering higher education have emerged to meet economic and operational challenges. From online delivery models to public-private partnerships to competency-based approaches, the array of new strategies is dizzying. How are presidents to make sense of new business models, product lines, delivery methods, and even unconventional institutional structures? A president who has experimented with new models will describe recent developments and lead a discussion of how to evaluate alternative approaches.

Todd S. Hutton, President, Utica College

High-Tech and High-Touch—How to Have Both

The use of technology in teaching and learning has the potential to reduce costs, but can it preserve the “high-touch” quality of academic support and student services that distinguishes private colleges? Presidents who have developed innovative approaches to integrate technology with the traditional liberal arts model will describe their tactics along with lessons learned. Strategies include the integration of media and technology in the classroom, delivery of text books electronically, use of flipped classrooms, availability of degree programs in technology-rich fields such as gaming, and use of online instruction to deliver upper-level humanities courses.

Robert E. Johnson, President, Becker College

Kathy A. Krendl, President, Otterbein University

Kevin M. Ross, President, Lynn University

International Student Opportunities: Recruitment, Regulations, Exchanges, Partnerships

As presidents seek to enrich a diverse campus culture and increase enrollment by recruiting international students, what opportunities and liabilities need to be considered? What government regulations and recruitment standards need to be observed? How can presidents evaluate partnerships with institutions overseas as well as with recruiting organizations? Presidents experienced with these issues will lead the discussion.

Jorge L. Díaz-Herrera, President, Keuka College

Celeste M. Schenck, President, American University of Paris, France

Donald B. Taylor, President, Cabrini College

Legal Issues That Keep Presidents Up at Night

Which legal issues worry presidents the most? What actions can presidents take to mitigate risks? An experienced higher education attorney will lead a discussion on pressing legal issues such as faculty unionization efforts, tenure constraints on financial restructuring, compliance with increasing regulatory burdens, and keeping legal expenses under control.

Jim Newberry, Attorney and Member, Steptoe & Johnson PLLC

Making College Affordable: Approaches to Consider

There is increasing pressure on presidents to ensure that a private college education is affordable. How can the cost of an education at a smaller liberal arts college remain competitive in the face of today’s enrollment and revenue challenges? Recent approaches have included tuition freezes and resets; guarantees of minimum earnings after graduation; and provision of financial planning, loan forgiveness, and better advice to students and parents. Presidents who have used these strategies will describe their approaches and what they learned—both positive and negative lessons.

Jeffrey R. Docking, President, Adrian College

Kent L. Henning, President, Grand View University

Barbara K. Mistick, President, Wilson College

Maximizing the Impact of Intercollegiate Athletics on Private Colleges and Universities

Athletics is more important than ever in making the small private college model sustainable. It plays a key role in student recruitment, retention, student achievement, fundraising, and in enhancing the quality of campus life and institutional identity. Indeed, in a recent survey of CIC presidents, nearly two-thirds said they were expanding athletic facilities and programs as a means of addressing the enrollment and fiscal challenges they face. How can presidents maximize the impact of athletics as well as better distinguish the many strengths of the smaller college athletics model from big university sports?

Jim Carr, President, NAIA

Alan S. Cureton, President, University of Northwestern–St. Paul

Daniel T. Dutcher, Vice President for Division III, NCAA

Arvid C. Johnson, President, University of St. Francis (IL)

National Media Perspectives on the Future of Higher Education

A panel of higher education journalists will share their perspectives on the future of higher education in the U.S., covering such topics as affordability, access, diversity, and the challenges and opportunities that lie ahead for smaller private colleges and universities.

Kim Clark, Reporter, *Money Magazine* (invited)

Scott Jaschik, Editor and Founder, *Inside Higher Ed*

Jane Karr, “Education Life” Editor, *New York Times* (invited)

Michael Vasquez, Reporter, *Miami Herald* (invited)

Open Forum with Roger Ferguson

Institute participants are invited to continue the conversation with Roger Ferguson following his opening keynote address.

Roger W. Ferguson, Jr., President and Chief Executive Officer, TIAA-CREF

Presidents “Open Mike”

(open only to currently serving college presidents)

This forum is an opportunity to raise confidential and sensitive questions and issues. The discussion is expected to be candid and broad—ranging from specific administrative matters, to institutional structure and staffing, to dealings with the board, to the relationship between presidents’ professional and personal lives. Advice will come from other participating presidents.

Lynn Pasquerella, President, Mount Holyoke College

Presidential Strategies for Larger Institutions

Private colleges pride themselves on being more flexible and student-centric than their public counterparts, yet the larger size of private universities can present challenges to achieving this claim. How do bigger, more complex organizations, often with graduate programs, affect the president’s ability to assure student success? How can larger private institutions differentiate themselves from public universities? A panel of presidents of larger private CIC universities will lead the consideration of these and related topics.

Dennis H. Holtschneider, CM, President, DePaul University

Margaret A. McKenna, President, Suffolk University

Thomas R. Rochon, President, Ithaca College

Q&A with Richard Ekman

Presidents will have the opportunity to engage in informal discussion with CIC President Richard Ekman about topics in higher education and programs and services of the Council of Independent Colleges.

Richard Ekman, President, Council of Independent Colleges

Reenergizing the Presidency: Helpful Mid-Career Considerations

Several years into a presidency, some find that the burst of energy and enthusiasm that characterized the first years has waned and are now wondering what is next. How can presidents be reenergized for their roles? How can they identify new priorities and areas of focus? What are some of the presidential mid-career challenges and how can presidents avoid them? When and how should presidents determine if it is time for them to leave the institution?

Judith Block McLaughlin, Director, Higher Education Program, Educational Chair, Harvard Seminar for New Presidents, and Senior Lecturer on Education, Harvard University

Social Media and Crisis Management: Preparation and Response

Given the increasing use of social media and the expectation of students, parents, and the public for immediate responses to emerging issues and crises, how do private colleges manage the effects of social media on campus? How can the use of social media by students and faculty members to criticize the college or intimidate members of the campus community be managed without heavy-handed censorship? How can colleges handle anonymous posts, cyber-bullying, and “microaggressions” that can be spread quickly by Yik Yak, Facebook, Twitter, and other channels? What is the role of the college

president? A social media expert will lead consideration of both strategy and policy questions.

Michael Stoner, Co-Founder and President, mStoner, Inc.

The Financial and Strategic Outlook for Private Colleges

How do financial markets view the future of independent colleges and universities? Pressures persist to reduce costs, develop alternative sources of revenue, eliminate under-enrolled programs, and consider new business models. Presidents need to be concerned about tuition pricing, discount rates, indebtedness, and demographic changes in the student population. A financial industry expert will review the financial outlook for private colleges and universities in 2016 and outline issues expected to be prominent for higher education management in the near future.

Karen Kedem, Vice President and Senior Credit Officer, Global Higher Education and Not-for-Profit Ratings, Moody’s Investors Service

The President’s Perspective on Board Relations

Presidents will have an opportunity to raise sensitive questions and issues about the president’s work with the board. Discussion topics will arise from session participants and may include relations with the board chair, trustee recruitment, board development, committee structures and bylaws, and management of difficult situations.

Richard T. (Tom) Ingram, Senior Advisor for President-Board Relations, CIC, and former President, Association of Governing Boards of Universities and Colleges

Title IX Compliance and Promising Practices

Title IX concerns of colleges and universities have expanded from equal opportunities for male and female students in intercollegiate athletics to equal educational experiences, including freedom from sexual harassment for both men and women. What are the most effective Title IX educational initiatives? Which approaches to sexual harassment avoidance training work? What kinds of investigations meet compliance requirements?

Peter F. Lake, Professor of Law, Charles A. Dana Chair, and Director of the Center for Excellence in Higher Education Law and Policy, Stetson University College of Law

Turning Financial Challenges into Opportunities

Four presidents will describe how they turned financial pressures into opportunities by engaging their campus communities. Their approaches and the resulting initiatives empowered faculty and staff members to contribute to financial decision making and program prioritization, added support for their institutional missions, and created processes to reallocate resources and restructure administrative and academic programs. The discussion will focus on how other institutions might plan and execute similar efforts.

Pamela M. Balch, President, West Virginia Wesleyan College

Eugene J. Cornacchia, President, Saint Peter's University

Richard H. Dorman, President, Westminster College (PA)

George E. Martin, President, St. Edward's University

JOINT SESSIONS WITH PRESIDENTIAL SPOUSES AND PARTNERS

Moving On: Planning for the End of a Presidency

Presidential transitions occur for a variety of reasons, including retirement, a second presidency, or an opportunity to assume an entirely new career. What steps can the president and the presidential spouse or partner take to ensure a smooth transition for the next campus leader? What issues should the president and the spouse or partner consider to protect their own best interests? Are there structures or processes that could be established early in a presidency that will pave the way for a smooth transition? Experienced presidential couples will discuss effective transition strategies.

George E. Farenthold, former Presidential Spouse, Wells College

Annie Miller, Presidential Spouse, Virginia Wesleyan College

Scott D. Miller, President, Virginia Wesleyan College

Lisa Marsh Ryerson, President, AARP Foundation, and President Emerita, Wells College

Parenting Young Children on Campus

Raising young children during one's presidency presents opportunities for great joy as well as challenges to balance the competing demands of parenthood and a profession. In addition to the normal complications of family life, the children of presidents are often highly visible both on and off campus. Presidents and a presidential couple with young children will describe their approaches to juggling parenthood and the presidency as they seek to maximize the rewards and minimize the frustrations.

James S. Dlugos, Jr., President, Saint Joseph's College of Maine

Melissa Jones Dlugos, Presidential Spouse, Saint Joseph's College of Maine

Michael Hemesath, President, Saint John's University (MN)

Mary Hinton, President, College of Saint Benedict

Please note: As additional speakers and sessions are confirmed, information will be added to the CIC Presidents Institute website at www.cic.edu/2016PresidentsInstitute.





Please note that advance registration is required for all optional workshops. Spouses and partners may register on a space-available basis unless otherwise indicated. Please pre-register for each workshop at www.cic.edu/2016PresidentsInstitute or use the form on pages 31–32.

TUESDAY, JANUARY 5 • 2:00–3:30 p.m.

Inside the Head and Heart of a Philanthropist

Presidents do a lot of asking for donations to support their colleges. Yet understanding the relationship from the donor’s side can be a mystery. An acclaimed fundraising consultant will engage in a conversation with a major philanthropist in an attempt to make the relationship less mysterious. What is inside the head and the heart of the donor? How does the donor view his or her relationship with the college, and with the president? What does the donor wish would be asked? And how? This extended conversation will provide presidents with insights into the act of giving from the philanthropist’s side of the gift.

Jerold Panas, Executive Partner and CEO, Jerold Panas, Linzy & Partners

Fee: \$50

TUESDAY, JANUARY 5 • 2:00–4:00 p.m.

Tuition Resets: Considerations for Presidents Based on Case Examples

What has been learned from institutions that dramatically lowered tuition? Participants will consider results from a recent study regarding changes to the applicant pool and enrollment as well as changes to the financial aid strategy, discount rate, and net tuition revenue. Participants will discuss several considerations:

- Experiences of institutions that have implemented a price reset;
- Preconditions necessary for a price reset;
- Goals for a price reset;
- Data needed to make sure that there is a reasonable probability that the price reset will maintain, if not increase, net revenue;
- How to handle tuition price and financial aid for both continuing students and new students;
- How to market and frame a price reset; and
- Whether a price reset needs to be accompanied by other initiatives.

Participants will examine case examples and consider implications for their own institutions.

Lucie Lapovsky, Principal, Lapovsky Consulting, former President, Mercy College (NY), and former Vice President for Finance, Goucher College

Fee: \$50

WEDNESDAY, JANUARY 6 • 2:00–4:00 p.m.

Maintaining Financial Vitality and Access to Capital in Challenging Times

Independent colleges rely heavily on capital markets to fund expansion of, improvements to, and maintenance of their facilities. In order to sustain their financial wellbeing, independent colleges often need access to credit and capital for funding and to manage existing debt. Recent defaults and other forms of fiscal distress demonstrate the potential risks to private colleges. The threatened closure of Sweet Briar College shook the market, since the college was not in apparent financial distress. This workshop will address the following issues:

- How financial markets view independent colleges;
- Factors that make an institution an attractive credit risk;
- The warning signs of severe financial distress;
- What creditors consider as indicators of financial vitality; and
- How presidents can establish and maintain strong relationships with creditors and others—including bankers, vendors, donors, parents, and students—in order to enhance financial viability.

The interactive workshop will help participants consider implications for their own institutions.

Robert J. Bertucci, Vice President and Senior Research Analyst, OppenheimerFunds, Inc.

Meghan B. Burke, Member, Head of Public Finance, and Chair of Education Practice Group, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, PC

Stefano Falconi, former Senior Vice President for Administration and Finance, Simmons College

Fee: \$75

WEDNESDAY, JANUARY 6 • 2:00–4:00 p.m.

Prioritizing Academic and Administrative Programs

The higher education landscape has changed significantly in recent years. As a consequence, institutions are seeking answers to fundamental questions about unsustainable budgeting practices, increased external scrutiny, greater emphasis on quality, and keener competition. As more private colleges consider academic and administrative program prioritization to tackle financial challenges, a hands-on workshop for presidents is both important and timely. This workshop will be led by Robert Dickeson, author of *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance* (2010). Based on years of experience working with independent college and university presidents, in this interactive workshop Dickeson will cover a full range of practical issues, including:

- Why CIC colleges should undertake prioritization;
- How to engage faculty members in prioritization;
- How to avoid pitfalls in setting up the prioritization process;
- How to use scoring rubrics to pinpoint reallocation opportunities; and
- How to confront thorny issues such as athletics, general education reform, and internal and external communication.

Participants will receive a workbook of practical materials used in successful prioritization projects from other independent colleges and universities.

Robert C. Dickeson, President and Principal, Academic Strategy Partners, LLC; President Emeritus, University of Northern Colorado; and former Senior Vice President, Lumina Foundation for Education

Fee: \$75



ADDITIONAL PROGRAM FEATURES

Additional program features will be added as they are confirmed. For the latest information, visit www.cic.edu/2016PresidentsInstitute.

OTHER EVENTS

MONDAY, JANUARY 4 • 6:30–8:30 p.m.

Welcoming Dinner

Following the keynote address, a combination reception and buffet dinner provides an inviting setting to greet old friends and meet new ones.

TUESDAY, JANUARY 5 • 5:00–6:30 p.m.

All-Institute Reception

This is an opportunity—between afternoon workshops and excursions and dinner—to connect informally with colleagues. All Institute participants are welcome.

WEDNESDAY, JANUARY 6 • 6:00–9:00 p.m.

Awards Reception and Banquet

CIC will honor leading educators and friends of private higher education at the annual Awards Reception and Banquet.

Award for Philanthropy (Individual): O. Jay and Patricia Tomson

Award for Philanthropy (Organization): The Bonner Foundation

Allen P. Splete Award: W. Robert Connor

THURSDAY, JANUARY 7 • 7:30–8:30 a.m.

CIC Annual Business Meeting

CIC encourages all members to participate in the Annual Business Meeting. Breakfast will be provided.

CONSULTATIONS

Presidents will have the opportunity to schedule individual appointments with selected experts. Sign-up lists will be provided at the CIC Registration Desk during the Institute.

Board Relations

Richard T. (Tom) Ingram, Senior Advisor for President-Board Relations, CIC, and former President, Association of Governing Boards of Universities and Colleges

Douglas M. Orr, President Emeritus, Warren Wilson College

CIC Key Indicators Tool and Financial Indicators Tool Benchmarking Reports

Michael Williams, President, The Austen Group

Financial and Retirement Planning for Presidents, Spouses, and Partners

TIAA-CREF Wealth Management Advisors

Leadership Issues

Susan Resneck Pierce, President Emerita, University of Puget Sound

Interim Executive Placement

Bryan E. Carlson, President, Registry for College and University Presidents

Presidential Compensation and Benefits

Frank A. Casagrande, President, Casagrande Consulting

Presidential Contracts

Raymond D. Cotton, Partner, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, PC

MEETINGS OF AFFILIATED GROUPS AND OTHER ORGANIZATIONS

Meetings of the following groups and organizations will be held in conjunction with the Presidents Institute:

Adventist Association of Colleges and Universities
American Academic Leadership Institute
Associated Colleges of Illinois
Association of Catholic Colleges and Universities
Association of Independent Colleges and Universities of Pennsylvania
Association of Independent Kentucky Colleges and Universities
Association of Presbyterian Colleges and Universities
Council for Christian Colleges & Universities
Council of Colleges and Universities of the Christian Church (Disciples of Christ)
Executive Officers of CIC State Fund Members
Independent Colleges of Indiana

Kansas Independent College Association and Fund

Lower Cost Models for Independent Colleges

Lutheran Educational Conference of North America Board of Directors

National Association of Intercollegiate Athletics

National Association of Schools and Colleges of the United Methodist Church

New American Colleges and Universities

Nonmember Presidents and Member Presidents Attending the Institute for the First Time

North Carolina Independent Colleges and Universities

Online Consortium of Independent Colleges and Universities

Presidential Vocation and Institutional Mission Program Past Participants

Presidents of American Baptist Church Colleges and Universities

Presidents of Historically Black Colleges and Universities

Presidents of International Colleges and Universities

Presidents of Very Small Colleges and Universities

Project Pericles Presidents' Council

Wisconsin Association of Independent Colleges and Universities

Women's College Coalition

Yes We Must Coalition



NEW PRESIDENTS PROGRAM

INCLUDING SPOUSES AND PARTNERS OF NEW PRESIDENTS

SUNDAY, JANUARY 3 • 8:15 a.m.–8:00 p.m.

MONDAY, JANUARY 4 • 7:00 a.m.–3:00 p.m.

CIC's annual New Presidents Program, held immediately prior to the Presidents Institute, provides the "need to know" tools and the counsel that will keep a young presidency on a smooth course. This year's program includes sessions on financial fundamentals, enrollment and marketing, board relations, advancement, and strategic and innovative presidential leadership among other key topics. The program also provides informal opportunities for discussions about institutional mission, culture, and work-life balance. The presenters are experienced presidents, many of whom are alumni of the program. Ample opportunities also are provided to meet and exchange ideas with others who are new to the office. A program for spouses and partners of recently appointed presidents runs concurrently.

The registration fees for the New Presidents Program are \$385 for presidents and \$285 for spouses and partners. Please pre-register for this program at www.cic.edu/2016PresidentsInstitute. A registration form also is available on pages 31–32.

PROGRAM FOR NEW PRESIDENTS

Welcoming Remarks

Mary Pat Seurkamp, Senior Advisor and Director, CIC New Presidents Program, and President Emerita, Notre Dame of Maryland University

Making Connections

L. Jay Lemons, President, Susquehanna University

The Changed Environment for Presidential Leadership: Innovation and Beyond

Paul Hennigan, President, Point Park University

Mary B. Marcy, President, Dominican University of California

I Wish I Had Known What I Know Now

Mary-Beth Cooper, President, Springfield College (MA)

Alecia A. DeCoudreaux, President, Mills College

Arvid C. Johnson, President, University of St. Francis (IL)

Financial Fundamentals and Strategies for the New President

Roger N. Drake, President, Central Methodist University

Enrollment, Marketing, and Today's Students: Getting Them and Keeping Them

Roger N. Casey, President, McDaniel College

Elizabeth J. Stroble, President, Webster University

Working with the Board—Basics and Beyond

Thomas F. Flynn, President, Alvernia University

Wendy B. Libby, President, Stetson University

Moderator: **Douglas M. Orr**, President Emeritus, Warren Wilson College

PROGRAM FOR SPOUSES AND PARTNERS OF NEW PRESIDENTS

Session Facilitators: **Robert Haring-Smith**, Presidential Spouse, Washington & Jefferson College, and **Lynne C. Joyce**, Presidential Spouse, Brevard College

Welcoming Remarks

Katherine M. Whatley, Vice President for Annual Programs, CIC

Making Connections

Path to Success: Varied Approaches to the Presidential Spouse and Partner Role

Building Trust

Dealing with Change

You're in the Role...Now What?

Small Group Discussions

JOINT SESSIONS FOR NEW PRESIDENTS AND SPOUSES AND PARTNERS

Luncheon for New Presidents and Spouses and Partners

Welcome and Remarks: **Jennifer L. Braaten**, President, Ferrum College, and Chair, CIC New Presidents Program Advisory Committee

Reception and Dinner for New Presidents and Spouses and Partners

Hosts: **Carol A. Leary**, President, Bay Path University, and **Robert Haring-Smith**, Presidential Spouse, Washington & Jefferson College

Remarks: **Richard Ekman**, President, CIC

The President and Institutional Advancement

Pamela J. Gunter-Smith, President, York College of Pennsylvania

David C. Joyce, President, Brevard College

Lynne C. Joyce, Presidential Spouse, Brevard College

J. Lawrence Smith, Presidential Spouse, York College of Pennsylvania

You Got the Job, Now What?

William T. Luckey, Jr., President, Lindsey Wilson College





PRESIDENTS GOVERNANCE ACADEMY

The Presidents Governance Academy is generously supported by the Henry Luce Foundation.

SUNDAY, JANUARY 3 • 8:15 a.m.–8:00 p.m.

MONDAY, JANUARY 4 • 7:00 a.m.–3:00 p.m.

The CIC Presidents Governance Academy is a distinctive program for CIC member presidents to strengthen governance policies and practices and sustain effective president-board relations. This two-day intensive and highly participatory workshop provides the opportunity to learn about both time-tested and new approaches to strengthen board membership, organization, and effectiveness, including the board's relationship with the president and with other constituencies. It is especially for experienced campus chief executives who wish to compare their own college's governance with "state of the art" policies and practices. The Academy is unique in that it focuses exclusively on the perspective of independent college presidents and, while it respects the division of authority on which shared governance depends, the Academy starts with the premise that presidents must have both the tools and the mandate to exercise effective leadership. Additional information is available at www.cic.edu/2016GovernanceAcademy.

The registration fee for the Presidents Governance Academy is \$400 for presidents, thanks to the generous support of the Henry Luce Foundation. Please pre-register for this program at www.cic.edu/2016PresidentsInstitute. A registration form also is available on pages 31–32.

Facilitators: **Richard T. (Tom) Ingram**, Senior Advisor for President-Board Relations, CIC, and former President, Association of Governing Boards of Universities and Colleges, and **Richard J. Cook**, President Emeritus, Allegheny College, and Chair, Board of Directors, Second Nature (Presidents' Climate Commitment)

Welcome and Introductions

- Review of participant survey
- What are some of the most vexing challenges presidents face in working with their boards of trustees?

Discussion Topics

- Review of key program themes, facilitator roles, ground rules, and agenda
- What distinguishes a high performing governing board?
- Examples of real progress in the conduct of academic trusteeship

Discussion Topics

- What levers, strategies, and resources are available to presidents to strengthen the board?
- What presidential relationships are particularly key—and sometimes problematic?
- "Shared" governance and relationships with faculty
- Table Talk

Discussion of Best Board Practices (Part 1)

- Membership: size, composition, terms and term limits, committee on trustees
- Organization: committees, especially executive, and reserved powers
- Meetings
- Trustee philanthropy
- Table Talk

Discussion of Best Board Practices (Part 2)

- Retreats
- Orientation programs
- In-service education
- Handbook and trustee information systems
- Table Talk

Discussion Groups

- Overview of facilitator critiques of participants' bylaws
- Review of evening's "homework" assignment
- How does affiliation with your respective sponsor (founder, congregation, tradition, or other major influence) directly affect, positively or negatively, how your governing board is constituted, organized, or functions?

Discussion Topics

- What are best practices in performance assessment: the governing board, individual trustees, and the presidency?
- Table Talk

One-on-One Bylaws Critique

Recapitulation of Discussions

Pulling It All Together

- What other governance topics and issues have we not discussed but should?
- What are some effective approaches to in-service trustee education and board development initiatives that have worked for you? What has not worked?

Discussion Groups

- Your plan to strengthen governance policies and practices (explicit goals, strategy, and timetable)?
- Illustrations of a few plans





PROGRAM FOR PRESIDENTIAL SPOUSES AND PARTNERS

Developed by an advisory group of presidential spouses, the Program for Presidential Spouses and Partners—the oldest and largest of its kind in the country—runs concurrently with the program for presidents and provides opportunities to share information and advice. Spouses and partners of presidents also are welcome at sessions for presidents, unless otherwise noted. As additional speakers and sessions are confirmed, information will be added to the CIC Presidents Institute website at www.cic.edu/2016PresidentsInstitute.

WELCOME, ADDRESS, AND LUNCHEON • Tuesday, January 5, 10:15 a.m.–1:00 p.m.

The Role of the Spouse or Partner in Fundraising and Friend-raising for the Institution

Presidential spouses and partners come from all walks of life. Some are current or former faculty members or other professionals with their own careers, some are stay-at-home parents or caregivers for other family members, some are very active with institutional advancement efforts and some are less active. All spouses and partners want the best for the institutions they serve. How can they work most effectively with the professional advancement staff on behalf of the institution?



Alice M. Starr, presidential spouse at Baylor University, has earned accolades for her business and charitable organization leadership. She formed Starr Strategies in 2005 to help nonprofit organizations strategize on public relations, marketing, and fundraising. She has more than 35 years of experience working with businesses to strengthen their visibility and reputation and has raised millions of dollars for nonprofits through unique events and strategic marketing campaigns. For 16 years, Starr was a vice president of WEST*GROUP, a commercial real estate firm located in Tysons Corner, Virginia. She administered all its charitable and political contributions, marketing campaigns, and special events. Previously, Starr worked as director of consumer affairs for NVR, a large national home builder, and as vice president for business and community services at the Washington Airports Task Force.

Starr presently serves as a member of the board of directors of Cardinal Financial Corporation and the advisory board of George Washington's Mount Vernon. She is a director of the Claude Moore Colonial Farm, McLean Project for the Arts, and Medical Care for Children Partnership. Starr formerly served as president of the Corporate Community Relations Council of Northern Virginia, chair of the Fairfax County Public Library Foundation Inc., president of Volunteer Fairfax, president of McLean Project for the Arts, and president of the McLean Chamber of Commerce. She also served as a director of the American Red Cross for the National Capital Region and as a commissioner on the Virginia Commission for the Arts. Starr earned a BA in psychology from Skidmore College and a master's degree in college administration from the University of Miami. She is a member of the Phi Kappa Phi Honor Society.

CONCURRENT SESSIONS

Balancing Family and Institutional Responsibilities: Options for Care of Elderly Family Members

Many presidential couples are part of the “sandwich generation” with responsibilities for both minor children or grandchildren as well as aging parents or other relatives. What are good options for caring for elderly loved ones while living in the presidential home? Should aging parents stay in their familiar communities or be moved nearby? What new options are available for eldercare, and what qualities should be examined in selecting an adult community? What are effective ways to start a conversation with aging family members about arrangements when it’s time for a move?

Roger Auerbach, Presidential Spouse,
University of La Verne

Traci Corey, Presidential Spouse, Olivet College

Marylou Habecker, Presidential Spouse, Taylor University

Book Study—*Quiet: The Power of Introverts in a World That Can’t Stop Talking* by Susan Cain

This session will begin with small-group discussions of *Quiet: The Power of Introverts in a World That Can’t Stop Talking* by Susan Cain and conclude with an examination of what it means to be an introvert or extrovert (or something in between). Suggestions for meshing the strengths and styles of presidential couples based on where each member falls on the introvert-extrovert continuum also will be discussed. It is recommended (but not required) that participants read the book in advance.

Michelle Dorsey, Presidential Spouse, Texas Lutheran University

A. McGuire Gordon, Presidential Spouse, The College of Saint Rose

Environmental Initiatives on Campus

Most colleges have recycling programs, encourage the use of refillable water bottles rather than bottled water, and use LEED principles in new construction. How can a campus move to the next level of environmental awareness and action? How can the presidential spouse or partner encourage student, staff, and faculty efforts to make the college more environmentally friendly? Initiatives to be discussed include working with the food service to use locally-sourced ingredients and compost food waste, encouraging carpooling for trips off campus, and working with the local community on cooperative projects.

Mary L. Trettin, Presidential Spouse,
Northland College

Social Media for Presidential Spouses and Partners

What do presidential spouses and partners need to know about social media? What platforms are available and which should be avoided? How can spouses and partners use social media to build community on campus? What are effective ways to protect the privacy of children and other family members on social media? This session will examine advantages of and concerns about social media and provide tips for its effective use.

Christine Burns-DiBiasio, Presidential Spouse,
Ohio Northern University

Lora Hess, Presidential Spouse, Wabash College

Barbara N. Howard, Presidential Spouse,
Hampden-Sydney College

JOINT SESSIONS WITH PRESIDENTS

Moving On: Planning for the End of a Presidency

Presidential transitions occur for a variety of reasons, including retirement, a second presidency, or an opportunity to assume an entirely new career. What steps can the president and the presidential spouse or partner take to ensure a smooth transition for the next campus leader? What issues should the president and the spouse or partner consider to protect their own best interests? Are there structures or processes that could be established early in a presidency that will pave the way for a smooth transition? Experienced presidential couples will discuss effective transition strategies.

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Annie Miller, Presidential Spouse, Virginia Wesleyan College

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Lisa Marsh Ryerson, President, AARP Foundation, and President Emerita, Wells College

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James S. Dlugos, Jr., President, Saint Joseph's College of Maine

Melissa Jones Dlugos, Presidential Spouse, Saint Joseph's College of Maine

Michael Hemesath, President, Saint John's University (MN)

Mary Hinton, President, College of Saint Benedict

AFTERNOON NETWORKING SESSIONS

TUESDAY, JANUARY 5 • 2:00–4:00 p.m.

Getting to Know You

Presidential spouses and partners are invited to gather for a lively social event that will provide an opportunity to talk with other spouses and partners about topics of mutual interest. Come greet dear friends and make new ones.

WEDNESDAY, JANUARY 6 • 1:30–3:30 p.m.

Events, Programs, and Processes That Work

What events, programs, or processes have you begun or continued on your campus that foster a sense of campus community, are efficient and effective, and are popular with trustees, faculty and staff members, students, and other groups? Presidential spouses and partners will exchange information about successful events, programs, and processes on their campuses. Please bring materials to share if you have them. Ideas will be posted online for easy reference after the Institute.

OPTIONAL EXCURSIONS



Please register for optional excursions at www.cic.edu/2016PresidentsInstitute. A registration form also is available on pages 31–32. Please be aware that space is limited. In the event that the excursion is full, registrants will be placed on a wait list and contacted if space becomes available.



TUESDAY, JANUARY 5 • 1:30–5:00 p.m. **Little Havana Walking Food Tour**

The Little Havana Walking Food Tour is a guided journey through the rich history and culinary attractions of this historically Cuban neighborhood of Miami. Participants will visit locally-owned restaurants and will be invited to sample traditional Cuban offerings such as picadillo-stuffed empanadas, Cuban sandwiches, guava pastelitos, and tropical fruit ice cream. During multiple stops participants will be offered the equivalent of a full lunch. A visit to Little Havana would not be complete without a visit to the neighborhood's cigar rollers where participants will observe the art of cigar rolling, meet local artisans, and learn about their distinctive work.

Per Person: \$125

WEDNESDAY, JANUARY 6 • 1:30–5:00 p.m. **Vizcaya Museum and Gardens Tour**

Vizcaya was built in the early 1900s as the winter residence of the industrial executive James Deering. The beautiful Italian villa-style property has been thoughtfully preserved, and guests will be guided through 34 decorated rooms, showcasing more than 2,500 art objects and furnishings—many Italian in origin. This National Historic Landmark also offers ten acres of formal gardens, a significant orchid collection totaling 2,000 specimens, and 25 acres of endangered primary growth forests. During a self-guided tour of the gardens, participants will see historic fountains mixed with more contemporary decorations. For decades, Vizcaya has served as the unofficial diplomatic seat of Miami-Dade County and welcomed such dignitaries as Pope John Paul II, Queen Elizabeth II, and Presidents Reagan and Clinton.

Per Person: \$105

HOTEL, TRAVEL, AND GENERAL INFORMATION



LOEWS MIAMI BEACH HOTEL

1601 Collins Avenue
Miami Beach, Florida 33139
Phone: (305) 604-1601 or (877) 563-9762
Fax: (305) 604-3999
www.loewshotels.com/miami-beach

Hotel Reservation Information

Room Rate: \$239 single/double per night

Deadline for CIC Rate: December 3, 2015

The oceanfront Loews Miami Beach Hotel sits directly on the beach in the heart of the bustling South Beach neighborhood. This Art Deco hotel, built in 1998, offers an oceanfront swimming pool, a spa and fitness center, and six restaurants and bars, including the popular Lure Fishbar. Additional features include easy access to nearby galleries, museums, restaurants, and shopping.

The hotel rate of \$239 for single or double occupancy is available from December 30, 2015, through January 9, 2016, for participants who would like to extend their stay.

When calling to make your reservation, please indicate that you are with the **Council of Independent Colleges' Presidents Institute** to receive the discounted rate. The reservation deadline is **Thursday, December 3, 2015**. Please note that reservations made after the deadline cannot be guaranteed at the CIC rate and will be accommodated only on a space-available basis.

Additional hotel and reservation information is available at www.cic.edu/2016PresidentsInstitute.

Transportation

The Loews Miami Beach Hotel is located just 20 minutes (17 miles) from Miami International Airport (MIA) and 35 minutes (29 miles) from Fort Lauderdale-Hollywood International Airport (FLL).

Transportation to the hotel is available from both airports through providers located outside of the baggage area. Taxi fare from Miami International is a zone rate of \$32 one way, and shuttle fare is \$21 each way. From Fort Lauderdale-Hollywood International, the zone rate by taxi is \$70, and the shuttle rate is \$21 each way. Although shuttle reservations are recommended, they are not required. Advance reservations are required when returning to the airport.

- Super Shuttle (MIA)—(305) 871-1000
- Go Airport Shuttle (FLL)—(800) 244-8252

Valet parking at the Loews is \$41 overnight and \$31 for the day. Self-parking is available at a garage directly across from the Loews (16th Street and Collins Avenue) at a daily rate of \$16. Please note that

rates are subject to change. (*Rates are accurate as of August 2015.*)

Automobile Rental

CIC has arranged for discounted rates with Alamo Rent A Car and National Car Rental for participants who wish to rent automobiles. For reservations with Alamo, call (800) 462-5266 and request ID# 7016394. For reservations with National, call (800) 227-7368 and request ID# 5030773. Links to make a reservation online at the discounted rates are available at www.cic.edu/2016PresidentsInstitute.

Dress Guidelines

Casual or resort wear is appropriate throughout the Institute. Business attire is suggested only for the Awards Reception and Banquet on Wednesday, January 6. If you plan to participate in the excursions, be sure to bring comfortable clothes, walking shoes, a hat, and sunscreen.

Family and Guests

All daytime sessions during the Presidents Institute, including breakfast and lunch discussions, are open only to registered participants. Tickets may be purchased on-site for special guests and family members to participate in the opening night Welcome Dinner. Tickets for the Awards Reception and Banquet on Wednesday, January 6 may be ordered at the time of registration.

Childcare

Childcare service may be arranged through several private providers partnering with the Loews Miami Beach Hotel. For a list of providers or to make arrangements, please contact the hotel's concierge at (305) 604-5420 or miamiconcierge@loewshotels.com.

The hotel also offers SoBe Kids Camp, a full or half-day program for children ages 4–12. The camp is located in the St. Moritz Tower of the Loews Miami Beach Hotel and offers arts and crafts, shell finding, beach sports, Wii competitions, scavenger hunts, and other activities. In addition, there are activities for teens that include music download cards and a lending library of Xbox 360 games, DVDs, and board games. For reservations or more information, please call SoBe Kids Camp at (305) 604-5421.

Spa Services

The hotel will offer a 10 percent discount on services at Exhale Spa for President Institute participants. To make appointments, call (305) 695-3400 or visit www.exhalespa.com/locations/miami-south-beach and indicate that you are with CIC.

Retired President Eligibility

CIC welcomes retired presidents who wish to participate in the Presidents Institute and remain involved in discussions of professional matters with former colleagues. Having retired presidents at the Institute is of value to current presidents, especially those who are relatively new to their positions, as an additional source of welcome advice from more experienced colleagues. Retired presidents who work for a sponsoring firm should participate in the Presidents Institute as one of the firm's representatives, not as a retired president. Retired presidents who work for a firm that is eligible to be a sponsor but is not should not participate in the Institute. Questions about eligibility to register as a retired president should be directed to Barbara Hetrick, CIC senior vice president, at bhetrick@cic.nche.edu or (202) 466-7230.



REGISTRATION INFORMATION

REGISTRATION DEADLINE: DECEMBER 3, 2015

Options for Registration and Payment

- Register online at www.cic.edu/2016PresidentsInstitute and pay by credit card or check.
- Complete the paper registration form and submit it with credit card information to CIC by fax to (202) 466-7238 or by mail to the address below.
- Complete the paper registration form and mail it with a check payable to “Council of Independent Colleges” to:

Presidents Institute

Council of Independent Colleges
One Dupont Circle, NW, Suite 320
Washington, DC 20036-1142

An email confirmation will be sent upon receipt of payment. If you do not receive confirmation within ten days of payment, or have questions regarding registration, please contact Sherita Ashmon, CIC conference and program coordinator, by phone at (202) 466-7230 or by email at sashmon@cic.nche.edu.

To ensure timely preparation of accurate and complete conference materials, register for the Institute by **December 3, 2015**.

Presidents Institute Cancellation Policy

Please note that CIC requires full payment by check or credit card at the time of registration. Refunds of the registration fee (less a \$50 processing fee) will be given for cancellations received in writing no later than **December 3, 2015**. Refund requests received between December 4 and December 13 will incur a charge equal to 25 percent of the total registration fee. Requests received after December 13, 2015, and “no shows” are ineligible for a refund. All refunds will be paid after the Institute.

Please send cancellation notifications in writing to Sherita Ashmon, CIC conference and program coordinator, by email at sashmon@cic.nche.edu or fax at (202) 466-7238.

REGISTRATION FORM

PRESIDENT REGISTRANT

Name: _____

(Please print name as it should appear on name badge.)

Title: _____

Institution: _____

Address: _____

Telephone: _____

Email: _____

PRESIDENTIAL SPOUSE OR PARTNER REGISTRANT

Name: _____

(Please print name as it should appear on name badge.)

Home Address: _____

Daytime Telephone: _____

Email: _____

Please check if you...

are attending the Presidents Institute for the first time

are a president retiring before September 1, 2016

prefer vegetarian meals for conference banquets

for myself for my spouse or partner

have special dietary, access, or participation needs (please specify):

Presidents Institute (January 4–7)

President of a CIC Member Institution	\$810	\$ _____
Presidential Spouse or Partner of a CIC Member Institution	\$490	\$ _____
President of a Nonmember Institution	\$1,040	\$ _____
Presidential Spouse or Partner of a Nonmember Institution	\$675	\$ _____
Retired President <i>(See eligibility criteria on page 29.)</i>	\$585	\$ _____

New Presidents Program (January 3–4)

President	\$385	\$ _____
Presidential Spouse or Partner	\$285	\$ _____

Presidents Governance Academy (January 3–4)

President	\$400	\$ _____
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Special Events

- Awards Reception and Banquet Guest (January 6)* _____ guests x \$150 \$ _____
 (\$150/guest; maximum 4 guests)
 Name(s) of guest(s): _____

Workshops (Each optional workshop has a limited number of spaces.)

- | | | |
|-------------------------------------------------------------------------------------------------------------------|------|----------|
| <input type="checkbox"/> Inside the Head and Heart of a Philanthropist (January 5) | \$50 | \$ _____ |
| <input type="checkbox"/> Tuition Resets (January 5) | \$50 | \$ _____ |
| <input type="checkbox"/> Maintaining Financial Vitality and Access to Capital
in Challenging Times (January 6) | \$75 | \$ _____ |
| <input type="checkbox"/> Prioritizing Academic and Administrative Programs (January 6) | \$75 | \$ _____ |

Optional Excursions (Fees are per person.)

- | | | |
|----------------------------------------------------------------------|---------------|----------|
| <input type="checkbox"/> Little Havana Walking Food Tour (January 5) | _____ x \$125 | \$ _____ |
| <input type="checkbox"/> Vizcaya Museum and Gardens Tour (January 6) | _____ x \$105 | \$ _____ |

Total Fees \$ _____

You also may register and pay by credit card or check online at www.cic.edu/2016PresidentsInstitute.

Please charge my credit card the total fee shown below.

- American Express MasterCard Visa

Account Number: _____

Name on Card: _____

Exp. Date: _____ Signature: _____

**Presidents may invite special guests—such as trustees, donors, alumni, or other friends—to the Awards Reception and Banquet. Banquet charges for presidents and presidential spouses and partners who register for the Presidents Institute are included in the Institute registration fee. Separate charges for the Banquet are incurred only for Banquet guests, with a maximum of four guests.*



THE COUNCIL OF
INDEPENDENT COLLEGES

One Dupont Circle, NW, Suite 320 • Washington, DC 20036-1142
Phone: (202) 466-7230 • Fax: (202) 466-7238 • www.cic.edu

WWW.CIC.EDU/2016PresidentsInstitute